Attract-Motivate-Retain Millennials: A Job Design Perspective from Thern, Inc.
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Abstract
The process of defining the way work will be performed, called job design, is one of the most important aspects of running an efficient and effective business. Not only is job design imperative to the success of a business, but also to the overall satisfaction of employees. We will be focusing our research of job design on Thern Inc. To specify the aspect of the company's job design, we will be analyzing the company's employee retention, balance between work and life, college recruiting, and the appeal to the younger generation. We will be using theories such as the job characteristics model to analyze the performance of Thern's job design methods. This performance will be determined by interviewing employees, communicating with the company's head of HR, and comparing the information we find to current industry trends.

Research Objectives:
The research objective of our paper is to identify and gain knowledge about the job design incorporated within Thern. To specify the aspect of the company's job design, we will be analyzing the company's employee retention, balance between work and life, college recruiting, and the appeal to the younger generation.

Methods
We conducted our research using interviews, surveys, online sources, and the textbook. The interviews and surveys were used to collect first hand data. The interviews were directed at Thern employees and the surveys were directed at WSU college of business students. The goal of this research is to collect qualitative and quantitative data to give feedback to the company. The online sources and the textbook were used to collect second hand data. We used a variety of online sources and chapter four in the textbook to support our analysis of job design. The purpose of this data is to establish the credibility and accuracy of our research.

Results
We surveyed the office and warehouse staff of Thern to gain knowledge about the company through its employees. We asked questions about the overall job design and employee satisfaction at the company. The graph below provides results from the employee surveys.

We also interviewed students to figure out how the company can work to appeal to the younger generation. Our hope is to collect information to give feedback to Thern, so the company can work to increase the millennial population. We are still working on conducting interviews and collecting data.

Conclusion
Although we cannot make a definite conclusion without our results, we have a variety of suggestions for improvements within the company. Based on the data we have collected so far, Thern should consider improving in the following areas:
• Job stretching
• Appealing to millennials
• College recruiting

Based on the employee surveys we also found that there are many areas of job design where Thern is doing well. These areas include:
• Overall employee satisfaction
• Employee retention
• Balance between work and home life

Overall, we were not able to make many concrete conclusions because we are still waiting on results from student surveys.

References