

**TRANSFORMATIONAL LEADERSHIP, SOFT HUMAN RESOURCE
APPROACH AND MILLENNIAL WORKFORCE ENGAGEMENT IN
INTERNATIONAL NON-GOVERNMENTAL ORGANISATIONS IN
NAIROBI, KENYA**

LUCAS N. MBURU

A DISSERTATION PRESENTED TO THE GRADUATE SCHOOL IN PARTIAL
FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE
OF DOCTOR OF PHILOSOPHY IN ORGANISATIONAL LEADERSHIP

PAN AFRICA CHRISTIAN UNIVERSITY

JULY 2024

DECLARATION

I declare that this dissertation is my original work and has not been submitted to any other college, institution or university for academic credit.

Signed_____ Date_____

Lucas N. Mburu (POLD/10886/0/18)

This dissertation has been submitted for examination with our approval as the appointed university supervisors.

Signed_____ Date _____

Dr. Mary Ragui, PhD

Supervisor

Signed_____ Date _____

Dr. Walter Ongeti, PhD

Senior Adjunct Lecturer

PAC University

Supervisor

TABLE OF CONTENTS

DECLARATION.....	ii
TABLE OF CONTENTS	iii
DEDICATION.....	vi
ACKNOWLEDGEMENT.....	vii
ABSTRACT	viii
LIST OF TABLES	ix
LIST OF FIGURES	xii
ABBREVIATIONS AND ACRONYMS.....	xiii
OPERATIONAL DEFINITION OF TERMS.....	xv
CHAPTER ONE	1
INTRODUCTION AND BACKGROUND OF THE STUDY	1
Introduction.....	1
Background to the Study.....	1
Statement of the Problem.....	9
Purpose of the Study	11
Objectives of the Study	11
Research Hypotheses	12
Assumptions of the Study	13
Justification of the Study	14
Significance of the Study	15
Scope of the Study	17
Limitations and Delimitations of the Study	18
Chapter Summary	19

CHAPTER TWO	20
LITERATURE REVIEW	20
Introduction.....	20
Conceptual Literature Review	20
Empirical Literature Review	45
Theoretical Framework.....	61
Conceptual Framework.....	71
Summary of Literature and Identification of Literature Gaps	74
Chapter Summary	79
CHAPTER THREE	80
RESEARCH METHODOLOGY	80
Introduction.....	80
Research Philosophy.....	80
Research Design.....	81
Population Studied	83
Sample Selected	83
Sampling method	85
Data Collection Methods	86
Research Procedures	88
Validity and Reliability of Instruments.....	89
Data Analysis Plan.....	91
Diagnostic Tests.....	99
Ethical Considerations	102
Chapter Summary	103

CHAPTER FOUR: RESULTS AND DISCUSSIONS.....	105
Introduction.....	105
Response Rate and Demographic Analysis	106
Descriptive Statistics.....	110
Diagnostic Tests.....	139
Inferential Statistics	155
Chapter Summary	186
CHAPTER FIVE	187
SUMMARY, IMPLICATIONS, RECOMMENDATIONS, AND	
CONCLUSION	187
Introduction.....	187
Summary of Major Findings.....	187
Implications.....	193
Contribution to Knowledge.....	196
Recommendations.....	198
Conclusion	202
APPENDICES	239
Appendix A: Informed Consent Form.....	239
Appendix B: Questionnaire to Millennials	240
Appendix C: Interview Guide to HR Officers	244
Appendix D: Certificate of Ethical Clearance.....	247
Appendix E: PAC University Research Authorization	248
Appendix F: NACOSTI Permit	249

DEDICATION

This dissertation is dedicated to my dear dad Joseph Mburu who sacrificed his entire life to ensure all his children got equal opportunity to education. Were it not for his passion for education, and support from my late mum Elizabeth Wacuka, my ambition to pursue higher education would not have been realized. It is my desire that his legacy will be carried along by my children; Elizabeth Wacuka, Victor Mburu and Rose Wambui as inspired by this achievement.

ACKNOWLEDGEMENT

This dissertation would not have been possible without the support and guidance from Dr. Mary Ragui and Dr Walter Ongeti, my able and committed supervisors and to whom I will always be indebted. I am grateful to all the INGOs that allowed me to collect data from their staff, and the Millennial Workforce without whose cooperation, this project would have halted. Various members of the faculty also walked with me from the beginning of the doctoral program and their sacrifices in time and effort as well as insights regarding scholarly writing are highly appreciated. In the same measure, the School of Leadership, Business and Technology led by Dr. Oduol (dean) and leadership department team is hugely appreciated for the incredible support, encouragement, and constant follow up to make sure that I stayed focussed along the way. To my fellow scholars in the PhD 2018 cohort, a big thank you for your moral support for without the synergy in the group, I could not have managed to pull through to this end.

ABSTRACT

Engaging the Millennial Workforce presents a significant hurdle for leaders and human resource professionals, as majority of Millennials are actively open to new job prospects at any point. Unlike previous generations, Millennials exhibit distinct work patterns that create an ongoing, unsettled concern within the field of leadership. The purpose of this study was to investigate the influence of transformational leadership and soft human resource approach on Millennial Workforce engagement in international non-governmental organisations in Nairobi, Kenya. The objectives were: to establish the direct effect of individualised consideration, idealised influence, inspirational motivation, and intellectual stimulation on Millennial Workforce engagement, and to test the mediating role of soft human resource approach on the relationship between transformational leadership and Millennial Workforce engagement in INGOs within Nairobi Kenya. The study was anchored on Transformational leadership theory, supplemented with Theory Y, Self-determination theory, and Work engagement theory. The researcher adopted pragmatism lens. Convergent-parallel mixed methods research design was used. The target population was Millennial Workforce in 251 INGOs in Nairobi. Systematic sampling was used to select 32 participating INGOs while purposive sampling was used to select a sample size of 384 employees aged 28-43 years. Data was collected using a structured questionnaire comprising of Multifactor Leadership Questionnaire, Utrecht Work Engagement Scale, and a researcher-developed Soft Human Resource Likert Scale. The data was processed using SPSS. Hypotheses were tested using multiple linear regression modelling and mediator analysis. Qualitative data was analysed using thematic analysis method by aid of Nvivo software. Results revealed that intellectual stimulation had the highest statistically significant explanatory power on Millennial Workforce engagement ($R^2=.210$, $p<.01$), followed by individualised consideration ($R^2=.208$, $p<.01$), idealised influence ($R^2=.192$, $p<.01$) and lastly, inspirational motivation ($R^2=.186$, $p<.01$). Regression analysis depicted partial mediation as the association between transformational leadership and Millennial Workforce engagement remained statistically significant but diminished in strength from $\beta=.493(<.01)$ to $\beta=.282(<.01)$ upon the introduction of soft HR approach. Thus, the null hypotheses were rejected and inference drawn that transformational leadership significantly influenced Millennial Workforce engagement and Soft HR approach significantly mediated the relationship between transformational leadership and Millennial Workforce engagement. The findings were corroborated by thematic analysis of qualitative interviews which identified individualised consideration as the most outstanding dimension of transformational leadership. The common theme across the qualitative responses was the enhancement of team morale through the recognition and utilization of each team member's unique strengths and aspirations when assigning tasks or responsibilities. The study depicted the emergence of a rank order among the dimensions in terms of explanatory power on Millennial Workforce engagement. It also confirmed the mediating role of a soft human resource approach in the relationship between transformational leadership and Millennial Workforce engagement. The study recommended that human resource teams in INGOs should invest in leadership development programs that specifically target the enhancement of transformational leadership skills.

LIST OF TABLES

Table 2.1: Summary of Literature and Identification of Literature Gaps	71
Table 3.1: Distribution of Sampled INGOs by Sector	79
Table 3.2: Reliability Statistics	85
Table 4.1: Response Rate.....	106
Table 4.2: Gender Distribution of Respondents.....	107
Table 4.3: Age Distribution	107
Table 4.4: Respondents' Years Worked	108
Table 4.5: Descriptive Statistics for Individualized Consideration Composite Score	110
Table 4.6: Descriptive Statistics for Idealised Influence Composite Score	113
Table 4.7: Descriptive Statistics for Intellectual Stimulation Composite Score	116
Table 4.8: Descriptive Statistics for Inspirational Motivation Composite Score	119
Table 4.9: Descriptive Statistics for Transformational Leadership Composite Score	121
Table 4.10: Descriptive Statistics of Soft Human Resource Approach Items	122
Table 4.11: Descriptive Statistics for Soft Human Resource Approach Composite Score	132
Table 4.12: Millennial Workforce Engagement Item Statistics.....	135
Table 4.13: Tests of Normality of Individualised Consideration Composite Score .	140
Table 4.14: Multicollinearity of Individualised Consideration.....	142
Table 4.15: Tests of Normality of Idealised Influence Composite Score	142
Table 4.16: Multicollinearity of Idealised Influence	144
Table 4.17: Test of Normality of Inspirational Motivation Composite Score	144

Table 4.18: Multicollinearity Test for Inspirational Motivation.....	146
Table 4.19: Test of Normality of Intellectual Stimulation Composite Score	146
Table 4.20: Multicollinearity Test for Intellectual Stimulation Composite Score....	148
Table 4.21: Tests of Normality of Transformational Leadership Composite Score .	149
Table 4.22: Multicollinearity Test of Transformational Leadership.....	151
Table 4.23: Tests of Normality of Soft Human Resource Approach Composite Score	151
Table 4.24: Multicollinearity of Soft Human Resource Approach.....	153
Table 4.25: Tests of Normality	153
Table 4.26: Correlation between Individualised Consideration and Millennial Workforce Engagement	155
Table 4.27: Regression of Millennial Workforce Engagement on Individualised Consideration	158
Table 4.28: Pearson Correlation between Idealised Influence and Millennial Workforce Engagement	162
Table 4.29: Regression of Millennial Workforce Engagement on Idealised Influence	165
Table 4.30: Correlation between Inspirational Motivation and Millennial Workforce Engagement.....	166
Table 4.31: Regression of Millennial Workforce Engagement on Inspirational Motivation.....	167
Table 4.32: Correlation between Intellectual Stimulation and Millennial Workforce Engagement.....	169

Table 4.33: Regression of Millennial Workforce Engagement on Intellectual Stimulation.....	170
Table 4.34: Correlation of soft HR Approach and Millennial Workforce Engagement.....	171
Table 4.35: Regression of Millennial Workforce Engagement on Transformational Leadership.....	175
Table 4.36: Regression of Soft HR Approach on Transformational Leadership.....	177
Table 4.37: Regression of Millennial Workforce Engagement on Transformational Leadership and Soft HR Approach	180

LIST OF FIGURES

Figure 2.1 Transformational Leadership Attributes	59
Figure 2.2: McGregor’s Theory Y Model	61
Figure 2.3: Self-Determination Theory Fundamental Human Needs	63
Figure 2.4: Facets of Engagement	65
Figure 2.5: Conceptual Framework	67
Figure 3.1 Four-Step Model of Mediator Analysis	90
Figure 4.1: Distribution of INGOs by Subsector	109
Figure 4.2: Individualised Consideration Scatterplot	140
Figure 4.3: Idealised Influence Scatterplot	143
Figure 4.4: Inspirational Motivation Scatterplot.....	145
Figure 4.5: Linearity of Intellectual Stimulation Composite Score.....	147
Figure 4.6: Transformational Leadership and Workforce Engagement Scatterplot.	150
Figure 4.7: Soft Human Resource Approach Scatterplot	152
Figure 4.8: Soft HR Approach and Millennial Workforce Engagement Scatterplot	154

ABBREVIATIONS AND ACRONYMS

AI	Artificial Intelligence
ANOVA	Analysis of Variance
AU	African Union
CKI	Cohen Kappa Index
CSOs	Civil Society Organisations
CVR	Content Validity Ratio
GTL	Global Transformational Leadership
HR	Human Resource
HRM	Human Resource Management
HRP	Human Resource Policies
IC	Individualized consideration
IM	Inspirational Motivation
IN	Idealised Influence
INGOs	International Non-Governmental Organisations
IS	Intellectual Stimulation
KES	Kenya Shilling
MLQ	Multi-factor Leadership Questionnaire
MWE	Millennial Workforce Engagement
NACOSTI	National Commission for Science, Technology and Innovation
NGO	Non-Governmental Organisations
NPO	Non-Profit Organisations
OLS	Ordinary Least Squares
PAC	Pan Africa Christian University

PPMCC	Pearson's Product Moment Correlation Coefficient
RBV	Resource Based View
SHRA	Soft Human Resource Approach
SMEs	Small and Medium Enterprises
SPSS	Statistical Package for Social Sciences
TL	Transformational Leadership
UN	United Nations
US	United States
UWES	Utrecht Work Engagement Scale
VIF	Variance Inflation Factor

OPERATIONAL DEFINITION OF TERMS

Charisma: The ability to create a strong belief in one's own vision among employees or groups of people to help them share and gear towards reaching the set vision (Hall & Grant, 2018). In this study, charisma was indicated by a measure of the leader's self-confidence, emotional expressiveness, and inspirational abilities.

Coaching: Collaboration between coach and coachee aimed at supporting goal attainment and individual change (Zuberbuhler et al., 2020). In this study, the term was a multidimensional construct comprising of skills acquisition and enhancement, coachee self-awareness and insight, and coachee goal attainment.

Commitment: The intention to maintain dedication to a relationship or association with a person, or organisation or the relationship with the organisation over time (Stanley et al., 2010). In this study, commitment refers to employees' cooperativeness and willingness to continue being part of the organisation.

Competence: This refers to the measure of how well an employee performs their duties and responsibilities, meet job requirements, and achieve desired outcomes (Prasetio & Hasanah, 2022). In this study, competence refers to the effectiveness and efficiency with which an employee perform their duties.

Creativity: This is an employee's ability to generate new and innovative solutions, or approaches to tasks, problems, or opportunities related to their work, thereby contributing to organisational performance (Sánchez-Cardona et al., 2018). In this study, creativity was indicated by the extent to which employees are able to solve problems in new ways as well as suggest ideas that work.

Idealised influence: This is the act of attracting followership by role-modelling, gaining follower trust and respect by exhibiting desirable personal values, ethics, and behaviour; as well as commitment to shared goals (Puni et al., 2018). In this study, idealised influence means leadership by example, displaying charisma, and behaving ethically.

Individualised consideration: This is whereby the leader pays personalised attention to each follower's needs, concerns, and development through, among others, mentoring, coaching, and helping employees reach their full potential, thereby building a strong bond with them and earning their trust and loyalty (Suyanto et al., 2019). In this study, the term means demonstration of care for the unique needs of individual employees, giving personal attention, and mentoring.

Innovation: This refers to the process of translating new products or services ideas to reality as measured by the economic value derived from the new product or service (Suyanto et al., 2019). In this study, innovation was indicated by the number of new products/services introduced in response to the needs of the international non-governmental organisations.

Inspirational motivation: This is the ability of a leader to paint a compelling picture of the future and communicate it effectively to their followers, thereby providing a sense of direction and purpose, and generating employee support for the vision (Barbosa, 2021). In this study, it was used to refer to vision communication, positive outlook, and leader enthusiasm.

Intellectual stimulation: This is the ability of a leader to challenge employees' status quo, encourage them to question assumptions, and think outside the box, thereby

fostering continuous learning and growth within the organisation (Sánchez-Cardona et al., 2018). In this study, intellectual stimulation was indicated by the extent to which the leader engages employees in questioning assumptions, promoting innovation, and encouraging feedback.

International Non-Governmental Organisations: Multinational organisations which are not established by inter-governmental agreements including organisations which accept members designated by government authorities, provided that such membership does not interfere with the free expression of views of the organisations (Hengevoss, 2023). In this study, the word ‘Compliant’ has been added to refer to those organizations that file annual reports to the NGO bureau.

Millennial Workforce Engagement: The extent to which individuals from the Millennial generation are actively involved, committed, and motivated in their work within an organisation (Sahni, 2021). In this study, the term was used to refer to the level of commitment, motivation and loyalty that employees have towards the organisation.

Millennials: A generation of people born between 1981 to 1996 and entered the labour market in 2000 and the name is mainly due to their closeness to the turn of the millennium (Pyoria et al., 2017). In this study, the term refers to employees aged 28 – 43 years.

Optimism: Global expectation that good things will be (Rotich, 2020). In this study, the term refers to employee’s sense of hope for a better future.

Soft Human Resource Approach: People management technique that focus on driving productivity through communication, motivation and leadership (Armstrong, 2020).

In this study, soft human resource approach reflected the level of Millennial Workforce empowerment, involvement, and collaboration.

Transformational Leadership: An approach through which leaders work with teams to identify needed change, and guides the process through a vision by applying coaching, inspiration, and espousing values while working within structures using insights and charismatic qualities (Siangchokyoo, et al. 2020). In this study, transformational leadership is a multidimensional construct comprising of inspirational motivation, intellectual stimulation, idealised influence, and individualised consideration.

Values: Firmly held beliefs that serve as guiding principles for people and organisations. They are the foundation of trust when they are expressed and followed (Pendleton & King, 2002). In this study, the term was used to refer to the virtues that guide the organisation.

Workforce Engagement: The harnessing of worker's commitment to their role through self-expression in physical, cognitive, behavioural and emotional forms directed towards positive organisational outcomes (Shuck & Reio, 2014). In this study, it refers to the level of Millennial Workforce's dedication to, vigour on, and absorption in daily tasks.

CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

Introduction

In this chapter, the dissertation format flows from the background of the study where the topic of research was discussed. The statement of the problem then articulates why this research needed to be conducted and what the gaps in knowledge were. Under objectives, the section covers what this research expected to achieve after which the hypotheses was formulated in alignment with the specified objectives. The main assumptions, justification and significance of the study are provided. Finally, the scope, limitations and delimitations is discussed at the end of this chapter.

Background to the Study

This inaugural section of the chapter commences by unpacking the conceptual background with respect to the three study variables. These are: transformational leadership, soft human resource approach, and Millennial Workforce engagement. This is followed by a contextual background on International Non-Governmental Organisations with a progressive focus on the Kenyan scene and Nairobi County in particular. The objective end of this sequencing is to lay foundation for the research problem.

Transformational Leadership

Transformational leadership is a dynamic leadership style characterized by its ability to inspire, motivate, and engage individuals intellectually (Kouzes & Posner, 2017). As delineated by Northouse (2018), it epitomizes a leadership paradigm wherein leaders galvanize and propel their followers to surpass personal interests in favour of the collective organisational welfare. This leadership approach prioritizes

the cultivation of a forward-looking vision, the facilitation of intellectual engagement, and the nurturing of individualized attention to empower and cultivate the growth of followers. According to Bass and Riggio (2018), it embodies leaders who ignite inspiration and motivation within their followers, urging them to reach remarkable achievements and realize their utmost capabilities. This leadership style revolves around nurturing a unified vision, exemplifying ethical excellence, and fostering a nurturing atmosphere conducive to innovation and advancement. As posited by Avolio and Yammarino (2018), transformational leadership represents a leadership methodology geared towards instigating substantial change through the inspiration and empowerment of followers. This approach entails crafting a compelling vision, embodying desired behaviours, and offering tailored support to facilitate the growth and excellence of followers.

