UNIVERSITY OF KWAZULU-NATAL

THE IMPACT OF MILLENNIALS' EXPECTATIONS ON ERNST & YOUNG'S IT STRATEGY

By

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Abstract

Millennials is a term that is used to describe the generational cohort consisting of people within the age group born between 1980 and 2000. This is the young generation that is currently entering the workforce. Having been raised differently from other generational cohorts, and with lots of exposure to technological advancements and the internet, they pose a challenge to organisations that are currently employing them and doing their best to retain them within their companies. Although there are many studies that have been done on the expectations of millennials and how organisations are attempting to address these expectations, there is currently limited theoretical information regarding millennials in the workplace and what they expect in relation to organisation's Information Technology (IT) offerings. The aim of this study is to attempt to address this gap in the research and to ascertain how meeting these expectations could contribute to the employees' overall performance in fulfilling their roles in the organisations. The main objectives of the study were to ascertain what their expectations of the organisation's IT are, as well as to establish whether these expectations are being met within the organisation. In order to achieve the objectives, survey questionnaires were used to collect data from the millennials at the Durban office of Ernst & Young (EY) in the KwaZulu-Natal (KZN) region of South Africa. Findings from the study indicated that the expectations of millennials are, to a large extent, being met through the use of strategic technological plans. The study thus contributes to ongoing research on millennials, which other researchers would be able to utilise to further study millennials and how best companies could attract and retain them. Based on the findings of the study, it is recommended that the firm further engages millennials within the organisation to better meet these expectations and to explore further other millennials' expectations outside of information technology in order to be better able to meet their expectations. Other organisations may also use the information in this study in ascertaining how best to utilise their information technology to not only recruit millennials but to retain them and engage them throughout employment whilst taking into account a holistic approach to Human Resources Management by addressing other areas in which millennials expectations can be met. This information has the potential to contribute to the overall success of the company.

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List of acronyms and abbreviations

CSR	Corporate Social Responsibility
EY	Ernst & Young
IT	Information Technology
KZN	KwaZulu-Natal
MDS	My Development Site
MIS	Management Information System
PwC	PricewaterhouseCoopers
WLB	Work Life Balance
WOM	Word of Mouth
UKZN	University of KwaZulu-Natal
VoIP	Voice Over Internet Protocol

CHAPTER ONE

Introduction

1.1 Introduction

This chapter highlights the overview of the study by describing the background information, statement of the problem and motivation for the study. It also looks into the purpose of the study, aims and objectives of the study, as well as the research questions. A brief overview of the methodology used in the study is also indicated.

1.2 Background to the study

Young and Hinesly (2012; 146) describe generational cohorts as individuals in a group, who are born during the same time and as such experience more or less the same historical or cultural experiences. This often contributes to them having common ground in things such as preferences, values, beliefs, motivations and sometimes behaviour and creates common characteristics amongst the group. The commonality of characteristics within a generational cohort is part of what makes it feasible to formulate strategies targeted specifically to attract a certain group of people who belong in the same generational cohort, according to Young and Hinesly (2012; 147). A deeper understanding to a cohort's preferences and sometimes values, could help an organisation better attract and retain specific individuals within their organisation, should they so wish.

Often referred to with interchangeable terms such as Generation Y, Generation "Me", dot com or Internet generation, Nexters, the iPod generation and so forth, millennials are by far the largest generational cohort to enter the workforce and most difficult to manage, due to their social experiences as per Luscombe, Lewis and Biggs (2013). PricewaterhouseCoopers (PWC) (2011) predicts that by the year 2020, millennials would make up about fifty percent of the world's entire workforce. That said, it has become increasingly important for organisations to attract the best talent from this generation to ensure future success of their businesses. In the same study, PwC (2011) noted that some of the characteristics that stand out about millennials include the fact that they expect rapid progression, not only in information technology of the company, but also in their own careers and are quick to move on when their expectations are not met. This poses yet another challenge for employers, of retaining this generation in the workplace. It therefore becomes increasingly important for

employers to understand what the expectations of this generation are, in order to meet their expectations.

According to Young and Hinesly (2012), a great deal of research has gone into better understanding the millennial generation, such studies include Brown and Washton (2010); New strategist (2009) and Asop (2008). Studies have shown that millennials have different work values, personalities and work preferences, as compared to other generational cohorts as discussed by Kuron, Lyons, Schweitzer and Ng (2015) and because of this, organisations world over are trying to determine how best to lure and retain this group of employees in the workplace.

Appleton, Stevenson and Boden (2011) further point out that millennials have not known a world where the internet did not exist and how different systems have had to adapt to the change that they bring in today's educational sector and the workplace. Gladwell (2006), in Ashraf (2009) talks about a "tipping point" as a dramatic moment in which everything can change all at once driven by contagiousness, little causes can have big effects and how change happens not gradually and not in one dramatic point. The advent of millennials on the working scene can be described as one such "tipping point", with organisations having to modify not only their Information Technology, but in most instances, their cultures too, in order to accommodate and retain the millennials.

Ernst & Young has in the past invested, to a large extent, in its technology worldwide. The EY Durban office is currently undergoing some renovations. Part of this initiative is to promote new ways of working, which would promote further HR policies that govern flexibility, making it easier for professionals within the firm to be able to have flexible working arrangements and increase efficiencies in their day to day duties. Technology plays a big role in achieving this and is an important tool in facilitating things such as remote access, communication and performance. Catering for things such as this contributes to the growth of the company, as it means employees are able to work at maximum efficiency, thereby reducing costs and delivering exceptional service to clients.

This includes not only having laptops, tablets and phones with fast processors and up to date business applications, but also working towards better and more efficient processes within the workplace. Part of this has been to remodel workplaces to create an environment that

makes it easy to use this technology. For example, having televisions in most meeting rooms to enable things such as video conferencing, which is important in a firm like EY as a global company and makes it easier to conference with both colleagues and clients in other work locations throughout the world. Skype for business, which also enables EY's employees to instant message, skype call and to share desktops and do presentations amongst other things also contributes to this ease of communication which assists in business transactions being done faster, better and at reduced costs.

The Durban office is currently being renovated and has incorporated such functionalities in their renovations. Functions such as the bar click share, which also allows employees to easily connect their laptops to the television screen and easily share the screen with other people in the room or remotely, has also been incorporated and training on these offerings have also been provided.

1.3 Problem Statement

The impact of millennials' expectations on an organisation's IT strategy remains an unresolved topic, despite millennials and their characteristics and expectations in general, being the subject of research for many scholars.

1.4 Motivation for the study

Despite the studies that have been done on the millennials to date, there is no conclusion on whether their expectations or assumed expectations are being fulfilled, particularly their expectations on IT in the organisations in which they are working. This is also true for Ernst & Young, a global company offering professional services worldwide. Being a global organisation also means that people work across different time zones, whether it is to service a client, for virtual meetings or communication telephonically and via email. This is where computing plays a crucial role everywhere, as it ensures that there is a consistent flow of information between the right people and at the right time.

Computing everywhere, as a concept, has contributed to EY being listed as one of the top employers for more than three consecutive years, as the flexibility it offers is partially responsible for increasing job satisfaction. Being a global firm apparently means that often, employees are required to work outside their normal working hours, perhaps to have a call with a team member or a client in another geographic location. The ability to allow employees to access their emails through phones, tabs, iPads and so forth, means that the

employees are able to work outside these standard working hours and from home, if need be. This inevitably increases production and also allows opportunities for travelling without worrying much about the employee's physical absence in the office, as they would still be reachable in other ways and be able to still meet client deadlines, as well as work with other colleagues across the globe without bearing the cost of bringing the people to one location. As a result, EY has also managed to attract a lot of female talent that is constantly seeking this kind of flexibility.

Wearable devices such as Bluetooth headsets also assists the business by allowing flexibility and accessibility within team members. EY also uses Voice Over Internet Protocol (VoIP) which saves the organization loads of money as it means that communication is facilitated using the internet and organizational members are easily able to contact each other and collaborate on different projects. EY also makes use of biometric routes to information systems. This includes using secure security discs to access the building at entry and exit points, as well as to access facilities within the building such as fax/printer machines amongst others.

1.5 Focus of the study

The purpose of this research study was to assess the extent to which millennials' expectations affect Ernst & Young's IT Strategy. The study also sought to ascertain whether or not meeting these expectations contributes to performance of the employees within the company. In view of that, the study sought to achieve the following objectives:

1.6 Research objectives

1. To examine whether millennials' expectations are being met adequately in EY's current IT strategy
2. To analyse whether meeting millennials' expectations is important in determining the employees' performance
3. To study the impact of millennials' expectations on EY's IT strategy

1.7 Research questions

1. Are millennials' expectations being met by EY's IT strategy?
2. To what extent does meeting millennials' expectations in an organisation's IT strategy contribute to employees' performance?
3. Do millennials' expectations affect EY's IT strategy?

1.8 Significance of the study

The significance of this study is that the information resulting from the study might be useful in decision making as it helps investors, senior management and entrepreneurs to determine to what extent they need to meet millennials' expectations in their organisations' IT strategies, as well as to realise to what extent this contributes to the employees' performance. It might also help them identify areas in which they could improve in meeting millennials' expectations in their organisations' IT strategy and how best they could lure and retain millennials by meeting these expectations.

This particular study investigated the EY branch in the Durban office, in the KwaZulu-Natal province of South Africa. Establishing if these millennials' expectations on an organisation's IT are being met or not would not only help EY, but other organisations who are also trying to attract millennials into their organisations. The findings of this study might also help many managers and business leaders that already have millennials in their employ, to see how best to retain them by continuing to meet their expectations or modifying their IT strategies, if need be, in order to meet their expectations.

This study could also assist other researchers in identifying other aspects in which an organisations' overall strategy could be aligned with millennials' expectations and how these could contribute to an organisation's business success.

1.9 Methodology

A mixed methods design was used during the study and it involved reading on available literature on millennials and their expectations and collecting quantitative data through the use of a survey questionnaire as a research instrument in more depth. The mixed methods study helped to address the impact of millennials' expectations on EY's IT strategy and how this contributes to the firm's performance. The research design used for this study was one that is exploratory and descriptive in nature. Using secondary data collected from previous

studies together with the information collected from the survey, to test whether or not millennials' expectations are affecting EY's IT strategy and how this affects the employees' performance assisted in getting results that are well rounded and balanced.

1.10 Summary

The aim of this chapter was to give an insight into the background of the study, the focus of the study, the objectives, as well as the significance of carrying out the research on the topic provided. The next chapter explores the findings from other researchers on the general characteristics and expectations of millennials and how this links to their expectations, especially on the organisation's IT strategy.

CHAPTER TWO
Literature Review

2.1 Introduction

This chapter focuses on the relevant literature pertaining to the topic of study. It gives insights into what other authors have researched on millennials' expectations in the workplace, as well as how meeting these expectations affects the employees' performance. The literature is categorised into two sections, the first category reviews influential theoretical studies about millennials' expectations and how these, when met, contribute to an employee's performance, whilst the second category looks at recent empirical studies on the topic and the information currently available on millennials. The actual age group of millennials differs from researcher to researcher but in this paper, it is broadly defined as all people born between 1980 and 2000.

2.2 Theoretical Literature Review

2.2.1 Expectancy theory

Luscombe, Lewis and Biggs (2013) claimf that according to the expectancy theory, the level of expectation about work and the value that each individual places on expectation, influences the valued outcome of the met expectations. This means the greater the expectation, the greater the value of the expectation being met. Millennials enter the workforce with the hope that their expectations in the workplace would be met and whether or not these expectations are met, is only determined following employment within the organisation. The organisations' strategies on different aspects of the business play a major role in millennials' expectations being met, also taking into account the promises that could have possibly been made during the recruitment phase to potential employees. Success or failure to meet these expectations usually contribute to the retention of these employees or lack thereof, good or poor delivery of outcomes and a high staff turnover or staff retention rate.

When employees' expectations are not met, motivation is usually low as well, thereby negatively affecting their performance and consequently, the business' success, this is pointed out by Luscombe *et al.* (2013). In the study by Luscombe *et al* (2013), the authors

further articulate the importance of an organisation staying up to date technologically and being perceived as contemporary and innovative, as millennials are known for everything digital and staying up to date with technology. An organisation's IT strategy is one such a way in which this can be exuded in the company's image, both to insiders and outsiders. It is therefore important for an organisation's IT strategy to be in line with the expectations of the millennials, should they aim to recruit and retain this generation. It is however important to note that the study by Luscombe *et al.* (2013) was done only on one organisation and therefore, might not give a holistic picture concerning millennials' expectations, as organisations in different industries might take different approaches to this subject. Other factors contributing to this include the fact that more recent studies have managed to establish that millennials are also not a homogenous group as assumed in previous studies and as such, the results may differ, depending on things such as age, work experience, industry and so forth. This makes it hard for researchers to generalise any findings on this age group, as it consequently suggests that millennials in different geographical areas or industries might have different expectations and attitudes towards work, as well as an organisation's IT and other areas of interest to researchers.

2.2.2 Two - factor theory

Robbins, Judge, Odendaal and Roodt (2009;146) explain the two-factor theory or motivation-hygiene theory as having been postulated by the psychologist Frederick Hertzberg. Hertzberg's two factor or motivation-hygiene theory attempted to establish the reasons behind people feeling satisfied or dissatisfied at their jobs. The conclusion was that there is a difference between a person being satisfied and feeling motivated. Even the absence of dissatisfying factors does not necessarily act as a motivator to perform better in the workplace, but rather just eliminates the dissatisfaction. In other words, when satisfied, it does not automatically mean that the employee is motivated.

The Hertzberg theory identifies hygiene factors as basic requirements that are dependent on the external environment such as salary, physical working conditions, job security and relationships with others. When these needs are met adequately, the employees are neither dissatisfied nor satisfied. To motivate them, there is need to pay close attention to motivation factors such as promotions, recognition, achievement, job satisfaction and personal growth opportunities (Tietjen and Myers,1998:3). As such, motivators would normally have a more

lasting effect as far as determining the attitude to the job is concerned, as they are a means to achieving self-actualisation for the employee.

One of the limitations of the two - factor theory is that it does not strongly tie satisfaction or dissatisfaction to productivity in the work place. As a result, it is not safe to conclude that satisfied individuals would necessarily be more productive than their dissatisfied counterparts. There is also no means to tell, using this theory, whether or not the person is overall satisfied with the job or not. Even though other aspects of the job may be dissatisfying, an employee might still choose to keep the job. The methodology used in establishing the theory is limiting in that it does not take into account the fact that generally speaking, people tend to blame external factors when they are unhappy and to give themselves credit when things are going well. It also means that interpretations of responses to questions asked are more often than not, up to the discretion of the researcher (Robbins *et al.,* 2009).

2.2.3 Maslow's hierarchy of needs theory

The two-factor theory seems to align itself to Maslow's hierarchy of needs and is perhaps true for some people. Abraham Maslow's theory of motivation ranks highly in the motivation sphere. Maslow's hierarchy of needs is a motivation theory that proposes the idea that people are motivated by five needs that are organised in a hierarchical manner. These five needs are physiological, safety, social, esteem and self-actualisation. These five needs are divided into two categories which are higher order needs and lower order needs. Physiological needs such as food, water and shelter rank lowest on this pyramid. Safety, which has to do with protection from the external dangers, is next, followed by social needs which focus on relationships. Esteem, which focuses on self-worth follows and self-actualisation ranks highest on the pyramid Stum (2001:7). Maslow's hierarchy of needs, although probable, is not necessarily achieved in the rigid order given in the pyramid for all people. It is however helpful in identifying motivational factors, but there are a number of things to take note of, such as the fact that in practice, people's needs are not always as simplistic and linear.

2.2.4 Neuropsychology and emotional intelligence

The assumption in olden days was that employees, under normal circumstances, would only be rational and perform at their highest if incentivised with monetary benefits (Hughes and Rog, 2008). Extensive research in the neuropsychology field has however proved that this is

not necessarily the case. Instead, people generally tend to have a rational and an irrational side, a logical and a feeling side. Rock (2009; 2) states that the human brain is a social organ. Its physiological and neurological reactions are directly and profoundly shaped by social interaction.

Neuropsychological research has demonstrated that there are other ways of motivating employees, other than the carrot stick approach, according to Rock (2009). With time, organisations have started appreciating the benefit of understanding better the expectations and needs of their employees and attempting to address these, in order to increase job satisfaction. Surveys have shown that it is best to ask the employees directly, what it is that motivates and ignites the drive in them to perform better (Wiley, 1997).

2.3 Empirical Literature Review

2.3.1 Meeting millennials' expectations as a competitive advantage

There have been several empirical research papers which have attempted to explore, to some extent, how millennials' expectations have affected the way organisations formulate their strategies and how meeting these expectations contribute to the success of the business (Thompson, 2011). Studies in both the developed and developing countries are constantly trying to solve the mystery and to understand better, how organisations can better attract and retain millennials in their organisations. Not only that, but at the same time trying to ensure that the best talent of this age group is attracted to their organisations. Recruitment and retention of talent has been identified as some of the most pressing challenges that organisations still face to date (Hughes and Rog, 2008; 7).

Zhao (2006), in Luscombe *et al.* (2013) points out that recruiting and retaining the best employees is a vital ingredient to an organisation's business success. PwC (2011) states that although millennials are generally still in short supply in the workplace, by the year 2020 they would make up about 50% of the workforce. This is a considerable percentage and considering that 2020 is only a few years away, at the time of the PwC's publication, it is increasingly becoming important for organisations that this percentage is composed of the right people at the right positions, to ensure the prosperity and successful continuity of their organisations.

In developed countries such as Germany, USA and Japan, it is expected that there would be a shortage of talent in the long run, as baby boomers would be retiring and ageing, the expectation would be that there would be more people leaving the workforce than entering it, due to the fact that the population growth rate is declining in such countries (Kapoor and Sherif, 2012). This creates a unique challenge for organisations to continue to find a way of attracting this age group into the workforce and to promote globalisation so that the recruitment of millennials is not restricted to a specific geographic location and can be spanned across the world. This also poses an opportunity for organisations to attract talent from emerging countries such as Brazil, India, Russia and China. They can also consider outsourcing some functions of their businesses to these low wage countries where the number of university graduate employees far exceeds those in higher wage countries and the general cost of labour is lower in comparison (Kapoor and Sherif,2012).These unique circumstances call for organisations to look into non-traditional labour sources to address this scarcity, one way of doing this is getting foreign workers and older workers ,particularly in countries facing a scarcity in labour (Hughes and Rog, 2008;12).

According to the World Migration report (2010), cited by Kapoor and Sherif (2012), there was an estimated number of 214 million international migrants in the world in 2010 and this number was expected to rise exponentially in the following years, with 57% of these migrants living in high income countries. Other companies such as PG, Amazon and Solvay have resorted to the creative means of sourcing talented individuals through mechanisms such as crowd sourcing and collaboration (Harris, Craig and Ethan, 2010; 19). As an example, they utilise 'idea marketplaces" to post some of their toughest analytical problems and offer rewards for the most viable solutions offered. This is another effective way of attracting millennials into a business' operations without necessarily employing them formally, but still making sure that they are drawn to work with the organisation (Harris *et al.*, 2010). It can also be used in a similar fashion for employees within the company, by offering them rewards or incentives that give ideas which stand out and profit the business in one way or the other, thereby promoting creativity and innovation.

As for older workers, most baby boomers have dutifully upgraded themselves with every wave of technology that has hit them. Technology is a big part of globalisation as it allows for knowledge sharing, collaboration, competition and other things which were not possible before. In an online survey done by Macaulay and Cook (2001; 2), technology was rated as

the most important to professionals of the seven pillars for the future, which would change between now and 2030. Some business trends that have been found to be contributing to this are growth in internet, where over half of the world's population has got access to the internet and this number is still increasing, the next wave of mobile access and ease of leapfrogging where regions such as Africa has increased their uptake of digital technology (Macaulay and Cook, 2001). The internet of things has also majorly contributed to this phenomenon, the interconnectedness of devices, even in the business world, has contributed to greater productivity for employees, as work is then not confined to a specific physical location or device. The rise of cloud computing which makes it easier for companies to avail business applications and information from anywhere in the world, as long as they have a secure internet connection (Macaulay and Cook, 2001), has also contributed to the pressing need for organisations to be technologically advanced. These are some of the things that have revolutionised not only the expectation of technology existing, but also the different dimensions of this technology.