Transformational leadership is described as a multidimensional idea comprising four core elements: inspirational motivation, idealised influence, individualized consideration, and intellectual stimulation. Inspirational motivation involves leaders articulating a compelling vision of the future, providing direction and purpose to their followers (Barbosa, 2021). By effectively communicating goals in an appealing manner, leaders garner support and commitment from their teams (Edmondson, 2018). Additionally, they enhance employee competence through coaching, fostering an environment of idea appreciation and autonomy (Messmann et al., 2022). Idealised influence is about attracting followership through role-modelling and exhibiting admirable personal values and ethics (Puni et al., 2018).

Transformational leaders shape organisational beliefs and values, fostering a shared mind-set geared towards achieving objectives (Brown, 2018). Individualized consideration entails personalized attention to each follower's needs, fostering strong

bonds and earning trust and loyalty (Suyanto et al., 2019). This personalized approach, through mentoring and coaching, enables employees to reach their full potential. Lastly, intellectual stimulation involves challenging the status quo, encouraging employees to question assumptions, and promoting continuous learning and growth (Sánchez-Cardona et al., 2018). Transformational leaders emphasize managing organisations as interconnected systems, facilitating information flow and innovation (Sinek, 2019), ultimately translating ideas into tangible products or services (Suyanto et al., 2019).

The argument for transformational leadership lies in its ability to drive positive organisational outcomes as it induces positive changes in followers' lives, fostering trust and collective efficacy critical for success (Hemby, 2017). The study, conducted in the USA, involved synthesizing existing literature. Trust among leaders and colleagues enhances team engagement and cooperative behaviours (Lusiana, 2021). Research indicates that transformational leaders can significantly impact employee motivation, satisfaction, and performance. By inspiring a shared vision, fostering trust and loyalty, attending to individual needs, and promoting continuous learning and innovation, transformational leaders contribute to organisational success and effectiveness (Sánchez-Cardona et al., 2018; Sinek, 2019; Suyanto et al., 2019).

Soft Human Resource Approach

Soft human resource refers to an approach that places significant emphasis on the human perspective within organisational management (Armstrong, 2020). This perspective revolves around enhancing the welfare of employees, recognizing them as indispensable resources, and acknowledging their role in goal attainment by fostering dedication, flexibility, and exceptional abilities (Gado, 2018). Central to this approach is the harnessing of people skills to effectively manage the emotions and feelings of

the workforce (Rao, 2016). Moreover, it emphasizes the recognition of human capital's value and the creation of a positive work environment to enhance employee motivation, engagement, and productivity (Armstrong, 2020). It is founded on the understanding that manpower remains the cornerstone of all resources, serving as the conduit through which other resources are converted for human use and benefit (Obi-Anike & Ekwe, 2014). Furthermore, it acknowledges that individuals are valuable assets capable of continual development and improved performance (Feather, 2019).

Embracing the soft human resource approach yields several benefits for organisations. By prioritizing employee welfare and recognizing their intrinsic value, organisations can foster a culture of loyalty, commitment, and dedication. This, in turn, enhances employee satisfaction, reduces turnover rates, and boosts productivity (Obi-Anike & Ekwe, 2014). Additionally, by investing in employees' personal and professional development, organisations can unlock their full potential, leading to improved performance and innovation (Feather, 2019). Moreover, soft human resource management acknowledges the ever-changing nature of the labour market and the importance of meeting employees' evolving needs and aspirations (Ozcelik, 2015). Organisations that fail to adapt to these dynamics risk losing talented employees to competitors. Akeyo and Wezel (2017) underscore its effectiveness in retaining employees and reducing turnover rates.

Millennial Workforce Engagement

Millennial Workforce engagement refers to the involvement, motivation, and commitment of individuals born between 1981 and 1996 within the workplace (Smith & Nichols, 2015). This generation, often termed Millennials due to their proximity to the turn of the millennium, shares common values and attitudes, shaped by similar social and economic circumstances (Kovic & Hänsli, 2018). Understanding

Millennials in the workplace is crucial as they desire to be treated as valued colleagues, a sentiment highlighted by Blanchard (2016). To comprehend the significance of this definition, it's essential to first define what constitutes a generation.

A generation is defined by various factors such as year of birth, age, location, and significant events that shape collective personality traits (Smith & Nichols, 2015). For instance, baby boomers, born between 1943 and 1960, emerged as a result of a surge in childbirths following World War II (Smith & Nichols, 2015). Additionally, a generation can be characterized by shared sociocultural experiences within a specific timeframe (Pyoria et al., 2017). Baby boomers, often identified by their institutional memory and work ethic, represent the largest group of active workers (Gilbert, 2011). However, as baby boomers retire, Millennials are becoming the dominant force in the workforce (Smith & Nichols, 2015; Kurian, 2017).

Unlike other generations, Millennials (Generation Y) have experienced significant technological and economic development (Pyoria et al., 2017). This group is also the most educated among the generations, including Baby Boomers, Generation X, and Generation Z (Katumpe & Kyongo, 2023). The impact of various motivators on employees' overall motivation varies across generations (Mahmoud et al., 2021). Generation Z is highly sensitive to amotivation and is uniquely incentivized by material extrinsic regulation and intrinsic motivation (Katumpe & Kyongo, 2023). Generation X values social extrinsic regulation and identified regulation, whereas Generation Y (Millennials) value introjected and identified regulation.

The differences between generations, particularly Millennials, Generation X, and Baby Boomers, extend beyond mere chronological distinctions to encompass

diverse approaches to work, preferences, and priorities (Pyoria et al., 2017).

Millennials, having grown up in the digital age, exhibit distinct technological fluency and prioritize work-life balance and personal ethics in their career choices (Clifton, 2016; Deloitte, 2021). These generational disparities can lead to conflicts and disengagement within the workplace (Holmberg-Wright et al., 2017). Managers face the challenge of balancing the leadership needs of various generations, with up to 44% of Millennials making career decisions based on personal values (Deloitte, 2021). This study focuses on Millennials, who are the majority in the job market, at a time when Generation X is exiting, and Generation Z is just entering (Kaburu & Nzulwa, 2020).

International Non-Governmental Organisations

International NGO, or non-governmental organisation, are voluntary, non-profit organisation that operates independently of any government (Waldorf & Ulrich, 2017). These organisations are typically driven by the pursuit of social, environmental, or humanitarian goals on a global scale (Lewis et al., 2020).

International NGOs play a crucial role in addressing some of the world's most pressing issues (Partelow et al., 2020). They often work in areas such as poverty alleviation, healthcare, education, human rights, environmental conservation, and disaster relief (Tallberg et al., 2018). Unlike governmental organisations, international NGOs are not bound by political agendas or bureaucratic constraints, allowing them to be more agile and responsive to emerging crises and needs.

One of the key arguments in favor of international NGOs is their ability to fill gaps left by governments or other institutions. In many parts of the world, especially in developing countries or conflict zones, governments may lack the resources, capacity, or political will to adequately address issues such as poverty, healthcare, or

human rights abuses (Stephen & Zürn, 2019). International NGOs can step in to provide vital services, advocate for marginalized communities, and mobilize resources to support those in need (Samara et al., 2022). Moreover, international NGOs often serve as advocates for social justice and human rights on a global scale. They play a critical role in holding governments and corporations accountable for their actions, lobbying for policy change, and raising awareness about pressing issues that might otherwise go unnoticed. By promoting transparency, accountability, and participation, international NGOs contribute to building more inclusive and democratic societies worldwide (Hall & O'Dwyer, 2017).

Over the last few decades, Kuruvila (2015) note that there has been a phenomenal growth in the number and scope of NGOs worldwide. However, there seems to be no universal definition of what an NGO is but some few aspects like legal, functional, economical, and structural nature help in categorizing these organisations. Some of the other names used synonymously with NGOs are Non-Profit Organisations (NPOs) and Civil Society Organisations (CSOs). The UN (2022) define NGO or CSO as any not-for-profit organisation or voluntary citizens group that operates locally or internationally. They perform tasks and deliver services related to peace, security, human rights, development, and political participation.

While it is not clear if there is one single body that keeps a database of all NGOs globally, Mark (2015) puts the number to an estimate of 10 million and the number keeps growing. In the US alone, the department of State (2021) estimates that there are 1.5 million NGOs that focus on a variety of issues including foreign policy, elections, environment, healthcare, and human rights, among others. These organisations are required to register and be legally incorporated in order to enjoy certain benefits like tax exemption but they are also expected to file annual reports

with the respective state authorities. Non-Governmental Organisations registered in America including religious, educational, and other charitable organisations, are not restricted from getting funds from overseas, or implementing projects internationally. The issue of whether a civil society is an NGO or INGO is therefore based on scope and jurisdiction.

In Africa, the number of INGOs cannot be authoritatively established but African Union (2022) through the civil society division has the overall mandate to coordinate and mainstream the contributions of these organisations in line with African Union (AU) principles, policies and programs. The AU also facilitates the consultative partnerships between NGOs and key development stakeholders like the World Bank, International Monetary Fund, and African Development Bank among others. While there is no question as to whether NGOs both local and international are relevant, some observers like Kentse (2020) pose critical questions regarding the impact of these organisations in the continent. For instance, in South Africa, there are about 200,000 registered non-profits and their focus, scope, and scale is often determined by the changing demands as well as funding.

The situation in Kenya is no different in terms of the role of national and international non-governmental organisations as their operations are coordinated centrally through the NGO Board. This body, according to NGO Board (1992), is a state corporation established under the NGO coordination act of 1990 with the mandate of regulating the sector. In addition, the board registers, facilitates and provides policy guidelines while advising the government on their contribution to the national development. According to the NGO Board (2020) annual report, there were 11,624 registered NGOs in Kenya as at the year 2020 and out of which, about 9,000 are considered active. In the same report, it was documented that NGOs received a

total of KES 158 billion during 2019/2020 period with health, children, and education taking top three positions in funds utilization at 32%, 13%, and 11%, respectively.

INGOs and their operations are essential to the many nations. INGOs have the capacity to influence global governance structures and policies through their advocacy work, research, and participation in international forums (Tortajada, 2016). Studying INGOs offers insights into their role as agents of change in shaping global agendas and policies. Low workforce engagement is one of the most difficult challenge facing managers in INGOs today as it leads to high cost of operations hence impacting on program delivery (Jayathilaka, 2021). Extant research suggests that the cost of not engaging the Millennials is estimated to be \$30 billion in the US alone and this is due to poor retention and high cost of recruitment not to mention the economic implications of lack of engagement (Morrell & Abston, 2018; Nassar et al., 2022).

Statement of the Problem

The engagement of Millennial employees within Kenya's INGOs presents a significant challenge for leadership and human resource management practitioners (Mburu, 2019). Despite the growing presence of Millennials in the workforce, organisations struggle to understand and effectively engage them due to their unique work preferences and values (Meola, 2016). The existing literature suggests that Millennials prioritize social responsibility, teamwork, and meaningful work experiences, which differ from previous generations (Cattermole, 2018; Afif, 2019). Moreover, there is a lack of empirical evidence regarding the effectiveness of current leadership practices and HRM approaches in motivating and retaining Millennial employees within the INGO sector in Nairobi, Kenya (Kimotho, 2018; Musinya, 2021).

While previous studies have explored the impact of leadership on organisational efficiency, there remains a gap in understanding how transformational leadership and soft HRM practices influence Millennial Workforce engagement specifically within Kenya's INGO sector. Existing research has not adequately addressed the interaction between leadership styles, HRM approaches, and Millennial engagement in this context (Wawira, 2022). Consequently, there is a need for research that examines the nexus between transformational leadership, soft human resource management, and Millennial Workforce engagement within INGOs in Nairobi, Kenya, in order to provide evidence-based strategies for enhancing employee engagement and retention (Farhan, 2021; Njoroge et al., 2021). It is against this backdrop that the present study sought to investigate the problematic matter of Millennial Workforce engagement within Kenya's INGO sector as a leadership issue by exploring the interaction between transformational leadership, soft human resource management, and Millennial Workforce engagement.

Successful human resource managers must have a firm understanding of what motivates different generations in the workplace (Kaburu & Nzulwa, 2020). A study conducted in Kenya among employees of Kenyan commercial banks identified 42 respondents. The study established that while Kenyan commercial banks have leveraged branding to gain market share, it is not clear how Millennial employees respond to these branding efforts. The study focused on millennials and their responses to the banks' branding strategies, and the impact on bank performance. The workforce was analysed based on their responses to the values promoted by the banks. Therefore, this present study will play a significant role in providing a different perspective on managing Millennials.

Organizational leadership is responsible for managing diverse groups of employees across different age groups, recognizing that these generations have varying perceptions of their work (Mutteti & Nyariki, 2022). A study conducted in Makueni County, Kenya, aimed to establish the level of engagement among Generation Y employees, involving 148 participants. It found that engagement among Millennials was influenced by their level of education; the more educated they were, the more engaged they were in their workplace. The primary focus of the study was to establish intergenerational teamwork in the office. The study used a convenience sampling technique to recruit participants and was conducted among county government employees. This opens the possibility for further studies among other employee groups, such as those in NGOs.

Purpose of the Study

The purpose of this study was to investigate the influence of transformational leadership and soft human resource approach on Millennial Workforce engagement in international non-governmental organisations in Nairobi, Kenya.

Objectives of the Study

The broad objective was to explore the interplay between transformational leadership, soft human resource approach, and Millennial Workforce engagement within international non-governmental organisations in Nairobi, Kenya. The specific objectives were:

- i) To establish the effect of individualised consideration on Millennial Workforce engagement in international non-governmental organisations in Nairobi, Kenya

- ii) To determine the effect of idealised influence on Millennial Workforce engagement in international non-governmental organisations in Nairobi, Kenya
- iii) To investigate the effect of inspirational motivation on Millennial Workforce engagement in international non-governmental organisations in Nairobi, Kenya
- iv) To investigate the effect of intellectual stimulation on Millennial Workforce engagement in international non-governmental organisations in Nairobi, Kenya
- v) To test the mediating role of soft human resource approach on the relationship between transformational leadership and Millennial Workforce engagement in international non-governmental organisations within Nairobi Kenya.

Research Hypotheses

H₀₁: Individualised consideration has no statistically significant effect on Millennial Workforce engagement in international non-governmental organisations in Nairobi, Kenya

H₀₂: Idealised influence has no statistically significant effect on Millennial Workforce engagement in international non-governmental organisations in Nairobi, Kenya

H₀₃: Inspirational motivation has no statistically significant effect on Millennial Workforce engagement in international non-governmental organisations in Nairobi, Kenya

H₀₄: Intellectual stimulation has no statistically significant effect on Millennial Workforce engagement in international non-governmental organisations in Nairobi, Kenya

H₀₅: Soft human resource approach has no statistically significant mediating role on the relationship between transformational leadership and Millennial Workforce engagement in international non-governmental organisations within Nairobi, Kenya.

Assumptions of the Study

The study assumed that each dimension of transformational leadership (individualized consideration, idealised influence, inspirational motivation, and intellectual stimulation) has no statistically significant effect on Millennial Workforce engagement within international non-governmental organisations (INGOs) in Nairobi, Kenya. This implied that, in the absence of evidence to the contrary, these dimensions do not influence Millennial engagement levels. The study also assumed that soft human resource approach does not play a statistically significant mediating role in the relationship between transformational leadership and Millennial Workforce engagement within INGOs in Nairobi, Kenya.

The study assumes that human resource practices and transformational leadership practices affecting millennial work engagement are uniform across the selected INGOs. However, it acknowledges that organizational culture varies among these organizations, influencing the degree of tolerance towards management practices. This variability may affect how participants respond to different issues outlined in the questionnaire. The study also assumes that the participants will share their honest opinions on the dynamics surrounding transformational leadership, the soft human resource approach, and Millennial workforce engagement as experienced in the selected INGO. The researcher is, however, aware that the construction of the study instrument can influence participant responses. To minimize this effect and enhance both participation and honesty, the researcher used a validated instrument for the study.

Justification of the Study

Understanding the impact of individualized consideration on Millennial workforce engagement in international non-governmental organizations (NGOs) in Nairobi, Kenya, is crucial. Individualized consideration, which involves personalized attention and support to employees, can significantly enhance job satisfaction and retention among Millennials, who often seek meaningful and supportive work environments (Kaburu & Nzulwa, 2020). By tailoring management practices to meet the unique needs of Millennials, NGOs can foster a more engaged and productive workforce. This personalized approach is essential for addressing the diverse motivational drivers of the Millennial generation.

Investigating the effect of idealised influence on Millennial engagement is equally important. Idealised influence, where leaders act as role models and gain respect and trust, plays a vital role in fostering engagement among Millennials (Mutteti & Nyariki, 2022). Millennials value leadership integrity and vision, which can inspire them to be more committed and engaged in their work. By understanding the impact of idealised influence, NGOs can develop leadership programs that cultivate leaders capable of effectively inspiring and engaging the Millennial workforce.

Exploring the impact of inspirational motivation on Millennial engagement provides valuable insights into how NGOs can enhance their motivational strategies. Inspirational motivation involves communicating a compelling vision and demonstrating enthusiasm, which can significantly boost morale and performance among Millennials (Deloitte, 2021). This demographic often values visionary and passionate leadership, making it essential for NGOs to develop leaders who can articulate a clear and inspiring vision. Enhancing performance and morale through

inspirational motivation can lead to higher levels of engagement and productivity within the organization.

Finally, examining the role of intellectual stimulation and the mediating role of soft human resource (HR) practices is critical. Intellectual stimulation encourages innovation and creative problem-solving, fostering an environment that promotes intellectual growth and engagement among Millennials (Clifton, 2016). Additionally, understanding how soft HR practices, which focus on employee well-being and development, mediate the relationship between transformational leadership and engagement can provide comprehensive insights. This approach can help NGOs integrate transformational leadership with supportive HR strategies to maximize Millennial workforce engagement, ultimately improving organizational performance and effectiveness (Holmberg-Wright et al., 2017).

Significance of the Study

International NGO leaders may find the study highly relevant and important because it directly addresses their concerns about workforce engagement. By understanding the impact of transformational leadership and a soft HR approach on Millennial employees, INGO leaders can adopt effective strategies to enhance engagement levels. Engaged employees are more likely to be motivated, committed, and productive, which can lead to improved organisational outcomes and mission success. Additionally, the findings can help leaders identify areas of improvement in their leadership and HR practices, thereby fostering a positive work environment.

For Human Resource Management (HRM) practitioners in INGOs, this study offers valuable insights into workforce engagement and the role of transformational leadership and soft HR approaches. Understanding how these factors influence Millennial employees can guide HRM practitioners in designing and implementing

more effective talent management and employee engagement strategies. By tailoring HR practices to meet the unique needs and preferences of the Millennial Workforce, practitioners can boost retention rates, job satisfaction, and overall organisational performance.