2.3.2 Understanding millennials

Young and Hinesly (2012; 14), point out that although current approaches do their best to study millennials' expectations, preferences and defining characteristics, it still does not provide a holistic picture due to the limitations of the methodologies used in the studies. It is a challenge to define and describe a whole generation with a common set of characteristics, large scale surveys and demographic data that could give insights into the generation's characteristics are usually too broad and too general to be applied homogeneously. Survey data, which is more specific and perhaps smaller, also pose the challenge that the respondents really have to be diligent to give accurate and concise information to be of any real use (Young and Hinesly,2012). There are also other cultural and country specific factors that might also hinder us from applying general conceptions about millennials to this generation in different geographical and cultural backgrounds. Kuron, *et al.* (2015; 3) also point out that if millennials' work values and preferences change due to their developmental experiences, then it is possible that preferences for this generation established many years ago, might still not be applicable or might be in a transitional stage.

Most of the available literature concentrates on the characteristics of these young people, but there is also the undeniable fact that organisations have had to also adapt to "digital immigrants" from older generations, who have also adopted similar characteristics as the

millennials make it impossible to ignore these enthusiastic users of technology who demonstrate similar levels of information-seeking behaviours (Appleton *et al.*,2011). It is also undeniable that those in the older generations that have not made the shift to be "digital migrants" still need to be accommodated too in the workplace, meaning that the organisation's IT strategy needs to cater for both groups. Organisations are also in a unique position where they have to manage more than four generations all at once in the workplace (Bennet, Pitt and Price, 2012), which in itself poses a challenge to managers and business leaders alike. Given the aforementioned, it would also be worthwhile for future studies to look into how an organisation's IT strategy might assist in resolving some of the intergenerational problems that might occur within an organisation due to this. This study might therefore assist in such studies in the future.

Senior and Cubbidge (2010), point out that multitasking is a fundamental process for millennials, which often requires that they make use of the many technologies to achieve. As a result, some of the technological requirements that enable multi-tasking to happen, either in a work or home setting, are some of the expectations that millennials would have on an organisation's IT. Millennials also display the need to be constantly connected to each other for most of the time and as a result, mobile telephony and social networking are easily integrated into their day to day lives (Senior and Cubbidge, 2010). Based on this, it is also not surprising that millennials would share, to a large extent, even things happening at work with their peers. This includes functions at work, milestones and other things that put the organisations they work for in good light. It is therefore not surprising that millennials have readily adopted modern technology and social media networking and have expectations on the IT of the organisations that they work for, besides entering these organisations better equipped to take on the challenges of the modern-day employment (Senior and Cubbidge, 2010).

There are a few companies which have successfully managed to attract millennials, amongst them Google, Apple and McDonalds (PwC, 2011). Most of these companies have displayed innovation in letting go of the "how-things-used-to-be-done" mentality and attitude and embracing new ways of working and cultures that successfully attract millennials to their organisations. Even then, attracting millennials is not enough as they are likely to leave in search of new opportunities, either in other organisations or to start their own businesses due to the fact that digital technology presents a platform where they can do either with relative

ease, compared to other age groups before them. This is also something that employers have to factor into their workforce planning. With time, more and more millennials have started expecting employers to not only manage and control them, but to also develop them and harness their skills for future assignments (Harris, Craig and Light, 2011:4).

2.3.3 Communication

A survey by PwC (2011; 4) highlights the idea that about 41% of millennials prefer to communicate electronically, other than face to face, or even the telephone with their managers and peers alike. In the same survey, about three quarters indicated that access to the right and up to date technology helps them to be more effective at work. It is however important to note that the use of more technological tools may in itself be a source of conflict with older generations, as it can lead to certain work and leadership styles that might not be understood in the same way across the different generations. However, if used correctly, technology can not only promote work life balance, but also promotes effectiveness by providing mobile phones and laptops that employees can use outside the physical office hence, enhancing more collaboration and higher response rates on work related issues, which in turn contributes to the business' effective rate and overall bottom line.

Social media and interacting with peers have also become an integral part of this generation's lifestyle, with the use of platforms such as Twitter, Instagram, Facebook, Snapchat and You tube being more popular now than ever. Smith (2012) states that millennials value their peers' opinions in determining the merit of a service, product or even organisation to work for. This information is relatively more valuable to them than a company's source of information or traditional media. This generation does not also shy away from writing experiences and sharing reviews of even working places with each other- a phenomenon coined "Word-of-Mouth" (WOM), which many marketers trying to attract millennials are utilising to their advantage (Duffett, 2017). Many organisations have used WOM social media campaigns to promote their brand, products and even their businesses as an ideal place of work. Smith (2012) also states that millennials value the personal touch and prefer websites that are interactive and have superb graphics. With this background of the millennials' familiarity with media and digital technology in mind, it has also become important for organisations to have a strong online identity and presence, as millennials are more likely to also have strong online identities as they grew up with the web, Rodriguez and Rodriguez (2015). Other factors that contribute to globalization and the increasing need

for communication to use technology are the increasing use of cloud computing access, remote access and support technologies. Kapoor and Sheriff (2012; 234) noted that these factors require that organisations have technological infrastructure that support these functions.

2.3.4 Training and Development

Luscombe *et al.* (2013) point out the fact that millennials value training as an important aspect of their career goals. This generation's need for up to date digitised content is also a driving factor in how an organisation's IT should be structured, as they better respond to digital learning styles and delivery methods. An organisation recruiting this age group would need to take this into account. For instance, a digital knowledge management would be of far much greater value than the traditional books, should one wish for his or her employees of this age group to acquire this knowledge as they are more comfortable with digitalised information as opposed to the traditional. The organisations would also need to plan ahead for ways in which they could further develop their training and developmental offerings. Organisations taking the aforementioned into account are more likely to not only attract, but also retain more millennials, in comparison to their counterparts that do not. Thompson (2011) points out the fact that millennials highly value development and career opportunities. The development aspect is made up of experiences that facilitate learning that is designed to enhance an employee's skills and competencies, whilst career opportunities involve plans that help employees to pursue their career goals.

In the same way, millennials are much more comfortable using social media, iPods, laptops and mobile phones, in comparison to the digital immigrants. Availing these gadgets in an organisation's IT Infrastructure not only acts as an added bonus, but also ensures that performance and productivity of this age group is heightened by using these gadgets. Latest technical standards allow for e-learning to have multiple sources of data, allowing it to draw from the many learning experiences (Hopp 2015; 114). Availing e-learning for millennials could also mean that training is not only restricted to working hours as they can have access to learning platforms outside working hours and can attend training courses without physically having to go to a set location. This also allows for flexibility for things such as working from home, which this age group also considers to be important as they are conscious of achieving work life balance amongst other things.

2.3.5 Flexibility

Skowronski (2012), in Kuron *et al.* (2015; 14) mentions that two of the most important things to millennials include interesting work and work life balance. However, most corporations are still finding it as a challenge to provide concepts such as flexi time, telecommuting, childcare and eldercare that promote work life balance. According to Schleter *et al.* (2015), a work life balance consists of organisational policies, programmes and practices that make it possible for employees to succeed both within and outside the workplace. Studies have shown that millennials would rather sacrifice high incomes for leisure, flexibility and health (Rodriguez and Rodriguez, 2015). Lyons, Schweitzer and Ng (2015), also points out that millennials are known to pursue work life balance (WLB) and because of this, are more likely to pursue career opportunities that favour their lifestyle and leisure, sometimes over career progression.

Millennials also show a high affinity to mobility in their jobs, showing an interest in working and perhaps living overseas for a while. This is something that organisations need to be mindful of, as it means that millennials are likely to be attracted to careers that provide short term benefits, as opposed to long term benefits. The increase in globalization, shortage of low cost labour and an increase in consumers in some countries, are also contributing factors to this mobility. This is something that many countries looking to expand their operations into other countries can use to their advantage (Kapoor and Sheriff, 2012; 233). In comparison to other generational cohorts, millennials are also a generation that puts its own needs before an organisation's and are therefore more likely to consider leaving where they feel their expectations are not met, (PwC, 2011).

The concept of knowledge sharing and cross collaboration needs to be incorporated by providing the right technological tools to enable millennials to still connect with peers and colleagues, even if they are not in the same geographical location. This is also an opportunity for companies that want to grow globally to maximise on this characteristic of millennials. Millennials' other characteristics include the desire to progress rapidly within their careers, as well as their ability to move on when their expectations are not being met. The importance placed by millennials on flexitime and commuting is evidence that millennials place value on flexibility and vacation time. This is also an expectation that employers can meet, not

only with promoting this with the organisation's IT strategy, but with other strategies within the business as well, Kuron *et al.* (2015;14).

Deery and Jago (2015: 13) further stress the importance of work life balance to millennials, suggesting that it is important for organisations to have policies that support a culture of WLB, which as much as possible limits a spill over of work life into personal life, particularly for women and in so doing, promoting job satisfaction and lower stress level, both of which contribute to higher retention levels amongst other things. It has been observed that women in particular, are less likely to stay in organisations where they feel there is work- life conflict and fewer promotional opportunities. this is even more pronounced in the millennial generation which values WLB more in comparison with other generational cohorts (Dreery and Jago, 2015; 16). It is imperative for organisations to be mindful of these expectations from millennials, should they wish to attract, employ and retain the best talent from the millennial generation. An organisation's IT strategy is one of the many ways in which organisations can provide the right tools and technology that can be used to promote a WLB culture. It is however critical for organisations that they also provide managers with the technology that allows them to also assess and in some instances, monitor the levels of WLB being experienced by staff, in order to avoid a situation whereby this is abused to the detriment of the company.

2.3.6 Social Media

Leen, Thurasamy and Omar (2012) explain that about three quarters of millennials are on social media sites such as Facebook, Instagram, Twitter, Pinterest and YouTube. Millennials are understood to be the first generational cohort to have adopted social media as their primary mode of acquiring and sharing information (Paulin, Ferguson, Jost and Fallu, 2014; 335). Most companies have a comprehensive understanding of the importance of having a strong brand (Hughes and Rog, 2008; 743). However, the strength of a brand would need to be conveyed digitally as well in order to ensure that they catch the attention of the millennials. As such, it has also become important for companies that are trying to attract millennials to not only be present on some of these social media sites, but also to be active and make their brand attractive to the talent that they would be attracting, by promoting the business use of social media.

Companies can be assured that even if they are not having an active social media presence, other companies trying to attract this age group would be doing this. Lam (2016, 420) however points out that most companies are cognisant of the fact that there needs to be careful attention paid, as to how their brands are managed on social media, as mismanagement could also destroy the brand of a company. Most organisations have therefore identified social media and confidentiality policies to give guidelines on how to govern and manage social media for both the employee in relation to work, and the employer. This also assists in ensuring that the employer also uses social media without being illegal or crossing ethical grounds (Lam, 2016; 421).

The sense of community and sharing of day to day lives is something that millennials identify with (Leen *et al.,*2012; 5). Should most of this time be spent in a work setting, the expectation would be that millennials would like to share with their peers, even things that happen at work such as milestones, events and so forth. This is even made more appealing if the company can be tagged, hash tagged or whatever it is that makes it easier for them to easily identify with the company even on the social media sites. Smith (2012;89) explains that having millennials sharing amongst themselves more about a brand is more effective than the brand putting itself out there, as millennials rely on their peers' perspectives about how good a brand is.

The study by PwC (2011) also showed that just over half of millennials interviewed were likely to affiliate themselves with organisations that engage in Corporate Social Responsibility (CSR) activities. The study revealed that about 56% of millennials would consider leaving an employer whom they felt did not share the same values as them. Smith (2012; 87) further supports this by pointing out that millennials like to associate themselves with brands that assist communities, people and the environment. Arnett (2010), in Paulin *et al.* (2014) describes millennials as being empathetic and being able to mobilise, share and utilise social media to promote causes they care about. Closer to home, the 2016 #Feesmustfall campaign in South Africa, where young people used social media to protest against school fees in tertiary institutions, is a classic example of this. Employers could also use this to the advantage of the company by maximising on this feature of millennials to promote company events and CSR initiatives, bearing in mind that it is usually advisable to observe and listen to them, rather than impose action to do this on them. Instead, it is better

to get a few influencers from their group that would be able to influence the rest of the group (Paulin *et al.*, 2014).

To a large extent, millennials decide whether to explore a site further, based on a website's first impression (Leen *et al.*, 2012; 3). Although this information is mostly used by retailers, this also means that millennials even expect the companies they work for to have websites that are impressive and appealing to them. Leen *et al.* (2012) further explain that millennials, once they find a brand that appeals to them and one that they identify with, are known for staying loyal to that brand. This applies to both consumer and employer brands. This is something organisations could use to their advantage by portraying their companies on the internet with values that millennials can easily identify with and are proud to be associated with. This would also help in cementing their loyalty to the brand of the organisation and therefore, stand to improve the rate at which they are attracted to, or retained in an organisation. It is however important to manage expectations throughout, as setting unrealistic expectations or painting the wrong picture could also lead to expectations not being met and difficulties in retaining employees.

Ashraf (2009) points out that millennials or digital natives as they are called by others, have grown up with websites, blogs, vlogs and virtual digital worlds. Any organisation needs to be cognisant of this when hiring this generation and needs to be careful on how information is presented and maintained within an organisation, in order to attract and retain this age group. PwC (2011) survey showed that most millennials have very specific expectations as to how technology is used in the workspace. They expect technology to drive communication and innovation in the workplace. From that survey, 59% stated that an employer's provision of state of the art technology plays a big role when determining which job to take, whilst about 78% of the respondents believed that having access to the technology they like makes them more effective in the workplace.

As technology is ever changing and evolving, companies need to be adaptable and agile in keeping up with the latest technology. Organisations are faced with the challenge of technology ever evolving in areas such as increased internet connectivity, mobile device penetration, data storage and analytics and as a result, companies not only have to be adaptable, but they would also need to be innovative to keep up with these changes (Leavy, 2014; 3). Lately, the economic harsh times have however been forcing this age group to be

more realistic about this aspect, but it still also plays a somewhat important role in attracting top talent.

Most companies are already adapting their IT policies and strategies to better attract millennials. However, some are still a long way to go and are still making use of the generic methods of recruitment without necessarily being cognisant of the different generations that are now existent in today's workplace. Efforts to engage and retain millennials in the workplace is critical to any organisation's bottom line. The point is to create an atmosphere where millennials have the technology that enables them to do social networking, instant messaging, blogs, vlogs and wikis that enable them to engage, connect, collaborate and be better productive in the workplace without losing productivity in the work place (PwC,2011).

2.3.7 Performance

Familiarity of this generation with digital technology is in the long run beneficial to the company, as it effectively means that business never sleeps and people continue to work even beyond the specified business hours. In a global environment, this gives the organisation a competitive edge as it can increase things like response time to clients. Sweeny (2012), in Rodriguez and Rodriguez (2015) also points out that millennials prefer an environment that replicates the virtual environment and social networks, as these present a platform with little penalty for their trial and error learning.

Kuron *et al.* (2015) point out other factors that are not necessarily IT related, but they affect the way millennials work. Amongst these are factors include the way millennials expect rapid career progression and frequent monetary increases. The value that they also place on other immaterial things such as interesting work, the value of their work to the world, non-monetary benefits and receiving mentorship, are also important contributing factors (Kuron *et al*.,2015). These human resources management dynamics also need to be taken into account and emphasise on the need for employee engagement to be optimal for any organisation that intends to retain the talent they attract.

 Hughes and Rog (2008; 9) point out that organisations that embark on an effective employee engagement strategy continue to have a competitive advantage and have a better chance at ease of recruitment, retention and employee turnover. Other additional benefits to an effective employee engagement strategy include increased employee productivity, customer

satisfaction, revenue growth and increased profit margins (Hughes and Rog, 2008; 9). This means that an organisation may well meet millennials' expectations, but if the other aspects of their work are not attended to, it might still be a challenge to successfully attract and retain the millennials. It is therefore far much more beneficial for an organisation to take a holistic approach in meeting the millennials' expectations in trying to attract and retain the best talent from them. Gaining the best talent could be a source of competitive advantage for an organisation as it could potentially increase things such as its profitability and employee performance amongst others (Kapoor and Sherif, 2012).

Another challenge for organisations is that global trends, particularly in IT, are ever changing and evolving. In the same way, although it is important to try and align the IT strategy to millennials' expectations, it is also important to be cost effective in so doing. There is also the need for HR to be using technology and data analytics to build global HR information systems that would be useful in providing insights into business predictions, employee engagement and talent management. This ability would also enable the companies that successfully do this to also gain a competitive advantage on the business landscape (Kapoor and Sherif, 2012).

Despite researchers attempting to get a good grip on what millennials expect or not, it has since been proven that most studies have mostly focused on the millennials that went up to tertiary education. Fair as it may be, this population is only a fraction of the entire millennial generation that is currently entering the workplace (Thompson, 2011). This also means that most of the research available has probably looked at millennials in mostly white collar professions that involve using technology as we know it and not necessarily the blue collar workers who might also be having different kinds of expectations. Some of the other generalisations made about millennials call for further research.

2.4 Summary
This chapter looked into studies that have to date been conducted to try and better understand millennials' expectations in the workplace and how organisations stand to benefit, should they attempt to meet these expectations. It also looked into ways in which meeting these expectations could contribute to an organisation's overall performance and success. However, most of the studies do not show to what extent meeting the millennials' expectations contributes to employees' overall performance.

CHAPTER THREE
Research Methodology

3.1 Introduction

The purpose of this chapter is to explain in detail the methods used to gather data for the research. To make the study more effective, preliminary desk research was undertaken to enable the research problem to be closely defined. This assisted in giving a holistic overview of the research problem and the research questions, making it easier to factor in how millennials' expectations affect an organisation's IT strategy and how this contributes to the employees' performance.

3.2 Research design

This study sought to investigate the impact of millennials' expectations on EY's IT strategy and how meeting these expectations translates to the enhancement of the employees' performance. The research design used for this study was one that is exploratory and descriptive in nature. Sekaran and Bougie (2013) describe an exploratory study as one in which not much is known on the subject. In this case, preliminary work would need to be conducted to try and ascertain if further research would be needed on the subject, given the results of the study.

The researcher also sought to understand the positioning of the firm on technology at a high level by talking to different professionals within the organisation that had in depth knowledge of the subject at hand. This was done as an exploratory way of finding out if the study was feasible or not. The researcher was also able to interact informally with a few millennials on the subject before the study could be undertaken as an exploratory exercise to ascertain whether the study was a worthwhile exercise or not. Available literature on millennials served as a tool to try and establish the information that was already available on the expectations of millennials. This existing literature helped to identify gaps and identify the direction which this study took. The study is also descriptive in nature, as it seeks to collect data that describe characteristics of persons and in this case, the millennials.

Sekaran (2003) outlines that what sets apart a qualitative to a quantitative research is the nature of the research itself, for example, whether the study is descriptive or not. As the study at hand was mostly descriptive, it made more sense to apply the quantitative approach which

is what was used for this study. According to Sekaran (2003), a quantitative study generally makes use of structured questions to obtain the needed data thereby enabling the data to be measured quantitatively.

The study sought to ascertain and describe further characteristics of millennials before concluding as to whether their expectations of the firm's technology were being addressed or not. Giving a description of the state of affairs based on the study also helps the organisation to identify areas where it could improve its practices in certain areas.

3.3 Research methods and paradigm

Sekaran and Bougie (2013) describe in detail four types of paradigms which are positivism, constructionism, critical realism and pragmatism. Each paradigm is described as having its own set of knowledge and assumed reality which are reflected in the methods adopted in each paradigm used.

Interpretivism which is also known as constructionism holds true the belief that there is no such thing as absolute truth and each truth is constructed based on circumstances and therefore seeks to understand the different truths and how they are viewed according to the different views on each subject (Sekaran and Bougie, 2013). On the contrary, the positivism approach believes that there is an objective truth which can be understood better and perhaps even be predicted should we seek to use a scientific approach to understand it better.

Constructionism and positivism are the two extreme viewpoints but there are other views which also help to formulate other paradigms. Sekaran and Bougie (2013) describe Critical realism as the balance between constructionism and positivism as it acknowledges that reality is not often straight forward but rather complex but also acknowledges that this reality can often be measured subjectively and according to different interpretations. The pragmatism paradigm, on the other hand, appreciates the fact that paradigms adopted should differ according to the research questions being addressed. The paradigm used, according to the pragmatism paradigm should therefore be based on how practical it is for it to be adopted for the desired outcome of the research (Sekaran and Bougie, 2013).

As this study was a quantitative one, it made use of the positivism paradigm which is often used to produce quantitative data, often based on a sample to generalise for a population. This study however used the census approach and also considers other things that have been considered in this study such as validity and reliability of the study as well as the ethical

considerations given for the study. Sekaran and Bougie (2013) further explain some of the advantages of the positivism approach as being economical and capable of giving data which is comparable. The positivist paradigm also gives the researcher more control over the research and helps to clearly outline the process from the onset. This approach also made it possible for structured questions in a questionnaire to be used as the main research instrument.

3.4 Study area and setting

The study was done at Ernst & Young office in Durban, KwaZulu- Natal in South Africa. EY is a global firm that offers professional services. It is one of the "big four" audit firms in the world and it competes with firms such as Deloitte, PWC and KPMG. The services that EY offers consist of assurance (including financial audit), tax, consulting and advisory services to professional companies.

3.5 Target population

A population is described as the total number of people, events or anything that the research is interested in researching (Sekaran and Bougie, 2013). The target population were employees at the Ernst & Young in Durban, South Africa who were born between 1980 and 2000 and who have had meaningful employment for three months or more. The Durban office has a population of about 187 people in total. As many employees are not usually in the office and are instead either at the clients, travelling or working from a remote location, the census approach was used to collect data from the respondents. Using the census approach, every person available at data collection has an equal chance of being selected thereby giving enhanced accuracy and a more holistic approach to the study (Sekaran, 2003).

The questionnaire was aimed at millennials but given to all employees available at the time of data collection regardless of age. Once the questionnaires were received, they were further filtered by age to only remain with the millennials who were the subject of the study.

3.6 Data collection

Data collected can either be primary or secondary data where primary data is the data collected by the researcher first hand and secondary data is information collected from already existing sources (Sekaran, 2003). The study used both primary and secondary data in that literature on millennials was used in conjunction with the information collected first hand by the researcher. The data collected by the researcher was collected over a two-week period starting from the 5th of June in 2017.

The research used a survey questionnaire as the main data collection tool. Sekaran and Bougie (2013) describes a questionnaire as a set of questions that respondents are expected to give answers to using the alternatives given as defined by the researcher. Advantages to using questionnaires include the fact that they are both time and cost saving compared to other data collection methods such as interviews. This made it more feasible for the questionnaire to be used as a research instrument in this study.

The questionnaire as shown in Appendix 2 was handed out to 112 individuals available at the time of data collection within the organisation, regardless of age, position and department. From this number, 77 questionnaires administered were returned, but the completed questionnaires had to be further classified by age to zoom in to millennials only and close off participants not in this age range. As a result, the respondents were further filtered by age to focus mainly on millennials, this would have excluded ages less than 18 years and from 38 years upwards. The total number of questionnaires that could be used after filtering by age came to 60.

The survey questionnaire was structured in a clear and easy to understand format, making it easy for the respondents to understand the question. The respondents could complete the survey in an average of 10 to 15 minutes.

Questionnaires were used by the researcher to collect data. The questionnaires were administered by hand to make it easy to follow up and explain further about the study before handing out the questionnaire. The questionnaires were administered in person by the researcher, in line with Sekaran and Bougie (2013) who point out that this assists in clarifying in person, any grey areas that might exist in the questionnaire and gives an opportunity to collect the questionnaires immediately after completion, thereby contributing to a high

response rate. This was also convenient as the researcher was in close proximity with the respondents and therefore, was better able to embark on distributing and following up on the questionnaires.

3.6.1 Construction of the Instrument

The researcher made use of survey questionnaires to collect data. The questionnaire, as shown in Appendix 2, was divided into six different sections as follows;

Part A: Questions 1 - 6

This section of the questionnaire consists of general socio-cultural and non-biographical data such as gender, age, years worked under the organisation, department and position within the organisation.

Part B: Questions 1 – 29

This part consists of questions that are further divided into the following subsections;

1. Communication – 5 Questions
2. Training & development – 5 Questions
3. Flexibility – 4 Questions
4. Social Media – 3 Questions
5. Performance – 5 Questions
6. Overall Satisfaction – 7 Questions

Sub diving the total questions into sub section allowed the information collected to address the research questions adequately.

The questionnaire used Likert's five points scale (1= strongly agree, 2 =agree, 3 = neutral, 4= disagree, 5 = strongly disagree) to ascertain the millennials' expectations on the organisation's information technology and if these are being met, then analysed to address the research questions. Although a 7-point scale is sometimes identified as having the least bias, it is important to note that the 5-point scale gives a more balanced approach and minimises confusion on the respondents' part. According to Sekaran and Bougie (2013), this type of scale is ideal when measuring to what extent a respondent either agrees or disagrees with a statement and it was therefore suitable for this type of study. The questionnaire took into account the following considerations:

1. That all questions or statements were straight forward, making it easy for the participants to understand

2. The questions were relevant to the study topic

3. The questionnaire was kept short and simple to allow more individuals to participate despite their busy schedules

3.7 Ethical considerations

A gatekeeper's letter or permission letter from the firm was obtained before the researcher could proceed with the research (see Appendix 1). After obtaining a gatekeeper's letter from the company's representative, the researcher approached employees at Ernst &Young based in the Durban Office and explained what the study is about and asked for volunteers to complete the questionnaire

Further to this, an ethical clearance certificate was obtained from the University of KwaZulu-Natal's research committee before data collection could commence.

Other ways in which there was ethical considerations in the data collection process include the following;

1. The researcher explained the questionnaire and purpose of the study to respondents before handing it out

2. The researcher explained that respondents were free to withdraw from the survey at any time should they wish to and that this was on a voluntary basis. This information was also on the survey questionnaire itself.

3. There was no need to provide their names, which also ensured that the information remained confidential and anonymity was preserved.

4. The choice of individuals that chose not to participate in the study was respected

3.8 Aim and objectives of the study

The purpose of this research study was to assess to what extent millennials' expectations affect EY's IT Strategy and how meeting these expectations affects the employee's performance.

3.9 Data analysis

The completed questionnaire's responses were captured electronically to allow for the data to be summarised and analysed using Microsoft Excel. As the data was not normal, non-parametric tests were used to analyse it further in SPSS for Windows.

3.10 Reliability and validity of study

Sekaran (2003; 203) describes reliability as a measure to ascertain to which extent the measure is without bias. In this regard, the consistency and stability portrayed within the measure is used to ascertain the reliability. The reliability of the instrument used was tested in that each section of the questionnaire was made up of more than one question to try and ascertain the consistency of answers given to conclude on each section. The response to each of these questions contributed to the whole section and how expectations of millennials measure in this regard.

The validation aspect of the study was achieved by doing a pilot in which the questionnaire was administered to three participants to identify any ambiguity in the questions in order to identify any areas of improvement. The pilot participants gave valuable feedback to the researcher which contributed to the final design of the instrument used in the study.

3.11 Bias

To minimise any biases, the questionnaire was anonymous and each of the statements under each sub section were worded differently to ascertain a true reflection of the respondents' answers. Bias was also minimised by liaising with some of the managers within the different departments to ascertain the best times to administer the questionnaires to avoid busy times which might distort the answers given. Bias was further avoided by not including double negative and double barrelled statements which might cause confusion to the respondents. The majority of the statements were kept short and precise to keep the instrument straight forward and uncomplicated.

3.12 Summary

This Chapter outlined the research design, target population and data collection methods as mentioned, it also justified the methods adopted, allowing for the attainment of the overall objective to solve the research problem and looked into how it was ensured that the research methods used are both valid and reliable. The next chapter presents the data obtained and analysed from the methods outlined in this section.

CHAPTER FOUR

Presentation of Results

4.1Introduction

In this chapter, the data results are presented in the form of descriptive and inferential statistics, as well as the narrative text. These results were collected using the survey research questionnaire as the primary source of data.

The research questionnaire used for this survey obtained the socio-demographic and employment category data in the first part, then in the second part, it measured the expectations of the respondents on the technology offered by the company and gives an indication as to whether or not these expectations are being met within the organisation. Each factor of the questionnaire is examined and presented in this chapter.

Figure 4.1 below shows that the data collected using the survey is not normally distributed, therefore non-parametric tests, like the Chi-Square test was used for analysing the data further, where there was need.

One-Sample Kolmogorov-Smirnov Test

		Age	Gender	Department	Position	Employment Duration	Technology Satisfaction
N		60	60	60	60	60	60
Normal Parameters[a,b]	Mean	3.03	1.25	2.58	2.38	1.83	1.87
	Std. Deviation	.780	.437	.869	1.277	.924	.536
Most Extreme Differences	Absolute	.209	.467	.282	.185	.295	.398
	Positive	.200	.467	.282	.185	.295	.352
	Negative	-.209	-.283	-.184	-.139	-.183	-.398
Test Statistic		.209	.467	.282	.185	.295	.398
Asymp. Sig. (2-tailed)		.000[c]	.000[c]	.000[c]	.000[c]	.000[c]	.000[c]

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Fig 4.1 Distribution of Data

4.2 Age distribution of all respondents

% Age groups of respondents
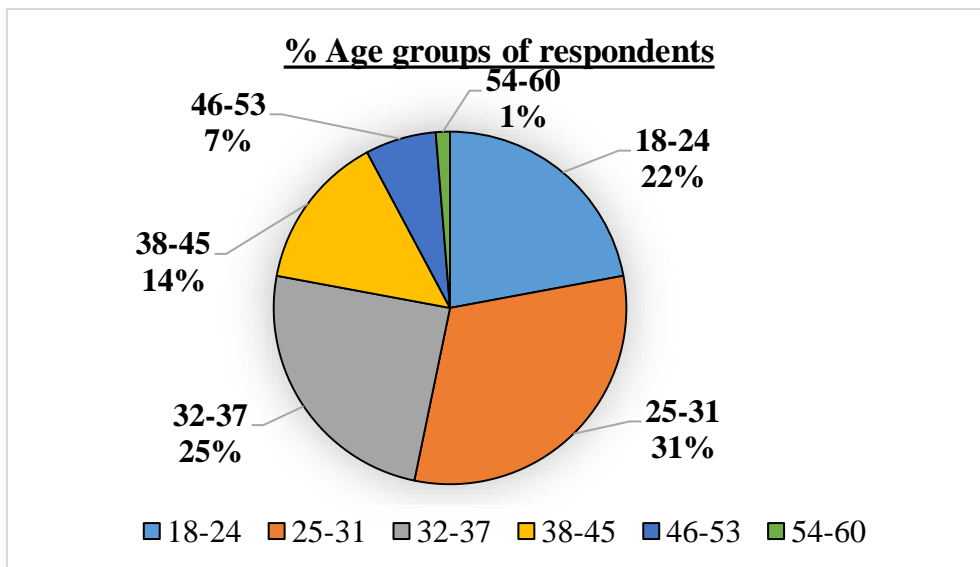
Fig 4.2 Composition of total respondents

Figure 4.2 above shows the age distribution of the respondents. Millennials comprised 78% of the respondents, with 22% of the 78% being between 18 and 24 years, 31% of the respondents lie between 25 to 31 years of age, whilst 25% of the respondents were from the ages 32 to 37 years. The rest of the population was made up of 14% of respondents being between 38 to 45 years of age, whilst the respondents between 46 to 53 years of age contributed 7% of the total respondents. The remaining 1 % was made up of respondents between the ages of 54 and 60.

4.3 Age distribution of millennials
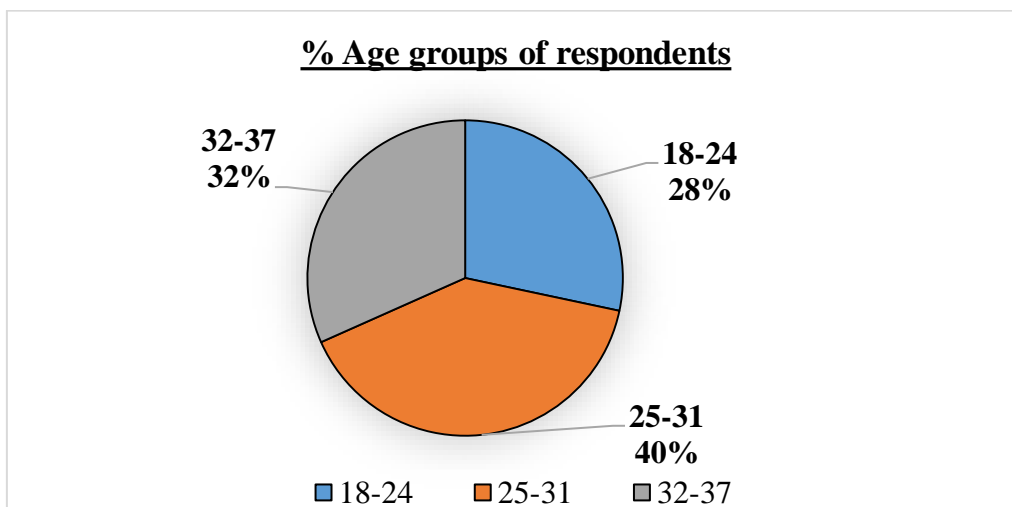
% Age groups of respondents

Fig 4.3.1 Composition of participants by age

Figure 4.3.1 shows the age distribution of the respondents from millennials. This was after the ages that were not in the millennial age group had been filtered out. People between the ages of 25 to 31 years made up the majority of the millennials that participated in the study, about 41% of the total respondents. 32% of the respondents were between 25 to 31 years of age, whilst 28% of the respondents were from the ages of 18 and 24 years. Figure 4.3.2 shows that the frequencies within each age group was not significantly affected by gender ($\chi^2= 0.4$, df=2, p=0.982)

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	.037[a]	2	.982
Likelihood Ratio	.037	2	.982
Linear-by-Linear Association	.036	1	.849
N of Valid Cases	60		

a. 2 cells (33.3%) have expected count less than 5. The minimum expected count is 4.25.

Fig 4.3.2 Chi – square test for effect of gender on the age frequencies

4.4 Distribution of respondents by department
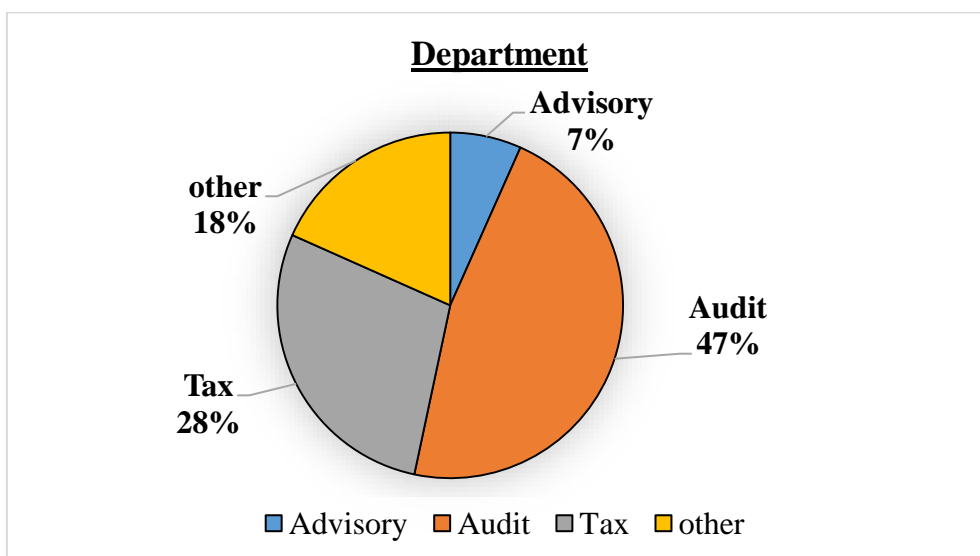
Fig 4.4 Composition of participants by department

Figure 4.4 shows the distribution of the respondents according to service line or departments. The majority of respondents were from the audit department, making up 47% of the total respondents, whilst 28 % were from tax department and 7 % from the advisory department. 18% of the total respondents were from other service lines.

4.5 Distribution of respondents by position
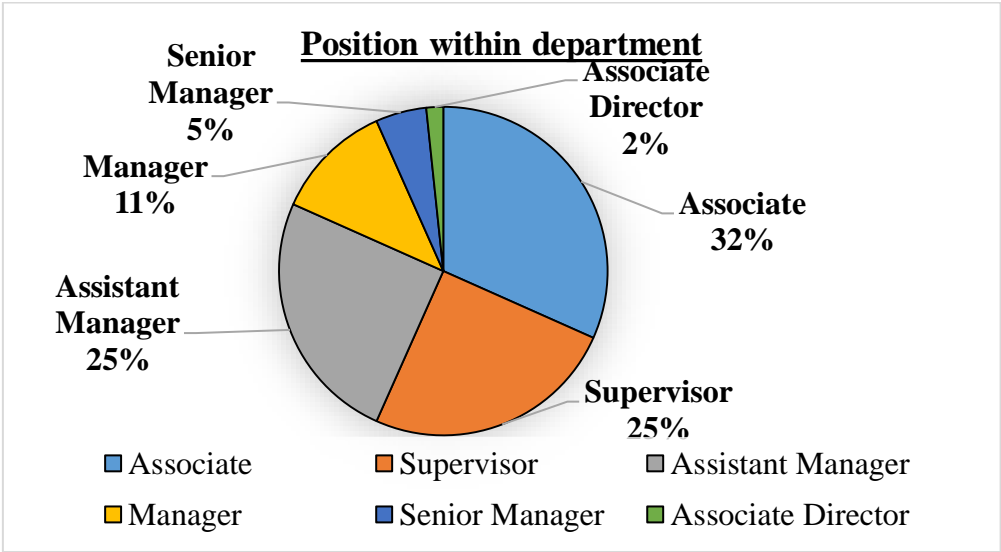
Fig 4.5 Composition of participants by position

Figure 4.5 shows that the majority of respondents was made up of associates who made up 25% of the total number of the respondents. Supervisors made up 25% of the respondents, whilst another 25% were Assistant Managers and 11% Managers. Senior managers comprised 5% of the respondents and only 2% were Associate Directors.