Academicians and researchers can find the study significant as it contributes to the existing body of knowledge on Millennial Workforce engagement from a transformational leadership and soft HRM lens. The findings can serve as a basis for further research and analysis in related areas, allowing scholars to expand their understanding of the specific factors influencing workforce engagement. The study can also offer practical implications for academia to develop educational programs and training modules that align with the needs of INGOs and their Millennial Workforce.

The outcomes of the review are expected to increase understanding of how the Millennials operate in regard to work, what factors would be effective in expanding the level of engagement, and the impact on performance. The knowledge generated through this study therefore will help in strategically positioning leadership teams to prepare for what Blanchard (2016) indicate as the anticipated challenges of dealing with high number of Millennials at the workplace. Indeed, as noted by Deloitte (2019), 49% of Millennials indicate that given a choice, they would leave their current job within two years. This figure is up from 38% in 2017 and it is only fair to suggest that the percentage will keep going up. To lay more emphasis on why this study is relevant, the threat to leave the current employer is not an empty one and about 25% have actually left previous jobs within the last 24 months.

Management practices and policies play a significant role in staff retention. Cassell (2017) note that when employees feel supported and valued, commitment is

increased and, in turn, turnover reduces. Specific to Millennials, Turner (2020) observe that they value flexible work environments, immediate resolution of issues, timely communication, rewards, and recognition. While the observations by Turner are relevant, the study recommended further research in exploring additional strategies applicable to Millennials and preferably in other sectors. Transformational leadership theory in combination with human resource theories and strategies are positioned to produce deep insights applicable to Millennial Workforce engagement.

Holmberg-Wright et al. (2017) note that management overall is starting to change but to cater more for the needs of Millennials, organisations should change faster or risk having a disengaged workforce. A study by Davids et al. (2021) reveal that Millennials value leaders with qualities that nurture growth, promote ambitions and act as role models. The outcomes of this research therefore adds value in creating more knowledge for scholars and sector stakeholders on how to deal with Millennials within the NGO arena and as noted by Woosnam et al. (2019), there is limited empirical research on Millennial attitudes for global citizenship.

Scope of the Study

The study aimed at establishing the role of transformational leadership and use of soft HRM approach in impacting Millennial Workforce engagement. Relevant literature on the issue was explored from a general perspective globally and then contextualized to the Kenyan market and specifically within the international NGO sector. The geographical coverage for the study was limited to Kenya and specifically in Nairobi region where selected INGOs for the study have operational presence. The target population was limited to INGOs that have been operational in Kenya in the last 10 years and with a confirmation of annual reporting to the NGO board. Local

NGOs were excluded because of their variations in size, structure and probable lack of an established HR function for some.

The choice of Nairobi is informed by data captured in the Board (2020) report where 12% of all 362 newly registered NGOs in 24 counties of operation preferred the city as the focus of their operations. This is in comparison to the other 23 counties where each county has below 5% NGO presence, thereby making Nairobi a suitable choice for generalization purposes based on concentration of number of organisations.

Limitations and Delimitations of the Study

The study covered selected INGOs in Nairobi and that may pose limitations due to a narrow regional coverage when looked at from the perspective of Kenya as country. This was mitigated through random sampling which helped to minimize bias and increase the generalizability of findings to the broader population. Recruiting respondents with busy schedules presented a challenge in the research, but there are several strategies that were used to overcome this limitation. Firstly, the researcher offered flexible scheduling options to accommodate respondents' busy schedules. This included providing multiple time slots for appointments, including evenings and weekends, to ensure availability for participants. The researcher also utilized remote data collection methods such as online surveys to overcome scheduling constraints. Remote methods offered greater flexibility and convenience for respondents, allowing them to participate at location and time that suited them best.

The main delimitation was that branch offices outside Nairobi were not covered even in instances where the participating organisations may have presence in other locations within Kenya. This ensured that variables like socio-cultural, economic, political, and literacy factors that are not similar to offices in Nairobi do not interfere with the findings of the research. As informed by the hypotheses, the

other delimitation was that the study only considered management and relationship theories of leadership in order to maintain a scholarly focus relevant to the expected outcomes of the research. The last delimitation of the study was a focus on international NGOs, meaning that local NGOs were not targeted.

Chapter Summary

This chapter introduced the study. It discussed the conceptual and contextual background that provided a foundation for the research problem. It also discussed the statement of the problem and outlined the research objectives, hypotheses, and justification of the study. The chapter also explained the significance and scope of the study, as well as its limitations and delimitations.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This review of literature is anchored around the various variables and corresponding constructs which form the basis of this study. The content is aligned in such a way that it responds to the research hypotheses and feeds into the outlined objective by exploring data from previous studies. Firstly, a conceptual literature review captures the conceptual literature with respect to the main study variables. This is followed by empirical literature review in order to provide a critical analysis and discussion of past studies. Subsequently theoretical review is offered to provide a clear picture of the relevant theories upon which this study is pegged. A conceptual framework is then drawn and the hypothesised relationship between the study variables explained. A summary of the literature review and identification of gaps is presented at the end of the chapter.

Conceptual Literature Review

Transformational Leadership

Transformational leadership is an influence process that focuses on inspiring and motivating followers to achieve higher levels of organisational outcomes and personal growth (VanDyk & Frederickson, 2018). Hence, the extant literature dimensionalise transformational leadership into four mutually reinforcing facets (Ahmad et al., 2021). These are: individualised consideration, idealised influence, inspirational motivation, and intellectual stimulation.

Individualised Consideration

One major component of transformational leadership is individualized consideration and as Anthony (2017) suggest, leaders achieve this through coaching where the needs and motivations of followers are discovered then a path to support their growth is mapped out. The study was conducted in the USA and involved 75 middle level organisational leaders and 188 people working under them. Leaders enhance employees' competence through coaching. Messmann et al. (2022) suggest that this is done by appreciating their ideas, providing supporting environment, and promoting perception of autonomy in choice of task and decisions. In addition, Sahai (2020) offers that coaching increases motivation and productivity, inspires self-confidence, and makes one feel valued at work and this helps to bring out self-awareness for Millennials.

There is evidence to show that such practices like incorporating coaching and mentoring significantly increases leader efficiency development especially where the trust relationship between mentor and mentee is high (Comte & McClelland, 2017). The study was done in the USA and 38 participants provided data for the study. Additionally, Stephens (2021) observes that coaching is an effective strategy for improving Millennial employee engagements and also helps them to foster better communication with older generations at the workplace. Barbosa (2021) noting that Millennials prefer leaders who give individualized attention and help them align personal goals with those of the organisation.

Armstrong (2020) posit that coaching is a way of developing others through feedback, encouragement and support in order to acquire certain desired skills on the job. This qualitative study, conducted in the USA, involved synthesizing literature to draw conclusions. In this regard, a coach as described by Al Hilali et al. (2020) has

the primary responsibility of enhancing capabilities and skills in order for the coachee to achieve their potential in areas requiring improvement. Coaching therefore helps staff to identify and overcome obstacles, develop and apply new skills as well as learn from their mistakes. A good example for learning and development is coaching whereby according to Dessler (2013), it is a type of on-the-job training or understudy method where an experienced staff or trainee's supervisor trains a new or inexperienced employee in a company. It may often involve acquiring skills through observation or by the experienced staff showing the one being trained how to learn the ropes.

Idealised Influence.

This is one of the key components of transformational leadership which characterise the charismatic aspects of a leader's behaviour, through which they become role models for their followers (Avolio et al., 2018). The study, conducted in the USA, utilized existing literature to draw conclusions. The word charisma, according to Caldwell et al. (2014) come from Greek and is associated with undeserved favour or gift of grace. It is derived not from formal authority but by the perception held by followers on exceptional abilities the leader has. According to Mittal (2015), charismatic leaders arouse enthusiasm and commitment in their followers and can articulate a compelling vision which then elevates confidence to achieve that vision. In addition, Awamleh (2022) note that charismatic leaders reorganize the standards of their followers while using influential characteristics to redirect thoughts and fears in the right way. It is such ability to influence others by way of appeal that reduces resistance during organisational change processes.

Given the strong desire for futuristic thinking, Ivancevich et al. (2014) offer that visionary charismatic leaders help their followers link their needs and targets with

the goals of the organisation. The study, conducted in the USA, drew conclusions based on existing literature. Furthermore, it is considered difficult to have employees focus on the future of an organisation from the perspective of goals while they themselves are struggling with current situations. According to Supratman et al. (2021), charismatic leaders exude confidence in the way they walk and talk, are easily trusted and these traits helps to raise employee commitment and performance. This view is supported by Novitasari et al. (2021) who note that leaders with charisma speak optimistically about what needs to be achieved in the future while instilling positive ideals associated with desired outcomes.

Leaders who exhibit idealised influence create valuable and positive changes in the lives of followers and as noted by Hemby (2017), this happens through trust in leadership and a sense of collective efficacy. The study, conducted in the USA, drew conclusions by synthesizing empirical literature. Trust in this case is applicable to both the leader and among colleagues and has been shown to increase team engagement and cooperative behaviours (Maxwell, 2019). It is noted by Hogue (2015) that transformational leadership pay attention to uplifting the morale of employees and is firmly grounded on morals. Idealised influence leaders also act as role models, express great expectations and communicate effectively which leads to encouragement (Karaca et al., 2021).

Idealised influence result when leaders are perceived to be ethical (Hedges, 2017). Ethics is concerned with standards that help define what behaviour is good or bad, or right and wrong while morality looks at the effects of actions on people. According to Alshammari et al. (2015), ethical leaders in that context influence employees towards achieving the organisational goals by setting principles, beliefs, and values as the foundations of behaviour.

In addition, Alshammari et al. (2015) offer that ethical leadership is more of a process of influencing employees through values, principles, and beliefs that border on accepted norms in an organisational culture. From this perspective, ethical behaviour is defined within the context of values, culture and beliefs both held by organisation as well as individuals.

To emphasize on the relationship between idealised influence and ethics in organisations, Johnson (2018) indicates that transformational leaders engage in higher level moral reasoning, demonstrate integrity and encourage development of ethical climates. Johnson (2018) add that responsible leadership enhances ethical climate of an organisation by building trust among staff. According to Engelbrecht et al. (2014), an employee tends to trust a leader if they are trustworthy in the first place and displays characteristics like honesty, generosity, kindness, and acceptance. To demonstrate the significance of such leadership qualities, findings by Deloitte (2019), show that Millennials will not hesitate to end their relationship with an employer if they disagree with company practices or organisational values. It is no wonder Zhao et al. (2021) posit that Millennials who work under charismatic leaders tend to have more innovative potential and higher productivity.

Inspirational Motivation. This is whereby leaders have the capacity to shape the core attitudes and assumptions of the organisation's members, resulting in a shared mindset geared towards accomplishing the established objectives (Edmondson, 2018). Kouzes and Posner (2013) add that in order to get to a shared mission, a leader has to first clarify the values they ascribe to and affirming their voice on shared values. Siangchokyoo, et al. (2020) agree with this definition, adding that TL is an approach that involves inspiring followers to commit to a shared vision and goals while challenging them to be innovative problem solvers. As observed by Njoroge et al.

(2022), transformational leaders increase their follower's level of interest, respect for the group's mission while promoting sense of pride.

According to Northouse (2018), inspirational motivation is the process where a leader engages with others to create a connection that raises their level of morale and motivation. Such leaders encourage workers to put in extra effort and achieve outstanding results by elevating their self-esteem and sparking team work. The explanation behind this perspective is offered by Siangchokyoo, et al. (2020) who define psychological capital as the ability to evaluate a situation in relation to the likelihood of success based upon effort and willpower. Studies by Nguyen and Pham (2020) show that transformational leadership is positively related to psychological capital and the result is seen through more efficient and successful work due to increased optimism. It is noted by Huo et al. (2020) that higher optimism and faith in employee's ability, leads to increased job satisfaction and organisation commitment. In addition, transformational leaders raise staff confidence levels by maintaining a positive outlook, explaining and helping them on how to effectively reach their goals. Furthermore, Njoroge et al. (2022) opine that leaders who instigate happiness at work, end up instilling confidence in their followers which leads to successful attainment of goals. Leadership style determines the psychological involvement of employees and inspire them to achieve results regardless of difficulties encountered.

Clifton (2016) offer that indeed Millennials focus more on strengths and not weaknesses and as such, desire more of coaches than bosses who command and control. In addition, Edmondson (2018) suggests that inspiring leaders manage organisations as a system where information and knowledge flows especially in the context of knowledge driven economies. Some of the influencing tactics according to Conger and Riggio (2007) include rational persuasion, inspirational appeals,

consultation, and collaboration. Anchoring this to the Millennial discourse, Cerf (2017) indicate that the generation is raised to work more collaboratively and with a high sense of optimism.

As observed by Rezvani and Monahan (2017), generation Y is idealistic and overzealous, often like to talk about their passions, happiness and fulfilment. Such observations form part of what Blanchard (2016) suggest as a big problem to today's managers since as at 2016, Millennials comprised of about 36% of the workforce. The figure is expected to grow to about 46% by the year 2020. If therefore some managers as noted by Smith and Nichols (2015) continue to see Millennials as lazy, self-focussed, impatient and fond of having their own way, then that presents a real problem at work. It should however be noted that Millennials are an ambitious lot and have a strong desire to make the world a better place. This is highlighted by Clifton (2016) noting that Millennials are not driven by pay checks, but mission and purpose which is an attribute that speak on their desire to give hope to the society

Intellectual Stimulation. One of the principles of transformational leadership is intellectual stimulation and this is whereby the leader encourage employees to think of new ways of doing things, challenging own beliefs and applying innovation in action (Sánchez-Cardona et al., 2018). When individuals are inspired to work collaboratively in teams especially in solving difficult tasks through innovation, then performance is enhanced as members are able to add value collectively. Further to this, leaders should also be encouraged to stimulate employees towards sharing new ideas, suggestions, and interrogate each other's assumptions. In any case, organisations are operating in vibrant environments and as Shafi et al. (2020) suggest, creativity and innovation in products and services is required in order to remain relevant.

Gilbert (2011) note that Millennials are masters of digital communication, and have grown up in an era of instant information. Through they desire to be creative, they enjoy working on tough problems that require creative solutions and especially in view of the fact that Google and Wikipedia have answers to most of the questions one may have. Interestingly, Kurian (2017) reports that the Millennials like to know the reason for doing a task even before they can begin, and they appreciate knowing the value of doing something upfront. This implies that they do not like investing their time and energy on something that will prove futile in the end. Further, due to their curiosity, they hunger quickly for the next job and it is not surprising to see them change jobs after every two to three years. However, studies by Njoroge et al. (2022) show that through intellectual stimulation, leaders can significantly increase Millennial employees' enthusiasm and dedication to work.

In supporting the foregoing observation, Suyanto et al. (2019) suggest that transformational leadership is suitable for organisations with dynamic environments that require significant levels of innovation and creativity. Managers who encourage risk taking and idea generation encourage creativity in individuals and teams. Farhan (2021) suggest that awareness of Millennials' communication and technological abilities is a critical issue for implementation of participative and shared leadership as that leads to enhanced engagement. Njoroge et al. (2022) align with this view noting that studies in Kenya indicate a clear preference to leadership that treat Millennials as individuals, recognize their strengths and use non-traditional methods of problem solving to provoke innovation and creativity.

According to Pyoria et al. (2017), Millennials care about innovation at the workplace but surprisingly, they also attach more value to family life and leisure than they do to salaried employment. Indeed as noted by Chou (2012), Millennials are

receiving a lot of attention in the workplace as they show different attitudes, values, beliefs and aspirations in the workplace as compared to the previous generations. Some studies show that Millennials are considered impatient, self-important, and disloyal. On the other hand, they are ambitious and value organisational training. However, other scholars suggest that they prefer meaningful work and mostly seek personal fulfilment on the job. Gilbert (2011) suggest that generation Y employees are primed to do well, and they desire to do good though they like it when you engage them civically as that is of importance to them.

Njenga et al. (2021) observe that majority of Millennials are proficient in technology and that according to a study in Kenya's hospitality industry, their innovativeness has led to development of new products in the sector. In addition, high staff turnover in the service industry and especially in lower cadres affect profitability, performance and quality of customer service and as such, managers are required to redesign plans for mitigating risks during transition. In another study by Karugo (2017) and focussing on the Kenya Revenue Authority, there was clear demonstration of generational conflicts within the organisational hierarchy, posing challenges of communication, work ethic and loyalty.

Another observation by Chou (2012) is that Millennials like to integrate technology with their work, and often expects the organisation to accommodate them based upon their experiences, needs and desires. In agreeing with earlier observations by Blanchard (2016), Chou note that they prefer to work in teams, like to work on significantly challenging tasks, and have an inclination towards open and frequent communication. This view is supported by Gilbert (2011) who add that Millennials enjoy feedback on their work and performance, prefer to know if they have done a job well, and immediately, not later. Though the timing and frequency of feedback is

important, the generation Y employees work best if that feedback is delivered with clear specifics, guidance on how and where to improve and leaving no room for ambiguity or misunderstanding.

Soft Human Resource Approach

Fostering teamwork at the workplace is crucial for creating a harmonious and productive work environment (Kerns, 2019). The study was conducted in the USA and conclusions drawn after synthesising existing literature. When employees work well together as a cohesive team, they can achieve shared goals more efficiently, promote creativity, and enhance overall job satisfaction (Gado, 2018). Thus, HR should ensure that teams have clear and specific goals that align with the organisation's objectives. When team members know what they are working towards, they can focus their efforts and collaborate with synergy (Alghamdi & Bach, 2018). This calls for an open and transparent communication culture where team members feel comfortable sharing ideas, feedback, and concerns (Askari et al., 2020). Hence, there is need for leadership to encourage active listening and respect for each team member's perspective (Kerns, 2019).

Human resource management is a comprehensive approach about the employment and development of people, including how they are managed (Taylor, 2014). The study, conducted in the USA, drew conclusions by synthesizing relevant existing literature. Mostly, it provides guidance on how an organisation achieves effectiveness through people and sets moral values or ethical considerations, all aimed at ensuring sustained performance. Soft human resource approach utilizes commitment and motivation techniques as the primary means of managing personnel, in contrast to hard approaches that rely on control-oriented techniques to manage employees (Gado, 2018). Muathe and Nyambane (2017) argue that motivation

arouses employees' curiosity to perform and as such, companies put into place certain motivation strategies that will increase performance and productivity. There are four soft HR approaches discussed in this section. These are: employee empowerment, employee involvement, collaboration, and teamwork (Gado, 2018).

Empowerment.

Employee empowerment refers to the process of giving employees the authority, autonomy, and responsibility to make decisions and take actions in their work areas (Ngqeza & Dhanpat, 2021). The study was conducted in South Africa and a total of 371 study participants were recruited for the study. Empowered employees are trusted to make decisions within their designated roles and responsibilities (Hieu, 2020). This can range from small day-to-day choices to more significant strategic decisions. Empowerment allows employees to have a certain level of independence in how they carry out their tasks and achieve their goals, as long as they align with the overall organisational objectives. It involves granting employees the freedom to innovate, problem-solve, and contribute to the organisation's success in a meaningful way (Khan & Ullah, 2021). Empowering employees is about fostering a culture that values and respects their insights, skills, and expertise, leading to increased engagement, motivation, and productivity.

Key aspects of employee empowerment include providing employees with the necessary resources, information, and tools to perform their jobs effectively (Marta et al., 2021). This aligns with a study conducted in Indonesia and involving 102 executive management officers' private firms and included access to relevant data, training, and support. Organisations that promote employee empowerment often recognize and reward their employees for their contributions and achievements (Saleem et al., 2019). This reinforces positive behaviour and encourages further

engagement. Empowering employees also requires open and transparent communication channels. Feedback loops allow employees to share their ideas, concerns, and suggestions, while managers provide constructive feedback and guidance (Rahmi et al., 2020).

Employee empowerment also entails training and developing them. Ibrahim et al. (2016) offer that when employees perceive that their organisation supports them through training and coaching opportunities, they get motivated and become more creative in the workplace leading to increased productivity. The study was conducted in Malaysia 100 participants were recruited from a technology company. This relates well with what Armstrong (2020) define as soft human resource approaches which refer to the communication, motivation and leadership aspects of management. In addition, Clifton (2016) confirm that Millennials work best with coaching and development in order to maximize on their strengths.

Empowered employees tend to be more satisfied with their jobs, as they feel valued and trusted by their organisation (Rodjam et al., 2020). When employees have the freedom to make decisions and take ownership of their work, they become more engaged and motivated, leading to improved productivity. They are more likely to come up with innovative solutions and creative ideas that can benefit the organisation. Organisations that empower their employees are more likely to retain top talent as employees feel a stronger sense of loyalty and commitment to the company (Echebiri et al., 2020).

Involvement.

Employee involvement, also known as employee participation, refers to the level of inclusion and active participation that HR accords to employees towards achieving the overall goals of the organisation (Susita et al., 2021). A study conducted

in Indonesia where data was collected from 239 participants working in shopping malls confirmed this argument. Involvement does not entail the sharing of power and authority, but rather provides employees with avenues to increase their influence by contributing their ideas and expertise (Ahmad et al., 2021). It is essential for the success of any organisation because engaged employees are more likely to be productive, creative, and loyal (Al-Suraihi et al., 2021). When employees are involved and invested in their work, they are more likely to go the extra mile, take ownership of their tasks, and contribute to the organisation's growth and success (Derbey et al., 2021). According to Kurian (2017), happier workforce imply high productivity, which leads to increased revenue. Linked to the Millennials, Jha et al. (2018) suggest that the workplace should have an aspect of fun as it is part of their life.

Feather (2019) observes that in an environment where soft human resource approach is applied, Millennials are more likely to perform better due to the sense of belonging and appreciation. This study was conducted in the USA and conclusion was drawn after synthesising empirical literature. Millennials are generally more drawn to inclusive and diverse workplaces where they feel their voices are heard and respected. Many organisations implement suggestion systems that allow employees to submit ideas and suggestions for improvement (Al-Suraihi et al., 2021). These suggestions are then reviewed, and if feasible, implemented with appropriate recognition or rewards for the employees who submitted them. Some companies establish committees or forums where employees from various departments and levels can participate and discuss matters related to the organisation, employee welfare, and work processes (Zhou & Son, 2019).

Collaboration.

Collaboration is a soft HR practice that refers to the process of getting individuals or teams to work together to achieve a common goal (Zaki & Norazman, 2019). A study was conducted in Malaysia and existing literature used to draw conclusions that collaboration is an essential aspect of a productive and efficient work environment, fostering communication, creativity, and synergy among employees (Marta et al., 2021). Successful collaboration often leads to improved problem-solving, increased productivity, and a stronger sense of camaraderie among team members (Rodjam et al., 2020). Effective collaboration requires open and transparent communication. It involves sharing ideas, feedback, and information freely, which fosters trust among team members (Degbey et al., 2021). When people collaborate, they bring diverse perspectives to the table, leading to more innovative solutions and ideas (Hieu, 2020).

Collaboration emphasizes a collective effort where each participant's contributions are valued and respected, regardless of their formal role or position (Saleem et al., 2019). The study was conducted in Pakistan and a total of 532 participants were recruited from the banking industry. The focus in collaboration is on leveraging diverse perspectives and expertise to generate innovative ideas, solve complex problems, and make decisions collectively (Echebiri et al., 2020). It often requires active communication, information sharing, and a high level of trust among participants to achieve the best outcomes (Susita et al., 2021).

Collaboration in organisations manifest in teamwork, which refers to the act of individuals coming together to form a team or group with a shared purpose or objective (Sanyal & Hisam, 2018). The study was conducted in Oman and 100 faculty members were recruited to participate in the study. In a teamwork setting, members

usually have predefined roles and responsibilities based on their skills and expertise. Teamwork often involves a more structured approach, with clear hierarchies and designated leaders who coordinate and delegate tasks. The focus in teamwork is on efficiently organizing and managing the collective efforts of team members to achieve the desired outcome. While teamwork can be collaborative, it may not always involve equal contributions from all members, and some decisions may be made by team leaders without full input from every member. This fosters a sense of belonging which creates a conducive environment for employee engagement (Khan & Wajidi, 2021).

Millennial Workforce Engagement

Clifton (2016) noted from research that about 55% of Millennials at work are not engaged with their work or company at all. The study was conducted in the USA and empirical literature were analysed to draw conclusions. Another 16% are totally disengaged, implying that they are more likely to cause harm than good if they stay in the job. From the same study by Clifton (2016) in the USA, about half of Millennials indicate they would be working for the same company in the next one year, while another 60% suggest they remain open to a new job opportunity. According to Rezvani and Monahan (2017), Millennials are less likely to tolerate conflicts and ambiguity than previous older generations, and perhaps the other reason they keep looking for new jobs. Their trust levels are lower as compared to generation X and baby boomers but on the other hand, they have the ability and will power to get deep into issues and not just judging by face value.

Within the African continent, a study involving Millennials in South Africa by Davids et al. (2021) reveal that Millennial workers do not appreciate aggressive and dictatorial approaches and further adds that such managerial techniques would cause demotivation. The study was conducted in South Africa and focus group technique

was used to collect data from 10 millennial employees. Additionally, it is worth noting that research by Appanah and Pillay (2020) in South Africa reveal a significant number of Millennials agree that leadership style has a direct impact on their performance. The missing link then becomes which specific leadership style and managerial techniques lead to positive outcomes when it comes to Millennial Workforce engagement.

One of the observations made about millennials, as noted by Pyoria et al. (2017) suggest that Millennials are more educated, highly competent in the use of information and communication technology, as well as exposure to social media. The study was conducted in Finland and in three tranches 1984, 1324 participants, 1048 participants in 1990 and 744 participants in 2013. It can be argued that such a generation expects to work under different culture and conditions than the ones enjoyed by the baby boomers and generation X. There is another angle to this perspective as offered by Meola (2016) that organisations are struggling to cope with the generational transitions and especially with the influx of Millennials in the workplace. Additionally, managers are having issues building relationships with Millennial employees and finding it difficult to understand what motivates them to be effective at work. To put the challenge into perspective, Clifton (2016) explains that people often call to ask whether indeed Millennials are that different and this perhaps explains that there is a generation of workers who do not necessarily understand the generation Y set of employees.

According to Jha et al. (2018), majority of Millennials have high esteem though they will rarely make whole hearted efforts to something that does not seem to have direct benefit or meaning to them. The qualitative study in which the researcher synthesised relevant empirical literature was conducted in India. The Y generation is

often risk averse and keenly look for a job setting that allows for flexibility, including being able to undertake more than one job. Hobbs (2017) however differ with this view by noting that Millennials are risk takers and always eager to try new and fresh ways of dealing with issues.

Millennials are highly ambitious but also expect instant results alongside expecting quick growth. Meola (2016) agree with this view noting that they are more likely to change jobs frequently due to the frustrations that come with dissatisfied career development. The study was done in the USA and the researcher drawn conclusions by gleaning on relevant literature to draw conclusions. They seek jobs that offer experiential opportunities as they prefer to put into practice their skills right away. It is noted by Fullen (2019) that lower staff engagement leads to high turnover, an issue characteristic of Millennial Workforce.

In further explaining how they work, Jha et al. (2018) offer that Millennials have an issue with information silos and complex, rigid organisational structures. A study was conducted in India and empirical literature was used to draw these conclusions. When line managing them, they like being challenged but without micro-management. Blanchard (2016) add to this by noting that they like to see others as colleagues including their managers, and not necessarily hierarchical as typical bosses. This is out of the fact that they work best through collaboration and not to feel subordinate to anyone. In this regard, they are relaxed when it comes to authority and this make them loyal, optimistic and trusting to those they work with.

According to Smith and Nichols (2015), Millennials are among the recent generation to enter the workplace .Blanchard (2016) indicate that increase in number of Millennials at work is a big problem to today's managers. Research conducted in the USA indicated that as of 2016, Millennials comprised of about 36% of the

workforce and the figure is expected to grow to about 46% by the year 2020. More recently, data by Catalyst (2019) shows that by the year 2025, Millennials will constitute up to 75% of the entire global workforce. In Singapore, Suyanto et al. (2019) observe that as at 2019 up to 50% of all workers were under 30 years, a situation that presents both opportunities and challenges. As noted by Akeyo and Wezel (2017), one such challenge is retention where high staff turnovers cause the NGOs to be less effective in addressing the core issues of their beneficiaries.

As noted by Ramli et al. (2020), the number of Millennial Workforce in Indonesia stood at 33.7% in 2019 and from a previous study in 2016, only about 25% of Millennial employees were engaged and committed to their work. The study was conducted in Malaysia and involved 30 employees from various companies were recruited to participate in the study. However, research suggest that transformational leaders have the ability to influence Millennials towards high productivity by increasing motivational levels and commitment. These observations are aligned with a study in Ethiopia by Zeleke and Obang (2021) where a strong positive correlation between transformational leadership and employee satisfaction has been observed. In a similar study in Kenya by Njoroge et al. (2022), transformational leaders are noted to increase Millennial workers' enthusiasm towards work by 65% and this is attributed to use of individualized consideration, role modelling, and support, which in turn, increase productivity. Furthermore, Millennials feel more at home with leaders who demonstrate values like openness, honesty and smooth flow of communication.

From a global perspective, it is estimated that the number of Millennials at the workplace will continue to grow and according to Behrens and Martin (2020), NGOs in America as at 2019, employed approximately 10% of entire workforce. This figure

is expected to grow by more than 50% in the next few years. The implication of this is that workplaces will have to evolve in order to accommodate both opportunities and challenges as generational transitions continue to be witnessed. In this regard, Farhan (2021) suggest that awareness of Millennials' communication and technological abilities is a major issue for implementation of participative and shared leadership as that would lead to better engagement. Njoroge et al. (2022) agree with this observation noting that a research in the Kenya healthcare sector indicated a clear preference to leadership that treat them as individuals, recognize their strengths, and use non-traditional methods of problem solving to provoke innovation and creativity.

Engagement according to Jha et al. (2018) helps individuals to experience job satisfaction, well-being, and positivity towards work which then leads to higher productivity. The study which was conducted in India drew conclusion by analysing relevant literature. An observation by Jha et al. (2018) show that employee engagement is a critical tool for talent management as it enhances the competitiveness and reputation of an organisation. Engagement helps individuals to experience job satisfaction, well-being, and positivity towards work which then leads to higher productivity. Albrecht et al. (2015) note that indeed employee engagement has been shown to influence certain behaviours, attitudes, performance and even financial outcomes. As observed by Ozcelik (2015), employee engagement can be improved when organisations become aware of the labour market fluidity and employees can easily switch to other organisations when they feel their desires are not being met.

Engagement enable employees to experience job satisfaction, have a better well-being, and increased positivity towards work leading to higher productivity (Jha et al., 2018). The study was conducted in India and conclusion was drawn after synthesising existing literature. As noted by Gorczyca and Hartman (2017),

Millennial generation is different enough from previous ones in terms of attitudes towards NGOs hence they warrant closer practical and scientific research. Creating a work environment where employees feel engaged and connected to their work and the organisation is a priority in soft HRM. Engaged employees tend to be more committed, productive, and loyal (Armstrong, 2020).

Blanchard (2016) observes that Millennials have a lot to offer in their organisations and one key thing is their ability to handle large amounts of data. Besides, they get motivated to work in teams and leverage on that to make positive contribution in society. Though they may be perceived as impatient, Myers and Sadaghiani (2010) suggest that indeed they do get impatient with being recognized as valuable contributors. One can then argue that it mostly depends on how those with responsibilities of managing them handle the lot and that, inspiring them may lead to utilization of their talents in problem solving as opposed to trying to manage them.

The context in Kenya as described by Njoroge et al. (2021) is such that 65.9% of the workforce comprise of Millennials and organisations should therefore have strategies that recognize the diversity of generations in order to meet their needs. The study was conducted in Kenya and a total of 415 hospital employees participated in the study. The observation is corroborated by Nyongesa (2018) noting that Millennials form about 64% of the employee workforce in the Kenyan banking sector and more institutions continue to attract younger workers through graduate programs. In addition, various work environments contribute to Millennial Workforce commitment and management should find ways of involving the younger generation in decision making and policy implementation.

Emotional Engagement

Emotional engagement is a dimension of workforce engagement that connotes a worker's emotional connection and enthusiasm for their work and the organisation (Andrade & Westover, 2020). It is the level of emotional investment that employees have toward their work, organisation, and colleagues (Colan & Davis-Colan, 2018). It goes beyond mere job satisfaction or meeting basic job requirements and delves into the employees' feelings of passion, enthusiasm, and investment in their roles.

Emotionally engaged Millennials experience a sense of pride, passion, and purpose in their work (Colan, 2016). Coyle (2018) posits that when workers are emotionally engaged, they are more likely to be motivated and committed to achieving the organisation's goals. They exhibit discretionary effort by going above and beyond their job responsibilities, demonstrate loyalty and stay with the organisation for a longer time (Faassen, 2018). Emotionally invested workforce is more resilient and adaptable to change (Friedman, 2015). Those who are emotionally engaged create a positive work environment and build strong relationships with colleagues (Guenole et al., 2017). Operationally, emotional engagement is akin to what Schaufeli et al. (2017) referred to as dedication, which is a metric of workforce engagement that connotes a feelings of pride and enthusiasm for work.

According to Manning (2017), emotional engagement is vital for organisations as it can lead to improved productivity, higher job performance, better customer satisfaction, and reduced turnover rates. This is according to a study conducted in the USA and relevant literature was synthesised to arrive at these conclusions. Supporting this view, Morgan (2017) adds that employees who feel valued, supported, and connected to their organisation are more likely to be committed to their work and contribute positively to the overall organisational success. It is on this basis that soft

human resource approach has emerged to offer insights and strategies for fostering emotional engagement among employees and creating a culture of passion and performance (Morgan, 2017). The nexus between transformational leadership and emotional engagement is explained through soft human resource approaches as such approaches emphasize the importance of treating employees as individuals with unique needs and aspirations, thus individualized consideration (Faassen, 2017). By addressing these needs and supporting their growth and well-being, organisations can create a positive emotional environment that leads to higher levels of employee emotional engagement (Colan & Davis-Colan, 2018).

Cognitive Engagement

Cognitive engagement aspect of Millennial Workforce engagement relates to a Millennial worker's level of mental absorption and focus on their tasks and responsibilities (Schaufeli et al., 2017). The explorative study, in which the researcher synthesised literature to draw this conclusion was conducted in the Netherland. Engaged Millennials are more likely to be fully present and immersed in their work (Andrade & Westover (2020). This goes beyond mere physical presence and encompasses their focus, and commitment to their tasks and the overall goals of the company. When workers are cognitively engaged, they are more likely to be fully present and proactive in their roles (Guenole et al., 2017). They are willing to invest their intellectual resources to understand the tasks at hand, generate creative solutions, and contribute to the success of the organisation. This is what Schaufeli et al. (2017) christened as absorption.

Blanchard (2016) observes that Millennials have a lot to offer in their organisations and one key thing is their ability to handle large amounts of data. Besides, they get motivated to work in teams and leverage on that to make positive

contribution in society. For instance, Camp et al. (2022) observe that one of the key competencies with Millennials is technology competence which is defined as the ability to create and use technology effectively, something that they acquire through experimentation and learning. This is a huge asset which the Millennials use to solve problems and for those in management, they use the skills to train their subordinates if they happen to belong to older generations. It is further noted by Prasetyo and Hasanah (2022) that competence and motivation have a significant effect on performance and it is therefore worth exploring in view of leadership styles. This level of engagement can lead to improved productivity, higher job satisfaction, better collaboration, and reduced turnover rates (Colan & Davis-Colan, 2018).

According to Coyle (2018), workers are cognitively engaged in their work when they find their work meaningful and see a clear connection between their efforts and the organisation's goals. Providing Millennial Workforce with a degree of autonomy and decision-making power over their work can enhance their cognitive engagement by giving them a sense of ownership and responsibility. Further, a positive work environment that encourages open communication, recognizes employees' efforts, and offers support can foster higher levels of cognitive engagement (Manning, 2017).

Millennial Workforce cherish personal development (Faassen, 2018). Thus, when such workers see opportunities for personal and professional growth within the organisation, they are more likely to be engaged as they perceive a long-term future in the organisation. Further, when they understand their roles and responsibilities clearly, it can help them stay focused and motivated. In addition, Morgan (2017) argue that providing employees with intellectually stimulating and challenging tasks can keep them engaged and motivated to overcome obstacles. Jha et al. (2018)

suggest that if a manager is looking for higher commitment and engagement with the Millennials, introducing things like gaming features, which add challenges and badges to the roles make it interesting for them and after all, work and workplace should have an element of fun for generation Y. This calls for further exploration through research as indicated by Clifton (2016) that for Millennials, a job also imply their life.

According to Budriene and Diskiene (2020), regular feedback and recognition for a job well done can reinforce positive behaviour and encourage employees to stay engaged. Millennial workforce also value work-life balance. There is a view by practitioners as noted by Smith and Nichols (2015) that Millennials will most likely trade off a highly paying job regardless of profile, with one that offers flexibility and especially spending more time at home. This means that supporting a healthy work-life balance can prevent burnout and increase their cognitive engagement (Guenole et al., 2017). These practices underscore the significance of transformational leadership and soft human resource approaches.

Behavioural Engagement

Behavioural engagement refers to the actions and behaviours displayed by employees in their roles (Colan & Davis-Colan, 2018). Engaged employees often go above and beyond their job requirements and actively seek opportunities to contribute. It is a measure of how actively and positively an employee participates in their work, and it can significantly impact their performance and the overall success of an organisation (Guenole et al., 2017). An engaged Millennial Workforce is more likely to perform their tasks effectively and efficiently. They take pride in their work and strive for excellence.