4.6 Length of service
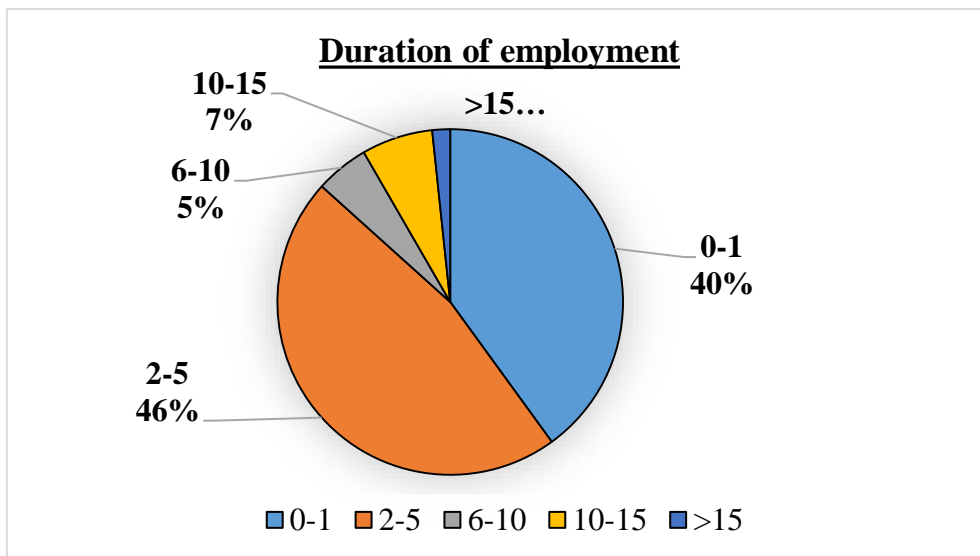
Fig 4.6 Composition of participants by length of service

Figure 4.6 shows that the majority of respondents have been with the organisation for between 2 and 5 years. This number makes up 46% of the total respondents, whilst 40% had worked at the organisation for a year or less. People that had worked for between 6 to 10 years made up 5% of the respondents, whilst 7% had worked for between 10 to 15 years. Only 2% has worked for the firm for more than 15 years.

4.7 Overall employee satisfaction
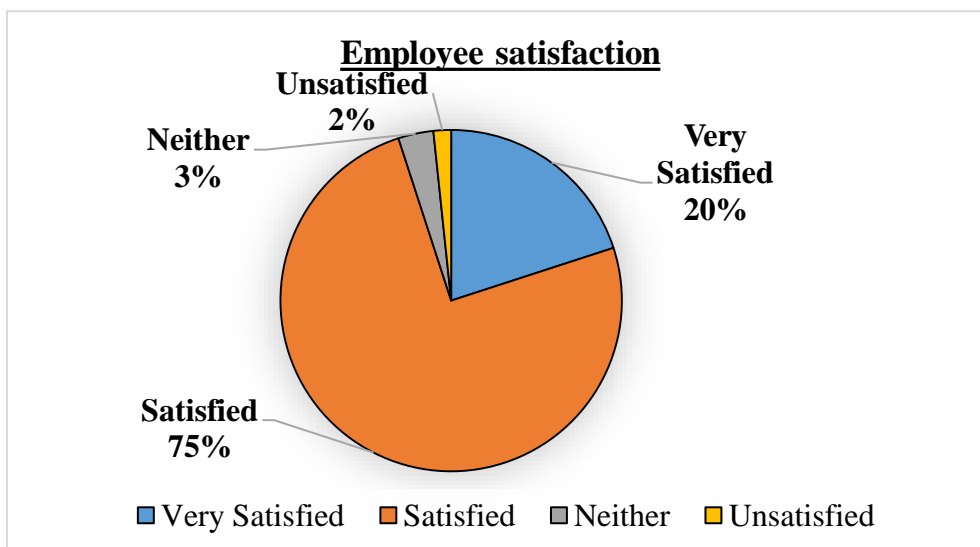
Fig 4.7 Overall satisfaction of respondents

Figure 4.7 demonstrates that only a minority of respondents were unsatisfied as they only made up 2% of the total respondents. From the total respondents 3% were neither satisfied nor unsatisfied whilst 75% of respondents were satisfied with the organisation's overall technology, whilst 20% were very satisfied.

4.8 Communication
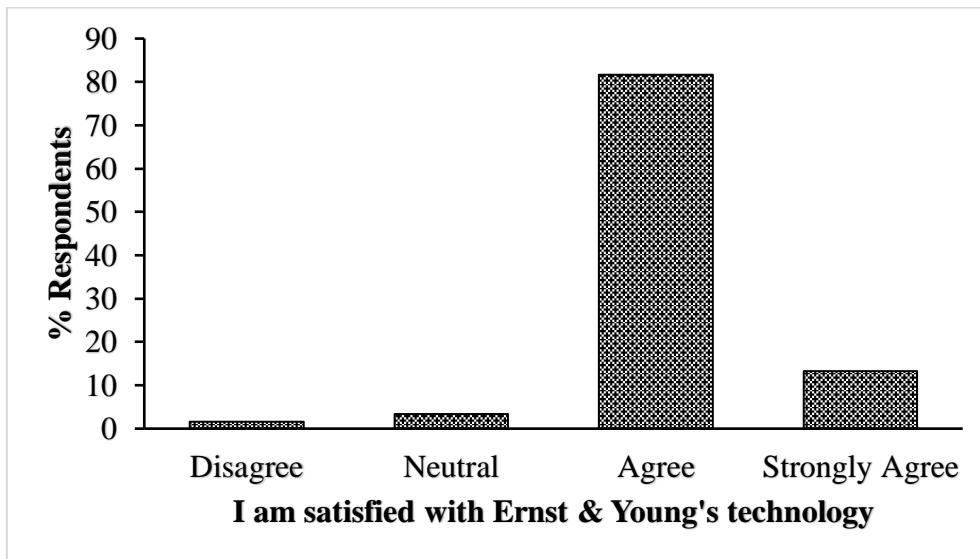
Fig 4.8.1   Satisfaction with Ernst & Young's technology

Figure 4.8.1 shows that the majority of respondents either strongly agree or agree that the organisation's technology is satisfactory. From the respondents 13% strongly agreed, whilst 82% agreed that they were satisfied with the firm's technology. Only 3 % of the respondents were neutral, whilst only 2 % stated that they disagreed that the firm's technology is satisfactory.
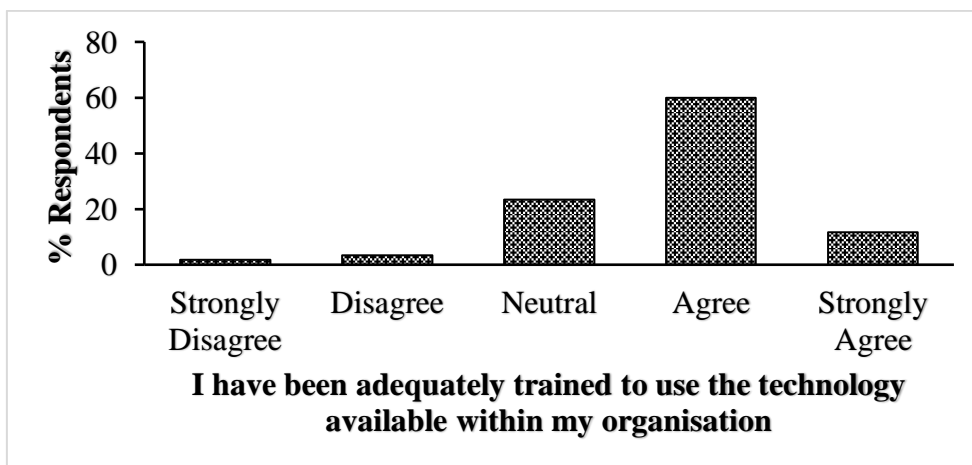
Fig 4.8.2   Adequate training on the use of the technology

Figure 4.8.2 shows that 60% of respondents believed that they had been adequately trained to use the technology available within the organisation, whilst 12% strongly agreed with this view. From the respondents 23% were neutral, whilst 3% disagreed and 2% strongly disagreed with the view that they had been adequately trained to use the technology available.
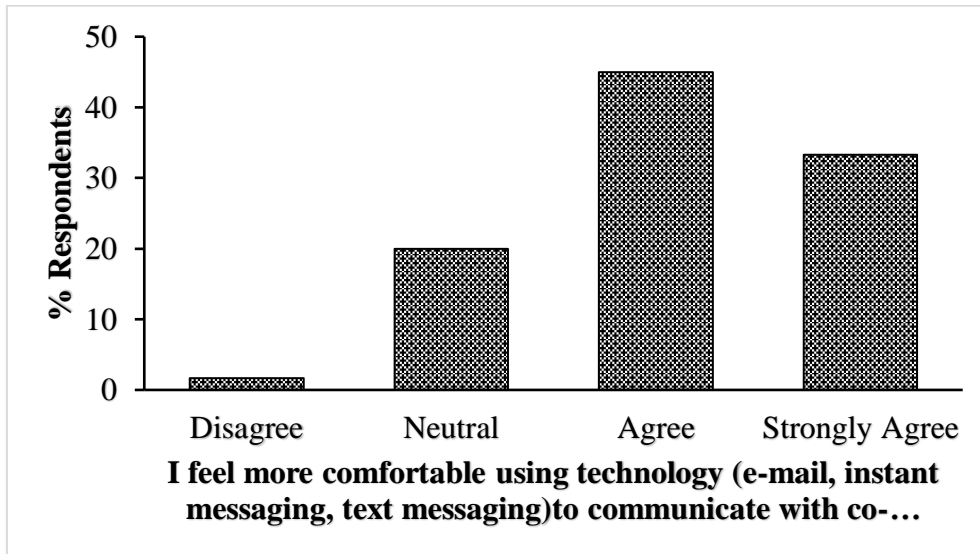
Fig 4.8.3   Comfortability with using technology

In Figure 4.8.3, 45% of the respondents indicated that they felt comfortable using the technology available in the form of emails, text messaging and instant messaging to communicate with co-workers rather than telephone. From the respondents 33 % strongly agreed with this view, whilst 20% were neutral about this, 2% strongly disagreed with this view.
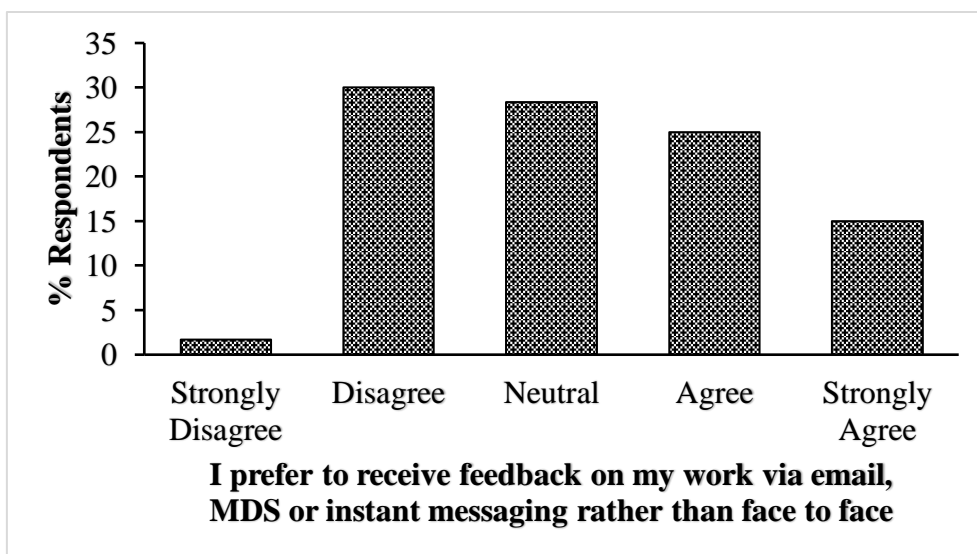
Fig 4.8.4   Receiving feedback

In Figure 4.8.4, 2 % of the respondents strongly disagreed, whilst 30% disagreed with the view that they would prefer to receive their feedback via work email or instant messaging rather than face to face. From the respondents 28% were neutral whilst 25% agreed and 15% strongly agreed.
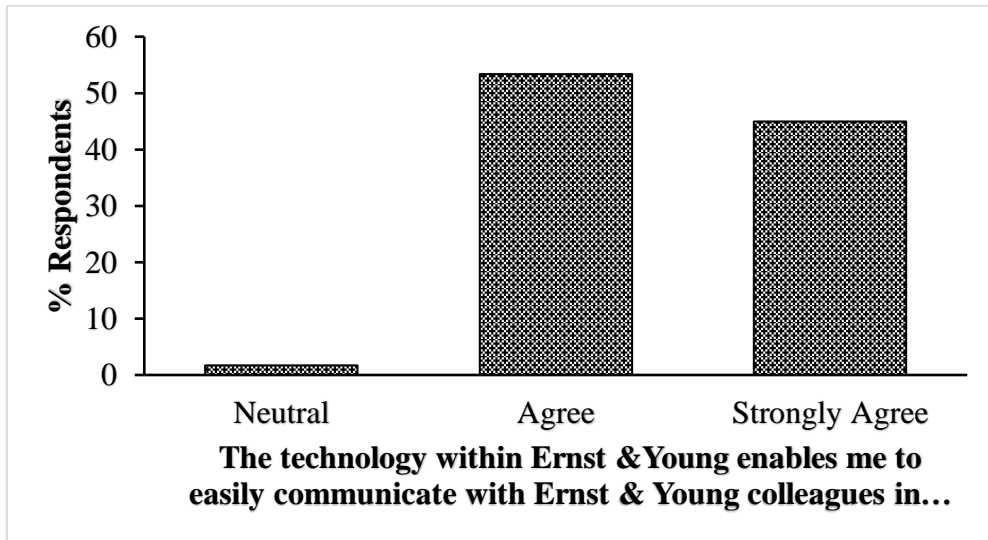
Fig 4.8.5   Communication with EY colleagues

Figure 4.7.4 shows that 53% of the respondents agreed that that the technology within the organisation enables them to communicate with EY colleagues in other locations. The other 45% strongly agreed with this statement, whilst only 2% were neutral.

Communication * Question Crosstabulation

			Question					
			1	2	3	4	5	Total
Communication	Strongly disagree	Count	0	1	1	0	1	3
		% within Question	0.0%	1.7%	1.7%	0.0%	1.7%	1.0%
	Disagree	Count	1	2	2	1	18	24
		% within Question	1.7%	3.3%	3.3%	1.7%	30.0%	8.0%
	Neutral	Count	2	14	14	12	17	59
		% within Question	3.3%	23.3%	23.3%	20.0%	28.3%	19.7%
	Agree	Count	49	36	36	27	15	163
		% within Question	81.7%	60.0%	60.0%	45.0%	25.0%	54.3%
	Strongly agree	Count	8	7	7	20	9	51
		% within Question	13.3%	11.7%	11.7%	33.3%	15.0%	17.0%
Total		Count	60	60	60	60	60	300
		% within Question	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Fig 4.8.6   Data summary and analysis of Communication

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	90.300ᵃ	16	.000
Likelihood Ratio	83.669	16	.000
Linear-by-Linear Association	15.306	1	.000
N of Valid Cases	300		

a. 10 cells (40.0%) have expected count less than 5. The minimum expected count is .60.

Fig 4.8.7   Chi-square test on communication

The frequency table in Figure 4.8.6 above summarises the results for the questions under the communication subsection. From the totals showed in this table, it shows that 73% (54.3% + 17%) of respondents were in agreement with the way the technology within the company assist them in having effective communication structures. Figure 4.8.7 shows that there is a significant difference in the responses given to the questions raised under communication (χ^2= 90, df=16, p<0.0001).

4.9 Training and Development
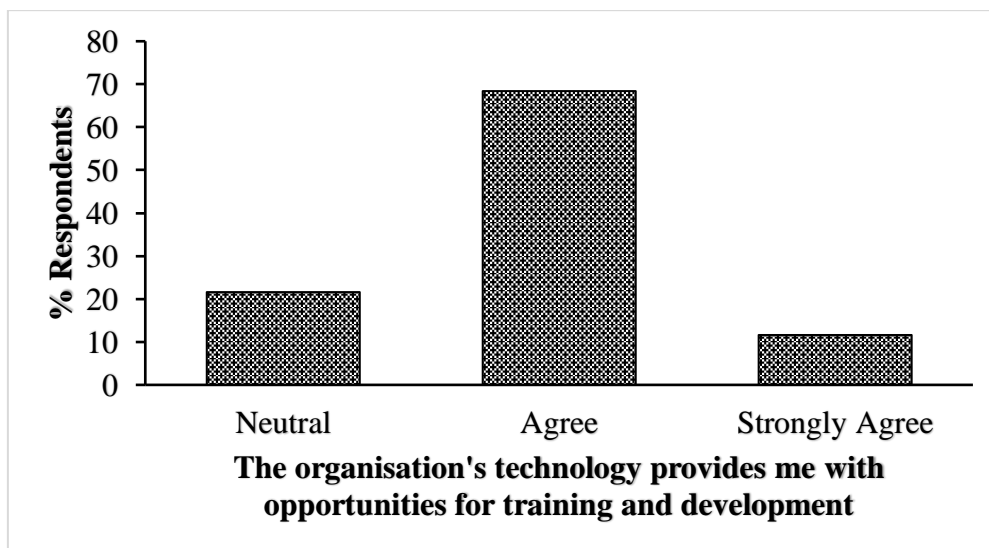
Fig 4.9.1   Opportunities for training and development

Figure 4.9.1 shows that the majority of respondents, 67%, agreed that the organisation's technology provides them with opportunities for training and development. The other 12% strongly agreed with this, whilst 21% were neutral about this.
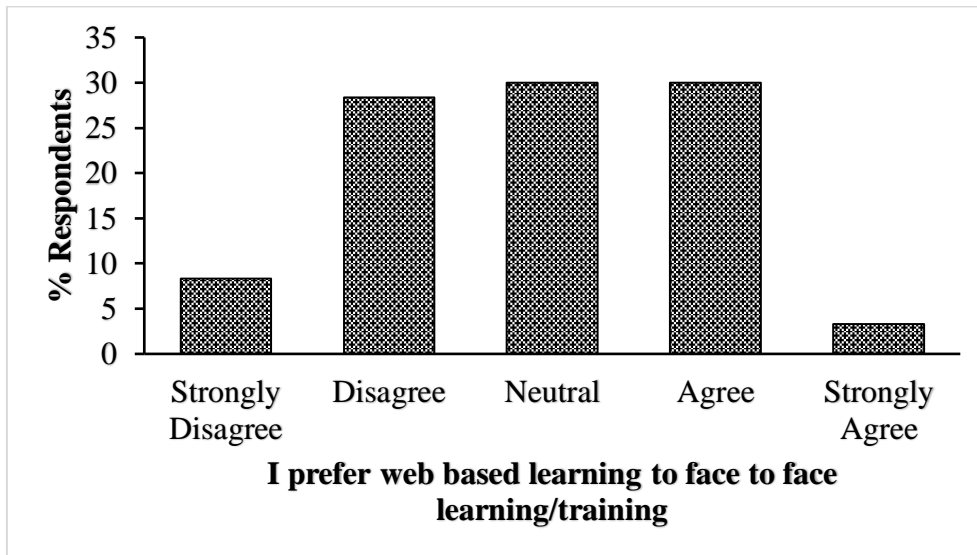
Fig 4.9.2   Web based learning

Varying views arose from the question of whether the respondents preferred having web based training, as opposed to face to face earning or training. Figure 4.9.2 shows that 30% of the respondents agreed with this view, whilst another 30% expressed that they were neutral about this. 28% disagreed, whilst 9% strongly disagreed with this statement. Only 3% strongly agreed with this statement.
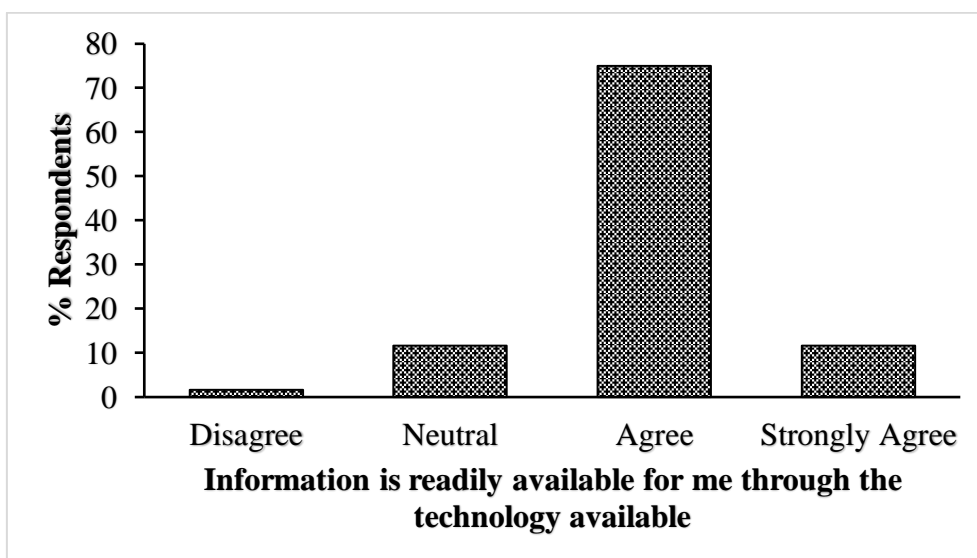
Fig 4.9.3   Availability of information

In Figure 4.9.3, Three quarters (75%) of the respondents indicated that they believed that information is readily available for them through the technology available in the company. The other 12 % strongly agreed with this statement, whilst 11% of the respondents were neutral. Only 2% strongly disagreed with this view.
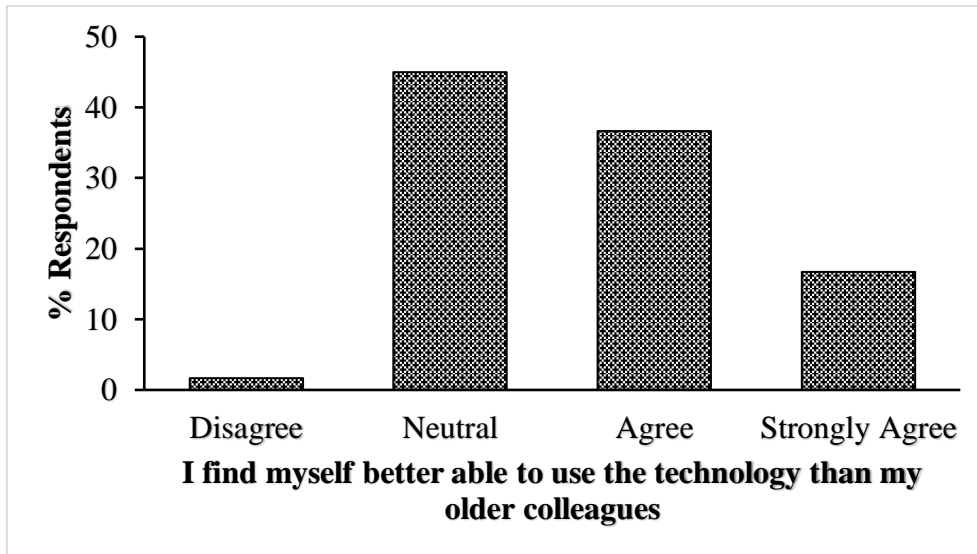
Fig 4.9.4   Use of technology compared to older colleagues

In Figure 4.9.4, 45% of the respondents indicated that they were neutral as to whether they found themselves better able to use the technology than their older colleagues. From the respondents, 33% agreed that they found themselves better able to use the technology than their older colleagues, whilst 2% disagreed with this statement.
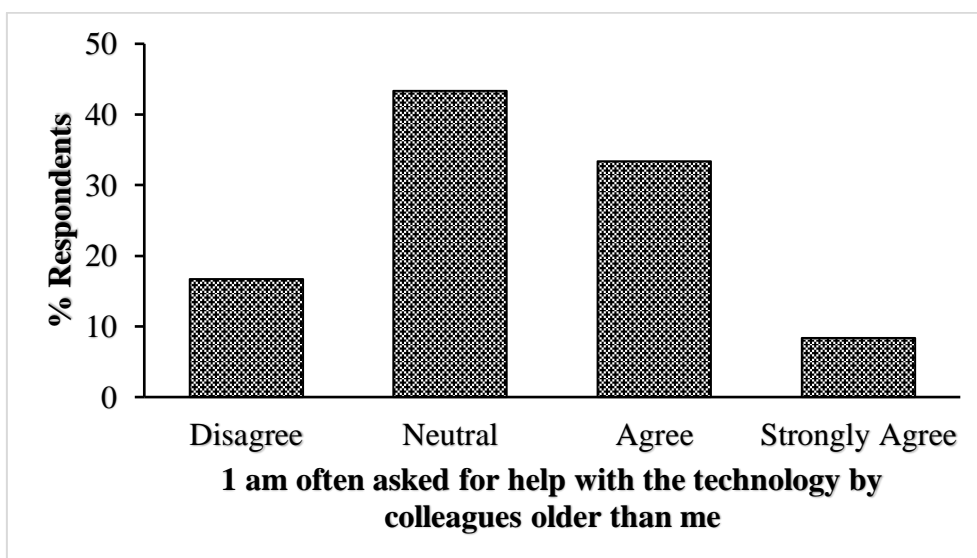
Fig 4.9.5   Assistance to older colleagues

Figure 4.9.5 shows that 33%, agreed that they were often asked for help with technology by colleagues older than them. About 17% strongly agreed with this statement, whilst 16% disagreed. 43% were neutral about this statement.

Training_Development * Question Crosstabulation

			Question					
			M	N	O	P	Q	Total
Training_Development	Strongly disagree	Count	0	5	0	0	0	5
		% within Question	0.0%	8.3%	0.0%	0.0%	0.0%	1.7%
	Disagree	Count	0	17	1	1	9	28
		% within Question	0.0%	28.3%	1.7%	1.7%	15.0%	9.3%
	Neutral	Count	13	18	7	27	26	91
		% within Question	21.7%	30.0%	11.7%	45.0%	43.3%	30.3%
	Agree	Count	41	18	45	22	20	146
		% within Question	68.3%	30.0%	75.0%	36.7%	33.3%	48.7%
	Strongly agree	Count	6	2	7	10	5	30
		% within Question	10.0%	3.3%	11.7%	16.7%	8.3%	10.0%
Total		Count	60	60	60	60	60	300
		% within Question	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Fig 4.9.6 Data summary and analysis of Training and Development

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	102.361[a]	16	.000
Likelihood Ratio	100.722	16	.000
Linear-by-Linear Association	.734	1	.392
N of Valid Cases	300		

a. 5 cells (20.0%) have expected count less than 5. The minimum expected count is 1.00.

Fig 4.9.7 Chi-square test for Training & Development

The frequency tables in Figure 4.9.6 and Figure 4.9.7 above summarise the responses to questions under the Training and Development section of the questionnaire used. From the total column, it is shown that 58.7% (48.7% + 10%) of respondents were in agreement with the aid of technology in supporting the training and development structures of the organisation. However, at least 30% of respondents remained neutral, which may indicate some uncertainty, particularly in question N, P and Q as discussed. There is a significant

40

difference in the responses to training and development structures (χ^2= 102, df=16, p<0.0001).

4.10 Flexibility
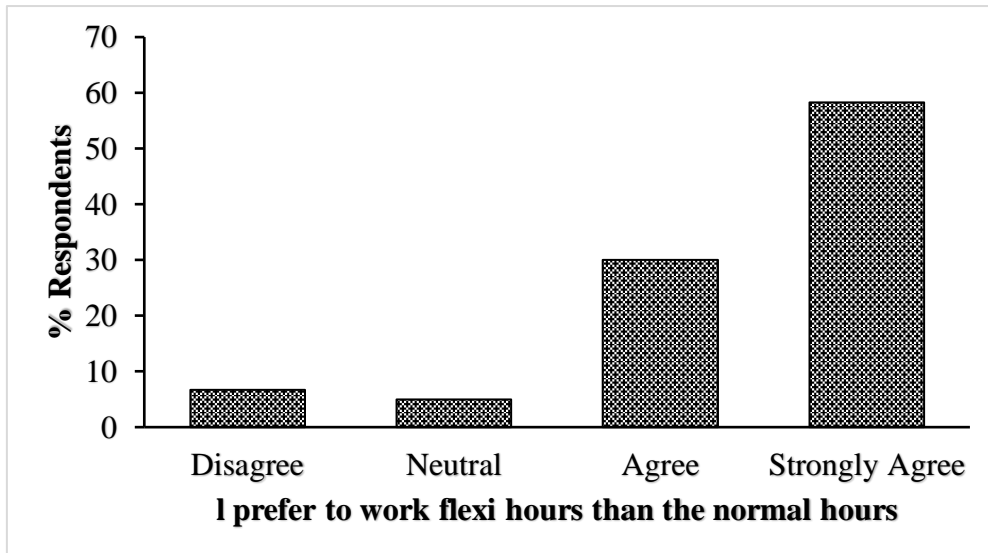
Fig 4.10.1   Working Flexi Hours

Figure 4.10.1 shows that 58% of respondents strongly agreed that they preferred to work flexi hours rather than normal hours. 30 % agreed whist 5% were neutral about this. The other 7% of the population disagreed with this.
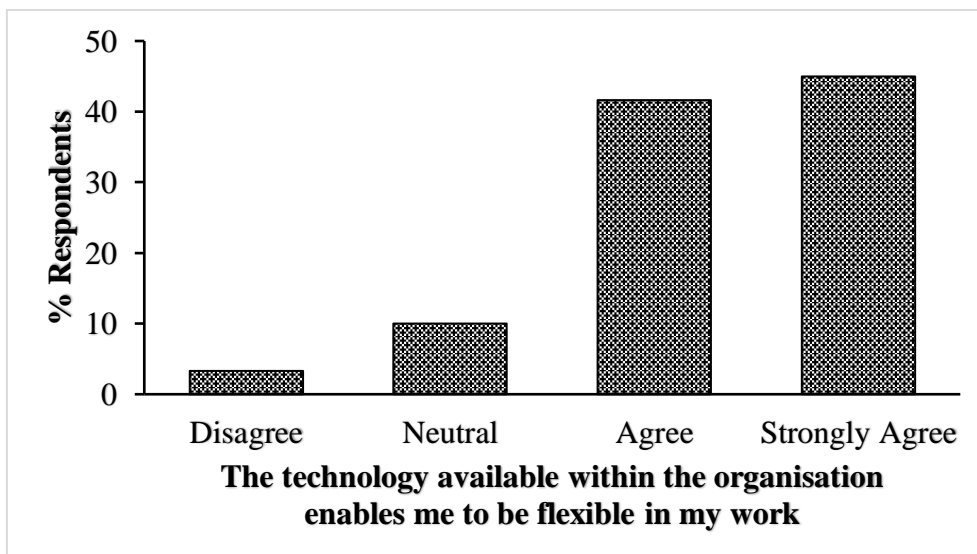
Fig 4.10.2   Aid of technology in working flexi hours

In Figure 4.10.2, it is shown that 45% of respondents strongly agreed that the technology within the organisation allows them to be flexible in their work. 42% agreed with this statement, whilst 10% were neutral. 3% of the respondents disagreed with this.
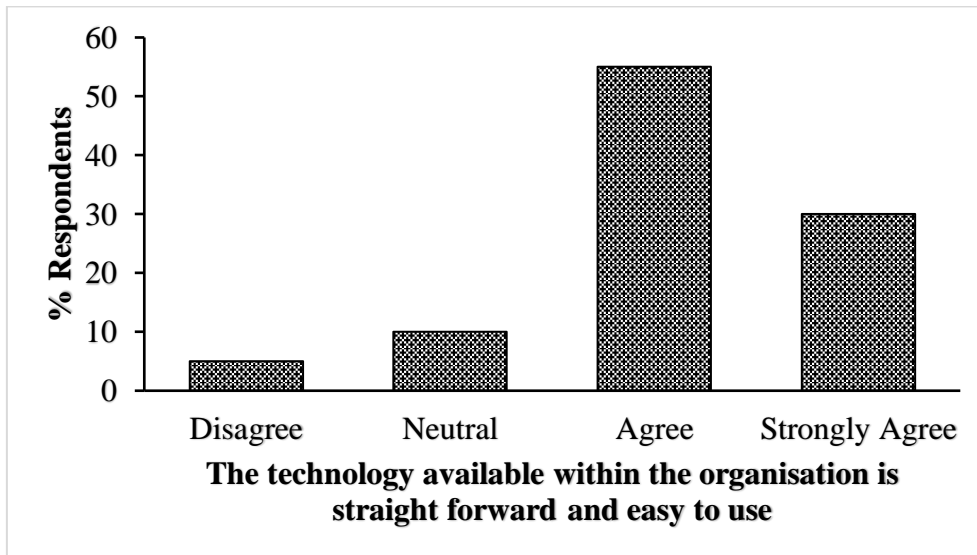
Fig 4.10.3   Ease of use of technology

In Figure 4.10.3, 30% strongly agreed and 55% agreed that the technology within the organisation is straightforward and easy to use. Of the respondents, 10 % were neutral, whilst 5% of the respondents disagreed.
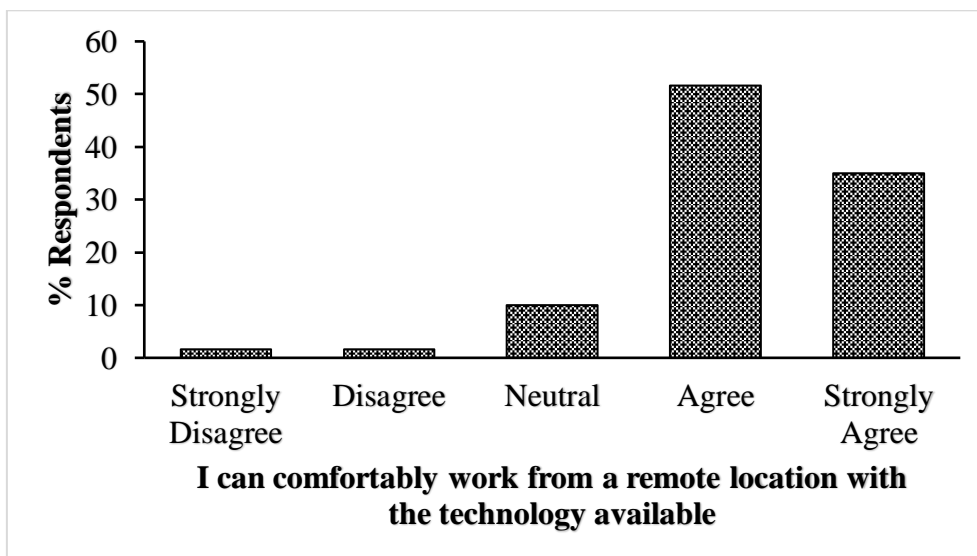
Fig 4.10.4   Working from a remote location

Figure 4.10.4 shows that more than half (51%) of the population agreed that they can comfortably work from a remote location using the technology available within the

organisation. The other 35% strongly agreed whilst 10% of the respondents were neutral, 2% disagreed and 2% strongly disagreed with this statement.

Flexibility * Question Crosstabulation

			Question				Total
			R	S	T	U	
Flexibility	Strongly disagree	Count	0	0	0	1	1
		% within Question	0.0%	0.0%	0.0%	1.7%	0.4%
	Disagree	Count	4	2	3	1	10
		% within Question	6.7%	3.3%	5.0%	1.7%	4.2%
	Neutral	Count	3	6	6	6	21
		% within Question	5.0%	10.0%	10.0%	10.0%	8.8%
	Agree	Count	18	25	33	31	107
		% within Question	30.0%	41.7%	55.0%	51.7%	44.6%
	Strongly agree	Count	35	27	18	21	101
		% within Question	58.3%	45.0%	30.0%	35.0%	42.1%
Total		Count	60	60	60	60	240
		% within Question	100.0%	100.0%	100.0%	100.0%	100.0%

Fig 4.10.5   Data summary and analysis on Flexibility

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	18.081ᵃ	12	.113
Likelihood Ratio	18.256	12	.108
Linear-by-Linear Association	3.553	1	.059
N of Valid Cases	240		

a. 8 cells (40.0%) have expected count less than 5. The minimum expected count is .25.

Fig 4.10.6   Chi-square test on Flexibility

The frequency table in Figure 4.10.5 above summarises the total percentages of responses for the questions under the flexibility section. From the total column, 86.6% (44.6% + 42.1%) of respondents were in agreement with the view that the technology available affords them flexibility in their work. The majority of respondents preferred to work flexible hours and were comfortable working from remote locations using the technology available within the

organisation (R and U). Figure 4.10.6 shows that there is no significant difference in the responses given to the questions relating to flexibility ($\chi^2 = 18$, df=12, p=0.11).

4.11 Social Media
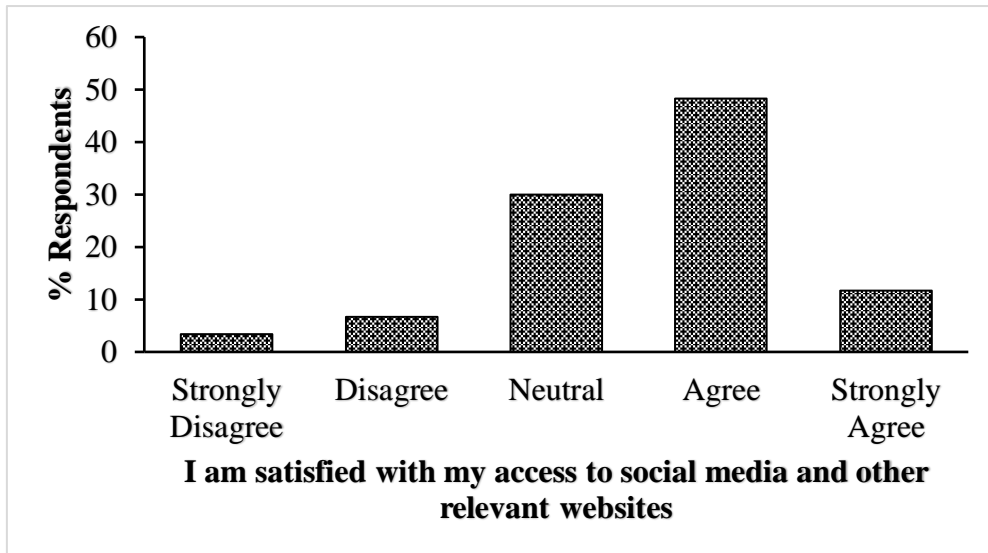
Fig 4.11.1   Access to social media and other websites

Figure 4.11.1 shows that 48% of the respondents agreed that they were satisfied with their access to social media and other relevant websites. From the respondents 12 % strongly agreed, whilst 30% were neutral. The other 7% disagreed with this statement and 3% strongly disagreed.
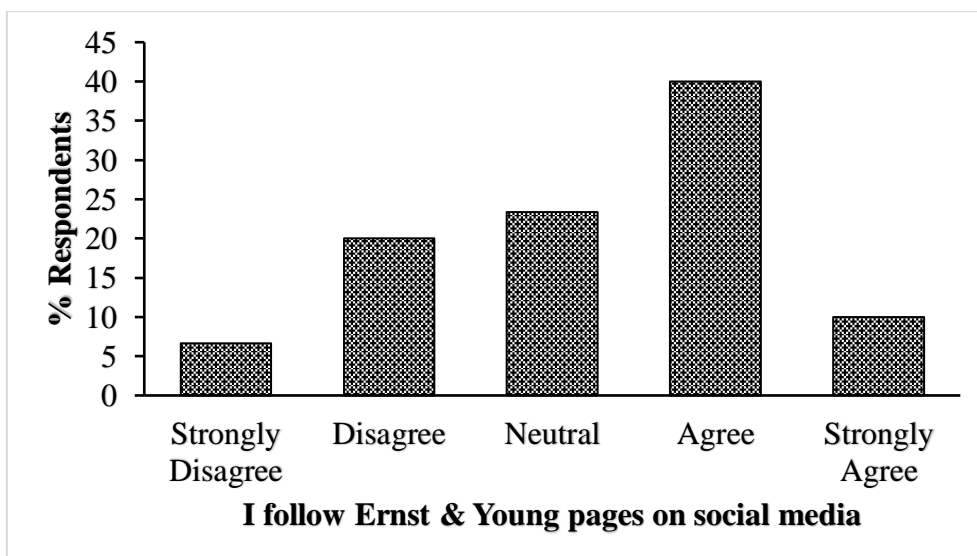
Fig 4.11.2   Ernst & Young on Social Media

In Figure 4.11.2, 40% of respondents indicated that they followed Ernst & Young's pages on social media, whilst 10% strongly agreed. The remaining 23% were neutral, whilst 20% disagreed that they followed the organisation's pages on social media and 7% strongly disagreed.
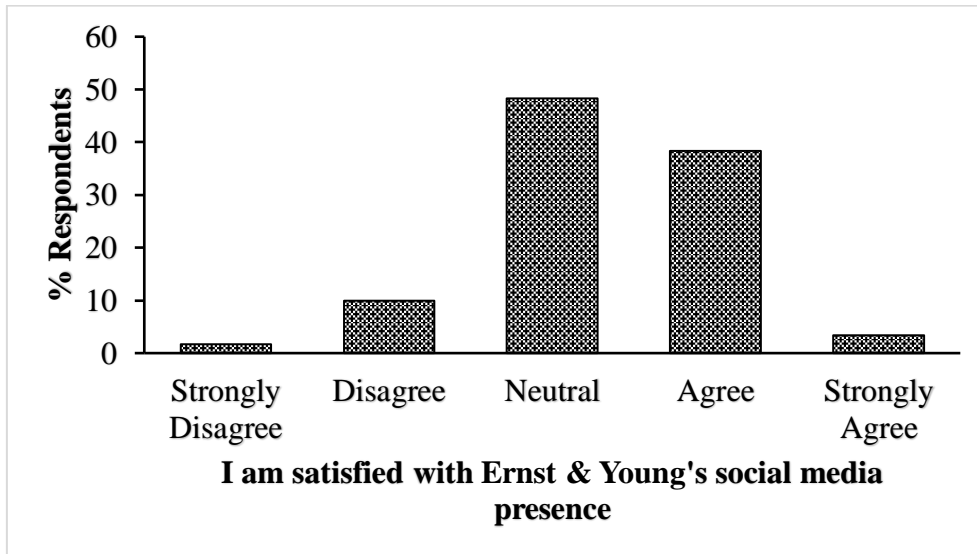
Fig 4.11.3 Satisfaction with Ernst & Young's Social Media Presence

In Figure 4.11.3, almost half (47%) of respondents indicated that they were neither satisfied or unsatisfied with the organisation's social media presence. Of the respondents 38% agreed that they were satisfied with EY's social media presence and 3% strongly agreed whilst 10% disagreed and 2% strongly disagreed with this statement.