In the perspectives of Manning (2017), behaviourally engaged workers are proactive and take initiative in identifying and addressing challenges and

opportunities. They exhibit high levels of energy, investment in the task, and determination in spite of challenges – what Schaufeli et al. (2017) call vigour. They actively seek ways to improve processes and contribute to the organisation's success. They are more likely to collaborate with their colleagues, share knowledge, and support team members to achieve common goals. They are also willing to think creatively and contribute new ideas to improve products, services, or processes (Andrade & Westover (2020).

According to (Coyle, 2018), behavioural engagement is made possible by a supportive and effective human resource. Leaders who promote a positive work culture tend to have more engaged teams (Friedman, 2015). Such a positive work culture includes according to workers some level of decision-making power as well as opportunities for skill development. Further, regular recognition of their efforts and accomplishments, as well as fair and meaningful rewards, can enhance engagement (Manning, 2017). Though they may be perceived as impatient, Myers and Sadaghiani (2010) suggest that indeed they do get impatient with being recognized as valuable contributors. One can then argue that it mostly depends on how those with responsibilities of managing them handle the lot and that, inspiring them may lead to utilization of their talents in problem solving as opposed to trying to manage them.

An observation by Jha et al. (2018) based on research conducted in Indi show that employee engagement is a critical tool for talent management as it enhances the competitiveness and reputation of an organisation. Engagement helps individuals to experience job satisfaction, well-being, and positivity towards work which then leads to higher productivity. Albrecht et al. (2015) note that indeed employee engagement has been shown to influence certain behaviours, attitudes, performance and even financial outcomes. As observed by Ozcelik (2015), employee engagement can be

improved when organisations become aware of the labour market fluidity and employees can easily switch to other organisations when they feel their desires are not being met.

Empirical Literature Review

Empirical review is the systematic analysis and summary of relevant extant empirical research (Hart, 2018). The specific focus of empirical literature review is studies that involve data collection, analysis, and interpretation (Fink, 2019). The main goal is to provide a comprehensive overview of the current state of knowledge on transformational leadership in relation to Millennial Workforce engagement, with soft HR approach as a potential mediator (Galvan, 2017). This sub-section of the chapter examines the area of study, highlighting the key findings, methodologies used, and any gaps or limitations in the existing research. By synthesizing and critically evaluating the findings from various studies, the researcher identifies trends, contradictions, and areas that need further investigation.

Mwaisaka et al. (2019) offer that leadership style is directly related to job satisfaction and leading to better employee engagement. Accordingly, the thematic scope of the empirical literature delves on empirical literature with respect to transformational leadership's four dimensions in relation to employee engagement. This is followed by a discussion of extant literature on the mediating effect of soft HR approach.

Individualised Consideration and Millennial Workforce Engagement

Mansor et al. (2017) investigated the influence relationship between individualized consideration and employee engagement. The study participants were Generation Y workforce in two densely populated cities in Malaysia. The research sampled 221 employees who work in a variety of organisations. The respondents who

participated in the study by filling a questionnaire form. The study applied quantitative methods to analyse data. The study established that individualized consideration was a significant determinant of employee engagement to a statistically significant degree. However, the effect size was not reported. Further, the research only tested the direct effect of individualised consideration on employee engagement but did not test whether the cause and effect relationship was mediated by a third factor such as soft human resource approach. These conceptual and contextual gaps were addressed in the present study by conducting the study among Millennial workers in Kenya.

Mostafa (2019) investigated the relationship between individualized consideration and work engagement among restaurant employees in the United Kingdom. Data was gathered from 229 shop-floor staff of 30 restaurants using a structured questionnaire. The data was analysed using structural equation modelling. Results showed that the relationship was significant and this was explained by the building and nurturing of social connections among members of the organisation. It is instructive to note that individualized consideration nurtures social connection through the demonstration of genuine interest and care for others, and this fosters better communication and rapport, leading to stronger social connections and strengthened social bonds. The study thus has profound significance for advancing knowledge on the nexus between individualized consideration and workforce engagement. However, there was contextual gap in that the study was conducted in an advanced nation with potentially different labour standards as compared to Kenya. Further, the research was not conducted in the NGO sector, and did not specifically target Millennial Workforce.

Rafia et al. (2020) studied the effect of individualized consideration on employee engagement among civil servants in Central Java Province of Indonesia. Data was collected from a modest sample of 77 civil servants and analysed using partial least square. Employee engagement was indicated by dedication and vigour as well as absorption in tasks. Results showed that individualized consideration, alongside other dimensions of transformational leadership directly impacted on employee engagement. The study demonstrated the joint effect of transformational leadership elements but did not show the effect size of each dimension, hence presenting a methodological gap. It is also noteworthy that the study was conducted in a governmental organisation as opposed to NGOs. Thus, the present study extended research into the INGO sector.

Srichaipanya et al. (2020) studied the impact of transformational leadership styles on employee engagement in a sugar factory in Asia. A total of 180 employees participated in the study by filling a structured questionnaire. The relationship between the study variables was tested using linear regression technique. The results demonstrated that individualised consideration was the transformational leadership dimension with the highest explanatory power on employee engagement. Whereas the research provide insights into the link between individualised consideration and workforce engagement, the study findings cannot be generalized to the NGO world since the research was conducted in the business sector. Therefore, the present study filled this contextual gap by focusing on Millennial Workforce engagement in INGOs in Kenya.

Onukwuba (2020) investigated the extent to which managers could deploy individualized consideration to improve organizational productivity among millennials. The study was conducted in Nigeria and included 502 participants, 163 of

whom were millennials. The non-millennial participants were either senior managers or business owners, while the millennials held various non-management positions in their companies. The study found that the performance of millennial workers significantly improved when their superiors closely applied the individualized consideration model. Millennials highlighted mentoring and coaching as some of their key aspirations. The study also demonstrated a difference between the needs expressed by managers and the needs of the millennials. By seeking to establish what millennials require to perform effectively in their workplace, the study identified a conceptual gap.

Ogola et al. (2017) examined the relationship between individualised consideration and employee engagement outcomes in selected small and medium size enterprises based on the perspectives of management. The research was carried out in Kenya and applied correlational research design. Data was gathered using a stratified sample 226 managers by aid of a structured questionnaire. Results of Pearson's correlation revealed that performance outcomes resulting from employee engagement due to leader individualised consideration was positive and statistically significant. This led to the study's conclusion that individualized consideration practices such as employee recognition, confidence creation, and encouragement of self-development, as well as mentoring and coaching, had positive implications to organisations in terms of workforce performance. This finding underscores the central role individualised consideration dimension of transformational leadership play in the employee engagement – organisational performance matrix. However, whereas the study demonstrates contextual relevance due to the fact that it was conducted in Kenya, the study sample was not drawn from Millennial Workforce. Furthermore, the study was carried out in the for-profit sector whose performance metrics differ markedly from

that of the NGO sector. It is also instructive to note that the study presented a conceptual gap as it did not investigate employee engagement that explains the performance of the SMEs. The present study addressed these contextual gaps by carrying out a study on the nexus between individualised consideration and employee engagement through the lenses of INGOs.

Idealised Influence and Millennial Workforce Engagement

Bader et al. (2023) investigated how idealised influence transformed followers' work engagement. The researchers gathered data from different industries in Germany using a structured questionnaire administered to 103 respondents. Idealised influence was measured using items derived from the Multifactor Leadership Questionnaire while work engagement was measured using short version of UWES which comprised items for measuring vigour, dedication and absorption. Data was analysed using structural equation modelling. Results revealed an implied effect off individualized influence on workforce engagement. Whereas the research results contribute to knowledge production through the demonstrated link between transformational leadership and work engagement, the research was contextually limited to the business sectors of a developed economy, hence may not be reflective of the realities of a developing country context such as Kenya. Therefore, there is need to carry out this study on transformational leadership and Millennial Workforce engagement in the INGO world in order to estimate the role of idealised influence in Millennial Workforce engagement.

Paulos (2019) assessed idealised influence in relation to employee engagement in a research institution in Ethiopia. A sample size of 351 participants comprising of technical and administrative staff was used. Data was gathered using a structured questionnaire comprising of MLQ and organisational commitment questionnaire.

Commitment was classified into three archetypes: normative commitment, continuance commitment, and affective commitment. The findings indicated that the highest level of commitment among employees was affective commitment, which signifies their emotional connection, identification, and engagement with the organisation. Correlation analysis showed that there is a somewhat weak yet meaningful positive correlation between transformational leadership and affective commitment, as well as between transformational leadership and continuance commitment. Additionally, the results indicated a very slight but still significant positive relationship between transformational leadership and normative commitment. The findings suggest that idealised influence, being a component of transformational leadership, was linked to work engagement through employee commitment proxy. However, there was a conceptual gap in that the relationship between idealised influence and Millennial Workforce engagement was not explicitly demonstrated.

Datche and Gachunga (2015) examined the influence of idealised influence on employee engagement in state corporations in Kenya. The research sampled 252 civil servants through stratified sampling method. Data was gathered using a structured questionnaire and analysed using hierarchical regression technique. Contrary to most empirical studies, the results showed that idealised influence had a negative and statistically significant influence on employee engagement, meaning that it reduced, rather than increase employee engagement. This finding is an indication that research on the relationship between idealised influence and workforce engagement is inconclusive. The research recommended further investigation into the reasons why idealised influence adversely influenced employee engagement, hence the need for the present study. However, a contextual gap was noted in that the research was conducted among civil servants rather than employees of a non-governmental

organisation. The present study contributed to closing this gap by investigating the relationship between idealised influence and Millennial Workforce engagement in international NGOs.

Chebon et al. (2019) conducted a study to evaluate the effect of idealised influence on employee engagement in a Kenyan referral hospital. The study employed descriptive study design and targeted management and support staff of the hospital. The total sample used was 463 respondents selected through stratified random sampling technique. Correlation analysis showed a positive and statistically significant relationship between idealised influence and workforce engagement. Results showed that workers took pride in being connected with their supervisors, and the performance criteria were tailored to suit the organisation's requirements. The research also uncovered that supervisors were esteemed as positive role models, effectively influencing employees to demonstrate high workforce engagement through the delivery of top-notch service. Furthermore, the study indicated that employee involvement in decision-making was actively promoted, further resulting in high workforce engagement. The research is highly relevant to the present research as it provides a contextually relevant knowledge base on making sense of the link between idealised influence and workforce engagement. However, the study did not target Millennial Workforce and the research was not carried out within the NGO sector. The present study extended research on the nexus between idealised influence and employee workforce engagement into Kenya's INGO space.

Otieno et al. (2019) investigated the influence of idealised influence on employee engagement in Kenyan parastatals. The study applied correlation research design. Data was collected from 315 middle managers of 10 parastatals in the energy sector. Employee engagement was operationalized in the study as the physical,

cognitive, and emotional application to daily task performance while idealised influence was characterised as a function of charisma, ethical leadership, and teamwork. The study applied regression analysis to evaluate the data. Results showed that idealised influence accounted for 43.4% of employee engagement, and this was explained by employee motivation. The study therefore affirms the important role of idealised influence in predicting workforce engagement in Kenya. However, a contextual gap exists in that the research was not carried out in a non-governmental outfit. Furthermore, it is not clear whether the study participants were Millennial workers. These gaps were filled by the present study by conducting research on selected INGO in Kenya and targeting Millennial Workforce as respondents.

Inspirational Motivation and Millennial Workforce Engagement

Lang (2019) investigated strategies to foster workforce engagement through a transformational leadership lens. The study was implemented within three colleges in the United States and involved 15 participants. The study employed qualitative methodology to generate themes from a semi-structured interview guide. Emergent themes were reflective of inspirational motivation through creation of a team culture and mitigating hindrances to employee engagement. The study's relevance is inherent in the fact that it represents one of the few studies that have approached the investigation of the link between transformational leadership and employee engagement using a qualitative approach. The study therefore offers rich insights into the mechanism through which inspirational motivation yields employee engagement. However, the research was carried out in the western world, hence the research results cannot be assumed to be true for the scenario in Kenya. Furthermore, one of the methodological limitations of a qualitative study is the inability to estimate effect sizes. The current study addressed the identified contextual gap and methodological

gaps by employing a mixed methods design to provide a comprehensive analysis of the relationship between inspirational motivation and Millennial Workforce engagement.

Mon et al. (2021) investigated inspirational motivation and its effect on employee engagement in the civil service in Indonesia. The study explained engaged employees as those who are dedicated to attaining the organisational objectives and possess a strong passion to invest their utmost effort into their tasks. A total of 163 civil servants filled a structured questionnaire and the data was subjected to partial least squares structural equation modelling. Results showed that the influence of inspirational motivation was positive but statistically insignificant. Thus, the research results contradict the predominant view that inspirational motivation is instrumental to employee engagement. This inconsistency in research results presents ground for ongoing empirical enquiry. Furthermore, there was a contextual gap in that the research was not conducted among Millennial Workforce employed in an NGO setting.

Hasija et al. (2019) studied leader inspirational motivation and its influence on employee engagement in Spanish organisations. Employee engagement was conceptualised in the study as an emotional connection that employees form with their job and workplace through their behaviour as reflected in the vigour, absorption, and dedication that they put into tasks. The study involved 168 participants who responded to MLQ and a scale for measuring employee engagement. The results of the study led to the deduction that the crucial impact that a leader within an organisation has on empowering employees and effectively involving them is vital for both personal and institutional advancement. However, the study was conducted in higher learning institutions rather than in an NGO setting, hence presenting a

contextual knowledge gap. The current study closed this gap by extending research on the relationship between transformational leadership and workforce engagement into the INGO space.

Fantahun et al. (2023) evaluated factors associated with organisational commitment of health workers in a public hospital in Ethiopia. The study selected 545 health professionals who participated in the research through a self-administered questionnaire. The data was subjected to regression analysis. The study established that greater levels of work engagement were found to be linked to contentment concerning acknowledgment, the working atmosphere, and support from supervisors. Moreover, the effective implementation of inspirational motivation, along with empowering employees, demonstrated a strong positive correlation with increased organisational commitment. The study is important because parallels can be drawn between employee commitment and workforce engagement. However, the relationship between idealised influence and workforce engagement was implied through the demonstrated link between transformational leadership and employee commitment, thus presenting a conceptual gap. As such, the present study contributed in filling the study gap by empirically testing the effect of idealised influence on Millennial Workforce engagement in Kenya's INGOs.

In Kenya, a study by Maina et al. (2021) explored the influence of inspirational motivation and employee engagement within public universities. Data collection targeted a sample of 348 participants comprising of administrative and academic staff of 5 selected public universities. A structured questionnaire tool was used to gather data, which was then analysed using regression analysis method. The findings suggest a relatively robust yet notably positive correlation between motivational inspiration and employee engagement (with an R-value of .563). In

terms of effect size, inspirational motivation accounted for 31.7% of the variability observed in employee engagement. The research therefore provides a locally relevant empirical knowledge on the relationship between inspirational motivation and employee engagement. However, the research results cannot be generalized to the NGO world given the differences in organisation and aims. The present research bridged this contextual gap by focusing attention on Millennial Workforce in the INGO sector.

Intellectual Stimulation and Millennial Workforce Engagement

Setiono et al. (2019) investigated the role of intellectual stimulation in developing employee engagement among Generation Y workers in Jakarta, Indonesia. Employee engagement was understood in the study as personal investment in the achievement of organisational objectives. A total of 162 respondents participated in the study as respondents. Data was collected using a questionnaire tool and subjected to both descriptive and inferential analysis. Results showed that the role of intellectual stimulation in workforce engagement was positive and statistically significant. Compared to other transformational leadership facets, it had the highest explanatory power on workforce engagement. The study underscored the need to prioritize intellectual stimulation in the development of Generation Y's workforce engagement. The unique contribution of the study to the scholarly literature is in its determination of influence of intellectual stimulation on workforce engagement related to a specific generational cohort. However, the generational cohort in question was not Millennial thus creating a contextual gap. The present study therefore extends research on the relationship between intellectual stimulation and workforce engagement among Millennial Workforce.

Ojeleye and Bakare (2020) examined transformational leadership and employee engagement in a sweet factory in Nigeria. Organisational trust was used as a mediator. The study specifically focused on intellectual stimulation, defining it as the activation of an employee's capacity to think logically, rationally, and make intelligent decisions based on specific circumstances. In the study, employee commitment was identified by observing the vigour, absorption, and dedication of employees. The authors defined vigour as the possession of high levels of both physical and mental energy while working, having the eagerness to invest considerable effort into one's tasks, and displaying persistence even when encountering challenges. Dedication, on the other hand was expressed as involving deeply engaging in one's work, feeling a strong sense of importance, enthusiasm, inspiration, pride, and being motivated by challenges. Lastly, absorption signifies complete focus and contentment in one's work, leading time to pass swiftly, and finding it challenging to disengage from work. Data was gathered using standardised questionnaires like UWES 9-item scale. The data was analysed using structural equation modelling technique. The results showed that an increase in intellectual stimulation was associated with a corresponding increase in employee engagement. This led to the argument that perceived intellectual soundness of the leader by the employee is important for the realization of employee engagement. The study was however carried out in a business organisation rather than an NGO. Furthermore, the research did not focus on the issue of Millennial Workforce engagement, hence the reason for the present study.

Another research in Africa was carried out by Akey-Torku and Dai (2020) who examined the interaction between intellectual stimulation and employee engagement with demographic characteristics as moderator variables. The research

was conducted among hospital employees in Ghana. Work engagement was conceptualized in the study as a function of vigour, dedication, and absorption. A structured questionnaire was administered to 852 clinical and non-clinical staff from 5 teaching hospitals and 37 military hospitals. The data was subjected to quantitative analysis using path analysis technique. The findings indicated that the path from intellectual stimulation to employee engagement was positive and statistically significant. However, demographic factors did not moderate this relationship. The research adds to the body of literature that supports the nexus between intellectual stimulation and workforce engagement. From this finding, it can be speculated that a positive influence exists between intellectual stimulation and Millennial Workforce engagement. However, since the research did not target Millennial Workforce, this is a contextual knowledge gap that the present study attempted to close.

Otieno et al. (2019b) researched on the influence of intellectual stimulation on employee engagement in Kenya's energy sector parastatals. The researchers adopted positivist philosophy, executed through correlation research design. Data was collected from 315 middle managers and subjected to regression analysis. The study established demonstrated that employee engagement shares a statistically significant correlation with creativity and innovation, job design, and employee involvement. Through a multiple linear regression analysis, it was revealed that the relationship between intellectual stimulation and employee engagement is positively and significantly moderated by employee motivation. The research thus provide a locally relevant understanding of the impact of intellectual stimulation on workforce engagement. However, the research did not focus on Millennial Workforce, and it was not carried out in the INGO sector, hence presenting a contextual gap. In addition, the study utilized quantitative design hence creating a methodological gap. The current

study employed mixed methods research approach to provide a more comprehensive sense making of the nexus between intellectual stimulation and workforce engagement.

Soft Human Resource Approach, Transformational Leadership and Millennial Workforce Engagement

Looking critically into what research reveals about the impact of the two approaches, Armstrong (2020)) suggest that a case study of two companies, one using soft approaches and the other hard techniques and the results were different. In the company that promoted positive workplace conditions and good relationships between staff and management, enhanced employee engagement was noted as a positive outcome. On the other hand, the company using the approach to increase employee effort and therefore high productivity, it was evident that staff disengagement was significantly high.

According to Feather (2019), human resource can demonstrate that indeed soft approaches increases staff engagement which leads to high commitment, and in the long term increases output which are possible to measure. This can be done by measuring employee engagement through behavioural and emotional outcomes, and correlating survey results to meaningful outcomes. Rao (2016) offers that one can become a better soft HR leader by communicating with an emphasis on soft skills, making decisions based on head, heart and gut, and keeping a grounded reality of goals without compromising task execution.

Mazzetti and Schaufeli (2022) studied the impact of engaging leadership on workforce engagement and team effectiveness, mediated by personal and team resources. The study conceptualised engaging leadership as a three-dimensional construct comprising of inspiring, strengthening, and connecting, which are similar to

transformational leadership facets. In the study, team resources was operationalized as comprising of performance feedback, trust in management, communication, and participation in decision making, which connote soft HR approach. The research recruited over 1,000 employees of a Dutch public service agency as respondents who filled a structured questionnaire. The study applied multilevel structural equation modelling to analyse the cause and effect relationships. Results showed partial mediation of engaging leadership on workforce engagement. The research provides relevant insights into the potential of soft HR approach as a mediator of the relationship between leadership and employee engagement. However, whereas there are semblances between the indicators used for engaging leadership and transformational leadership, there was a conceptual gap in the sense that transformational leadership was not explicitly investigated as an independent variable. Furthermore, soft HR approach was only implied as a mediator variable. Additionally, the research was conducted in the western world hence, the research results may not be generalizable to the Kenyan context. These identified gaps provide ground for conducting the present study.

Majrashi (2022) investigated the impact of transformational leadership on employee engagement in government agencies in Tabuk City and reviewed the mechanisms through which this manifested. Data was gathered using multifactor leadership questionnaire (MLQ) spanning four dimensions of transformational leadership: idealised influence, inspirational motivation, intellectual stimulation, and individualized consideration. Employee engagement was measured using the Utrecht Work Engagement Scale (UWES) which dimensionalised employee engagement into vigour, dedication, and absorption. The review suggested that employee empowerment, which is a facet of soft HR approach, explained the path from

transformational leadership to employee engagement. Inferential analysis revealed that the relationship between the study variables was statistically significant. This informed the conclusion that transformational leadership was directly related to employee engagement. However, there was a conceptual gap in the study in that mediating effect of soft HR approaches was not tested. Further, the research was conducted among government agencies rather than NGOs, hence presenting a knowledge gap.

Thanh et al. (2022) undertook a research on the correlation between leadership style and staff work engagement in Vietnam's public sector. The study examined how transformational leadership contributed to staff work engagement based on a sample of 378 participants who completed a structured questionnaire. Regression analysis revealed a statistically significant positive association between transformational leadership and work engagement, demonstrated through innovation and task execution. In their review, they highlighted a number of underlying soft HR approaches such as team building and trust enhancement – both of which serve to enhance collaboration and symbolize employee involvement. Hence, it can be surmised that while soft HR approach was not explicitly conceptualized in the study as a mediator variable, its elements were very much a depiction of the interaction between transformational leadership and workforce engagement. This research seek to contribute to the knowledge by clarifying empirically whether soft HR approach mediates the transformational leadership-Millennial Workforce engagement relationship.

Yeshitila and Beyene (2019) studied the mediation of employee engagement between transformational leadership and job performance. The research was conducted in Ethiopia's banking sector. The study conceptualized employee

engagement as the total focus of the psychic energy into an assignment or task and measured it using the UWES. Results showed that employee engagement partially mediated job performance. The significance of the study is inherent in the established association between transformational leadership and employee engagement, recording a standardized beta coefficient of .535 at $p < .001$. However, the study conceptualized employee engagement rather than soft HR approaches as the mediating factor. In addition, the research was not carried out in Kenya's INGO sector. These gaps presents opportunity for the current study to make a contribution to knowledge by undertaking a mediator analysis between transformational leadership and employee engagement in selected INGOs in Kenya.

In Kenya, Muthui (2020) explored the relationship between management practices and the retention of millennial workers at Consolidated Bank, involving 97 millennial participants. The study revealed low engagement and job dissatisfaction among millennial workers. It found that traditional human resource functions, such as recruitment, selection processes, and succession planning mentoring, did not significantly influence their performance. However, management practices promoting work-life balance and continuous self-development positively impacted the millennial workforce. This study highlighted a conceptual gap by focusing on millennial workforce management as a retention tool without grounding it in a specific leadership model, instead relying on human resource management practices.

Theoretical Framework

According to Sekaran (2003), a theoretical framework is formulated through experience and intuition. It is used to examine how variables contribute or influence the occurrence of the problem under study. Through the framework, one is able to

hypothesize and understand the relationships among the various elements that affect, or predict the events leading to likely outcomes. Kothari (2004) add that by reviewing existing literature, a researcher is able to establish if there are certain gaps in the theories, how the theories apply to the problem under study, and whether they are inconsistent with each other. Sekaran (2003) further note that much as some literature were reviewed before formulating the theoretical framework, it is normal for a researcher to go back and review more content so as to refine the theory. This study was anchored on Transformational leadership theory, supplemented with Theory Y, self-determination theory, and Work Engagement Theory.

Transformational Leadership Theory

Transformational leadership theory was developed by Burns (1978) and further advanced by Bass and Avolio (1994) (Siangchokyoo et al. 2020). The scholars conceptualised transformational leadership as an approach where leaders work with teams to identify needed change and guides the process through vision and inspiration (Islami & Mulolli, 2020). It is suitable for bringing about change through motivation and commitment of team members (Mbindyo et al., 2021). Application of this theory helps to promote organisational innovation by creating a compelling vision and providing an environment that supports exploration, experimenting, and sharing of ideas (Tran & Vu, 2021). The theory is relevant in bringing about change and more so as suggested by Siangchokyoo et al. (2020) for motivating followers to work towards goals as opposed to short-term satisfaction. Key to this theory is the leaders' will to make changes to the structure and culture while allowing people to be creative through mental stimulation (Mbindyo et. al., 2021). Transformational leaders uplift the spirit and optimism of their followers by inspiring them to attain higher

achievements through creativity. As noted by Suyanto et al. (2019), the end result is value addition through competitive advantage.

According to Yadav and Seth (2021), the theory of transformational leadership describes an approach in which leaders work with teams to identify needed change, and guides the process through a vision and inspiration. It is suitable for bringing about change through motivation and commitment by team members (Abba et al., 2018). It helps to enhance organisational innovation by creating a compelling vision and providing an environment that supports exploration, experimenting, and sharing of ideas. Islami & Mulolli, (2020) describe the main constructs of transformational leadership as individualized consideration, idealised influence, inspirational motivation, and intellectual stimulation. Ogochukwu (2024) diagrammatically illustrates these constructs as shown in Figure 2.1.

Figure 2.1 *Transformational Leadership Attributes*



Source: Ogochukwu (2024).

Transformational leadership is hailed as a universal and more effective theory than other leadership styles since it is responsive to organisational and external factors (Islami & Mulolli, 2020). However, the theory has been criticized for lacking adequate causality models in describing how it affects outcomes (Asbari, 2020). In agreeing with this observation, Niati et al. (2022) note that transformational leadership alone is not sufficient in influencing performance and other approaches should be combined. Additionally, the effects of the theory are contingent upon moderators which leads to a need for further theorizing and research. Nonetheless, Yadav and Seth (2021) argue that transformational leadership theory is still relevant in our day and age as it is more inclined towards change. Effective leaders apply the theory in promoting change by addressing emotions, motivations and identity of followers leading to achievement of expected outcomes (Asbari, 2020).

Given the merits of TL theory as supported by Yizhong et al. (2018), there is substance in proposing its suitability for this study following evidence that it influences Millennial employees' behaviour, inspires confidence, speaks to their core values and helps link tasks to outcomes. In addition, Davids et al. (2021) suggest that the application of this theory is an effective approach towards instilling a sense of purpose at work, something that would help in cementing the engagement of Millennials at work. In the present study, the tenets of transformational leadership theory, namely: individualised consideration, idealised influence, inspirational motivation, and intellectual stimulation, were applied to explain Millennial Workforce engagement through soft HR approach.

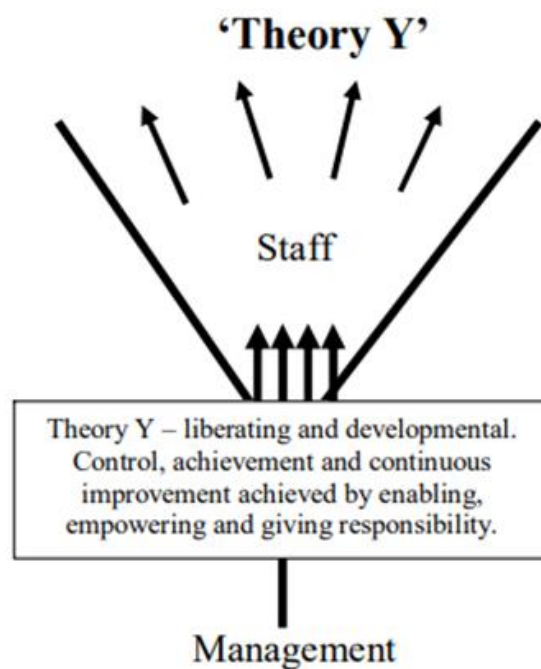
Transformational leadership has been extensively examined in its application to millennial workers by scholars across different countries. In Spain, Valldeneu et al. (2021) conducted a study to verify whether transformational leadership contributes to job satisfaction among millennials. Their research revealed that transformational leadership is particularly beneficial for retaining millennial employees within organizations. Similarly, in Indonesia, Wanasida (2021) utilized transformational leadership theory to explore millennial workers' performance and motivation. The study highlighted how transformational leadership enhances millennials' agility in addressing workplace challenges. In another study conducted in South Africa, David et al. (2021) investigated the role of transformational leadership in motivating millennials within organizational settings.

Theory Y

Theory Y was put forward by McGregor (1957) (Dharejo & Dharejo, 2022). The theory holds that the essential task of management is to arrange organisational conditions and methods of operation so that people can direct their own efforts and

achieve own goals in meeting organisational objectives (Sorensen & Yaeger, 2021). In explaining the theory, Galani and Galanakis (2022) opine that under the right conditions, people are capable of enjoying work while experiencing motivation and fulfilment. As shown in Figure 2.2, the soft approach model is therefore anchored on theory Y where organisations achieve objectives through self-directed commitment and motivation of staff and not via external control. According to Feather (2019), human resource management (HRM) can demonstrate to the leadership that indeed soft approaches increases staff engagement which leads to high commitment, and in the long term increases output which are possible to measure.

Figure 2.2: *McGregor's Theory Y Model*



Source: Kayode (2013)

While Theory Y offers a more positive and humanistic perspective on employee motivation and behaviour, it is not without its shortcomings (Galani & Galanakis, 2022). A criticism levelled against Theory Y is that it is too ambiguous in the context of different subordinate staff development levels (Sorensen & Yaeger,

2021). In addition, there is not enough evidence on how the approach leads to employee engagement through improved performance more so in complex and dynamic groups (Turbanti, 2023) Furthermore, the theory tends to emphasize intrinsic motivation and personal growth, often downplaying the influence of external factors such as compensation, job security, and external rewards yet in reality, these factors can significantly impact workforce engagement (Sorensen & Yaeger, 2021)

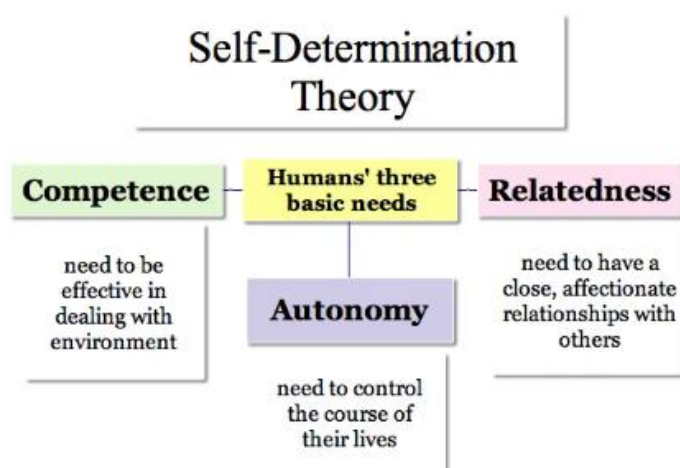
Despite its limitations, Theory Y was used as the theoretical lens for explaining soft HR approach in relation to Millennial Workforce engagement. In view of the discourse on theory Y, there is sufficient evidence that the operationalization of the same would yield significant results on how to increase Millennial Workforce engagement (Niati et al., 2022). In this study therefore, and having explored what works or does not work well with Millennial employees, the measurement of soft HR approach variables will help in outlining techniques that are effective in achieving engagement as a desired outcome (Sorensen & Yaeger, 2021).

Nguyen and Pham (2020) align with these observations noting that right HR policies can lead to more cooperative relationships between managers and employees. Feather (2019) also suggest that how managers treat people has an impact on individual and collective performance while Aykut (2019) offer that an employee-oriented HR approaches leads to job satisfaction and influences staff's intention to stay. For instance, the unique attributes of Millennial as outlined by Niati et al. (2022) like high affinity for technology, ability to handle large volumes of data and an inclination towards working best in teams calls for a relook at HR approaches. According to Feather (2019), this can be done by measuring employee engagement through behavioural and emotional outcomes, and correlating survey results to meaningful outcomes.

Self-Determination Theory

Self-Determination Theory was developed by Edward Deci and Richard Ryan in the 1980s (Vallerand, 2021)). It is a theory of motivation that focuses on the innate psychological needs that drive human behaviour (Ryan & Vansteenkiste, 2023). The theory proposes that people have three fundamental psychological needs that, when satisfied, contribute to their motivation. As illustrated in Figure 2.3, these needs are: autonomy, which is the need to experience a sense of control, choice, and volition in one's actions and decisions; competence, which is the need to feel effective, capable, and proficient in one's interactions with the environment; and relatedness, which refers to the need to connect and establish meaningful relationships with others, realised by feeling understood, cared for, and connected to others (Vallerand, 2021)). The theory holds that these basic psychological needs serve as the foundation for intrinsic motivation—the motivation that arises from within a person and is driven by the inherent satisfaction and enjoyment of an activity. When these needs are met, individuals are more likely to experience greater engagement (Martela, 2020).

Figure 2.3: *Self-Determination Theory Fundamental Human Needs*



Source: Ackerman (2018).

Self-determination theory has been criticised for its overemphasis on autonomy as a primary motivator. For instance, Vansteenkiste et al. (2020) engaged in research that expands on the theory's concepts while also discussing potential limitations. They explored the role of other factors beyond basic psychological needs in motivation and highlighted the importance of considering contextual and cultural variations. Their findings concluded that in certain organisational contexts, excessive autonomy might lead to confusion, lack of coordination, or Millennial workers feeling overwhelmed by decision-making responsibilities. They further submit that while the theory provides valuable insights into human motivation, it does not always offer clear and specific guidance on how to implement its principles in HR practices.

In this study, self-determination theory was used to complement theory Y in explaining soft HR approach as a mediator of the relationship between transformational leadership and Millennial Workforce engagement. According to Gagne (2019), the theory provides insights into how organisations can foster a motivated, engaged, and satisfied workforce. It suggests that leaders and HR practitioners can create an environment that supports Millennial Workforce autonomy by allowing them to have a say in their work tasks, setting goals, and making decisions. Mahmoud et al. (2020) adds that providing Millennial Workforce with opportunities to develop their skills and enhance their competence also aligns with the principles of self-determination theory. The theory suggests that workers are more motivated when they find meaning and purpose in their work, as well as sense of belonging and social connection, which can be achieved by encouraging teamwork, open communication, and collaboration. Its other implication is that involving Millennial Workforce in decision-making processes, especially those that directly

affect their work, can increase their sense of ownership and autonomy (Rozlan & Subramaniam, 2020).

Work Engagement Theory

Work engagement theory was propounded by William Kahn and Michael Leiter in the 1990s (Gagne, 2019). Work engagement was conceptualised by its proponents as a state where people employ and express themselves physically, cognitively, and emotionally during role performances (Decuypee & Schaufeli, 2020). Opolot and Maket (2020) conceptualize these facets as shown in Figure 2.4.

Figure 2.4: *Facets of Engagement*

Intellectual	→	Cognitive process: Thinking
Affective	→	Emotional process: feelings
Social	→	Interactional process: discussing

Source: Eljaaidi (2016, p. 42)

According to Gagne (2019), Work engagement theory is a psychological concept that describes an individual's level of dedication, enthusiasm, and absorption in their work activities. It revolves around the notion that when employees are engaged in their jobs, they experience a positive, fulfilling, and energized state, leading to improved job performance and overall well-being (Knight et al., 2019). Work engagement has implications on various aspects of individual and organisational performance, such as job satisfaction, productivity, retention, innovation, and organisational commitment (Zeijen et al., 2020). However, despite its central place in HR management practice, the theory has been criticised for its oversimplification of the complex nature of work experiences and the various factors that contribute to employee attitudes and behaviours, not to mention the confounding character of its sub-constructs (Gemeda & Lee, 2020).

In this study, work engagement theory was applied to anchor the dependent variable namely, Millennial Workforce engagement. Decuypere and Schaufeli (2020) break down work engagement into three components that were used in this study as outcomes of transformational leadership through soft HR approach. The first component is vigour, which connotes high levels of energy, mental resilience, and the willingness to invest effort in one's work tasks. This suggests that engaged Millennial Workforce are enthusiastic and proactive in their approach to work. The second component is dedication, which involves a strong sense of significance, enthusiasm, and pride in one's job. It means engaged workers feel emotionally connected to their task and are highly committed to achieving their goals. The third component is absorption, which relates to being fully engrossed and concentrated in one's work activities.

Conceptual Framework

Based on an observation by Kivunja (2018), a conceptual framework is defined as a complete logical orientation and association of all constructs that form the underlying thinking, structure, plans, practices and implementation of the research project. It is an entire reflective and operational element of the whole research project. Varpio et al. (2020) add that a concept can be considered to be a symbolic representation of an abstract idea and as such, also serve as components of a theory. That is, it draws from existing theories or models that explain the relationships between the variables, thereby establishing the context, scope, and boundaries of their study. Boehm (2022) defines a variable as a measurable representation of an abstract construct which then is defined as an abstract concept specifically chosen to explain a particular phenomenon. According to Varpio et al. (2020), a variable is considered dependent if it changes in response to changes in other variables and when a variable

causes changes to dependent variables, then is said to be an independent variable. As Boehm (2022) observe, a variable is anything that can take on differing values which may change at different times for the same person or object. Bringle et al. (2023) note that if a variable not related to the purpose of the research but may affect the dependent variable, then it is called extraneous variable. The conceptual framework to be used is illustrated in Figure 2.5.