Social_media * Question Crosstabulation

| | | | Question | | | |
			V	W	X	Total
Social_media	Strongly disagree	Count	2	4	1	7
		% within Question	3.3%	6.7%	1.7%	3.9%
	Disagree	Count	4	12	6	22
		% within Question	6.7%	20.0%	10.0%	12.2%
	Neutral	Count	18	14	28	60
		% within Question	30.0%	23.3%	46.7%	33.3%
	Agree	Count	29	24	23	76
		% within Question	48.3%	40.0%	38.3%	42.2%
	Strongly agree	Count	7	6	2	15
		% within Question	11.7%	10.0%	3.3%	8.3%
Total		Count	60	60	60	180
		% within Question	100.0%	100.0%	100.0%	100.0%

Fig 4.11.4 Data summary and analysis on Social Media

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	15.543ᵃ	8	.049
Likelihood Ratio	15.659	8	.048
Linear-by-Linear Association	2.405	1	.121
N of Valid Cases	180		

a. 3 cells (20.0%) have expected count less than 5. The minimum expected count is 2.33.

Fig 4.11.5   Chi-square test on Social Media

The frequency table in Figure 4.11.4 summarises the responses to the questions raised under the social media subsection in percentages. The total column shows that 51% (42.2% + 8.3%) of respondents were in agreement with their accessibility to social media sites and the firm's presence on these platforms. At least 33% of respondents remained neutral regarding Ernst & Young's social media presence (X). In Figure 4.11.5, it shows that there is a significant difference in the responses given under the social media subsection (χ^2= 16, df=8, p=0.49)

4.12 Performance
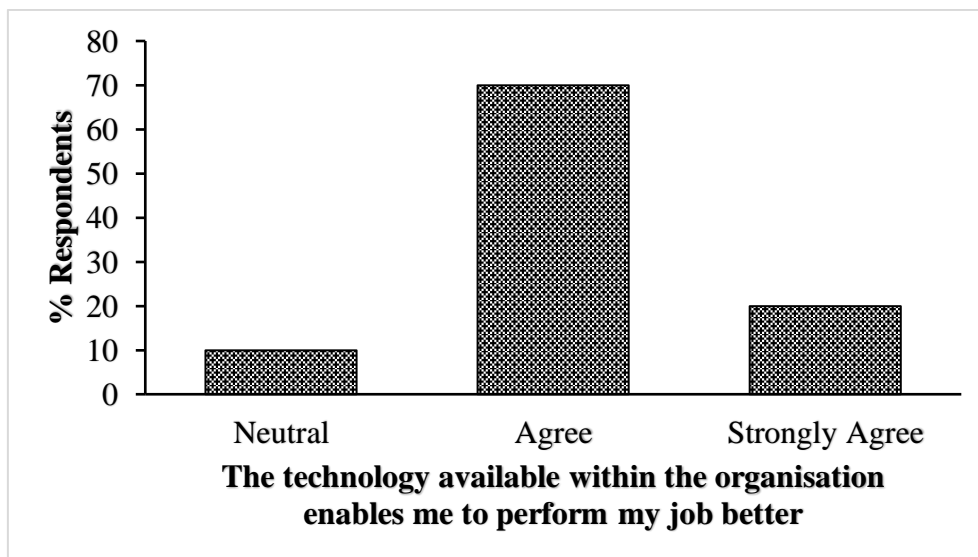
Fig 4.12.1   Aid of technology on performance

In Figure 4.12.1, 70% of the respondents agreed with the statement that the technology available within the organisation enabled them to do their jobs better whilst 20% of the

respondents strongly agreed with this statement. The other 10% of the respondents were neutral on this issue.
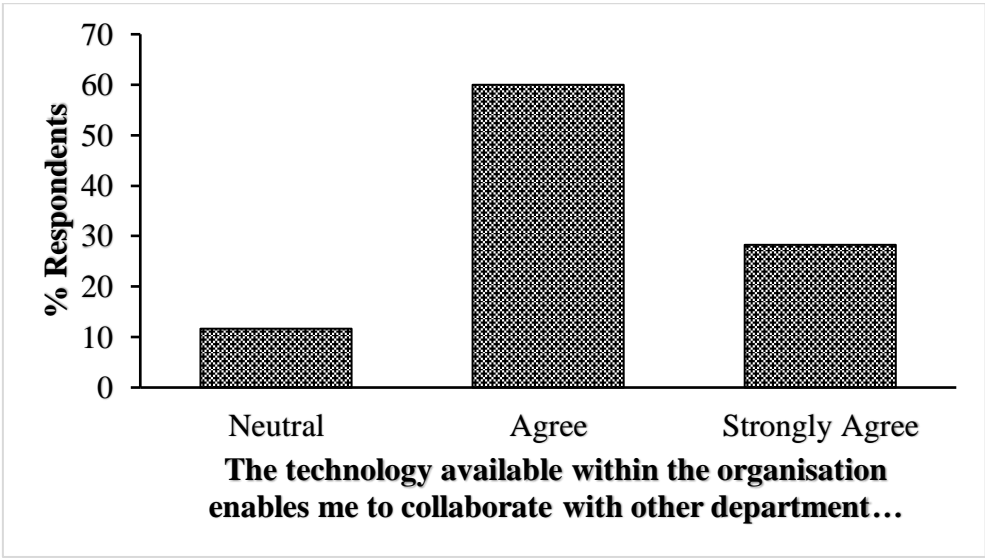
Fig 4.12.2   Collaboration with other colleagues

In Figure 4.12.2, it is seen that 60% of the respondents agreed, whilst 28% strongly agreed that the technology available within the organisation enabled them to collaborate with members in other departments or geographic locations easily. The other 12% of the respondents were neutral on this.
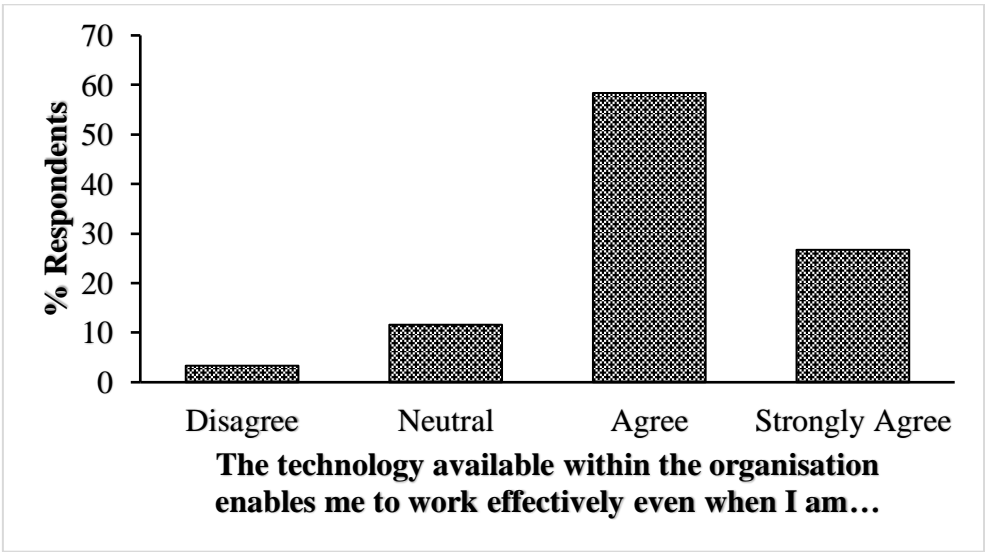
Fig 4.12.3   Working effectively from a remote location

In Figure 4.12.3, one can see that 60% of the respondents agreed, whilst 28% strongly agreed that the technology available within the organisation enabled them to work effectively even when in a remote location. The remaining 12% of the respondents were neutral on this.

My team effectively meets both internal and external deadlines using the technology available
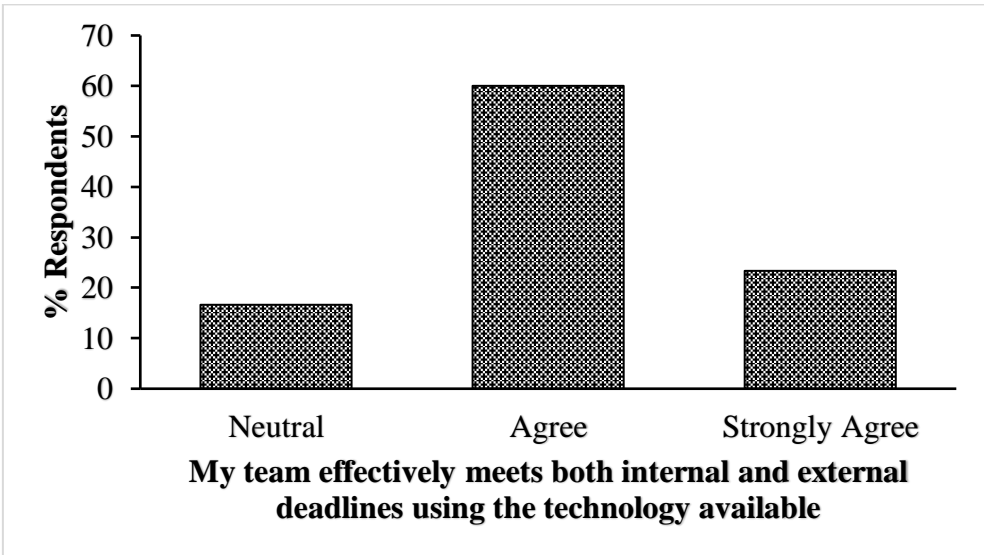
Fig 4.12.4   Meeting deadlines

Figure 4.12.4 demonstrates that 60% of the respondents agree that their teams effectively meets both internal and external deadlines using the technology available, whilst 23% strongly agreed with this statement. The remaining 17% of the respondents were neutral.

The technology available within the organisation enhances my performance
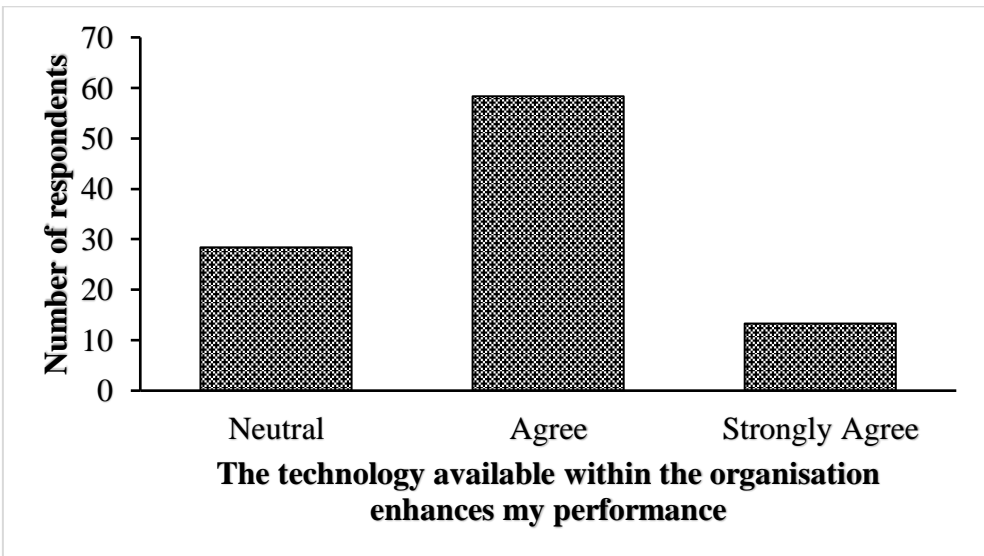
Fig 4.12.5   Enhancing performance through technology

From Figure 4.11.5, it is observed that that 59% of the respondents agreed that the technology available within the organisation enhances their performance. The remaining 13% of the respondents strongly agreed whilst 28% were neutral.

Performance * Question Crosstabulation

			Question					Total
			Y	Z	AA	AB	AC	
Performance	Disagree	Count	0	0	2	0	0	2
		% within Question	0.0%	0.0%	3.3%	0.0%	0.0%	0.7%
	Neutral	Count	6	7	7	10	17	47
		% within Question	10.0%	11.7%	11.7%	16.7%	28.3%	15.7%
	Agree	Count	42	36	35	36	35	184
		% within Question	70.0%	60.0%	58.3%	60.0%	58.3%	61.3%
	Strongly Agree	Count	12	17	16	14	8	67
		% within Question	20.0%	28.3%	26.7%	23.3%	13.3%	22.3%
Total		Count	60	60	60	60	60	300
		% within Question	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Fig 4.12.6   Data summary and analysis on Performance

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	21.405[a]	12	.045
Likelihood Ratio	19.185	12	.084
Linear-by-Linear Association	5.331	1	.021
N of Valid Cases	300		

a. 5 cells (25.0%) have expected count less than 5. The minimum expected count is .40.

Fig 4.12.7   Chi-square test on Performance

In Figure 4.12.6, there is a summary of the responses received under the performance section of the questionnaire used in the study. From the total column, it is clear that 85% (61.3% + 22.3%) of the respondents were in agreement with the performance aspects within the company. Figure 4.12.7 shows that there is a significant difference in the responses relating to how the technology available within the firm contributes to employees' performance (χ^2= 21, df=12, p=0.45)

4.13 Overall satisfaction
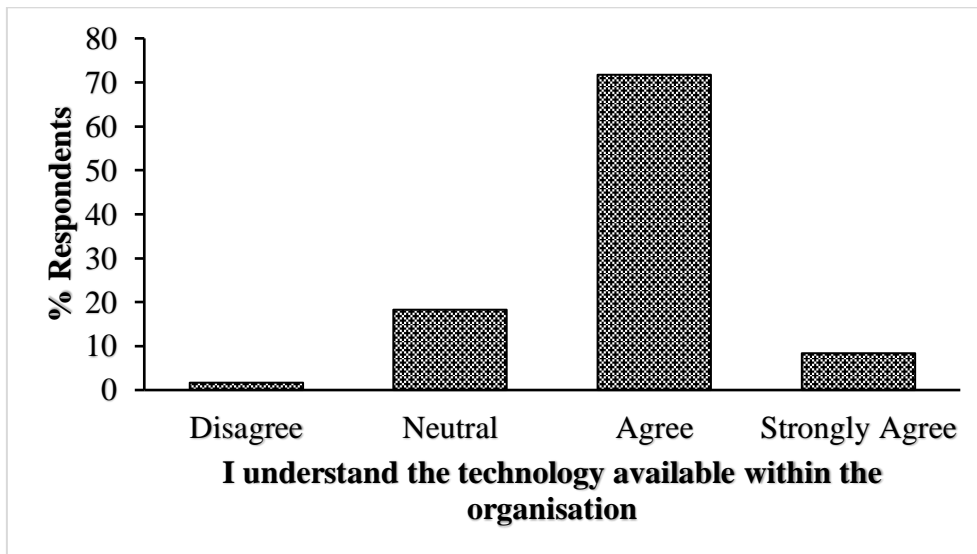
Fig 4.13.1   Understanding the technology available

Figure 4.13.1 indicates that 72% of the respondents agreed that they understood the technology available within the organisation. From the remaining respondents, 8% strongly agreed with this statement, whilst 18 % were neutral. The remaining 2% of the respondents disagreed with this.
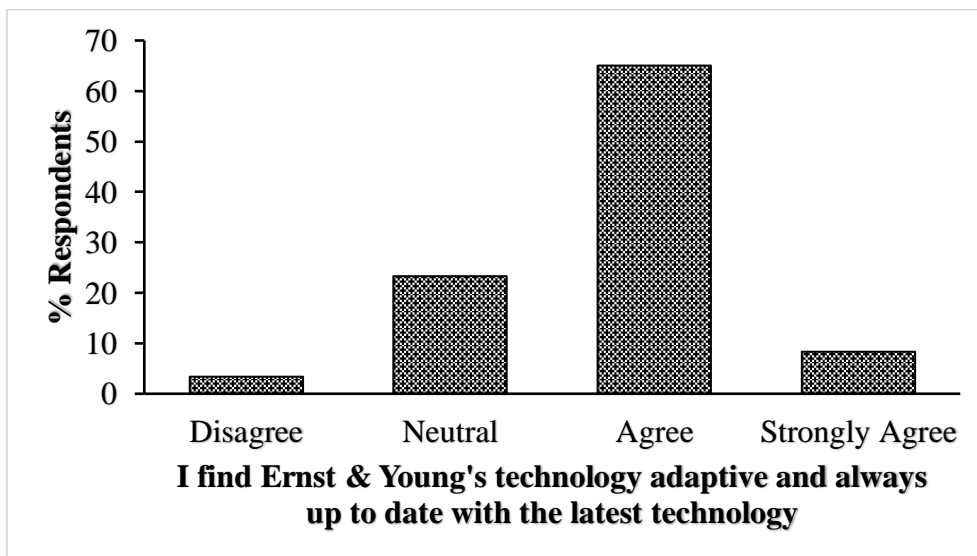
Fig 4.13.2   Ernst & Young's technology's adaptability