Figure 2.5 *Conceptual Framework*

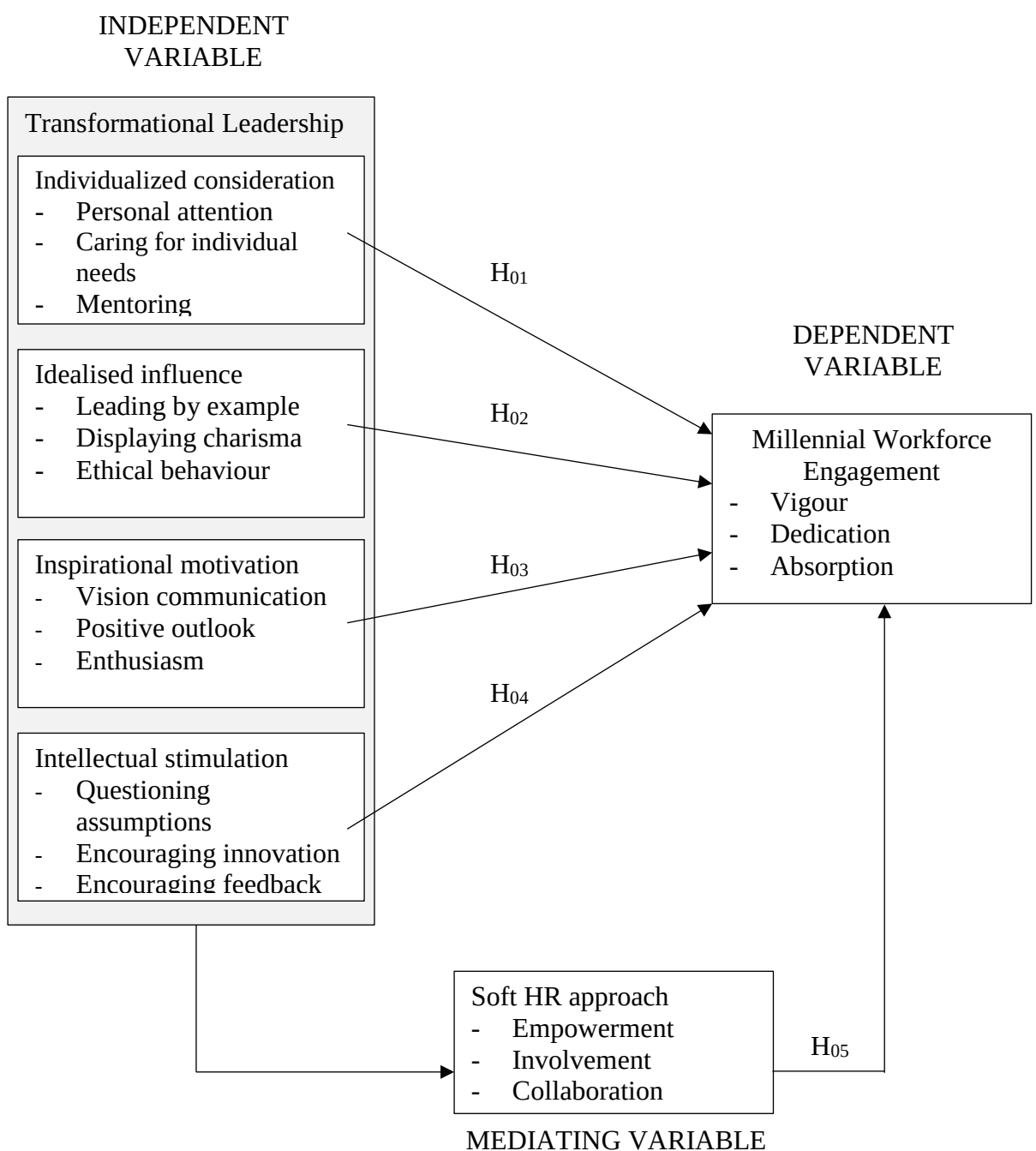


Figure 2.5 depicts the main independent, dependent, and mediating variables and their hypothesised relationships. Transformational leadership as independent variable was evaluated in four dimensions as offered by Puni et al. (2018) also referred to as the 4Is of TL: individualized consideration personal attention, caring or individual needs, and mentoring as indicators; idealised influence using leading by example, displaying charisma, and ethical behaviour as indicators; inspirational motivation using vision communication, positive outlook, and enthusiasm as indicators, and intellectual stimulation using questioning assumptions, encouraging innovation, and encouraging feedback as indicators. Each of the four dimensions of transformational leadership were investigated in terms of its direct relationship with Millennial Workforce engagement in line with the first four null hypotheses of the study.

The effect of soft human resources approaches as a mediating variable was also evaluated in order to test the fifth null hypothesis. In this study, soft HR approach was depicted by empowerment, involvement, and collaboration/teamwork. Such an evaluation as noted by Pokhariyal (2019) helps to test the effect of the mediating variable on the relationship between independent and dependent variable.

Millennial Workforce engagement is conceptualized as the dependent variable in the study, and was measured by the vigour, dedication, and absorption of Millennial Workforce into daily tasks. According to Shaufeli et al. (2017), vigour is depicted by the elevated levels of vitality and cognitive adaptability in task performance, inclination to put effort to the task, and unwavering determination in spite of challenges; dedication is indicated by excitement, motivation, satisfaction, and stimulation; and absorption is exemplified by experiencing complete focus and

profound immersion in one's tasks, leading to a swift passage of time and challenges in disengaging from the work.

Summary of Literature and Identification of Literature Gaps

The predominant view from the extant empirical research is that a positive path from transformational leadership to workforce engagement exists (Fantahun et al., 2023; Majrashi, 2022; Mon et al., 2021; Mostafa, 2019; Setiono et al., 2019; Srichaipanya et al., 2020; Thanh et al., 2022). However, few studies have focused on the individual dimensions of transformational leadership in relation to workforce engagement (Chebon et al., 2019; Ogola et al., 2017; Ojeleye & Bakare, 2020; Otieno et al. (2019b; Maina et al., 2021). Among these are studies that report contradictory findings when the individual dimensions of transformational leadership are investigated (Mostafa, 2019), signalling that research is not conclusive. Furthermore, there is a paucity of empirical investigations that conceptualize soft HR approach as a mediating factor between transformational leadership and Millennial Workforce. Apart from the study by Setiono et al. (2019) that focused on the role of transformational leadership style in developing employee engagement among workers, none of the studies reviewed research a specific generational cohort, especially with the Millennial generation in focus.

A summary of the literature gaps and how the gaps were filled by the present study is provided in table 1. The table summarizes the elements of key studies namely: the author, title, methodology, findings, research gaps, and the proposed way of filling the gaps. As implied in the study, the greatest gap in research on transformational leadership in relation to Millennial Workforce engagement is contextual in nature. The review of past studies has demonstrated that most of the

studies have been conducted in the government and for-profit sectors but not in the NGO sector.

Table 2.1: *Summary of Literature and Identification of Literature Gaps*

Author	Title	Methodology	Findings	Research gaps	How gaps were filled
Srichaipanya et al. (2020)	The impact of transformational leadership on employee engagement in a Sugar factory in Asia.	Quantitative methodology comprising of structured questionnaire and inferential analysis	The findings indicated that individualised consideration was the most influential aspect of transformational leadership in explaining workforce engagement.	Because the research was carried out within the business sector, the conclusions drawn from the study cannot be applied broadly to the NGO realm. This presents a contextual gap.	The present study filled this contextual gap by focusing on Millennial Workforce engagement in INGOs in Kenya.
Ogola et al. (2017)	The Influence of Individualized Consideration Leadership Behaviour on Employee Performance in Small and Medium Enterprises in Kenya.	Correlational research design, with inferential analysis performed on questionnaire data	The performance results stemming from employee engagement as a result of leaders offering personalized attention were both positively impactful and statistically meaningful.	The study participants did not consist of the Millennial Workforce. Additionally, the research was conducted within the for-profit sector, which exhibits distinct performance measurements compared to those of the NGO sector.	The present study addressed these contextual gaps by carrying out a study on the nexus between individualised consideration and employee engagement through the lenses of INGOs.
Datche and Gachunga (2015)	Effects of transformational leadership on employee engagement: the mediating role of employee engagement	Quantitative methodology using a structured questionnaire and analysed using hierarchical regression technique.	The findings indicated that idealised influence had a detrimental and statistically noteworthy impact on employee engagement, implying that it decreased rather than enhanced the level of employee engagement.	A contextual gap was noted in that the research was conducted among civil servants rather than employees of a non-governmental organisation.	The present study contributed to closing this gap by investigating the relationship between idealised influence and Millennial Workforce engagement in international NGOs.

Author	Title	Methodology	Findings	Research gaps	How gaps were filled
Chebon et al. (2019)	Effect of inspirational motivation and idealised influence on employee performance at Moi Teaching and Referral Hospital, Eldoret, Kenya	Descriptive design, with structured questionnaire data analysed using correlation technique	Findings indicated showed a positive and statistically significant relationship between idealised influence and workforce engagement.	The study did not target Millennial Workforce and the research was not carried out within the NGO sector	The present study extended research on the nexus between idealised influence and employee workforce engagement into Kenya's INGO space.
Otieno et al. (2019a)	Influence of idealised influence on employee engagement in parastatals in the energy sector in Kenya.	Applied correlation research design, with questionnaire used to gather data and inferential analysis performed.	Idealised influence was responsible for 43.4% of the variance in employee engagement, with employee motivation being the driving factor behind this relationship, hence validating the significant role of idealised influence in predicting workforce engagement in the Kenyan context.	There is a contextual void since the study was not conducted within a non-governmental organisation. Additionally, there's uncertainty regarding whether the individuals participating in the study were indeed part of the Millennial Workforce.	These gaps were filled by the present study by conducting research on selected INGO in Kenya and targeting Millennial Workforce as respondents.
Maina et al. (2021)	Influence of inspirational motivation on employee engagement in public universities in Kenya.	Quantitative methodology applying questionnaire tool for data gathering and regression analysis to test hypotheses.	Inspirational motivation explained over 30 percent of the variance seen in employee engagement levels.	The research results cannot be generalized to the NGO world given the differences in organisation and aims.	The present research bridged this contextual gap by focusing attention on Millennial Workforce in the INGO sector.

Author	Title	Methodology	Findings	Research gaps	How gaps were filled
Akey-Torku and Dai (2020)	The moderating effect of demography on the Interaction between transformational leadership, employee's engagement, productivity and commitment.	Quantitative methodology using questionnaire tool and path analysis	The path from intellectual stimulation to employee engagement was positive and statistically significant.	The research did not target Millennial Workforce, thus presenting a contextual knowledge gap.	The present research targeted Millennial Workforce as respondents.
Otieno et al. (2019b)	Influence of intellectual stimulation on employee engagement in parastatals in the energy sector in Kenya.	Positivist philosophy, executed through correlation research design, quantitative data collection and inferential analysis.	The relationship between intellectual stimulation and employee engagement is positively and significantly moderated by employee motivation.	The study utilized quantitative design hence creating a methodological gap.	The present research utilized a mixed methods research strategy to offer a more thorough understanding of the connection between intellectual stimulation and engagement of the workforce.
Yeshitila and Beyene (2019)	The Mediating Effect of Employee Engagement between Transformational Leadership and Job Performance in the Commercial Bank of Ethiopia.	Quantitative methodology applying questionnaire tool for data gathering and regression analysis to test hypotheses.	Results showed that employee engagement partially mediated job performance.	The study left a conceptual gap as it conceptualized employee engagement rather than soft HR approaches as the mediating factor.	The current study undertook a mediator analysis between transformational leadership and employee engagement in selected INGOs in Kenya.

Chapter Summary

This chapter considered and evaluated existing literature that provides the current knowledge base relevant to the study of the nexus between transformational leadership and Millennial workforce engagement. The literature review provided a basis for extending the current study into Kenya's INGO space. The chapter critically discussed both theoretical and empirical literature and highlighted the conceptual, methodological, and contextual gaps. It also included a discussion of three theories on which this study was anchored: transformational leadership theory, Theory Y, self-determination theory, and work engagement theory. A conceptual framework illustrating how the study variables relate to the three theories was drawn. Additionally, the chapter provided a summary of the key literature gaps in a table format. The next chapter turns attention to the methodology that was used.

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This chapter covers the research paradigm and why it is considered suitable for the study, the research design, methodology and corresponding aspects like population and sampling design. In light of the chapter being the core of scholarly research, the chapter also discusses data collection strategy, instruments, research procedures, and the various techniques that was applied during data analysis. At the end, ethical considerations and respective measures for compliance are outlined.

Research Philosophy

Kivunja and Kuyini (2017) explain a paradigm as a school of thought or worldview through which researchers look at and explain the world around them. For this study, the philosophy adopted is that of pragmatic paradigm where data is collected from authoritative knowledge holders, interpreted and used to explain the phenomena of Millennial engagement in subjective and objective styles. Chowdhury (2014) shares in the wisdom of ancient Greek philosopher Epictetus who noted that it is not actions that disturb man but their opinions about actions. It is therefore that subjective component in human action that help create an understanding of social world. Furthermore, Revez and Borges (2018) argue that pragmatic paradigm lays emphasis on the problem, context including social aspects and possible solutions.

According to Antwi and Hamza (2015) positivist paradigm of exploring social reality is based on the philosophical idea that observation and reason, are the best means of understanding human behaviour. Further, Sultana (2020) argues that from a positivist view, there exist a single concrete reality and the researcher is independent of the phenomena being observed. However, reality is not always objective, nor

exclusively subjective hence the desire to use a pragmatic paradigm that balances the two philosophies. To support this view, Creswell and Cresswell (2017) posits that pragmatism is not committed to any one philosophy or reality but the researcher draw interpretations from both quantitative and qualitative assumptions. This as noted by Molina-Azorin and Feters (2020) is what makes pragmatic paradigm produce socially useful knowledge.

In the considered opinion of the researcher, pragmatism provide the much needed balance between positivism and interpretivism. In this study, it was selected as it allowed for the combination of both approaches by valuing empirical research while also recognizing the significance of context-specific interpretations. As such, it is a suitable philosophical lens for the investigation of the influence of transformational leadership on Millennial Workforce engagement through soft human resource approach. Objective knowledge was gained through empirical examination and hypothesis testing while taking into consideration diverse viewpoints, thereby offering a more nuanced and comprehensive exploration of the complex phenomena of Millennial Workforce engagement in the INGO world. This contextual validation leads to the construction of a more complete and well-rounded understanding of the subject matter.

Research Design

It is noted by Lune and Berg (2017) that a research design is a plan of how the investigation is conducted including thinking, visualizing and imagining the flow of entire process. While it is debatable in regards to what information goes into the plan, the researcher should write it up with a lot of specificity. This rule implies that if several people were to be given the plan to implement, they would end up doing more or less the same thing. In addition, the most basic element of a good research design

involves conceptualizing the things you need to know, and having the data collection process to tell you those things.

The chosen research design for this study was convergent-parallel mixed methods. As Creswell and Creswell (2017) observes, the approach is recommended in situations where the researcher gathers both quantitative and qualitative data then integrates the two in order to make interpretations based on combined strengths. While qualitative studies are subjective, they do capture the voices of participants and on the other hand, quantitative investigations help in minimizing bias while maintaining efficiency in data analysis. In addition, Onwuegbuzie et al. (2007) offer that, in order to minimize the uncertainty of interpretation, using more than one measurement is recommended as it helps in triangulation. Furthermore, Dawadi et al. (2021) suggest that mixing two methods helps to provide a more complete picture and an opportunity to enrich the understanding of phenomena being studied.

Lune and Berg (2017) advise that in descriptive research, various factors that are most relevant in influencing a particular outcome are studied and more so on specific characteristics focused on a particular phenomenon or institution. According to Sekaran (2003), descriptive study design is undertaken in order to ascertain and describe characteristics of variables of interest in a situation and especially in organisations targeting a group of employees. However, descriptive design does not link cause to effect.

Nguyen and Pham (2020) suggest that quantitative research methods do not exhaustively address the issue of thoughts and ideas which are critical for gaining insights into the Millennial Workforce. It is for this reason that qualitative aspects of research were incorporated to ensure a balance in measurement and interpretation. Thus, the design scope effectively sought to explore causal relationships and

understand the underlying mechanisms that drive Millennial Workforce engagement. The primary goal is to explain why Millennial Workforce engagement occur and to identify transformational leadership and soft HR approach as factors that contribute to it. The research generated a deeper understanding of the context, motivations, and intricacies underlying the relationships between transformational leadership, soft HR approach, and Millennial Workforce engagement in INGOs in Kenya.

Population Studied

Casteel and Bridier (2021) define target population as the principal group of individuals or organisations about which the research is concerned while sample population refer to the specific and conceptually bound participants to whom the researcher will have access to. Majid (2018) supports this definition by adding that in research, it is not feasible to study the entire population and as such, one has to identify the specific sample with common characteristics and attributes. This study targeted Millennial employees of NGOs based in Nairobi Kenya and specifically, those with international mandate and registered as INGOs. The government of Kenya require that all NGO and INGOs be registered in the country under the NGO coordination board. Thus, the target population was Millennial Workforce in 251 INGOs in Nairobi registered with the NGO Board as per database acquired in 2022. The registered INGOs were the unit of analysis while the unit of observation were the Millennial Workforce whose perspective on leadership were sought.

Sample Selected

Sample size is the number of individuals selected from a larger population for the purpose of studying and drawing conclusions about that population. According to Terrell (2021), a sample size for inferential statistics needs to be sufficiently large and though there is no universal agreement on what the size should be, a minimum of 30

cases is considered large enough. This sample size determination approach applied for the unit of analysis, which is the registered INGOs. Accordingly, a sample size of 32 INGOs was selected from the target population of 251 INGOs. The distribution of sampled INGOs by sector is presented in Table 3.1.

Table 3.1: *Distribution of Sampled INGOs by Sector*

Sampled INGOs by sector	Number of INGOs	Percentage
Relief & humanitarian	12	37.5%
Development	9	28.1%
Health & education	6	18.8%
Human rights, advocacy, women & gender	4	12.5%
Environment	1	3.1%
Total	32	100%

Whereas there is no documented record of the total number of Millennials employed by the INGOs, literature suggests that Millennials constitute a significant part of the global workforce in the NGO world as Millennials, known for their desire to work for organisations that align with their values, are often drawn to roles in the nonprofit sector (Espinoza et al., 2015). In Kenya, Millennials account for the largest share of the working population (Katumpe & Kyongo, 2023). Accordingly, it was assumed that Millennials constituted the majority of employees in the listed INGOs.

The sample of Millennials selected was determined using a formula applicable for unknown populations as proposed by Mugenda and Mugenda (2019) thus:

$$n = z^2(p)(q)/d^2$$

Where:

n : The sample size to be selected.

Z : The z -value at the required confidence level (e.g. at 0.05, $z = \pm 1.96$)

P : The fraction within the target population that is approximated to possess the qualities under observation. This was estimated at $p=0.5$.

$$q = 1 - p$$

d : statistical significance (in this case 0.05).