In Figure 4.13.2 it is seen that 60% of the respondents agreed whilst 28% strongly agreed that the technology available within the organisation enabled them to collaborate with members in other departments or geographic locations easily whilst 12% of the respondents were neutral on this.
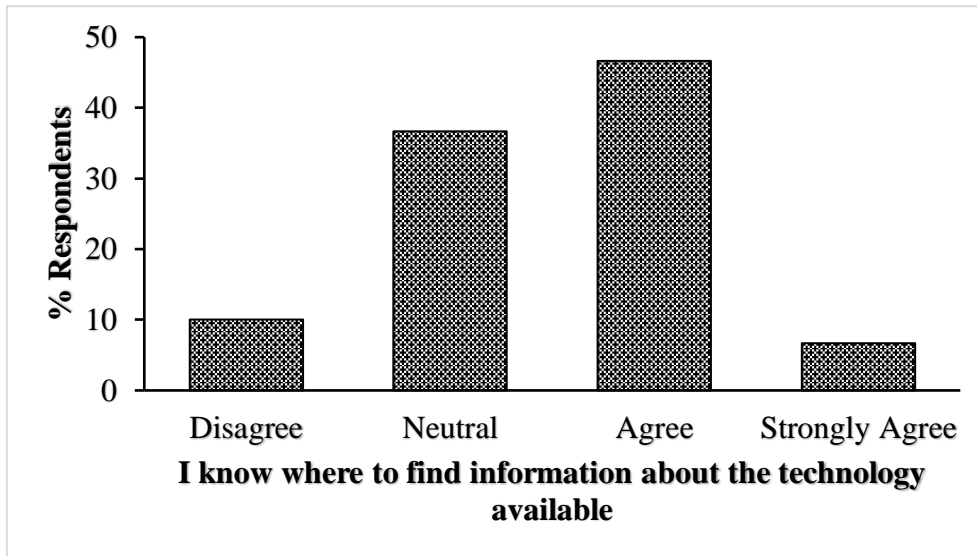
Fig 4.13.3   Information on technology

Figure 4.13.3 we see that 47% of the respondents agreed that they knew where to find information about the technology available within the organisation, whilst 7% of the respondents strongly agreed. The other 10% of the respondents disagreed, whilst 36% of the respondents were neutral.
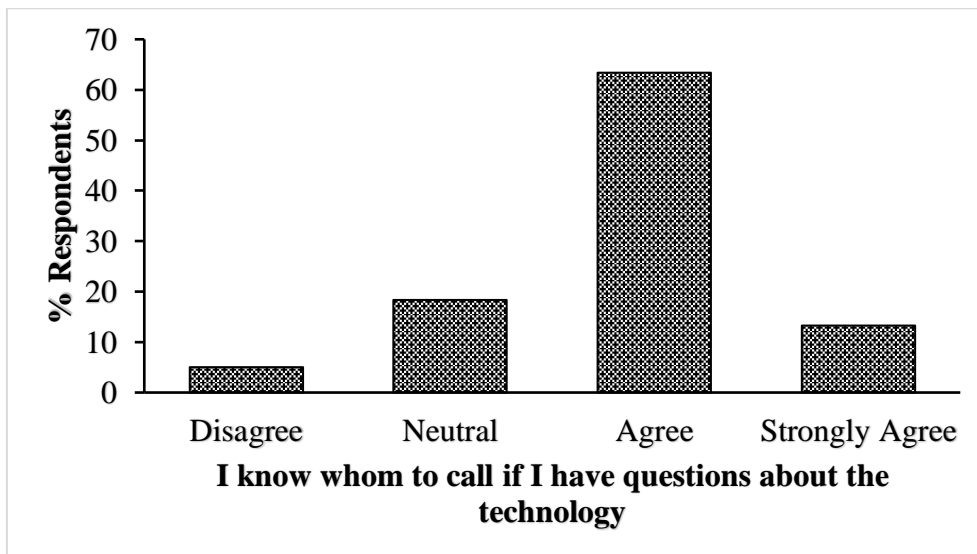
Fig 4.13.4   Support on the technology

Figure 4.13.4 shows that 64% of the respondents agreed that they knew whom to call should they have any questions about the technology, whilst 13% strongly agreed. From the remaining respondents, 18% of the respondents were neutral on this, whilst 5% of the respondents disagreed.

I find Ernst & Young's technology to be world class and above what most companies offer
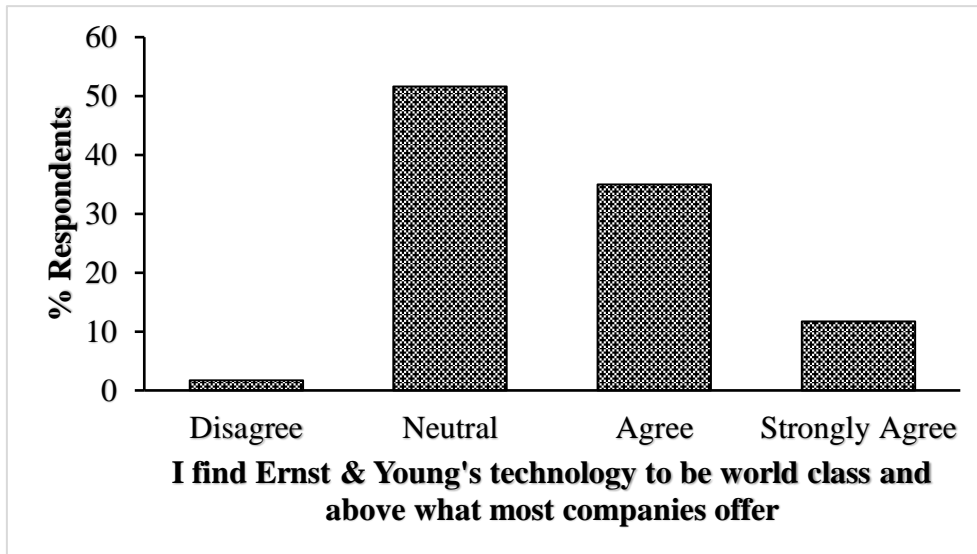
Fig 4.13.5   Comparing Ernst & Young's technology with other companies

In Figure 4.13.5 we see that 51% of the respondents were neutral on whether they found Ernst & Young's technology to be world class and above what most companies offer. From the respondents, 35% agreed with this statement, whilst 12% strongly agreed with this. Only 2% disagreed that this was the case.

The technology available helps me to work at maximum efficiency
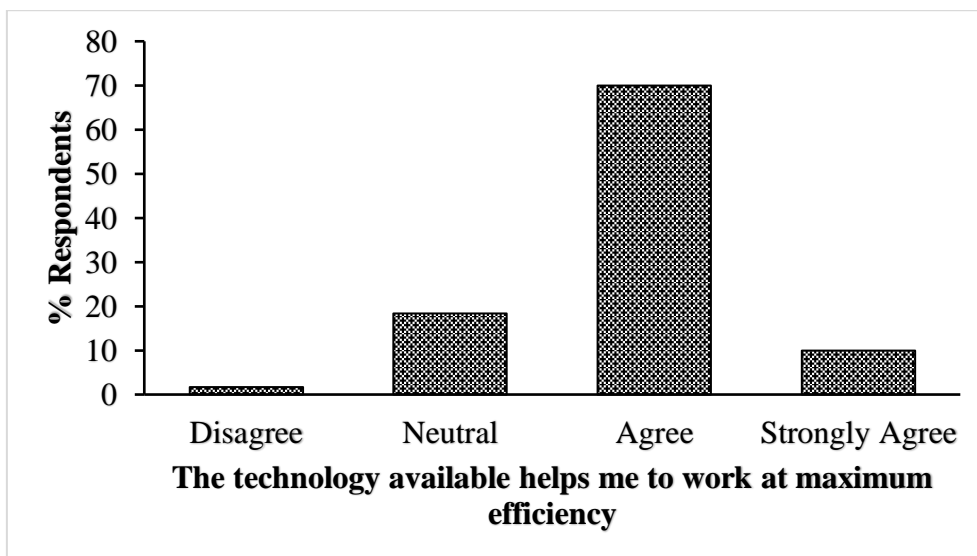
Fig 4.13.6   Technology and efficiency

Figure 4.13.6 demonstrates that 70% of the respondents agreed with the view that the technology available within the company helps them work at maximum efficiency. The other 10% strongly agreed with this whilst 18% of the respondents were neutral. Only 2% disagreed with this statement.
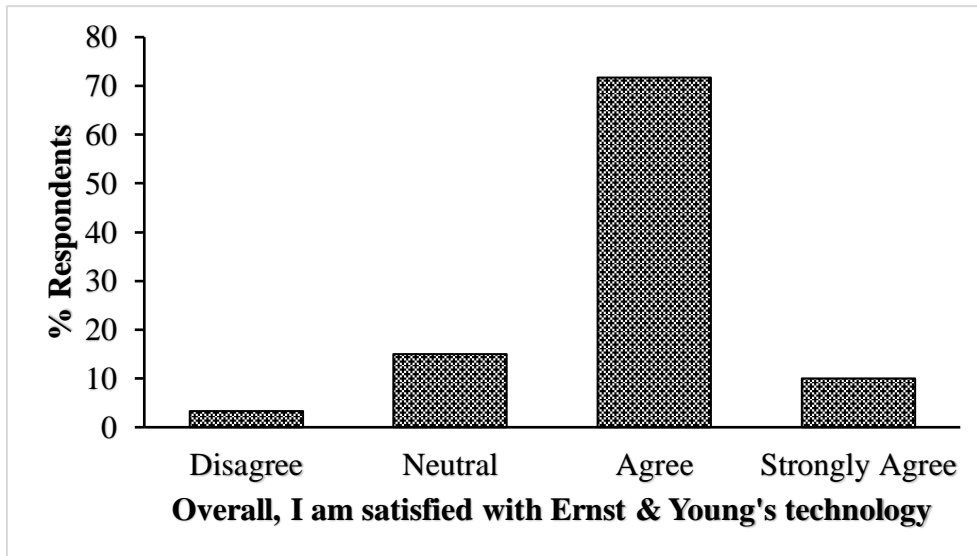
Fig 4.13.7   Overall satisfaction with the firm's technology

Figure 4.13.7 shows that 72% of the respondents were overall satisfied with Ernst & Young's technology, whilst 10% strongly agreed. The remaining 15% of the respondents were neutral about this, whilst 3% disagreed with this.

Overall * Question Crosstabulation

			AD	AE	AF	AG	AH	AI	AJ	Total
			Question		
Overall	Disagree	Count	1	2	6	3	1	1	2	16
		% within Question	1.7%	3.3%	10.0%	5.0%	1.7%	1.7%	3.3%	3.8%
	Neutral	Count	11	14	22	11	31	11	9	109
		% within Question	18.3%	23.3%	36.7%	18.3%	51.7%	18.3%	15.0%	26.0%
	Agree	Count	43	39	28	38	21	42	43	254
		% within Question	71.7%	65.0%	46.7%	63.3%	35.0%	70.0%	71.7%	60.5%
	Strongly Agree	Count	5	5	4	8	7	6	6	41
		% within Question	8.3%	8.3%	6.7%	13.3%	11.7%	10.0%	10.0%	9.8%
Total		Count	60	60	60	60	60	60	60	420
		% within Question	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Fig 4.13.8   Data summary and analysis on overall satisfaction

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	47.253ª	18	.000
Likelihood Ratio	44.278	18	.001
Linear-by-Linear Association	.473	1	.491
N of Valid Cases	420		

a. 7 cells (25.0%) have expected count less than 5. The minimum expected count is 2.29.

Fig 4.13.9 Chi-square test for Overall Satisfaction

The frequency table in Figure 4.13.8 above gives a summary of the responses received from the respondents on questions under the Overall Satisfaction section. From the total column, it shows that about 70.3% (60.5% + 9.8%) of the respondents were comfortable with the technology available within the company. Figure 4.13.9 shows that there is a significant difference in the responses to technology available within the company ($\chi^2 = 47$, df=18, p<0.0001)

4.14 Reliability and validity of statistics

To measure the reliability of the research instrument used in the study, a reliability test in the form of Cronbach's alpha test was carried out. This helped to see how well the questions raised in the survey helped to address the objectives of the study. The results of the reliability test are shown below.

Data analysis	Cronbach's alpha	N items
Entire survey	0.882	29

Fig 14.1 Cronbrach's alpha results for the survey

As shown in Fig 14.1 above, the value of the test is 0.882, it proves the reliability and validity of the questionnaire. Conbrach's alpha results run from 0 to 1, with 1 being the highest, this value is therefore significantly reliable, according to Tavakol and Dennick (2011) who state that the acceptable value for the test to be valid is considered to be between 0.7 to 0.95, with the maximum recommended being 0.9. Further to this, Tavakol and Dennick (2011) also

state that once the measure of reliability is obtained, it can be used to measure the amount of measurement error, this is done by squaring this reliability by itself and subtracting the sum from one to get the measurement error index, in this case the measurement index of error would be calculated as below;

1- (0.882*0.882)   = 0.22076

The fraction of the test score obtained to measure the index of error is expected to decrease as reliability increase (Tavakol and Dennick, 2011).

As such, the above shows that the instrument used is both a reliable and valid tool as proven by the statistical analysis.

4.15 Summary of findings

	Communication	Training and development	Flexibility	Social Media	Performance	Overall
Communication	1.000					
Training and development	.115*	1.000				
Flexibility	.174**	.088	1.000			
Social Media	.046	.094	.029	1.000		
Performance	.271**	.248**	.412**	.061	1.000	
Overall	.146*	.112	.209**	.222**	.367**	1.000

*p<0.05

**p<0.01

Fig 4.15 Spearman's correlation test

In summary, Fig 15.1, combined with all the other results described in this chapter, suggests that the millennials at EY appear to be satisfied with the technology available within the organisation and how it enhanced other aspects of their work. There was a significant relationship between the aspects of employee performance and overall satisfaction from the survey, thereby indicating that employees who felt satisfied with the technology available also experienced better work performance, or at least believed they performed better as a result of this. This may be further validated by the outcomes of other areas that were impacted by the technology as per the questionnaire used. The communication and training and development aspects were also significantly related to increased performance satisfaction as shown also in Fig 15.1 which shows a positive correlation between these aspects.

Overall, millennials within EY might have benefitted from a combination of better communication, training and development, as well as flexible working hours, all of which resulted in an overall satisfaction regarding technology use within the company.

4.16 Summary

In this chapter, the collected data were presented and analysed. Valid statistical tests were made use of, to analyse the data and to make valid conclusions based on this. These results helped in fulfilling the objectives set out. In the next chapter, the interpretations of the data is explored and explained further.

CHAPTER FIVE

Discussion

5.1 Introduction

This chapter discusses the research findings presented in Chapter Four. These results are further discussed in line with the aims and objectives of the study as a whole and how these were addressed by the results obtained.

Chi-square tests that were ran and presented in chapter four indicate that the results outcome was not affected by gender, department or position. The majority of the respondents had worked for five or years less. This also proves that the number of millennials entering the work place is fast increasing and there is need for employers that intend to attract this generation to be more intentional and proactive about attracting and retaining them in their organisations. The percentage of millennials that have worked for six or more years could also be used as a comparative measure to see how in the next couple of years, millennials can be retained within the organisation by doing a study that seeks to understand what has helped the organisation to retain them. The results of the survey further addressed the research objectives and questions as below.

5.2 The impact of millennials' expectations on EY's IT strategy

The results of the survey indicate that to a large extent, the expectations of millennials were being met within the organisation, because the majority of millennials that participated in the survey expressed the view that they were satisfied with the firm's technology. There were six core areas in which these expectations were assessed and to what extent they were being met, and satisfaction across all spheres of the study were answered positively by the majority of the respondents as shown by the results discussed in chapter four above.

The major findings emanating from this study statistically indicate that millennials at EY are generally satisfied with the technology available within the organisation. It also shows that the

organisation itself has been impacted by millennials' expectations and is conscious of these in its IT strategy as there are no major red flags in how millennials within the organisation view the IT offerings. Whether this is intentional or not, is another issue altogether that would need to be investigated separately. The core areas against which millennials expectations were measured against are further explained as per below.

The findings of the study indicate that the expectations of millennials in the EY Durban office have to a large extent, contributed to the IT strategy of the firm. This is indicated by the fact that the firm has been intentional about making technological changes that align themselves with the expectations and values of millennials. This can be measured by looking at the results from the survey relating to how the information technology within the organisation impacts communication, flexibility and social media as detailed below.

5.2.1 Millennials' expectations on Communication

The results indicate that over three quarters of the respondents were satisfied with the communication structures in place, using the technology available. Some of the factors pointed out by Kapoor and Sherif (2012) that cater to the increasing need for communication to be efficient within organisations include the availability of remote access, cloud computing and support technology that make room for ease of communication. It is important to note that EY provides access to these technologies and others available, thereby making communication within the organisation fully supported by the technology infrastructure available. Other digital solutions that the organisation has been making use of include making use of disruptive technologies in e-commerce, artificial intelligence, big data, robotics, automation of processes and cybersecurity across service lines. These offerings not only assist to increase efficiency, but also help to cut costs, thereby better positioning the company competitively on the market.

Being a global organisation, EY colleagues also rely on each other to offer exceptional client service and would therefore need to be able to do this with ease. It is therefore an integral part of the business to have technology that supports communication, both with internal and external parties alike. An example of some of the provisions that have been made to cater for this include the use of Skype for business, which allows staff members to call each other, either by audio or video, share screens, teleconference, call external numbers or other people that might not

necessarily have skype for business as an application. Particularly for the employees that work offsite and sometimes work from home, this is an important feature that helps with communication from whichever geographical location.

5.2.2 Millennials' expectations on Training and Development

The findings of the study indicated that 58.7% (48.7% + 10%) of the respondents were in agreement with the technology within the organisation and how it facilitates their training and development. However, at least 30% of respondents remained neutral, which may indicate some uncertainty, particularly in the following questions that were under the Training and Development subsection on the questionnaire;

1. I prefer web based learning to face to face learning/training
2. I find myself better able to use the technology available than older colleagues
3. I am often asked to help with the technology by older colleagues

This can however be justifiable, based on the fact that most of the older generations have adapted through time to be also comfortable with using technology as the workplace in general has also changed over time (Appleton *et al.*,2011). As a result, it is normal and would not be surprising that the older generations would not really be struggling with technology as it were and might not necessarily need to be helped by the millennial generation as often as we would assume. In some instances, the older generations have also adapted to some of the characteristics evident in the millennials, hence, earning them the term "digital immigrants" (Appleton *et al.,*2011). It is also worth noting that regardless of trying to attract the millennials, the way business is done in the present day has mostly been digitalised (Kapoor and Sheriff, 2012) and hence, almost every generation working in the corporate world has also adapted to these changes and this has possibly been the major driver during this transition over the last few years.

The question about preferring web based learning as opposed to face to face training only had the majority of the respondents either disagreeing or being neutral about it. The results show that only 41.6% either agreed or strongly agreed with this view. This is however plausible, considering that millennials do, to a large extent, value feedback and this to them contributes to a large extent, to overall job satisfaction and it would therefore make sense that the majority of

the respondents, digitalised as they may be, might still expect to be trained face to face as opposed to web learning where they can get instant feedback on how well they are tracking in the training sessions.

Organisations that wish to ensure that the expectations of millennials in respect of training are met might want to consider coordinating both face to face training and e-Learning, as there are advantages to both, which might be useful when trying to meet the expectations of the millennial generation. There are inevitable technologies such as machine learning that are unavoidable, as more and more digital solutions are being offered by the firm, but combining this with traditional methods of learning might also be worthwhile. Another fact to consider is that even though organisations are trying to attract the best talent from millennials, it is important to consider that there are possibly three other generations that are still in the work place (Bennet *et al.*,2012), which poses the challenge for management to cater and manage all four generations in a way that benefits both the employees and the employer. That said, it is worthwhile to incorporate the new and the old ways of doing things, which make business sense and is practical in the work place, without compromising the bottom line of the business.

5.2.3 Millennials' expectations on Flexibility

From the results collected, about 87% of the respondents appeared to be in agreement with the technology available and how it enabled them to be flexible in their day to day duties. This is in line with Lyons *et al.,* (2015) who point out that flexibility is important to millennials as it allows them to be flexible and to be able to work from different remote locations.

The availability of the right form of technology allows millennials to be able to work in cross functional teams and to be able to work in remote locations and across locations. In line with this, Kapoor and Sherif (2012) showed that this is a feature about millennials which can be used by companies to promote globalisation, by making the technology available for ease of communication between colleagues and clients alike, so that the exchange of information, response time and efficiency are increased as much as possible, thereby giving the company a competitive advantage. It also gives the employers an option to move away from traditional employment practices, which involves being in a certain physical location at set times. This

positions firms in a good position to not only attract, but also to retain millennials in their organisation.

This is also important as it ensures that they can work flexi time, assisting them to work remotely and to pursue a work life balance. This is in line with Rodriguez and Rodriguez (2015) who stressed the importance of flexibility to millennials, pointing out that most of the value flexibility and because of this, are more likely to pursue careers that would allow them to pursue leisure and a lifestyle that they desire.

Having the technology that makes room for employees to be flexible in their jobs allows organisations to second their employees to other geographical locations without necessarily losing the employee as part of their teams. Secondment to other offices and clients is a common practice in the Durban EY office, where employees might be off site for three or more months whilst on secondment to another EY office, or to a client. Kapoor and Sheriff (2012) state that millennials portray a high affinity for mobility in their jobs and as such, it is important that the technology be able to support this. In the survey done by PwC in 2011, most respondents indicated that they would like an opportunity to work overseas for either permanently or for a season (PwC, 2011). This is especially important for global companies such as Ernst & Young, which can use this to their advantage by making use of this to knowledge share, train and collaborate on projects, thereby giving the company a competitive advantage on the market. Making way for this to happen largely depends on the technology available within the organisation. Technology such as that which is available at Ernst & Young's Durban office allows for video conferencing, bar click share, the use of secure IDs to remotely connect to the EY network, VOIP calling, mobile access to employees from a certain level, most of whom are client facing, allows for this to be possible. In this way, we can say that to a large extent the technology available is meeting the expectations of millennials as they are currently able to do this.

5.2.4 Millennials' expectations on Social Media

It has been indicated in the findings of the study that slightly over half of the respondents indicated that they were comfortable with the organisation's social media presence and their own access to social media and other relevant sites. According to Leen *et al.* (2012),

about three quarters of the millennial population is on social media. Should this be the case, then perhaps there is more to be done on getting more of the millennial generation within the organisation to follow EY's social media pages, since only half of the population indicated that they follow the company on social media as per the below question;

- I follow EY on social media

  To this question 40% of the respondents agreed with this statement, whilst 10% strongly agreed with this statement.

- I am satisfied with EY's social media presence

  Less than 50% of the respondents agreed with the following statement (38,3% agree and 3.3% strongly agree)

It would be beneficial for the organisation to get more of the millennials to follow them on social media and perhaps share events and initiatives that happen within the organisation that could help to convey the brand of the image to outsiders, whilst at the same time sharing initiatives and ideas across the company which is a global organisation. Although this is already happening, to a less extent, there is an opportunity to further engage millennials on these platforms. Smith (2012) argues that having millennials themselves talking more about the brand and sharing with peers may be a more effective way of marketing the brand to millennials than the brand putting itself out there. The statistics therefore demonstrate an opportunity for the firm to possibly use this characteristic of millennials to share more about the brand to other millennials, both internally and externally. As millennials are also known for campaigning for causes, that they are passionate about the social media. This is therefore an opportunity to get them to own more CSR activities that they could not only participate in, but also post about on social media and raise awareness on certain social issues.

Other considerations would be to make the content as appealing as possible to millennials. Leen *et al*. (2012) also stipulates that millennials mostly make up the decision to explore further a website or social media page, based on first impressions. This could also be used

to ensure that the content on an organisation's social media pages can be content and values that millennials could easily identify with and be able to explore further. This is also a contributing factor to millennials staying true to brands that they can associate themselves with and this could also be used in talent management. Only 10% of the respondents either disagreed or strongly disagreed with the below statement;

- I am satisfied with my access to social media and other relevant websites

About 30% were satisfied, whilst the rest either agreed or strongly agreed with this statement. Although the percentage of respondents could possibly be improved, it is important to note that most organisations, including EY, have put in place social media policies that also serve to protect the brand of the organisation, as well as the employees themselves to some extent.

5.3 Effect of meeting millennials expectations on employees' performance

The results of the study have shown that 83.6% of the respondents agreed that the technology available within the organisation contributes to them performing better and more effectively in their current roles within the organisation. This is good, as it indicates that most of the millennials feel like they do have the right technological tools to enable them to perform better at their jobs. It also addressed the research question on how meeting millennials' expectations in an organisation's IT Strategy contributes to employees' performance as it shows clearly that the two are closely interlinked. The last statement on this section of the questionnaire stated the following;

"The technology within the organisation enhances my performance". To this statement, 59% of the respondents agreed, whilst 13% strongly agreed. This demonstrates that almost three quarters (72%) of the respondents believed that the technology availed by the organisation helped them better perform their jobs. Although 28% of the respondents were neutral about this, it is important to note that none of the respondents either disagreed or disagreed with this statement, thereby painting the picture that although there

could be possible areas of improvement, the millennials within the organisation recognised the importance of technology in enhancing their performance in their day to day duties and delivery to clients.

Where expectations of technology are met by the organisation, this is an advantage to the firm as it means that improved employees' performance within the organisation could be enhanced and be used as a competitive advantage. Having the right technological tools within the company, such as remote and mobile access, also means that employees can work beyond the proverbial 8 to 5 timeline, thereby creating faster response times to both clients and fellow colleagues in different time zones. It also means teams can easily access and share information as and when needed.

Using the spearman's rho to measure correlation, there was a positive correlation between the questions relating to performance, with those that relate to the employees' overall satisfaction, further bringing out the fact that employees that felt as though their expectations were being met by the organisation generally believed the meeting of these expectations enhanced their performance. This is further supported by Maslow's hierarchy of needs theory (Stum, 2011), which purports that individuals have high order needs that need to be addressed for them to function at their maximum capacity. Rock (2009) further supports that according to the view of neuropsychology, there are other non-monetary benefits that can be used to get employees to work at their maximum potential.

5.4 Overall Satisfaction of millennials and recommendations

Overall, the majority of the respondents either agreed or strongly agreed that they were satisfied with the organisation's technology offerings. This seems to suggest that the firm is doing well in meeting the expectations of millennials, as it would have been expected to see major dissatisfaction through the results, if the expectations were not met. It is however important to note that this is an ongoing process since technology in the present day is ever evolving. Another important point to note is that there are still ongoing studies on millennials, which over time, might bring about other characteristics of millennials that might impact on

the way organisations attract this generation. From a talent management perspective, it is important that organisations take a holistic approach in addressing the expectations of millennials, not only in terms of technology, but in other spheres as well (Kapoor and Sherif, 2012). This is likely to be a more sustainable approach to managing and meeting the expectations of millennials in the workplace. Kuron *et al.* (2015) noted some values that are important to millennials, for instance, rapid career progression, interesting work, frequent pay increases and receiving mentorship in the workplace. Both monetary and non-monetary aspects can be addressed to ensure that these needs are met in a sustainable and reasonable manner.

Indication of overall satisfaction from the respondents addressed the research question on whether millennials' expectations are being met in the work place. Overall, about 95% of the respondents were generally satisfied with technology available within the firm, as shown in Figure 4.4, with 20% strongly agreeing that they found the organisation's technology satisfactory and 70% agreeing. These statistics indicate that the millennials' expectations were being met by EY's IT strategy. This is a good position for any organisation to be in, but nonetheless, is also a position that the organisation cannot afford to relax in, as there are always opportunities of performance improvement. The results from this study in which the scorings might have been better might be a good place to start in identifying such areas and how these can be improved. This is also a good opportunity to engage with employees, thereby contributing to getting the best talent to not only join the organisation, but to also stay within the organisation. Hughes and Rog (2008) point out that organisations that embark on effective employee engagement stand to gain a distinct competitive advantage over employers that do not.

The positive overall response from the respondents also addressed the other research question on whether or not the millennials' expectations had an effect on EY's IT strategy. Even though most of the responses were affirmative, it strongly suggests that EY had been proactive in identifying and addressing the expectations of the millennials within their organisation. Not only has this been with regards to the technology, but it has

also been addressed in other ways such as creating work spaces that millennials are comfortable working in. The recent renovation of the Durban office is a clear demonstration of this and even though the organisation might not only be aiming at millennials, it is also being intentional by creating an environment in which the use of technology is seamless and efficient.

In conclusion, the research objectives set out from the onset were met in the study as indicated by the results obtained thereby enabling recommendations to come through in each and every aspect which was researched. The results of this study can also assist other companies as discussed in detail in the next chapter.

5.5 Summary

In this chapter, the results from the study were discussed in depth and in line with the aims and the objectives of the study, as well as in line with the findings presented in the previous chapter. The next chapter provides the conclusion to the study and highlights recommendations to the relevant stakeholders.

CHAPTER SIX

Conclusion and Recommendations

6.1 Introduction

In this chapter, conclusions to the study are given, discussions and data presented in previous chapters are summarised. The chapter also gives a brief overview of what the study was about and what research questions it sought to answer. There is also the discussion on some of the limitations of the study, as well as the recommendations from the study. Possible areas in which further research can be done are also indicated. It is important to reiterate that the aim of the study was to assess if millennials' expectations on an organisation affect the organisation's IT strategy. The study also sought to assess if these expectations that the millennial generation has are being met through the organisation's IT strategy and how this impacts millennials' performance in the workplace

6.2 Conclusion and summary of findings

From the results of the study, it is evident that the expectations of millennials were, to a large extent, being met at Ernst & Young's Durban office. This conclusion arises from the results of the survey which showed that a considerable number of millennials within the organisation were satisfied with the technology available and they also believed that it enhanced their performance and efficiency in their day to day jobs.

The study looked at different ways in which expectations would have been addressed and satisfied through the organisation's technology. These included communication, training and development, flexibility, social media, performance and overall satisfaction. Although the satisfaction of the respondents varied from one section to the other, overall, 95% of the respondents in the study expressed that they are satisfied with the technology available within the organisation. This information indicates that their expectations were being met.

6.3 Implications and recommendations of the study

The study gives an indication on how well the EY Durban office is doing in terms of meeting the expectations of millennials within its organisation. It also gives an indication on the areas which might need to be explored further, as far as meeting these expectations is concerned. Although this is a good indication and something to be appraised, it might be a worthwhile exercise to explore further, as to the factors that might have caused the small percentage of respondents that expressed their dissatisfaction with the organisation's technology. This would give the advantage to the organisation, of being able to address anything that might be distorting the image that the technology available within the organisation might not be fully meeting the expectations of the millennials.

A similar survey, but with respondents from all age groups, analysed statistically might also give an indication in areas which the firm could improve in its technology offerings, whilst successfully managing a multi-generational workforce. It would also help in making future strategic plans and succession planning, as these are all matters that would be affected by findings in this study.

There are other expectations that millennials have, that might not necessarily be related to the IT strategy of the organisation (Dreery and Jago, 2015), but are also important in ensuring that the best talent from the millennial generation is attracted to organisations. Addressing these factors is equally important as they all contribute to the overall effect desired by the organisation, but in order for this to happen, there needs to be in depth studies that explore this from a talent management perspective.

The study also serves as a baseline for similar studies that might be done in similar industries or geographical locations and also stands to benefit researchers that might do similar studies in the same organisation or similar organisations a few years from now. As EY is a global organisation, similar studies in different locations or offices might also serve to assess whether or not the organisation as a whole is meeting the expectations of the millennials and managing to attract and retain them as a result.

Human Resources professionals and management in general, also stand to benefit from this study as they can critically analyse the issues raised to see how best this is being addressed in their

respective organisations and how well they are tracking on the goals they have set for themselves in this regard.

This study also serves as an information tool for organisations that are still trying to get to a point where they do better in respect of meeting the millennials' expectations through their IT strategy and offerings, as they can look into areas in which they can improve and better meet the expectations of the millennials in this regard. This would assist in not only attracting millennials, but other employees that might have similar values to millennials.

The study can thus be used by millennials to further understand if their expectations are being clearly articulated to the organisations that they are in, as often times it has been shown that this generation is misconstrued and perhaps misunderstood. It is on their shoulders to articulate whether or not their presumed expectations match the reality and if not, to align the two, especially to organisations of their choice that are directing their efforts towards them.

6.4 Limitations and areas of further study

Some of the limitations faced during the study include the following:

1. The research was done over a limited period of time and hence, the results might have been more comprehensive had the study been done over a longer period of time.

2. The study was based on the Durban office of Ernst & Young. This however is not a large population of the company as a whole, as EY is a global company. This however gives an opportunity for similar studies to be done in other offices of the organisation to see if the results will be consistent across the organisation.

3. The researcher managed to do one company due to time limitations and hence, the research might not be applicable across the board for similar companies even in the same industry.

4. As technological advancements continue to occur, millennials' expectations may continue to change, making it difficult for the findings in this study to be implemented effectively going forward.

It is not safe that millennials be all assumed to be a homogenous group of people as this sometimes differ according to the level of education, socio- cultural background and sometimes even the physical location of the respondents. This however gives room for similar studies to be done in other environments to give a holistic picture.

This study is as accurate as were the respondents in not only understanding the questions raised, but in also honestly answering the questions raised.

As the questionnaires were administered by the researcher, bias could arise based on the relationships and interactions with the researcher.

The current study was done on a homogenous population, with similar backgrounds, levels of education and income. A truly representative sample might have looked at a heterogeneous population comprising a number of different companies in different industries.

There is room for cross cultural research on this topic, as this study was based on millennials in South Africa. A similar study in a different country might give different results. A study of other generational cohorts that have adapted to digitalisation- "digital immigrants" could help managers who are managing more than three to four generations at the moment, to better anticipate and cater for the expectations of the entire workforce and not just the millennials. This can be done by comparing the expectations of millennials against non-millennials. In addition, as technological advancements continue to occur, millennials' expectations may continue to change, making it difficult for the findings in this study to be implemented effectively going forward. It might be useful to do a similar study in a few years' time, as technological advancements might change the expectations of the millennials on an organisation's IT strategy.

6.5 Summary

This chapter looked at the summary of the findings of the study, limitations of the study and recommendations arising from it. The chapter also looked into implications of the research and other studies that can be done in line with this study.

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APPENDICES

Appendix 1

Gatekeeper's Letter

EY
Building a better
working world

Ernst & Young Advisory Services (Pty) Ltd
1 Pencarrow Crescent
La Lucia Ridge Office Park
PO Box 859
Durban 4000

Tel: +27 (0) 31 576 8000
Fax: +27 (0) 31 576 8300
Docex 117 Durban
ey.com

Co. Reg. No. 2006/018260/07

17 March 2017

Dear Farirai Mubvuma

RE: PERMISSION TO CONDUCT RESEARCH

Gatekeeper's permission is hereby granted to you, Farirai Mubvuma, an employee of EY and a student at the University of KwaZulu Natal, to conduct Research at Ernst and Young, Durban office, towards your postgraduate studies in Business Administration. We note that the title of your research project is as follows;

"The impact of millennials expectations on Ernst & Young's IT Strategy"

It is noted that you will be required to source volunteers, being full time employees from the EY Durban office, to constitute your sample with a request for responses in a questionnaire and/or focus groups type of setting.

Please note that all data collected must be treated with due confidentiality and anonymity. In addition, EY confidential information, intellectual property, client information, solutions and reports may not be shared or disclosed to any third party directly or indirectly in relation to your postgraduate studies.

Should you have any enquiries related to the above, please feel free to contact my office on 031 576 8609.

If possible, we would appreciate the outcomes of your research project being shared with EY.

On behalf of EY, we wish you well in your post graduate studies.

Yours Sincerely

Vinesh Moodley
EY Regional Managing Partner - KZN

Survey Questionnaire

Thank you for agreeing to take part in this important survey assessing the impact of millennials'
expectations on Ernst & Young's IT Strategy. This survey should take 5 to 10 minutes to complete.
Please kindly complete this survey and return it to Farirai Mubvuma in the Tax Department by May 31,
2017. Be assured that all answers you provide will be kept in the strictest confidentiality and that you
may withdraw your participation at any time that you wish to.

About You

1. Your Age

(Select only one.)
- ☐ 18 or less
- ☐ 18-24
- ☐ 25-31
- ☐ 32-37
- ☐ 38-45
- ☐ 46-53
- ☐ 54-60

2. Your Gender

(Select only one.)
- ☐ Female
- ☐ Male
- ☐ Other

3. Your Department

(Select only one.)
- ☐ Advisory
- ☐ Audit
- ☐ Tax
- ☐ Other

4. Your position within the department

(Select only one.)
- ☐ Associate
- ☐ Supervisor
- ☐ Assistant Manager
- ☐ Manager
- ☐ Senior Manager
- ☐ Associate Director
- ☐ Executive Director
- ☐ Partner

5. How long have you worked at EY?

(Select only one.)
- ☐ 0 -1 years
- ☐ 2-5 years
- ☐ 6- 10 years
- ☐ 10-15 years
- ☐ 15+ years

6. How satisfied are you with Ernst & Young's technology?

(Select only one.)
- ☐ Very Satisfied
- ☐ Satisfied
- ☐ Neither
- ☐ Unsatisfied
- ☐ Very Unsatisfied

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Communication					
I am satisfied with EY's technology					
I have been adequately trained to use the technology available within my organization					
I feel more comfortable using technology (e-mail, instant messaging, text messaging) to communicate with co-workers rather than via telephone					
I prefer to receive feedback on my work via email, MDS or instant messaging rather than face to face					
The technology within EY enables me to easily communicate with EY colleagues in other locations					
Training & Development					
The organization's technology provides me with opportunities for training and development					
I prefer web based learning to face to face learning/training					
Information is readily available for me through the technology available					
I find myself better able to use the technology than my older colleagues					
I am often asked for help with the technology by colleagues older than me					
Flexibility					
I prefer to work flexi hours than the normal hours					
The technology available within the organization enables me to be flexible in my work					
The technology available within the organization is straight forward and easy to use					
I can comfortably work from a remote location with the technology available					
Social Media					
I am satisfied with my access to social media and other relevant websites					
I follow EY pages on social media					
I am satisfied with EY's social media presence					
Performance					

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Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The technology available within the organization enables me to perform my job better					
The technology available within the organization enables me to collaborate with other department members as necessary					
The technology available within the organization enables me to work effectively even when I am working from a remote location					
My team effectively meets both internal and external deadlines using the technology available					
The technology available within the organization enhances my performance					
Overall					
I understand the technology available within the organization.					
I find EY's technology adaptive and always up to date with the latest technology					
I know where to find information about the technology available.					
I know whom to call if I have questions about the technology					
I find EY's technology to be world class and above what most companies offer					
The technology available helps me to work at maximum efficiency					
Overall, I am satisfied with EY's technology					
Additional Comments:					

APPENDIX 3

Ethical Clearance

UNIVERSITY OF ™
KWAZULU-NATAL
INYUVESI
YAKWAZULU-NATALI

18 May 2017

Ms Farirai Onippa Mubvuma (215080815)
Graduate School of Business & Leadership
Westville Campus

Dear Ms Mubvuma,

Protocol reference number: HSS/0491/017M
Project title: The impact of millennials expectations on Ernst & Young's Information Technology strategy

Full Approval – Expedited Application

In response to your application received on 05 May 2017, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and FULL APPROVAL for the protocol has been granted.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number.

PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully

....
Dr Shamila Naidoo (Deputy Chair)

/ms

Cc Supervisor: Mr C Chikandiwa
Cc Academic Leader Research: Dr Muhammad Hoque
Cc School Administrator: Ms Zarina Bullyraj

APPENDIX 4

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Farirai Mubvuma Dissertation

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