Thus, the sample selected was calculated below:

$$n = 1.96^2(0.5)(1 - 0.5)/0.05^2$$

$$n = 384$$

As demonstrated through the foregoing estimation and calculation, the sample size for this study was 384 Millennials drawn from 32 INGOs in Nairobi County, Kenya.

Sampling method

Systematic random sampling method was applied to select 32 INGOs for inclusion into the study. Systematic sampling technique is preferred as it enables the researcher to adopt a predictable way of picking the final study participants (Rahman et al. 2022). This was employed using the formula $K=N/n$ as offered by Sekaran (2003) in order to determine the intervals at which the final samples were picked. Aligned to this suggestion, Terrell (2022) offers that the n^{th} interval is arrived at by dividing the population with the desired sample and therefore:

$$K = 251/32$$

$$K \simeq 8$$

In this study, a random starting point from 1 to 8 is generated by writing numbers 1 to 8 on pieces of paper, folding each paper, mixing them thoroughly in a bowl and picking any one of the pieces. The corresponding number in the selected piece of paper was used as the random starting point. Afterwards, the researcher selected every 8th INGO from this starting point till the 32 INGOs is reached.

Finally, in order to achieve the study objective, purposive sampling method was employed. This method involves deliberately selecting specific individuals, cases, or elements from a population based on predefined criteria or characteristics that are relevant to the research question (Creswell & Creswell, 2017). The goal is to obtain a sample that represents a particular subgroup or possesses specific qualities (Njie & Asimiran, 2014). Researchers use their judgment to choose participants who can provide valuable insights into the research topic (Terrell, 2022). In this study, purposive sampling was used because the researcher sought to collect data from Millennial Workforce rather than from every employee working in the INGO. Since the term Millennial in this study refers to employees aged 28 – 43 years, purposive sampling was the most suitable method to recruit workers within this age group in each of the sampled INGO.

As articulated in the systematic sampling method, every 8th organization participated in the study. Table 3.1 above lists a total of 32 organizations. In each organization, the researcher obtained the name and contact of one millennial employee and through snowballing, the other 11 respondents were effectively identified by way of referrals.

Data Collection Methods

Data was collected using questionnaire method and in-depth interview guide.

Questionnaire

A structured questionnaire was used to gather quantitative data. The questionnaire was structured into four sections. The first section comprised of demographic information such as age, gender, and tenure of the respondent. The second section constituted the Multifactor Leadership Questionnaire (MLQ) for measuring transformational leadership. As noted by Batista-Foguet et al. (2021), it is

a leading survey instrument initially created to test Avolio and Bass model of leadership. Siangchokyoo, et al. (2020) note that MLQ effectively measure core transformational factors like charismatic and inspirational leadership, intellectual stimulation and individualized consideration. The questionnaire was modified to fit the context of the study more so given the mixed method adopted. Other studies including Otieno and Njoroge (2019) have successfully adapted the instrument for similar studies in Kenya. The third section constituted researcher-developed Likert scale items for measuring soft HR approach. This comprised of 12 items representing the four dimensions namely: empowerment, involvement, collaboration, and teamwork. The last section comprised of the 9-item UWES scale by William et al. (2019) which was used to assess Millennial Workforce engagement.

Interview Guide

An interview guide is a structured set of questions and prompts designed to assist researchers in conducting qualitative interviews (Creswell & Cresswell, 2017). Qualitative interviews are a research method used to gather in-depth information and insights from participants about their experiences, opinions, beliefs, and perspectives on a particular topic (Mugenda & Mugenda, 2019). In this study, the interview guide was developed in order to gather further insights on Millennial Workforce engagement from 32 INGO leaders responsible for HR. The interview guide comprised of 10 interview questions covering the three topical areas of the study thus: transformational leadership, soft HR approach, and Millennial Workforce engagement. Follow-up questions helped clarify ambiguous answers, explore deeper aspects of a participant's response, and ensure a comprehensive understanding.

Research Procedures

This research following a mixed design employed one main technique of data collection through online web-based surveys. According to Brady, et al. (2023), with the use of web-based surveys, the response rate is higher and also more appealing with younger respondents as it is more aligned with technology. Moreover, Chen et al. (2022) posit that electronic surveys are fast, inexpensive and easy to administer. Given that participants were drawn from various distinct organisations within the same sector, the contrast and similarities in data being collected as noted by Brady, et al. (2023) offered solid empirical evidence to support the findings. For the qualitative data, the study utilized semi-structured interviews and discussions with the HR leaders of the INGOs where the Millennials work. The researcher utilized the interviews to get insights into the social issues that is transformational leadership and the Millennial Workforce.

It is worth noting that before proceeding to collect any data, a certificate of confirmation alongside authorization letter to proceed was issued by the Academic Registrar of PAC University. These two documents were attached to the research permit application and sent to the National Commission for Science, Technology and Innovation (NACOSTI) for review, consideration and approval.

Securing a research permit is a legal requirement as it allows the research subjects and any institutions involved during data collection to rest assured that due process and ethical guidelines are taken care of. The researcher then engaged the services of research assistants who under the instructions of the researcher, disseminated the questionnaires online and where appropriate, distributed hard copies to respondents who could not be reachable via the Internet.

Before the final questionnaire was sent out, a pilot survey was conducted to test the respondent's ability to follow through the questions, evaluate ease of answering the questions and even estimate how long it would take to complete it. This step as recommended by Kothari (2004) ensured that suitability, validity and reliability of the instruments is established prior to actual use during the data collection. In addition, Teresi et al. (2022) offer that a pilot study is a test of methods and procedures though not much guideline is available in terms sample size. According to Malmqvist et al. (2019), piloting can be done to assess the practicalities of implementation or resource requirements but also to try out a particular research instruments. The survey results were received through electronic platforms and in the event of respondents filling out the physical versions, the forms were handed back through the research assistants.

Validity and Reliability of Instruments

Validity refers to how well an assessment tool measures the expected outcomes of research which then translates to the degree of accuracy on how the study answers the research questions (Sürücü & Maslakçı, 2020). Aithal and Aithal (2020) adds that face or construct validity evaluates the suitability of questionnaire based on readability, consistency of style and clarity of language used. In addition, Surucu and Maslakci (2020) posit that validity is the determination of whether the measuring instrument evaluates the behaviour or quality being assessed and how well the instrument does it. In this study, Multifactor Leadership Questionnaire was used as a standardised tool thus needed no further validation test since it has already been validated by the developers (Braathu, 2022, et al. 2022). However, soft HR approach and Millennial Workforce Engagement items were subjected to expert review by the research supervisor.

Aithal and Aithal (2020) offer that reliability of a measure is an indication of stability and consistency with which research instruments measure the concepts being tested without bias across time. This perspective is supported by Taherdoost (2016) who notes that reliability is about the instruments ability to deliver similar results consistently even when repeated severally under the same conditions. During the pilot survey, participants were asked to respond to the questionnaire and their responses correlated using Cronbach alpha test as advised by Creswell and Creswell (2017) in order to establish the reliability checks with expected scores being close to 1 as much as possible. The formula for Cronbach reliability coefficient is: $\alpha = [N/N-1] [S^2_x - \sum S^2_i / S^2_x]$ where N is the number of items in the measuring instrument, S^2_i is the variance of each item and S^2_x being the sum of variance points of each item in the measuring instrument. As the statistics in table 3.2 shows, reliability analysis yielded a Cronbach's alpha score of .947 for transformational leadership, .935 for soft human resource approach, and .768 for Millennial Workforce engagement. This suggests a very high level of internal consistency among the items measuring each construct. Therefore, the questionnaire needed no further amendment. The item total statistics table for each construct is included for further reference.

Table 3.2: *Reliability Statistics*

Variable	Cronbach's alpha	N of items
Transformational Leadership	.947	45
Soft HR Approach	.935	12
Millennial Workforce Engagement	.768	9

Data Analysis Plan

Data analysis entails the summarization and sense-making of data gathered from the field. In line with convergent-parallel mixed methods research design, the process entailed conducting separate analyses for the qualitative and quantitative data, integration of data by comparing the qualitative themes with the quantitative findings to look for patterns, inconsistencies, or convergence, analysis of the qualitative and quantitative findings to interpret their individual implications and meanings, triangulation to validate findings by seeking consistency and corroboration between the two data sources; and finally, discussion of the implications of the combined findings.

Quantitative Data Analysis

Quantitative data from questionnaires was captured in spreadsheet format then processed through SPSS following quantitative statistical approaches. In a similar study design evaluating the relationship between leadership style and employee satisfaction in Kenya and Ethiopia, both descriptive and inferential statistics were employed during quantitative data analysis (Mwaisaka et al., 2019; Zeleke & Obanga, 2021; Njoroge et al., 2022). In regards to descriptive statistics, Verdinelli and Scagnoli (2013) note that society is increasingly moving towards use of visuals for communication as they enhance the reader's ability to gain insights of the data being presented while breaking the monotony of textual passages. For this reason, use of tables and charts were employed to present frequencies as well percentages. Bavdekar (2015) posit that graphs help the reader to see, understand and remember data while perceiving outcomes through relationships and trends.

In this study, the process of quantitative data analysis commenced by performing diagnostic tests, which entails a thorough evaluation and presentation of

assumptions related to normality, linearity, heteroscedasticity, and multicollinearity (Creswell & Creswell, 2017). The normality assessment is a crucial step performed to estimate whether the data adheres to a normal distribution pattern (Orcan, 2021). Accordingly, both the Shapiro-Wilk and Kolmogorov-Smirnov tests were utilized to determine the normality of the dataset. Successful completion of the normality test permits the confident application of parametric tests in subsequent analysis (Orcan, 2020). Conversely, should the data not meet the requirements of the normality test, log transformation is conducted to mitigate the deviation. Taking the logarithm compress large values, making the distribution more symmetric (Harrell, 2015). This comprehensive scrutiny of data distribution guarantees the soundness and relevance of the selected statistical approaches in this investigation.

The second assumption test was linearity test, which involves a statistical examination designed to evaluate if the connection between two variables is linear or not (Creswell & Creswell, 2017). The process of establishing linearity in this study entailed examining a scatter plot of the data. When the data points approximately create a straight line or display a similar arrangement within the scatter plot, it implies a linear connection. Conversely, the absence of a distinct linear pattern might suggest that the data does not meet the assumption of linearity.

The third assumption test in this study is heteroscedasticity which pertains to the situation in which the variability of the residuals is not consistent across all levels of the predictors (Jochmans, 2022). This can create difficulties in regression analysis since it violates a core assumption of ordinary least squares (OLS) regression, which assumes a constant error variance. In this investigation into how soft HR approach influence transformational leadership in the context of Millennial Workforce engagement within complaint INGOs in Nairobi, a Breusch-Pagan test was executed

to evaluate the assumption of uniform variance in the regression model. This is a test that scrutinizes whether a significant correlation exists between the squared residuals and the predictors. If a discernible pattern of correlation emerges, signifying that the residuals' variance systematically changes with the predictors, it suggests the presence of heteroscedasticity (Onifade & Olanrewaju, 2020). Dealing with heteroscedasticity is crucial for maintaining the robustness of the statistical conclusions drawn from the regression model (Jochmans, 2022). In this study, log transformation was performed on the dataset to correct violation of this assumption.

The last assumption tested in this study is multicollinearity. According to (Zemlyak et al., 2022), multicollinearity is a statistical concept that signifies a situation where two or more independent variables in a model exhibit strong correlation. The implication of this is that specific predictor variables can be anticipated or clarified by others, resulting in redundancy of some predictors. The existence of multicollinearity can yield noteworthy repercussions in analysis, including inflated errors in regression coefficients, unstable coefficients, and a decline in the predictive capability of the regression model (Zemlyak et al., 2022). These outcomes complicate the precise determination of the individual impacts of each predictor on the dependent variable (Chan et al., 2022). In this study, Variance Inflation Factor (VIF) test was performed. The VIF measures how much the variance of an estimated regression coefficient increases if predictors are correlated. A VIF above 10 is often considered indicative of multicollinearity (Zemlyak et al., 2022).

It is advised by Saunders et al. (2007) that in order to test the strength of relationship between two variables, a Pearson's product moment correlation coefficient (PPMCC) need to be performed. In further support of the above observation, Obilor and Amadi (2018) offer that PPMCC is a good measure of

strength and direction of association between two variables. The use of PPMCC technique in testing the correlation between two continuous variables is anchored in recommendations by Wonu et al. (2018) where SPSS has been found to be robust and reliable in establishing the coefficient significance. The Pearson's correlation coefficient was calculated using the formula:

$$r = (n (\sum xy) - (\sum x) (\sum y)) / (\sqrt{[n \sum x^2 - (\sum x)^2] [\sum y^2 - (\sum y)^2]}) \text{ where}$$

r = Pearson coefficient, n = the number of paired scores, $\sum xy$ = sum of the products of paired X and Y scores, $\sum x$ = sum of the X scores, $\sum y$ = sum of the Y scores, $\sum x^2$ = sum of all the squared X scores and $\sum y^2$ = is the sum of all the squared Y scores.

The next step in the quantitative analysis procedure was to test the study hypotheses. For this purpose, regression analysis was conducted. This was critical in formulating generalizability at the end of data analysis and as Sekaran (2003) observe, such tests help to make the research findings more useful across organisations. Regression analysis has been applied by Zeleke and Obang (2021) in determining the significance of transformational leadership style on job satisfaction in Ethiopia. Additionally, Njoroge et al. (2022) applied bivariate analysis to determine the relationship between independent and dependent variable using multiple regression model. In this study, the first four hypotheses were tested using the following regression model with null hypotheses rejected at $p < .05$:

$$MWE = \beta_0 + \beta_1 \times IC + \beta_2 \times IN + \beta_3 \times IM + \beta_4 \times IS + \varepsilon$$

Where;

MWE = Millennial Workforce engagement

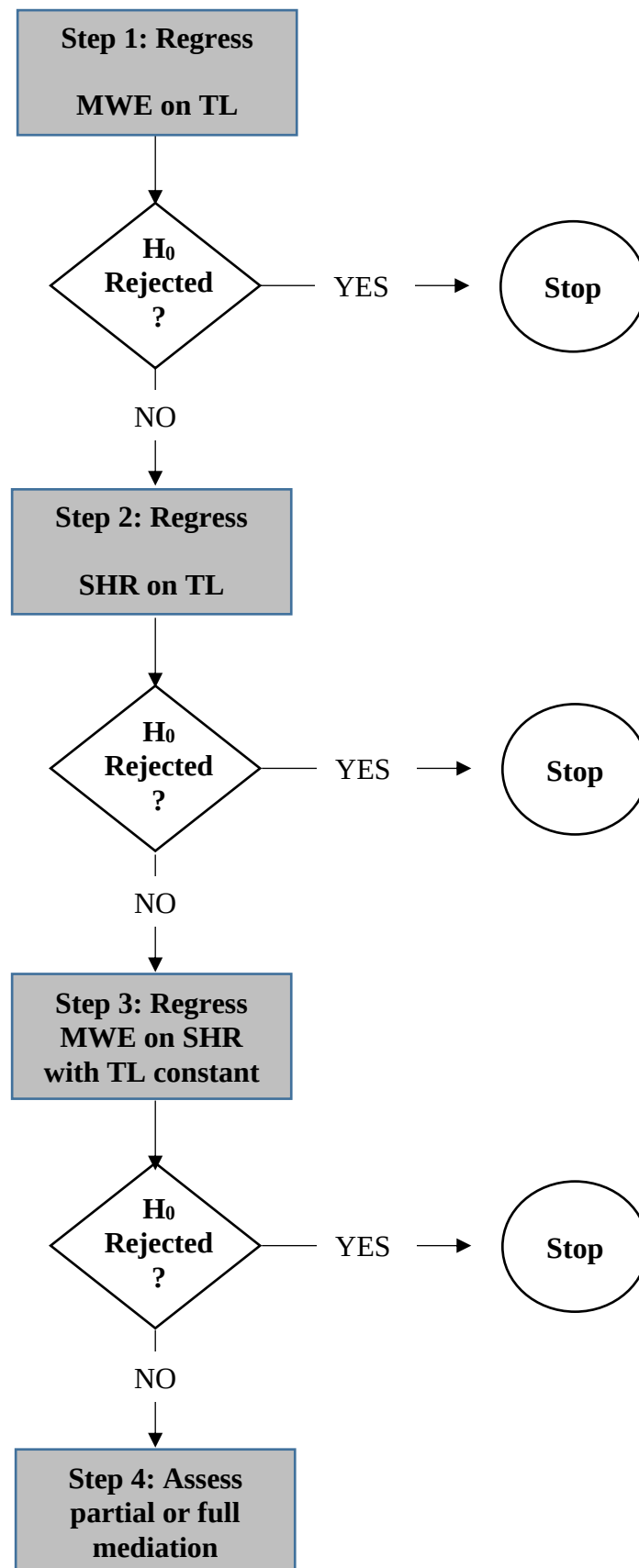
β_0 = Intercept for MWE

$\beta_{1, 2, 3, 4}$ = Regression coefficients

IC = Individualized consideration (H_{01})

- IN = Idealised Influence (H₀₂)
- IM = Inspirational motivation (H₀₃)
- IS = Intellectual Stimulation (H₀₄)
- ε = Error term

In order to test the mediating effect of soft HR approach on the relationship between transformational leadership and Millennial Workforce engagement (H₀₅), mediation test was performed on the composite scores for transformational leadership (TL), soft HR approach and Millennial Workforce engagement. According to Abu-Bader and Jones (2018), mediation is a conceptual idea that involves proposing a causal connection among three variables, whereby the first variable exerts an impact on a second variable, which subsequently influences a third variable. There are four steps to this process as put forward by Baron and Kenney (1986). This is illustrated in a diagram as shown in Figure 3.1.

Figure 3.1 *Four-Step Model of Mediator Analysis*

In the first step, Millennial Workforce engagement (MWE) was regressed on transformational leadership (TL) using the following simple linear equation with statistical significance accepted at $p < .05$:

$$\text{MWE} = \beta_0 + \beta_1 \times \text{TL} + \varepsilon$$

If the null hypotheses in step 1 is rejected, the researcher proceeded to the second step which also entailed regression of soft HR approach (SHR) on TL using the following simple linear equation at $p < .05$:

$$\text{SHR} = \beta_0 + \beta_1 \times \text{TL} + \varepsilon$$

If the null hypothesis in step 2 is rejected, the analysis process continued on to Step 3 whereby a multiple linear equation was employed to assess the predictive power of SHR on MWE while holding TL constant. The equation is expressed as follows:

$$\text{MWE} = \beta_0 + \beta_1 \times \text{SHR} + \beta_2 \times \text{TL} + \varepsilon$$

During Step 4, the research performed a mediation analysis to explore if the mediator variable (SHR) has a noteworthy mediating function in the connection between the independent variable (TL) and the dependent variable (MWE). This process involved integrating the procedures explained in steps 1, 2, and 3. If the association between TL and MWE (Step 1) loses its significance upon the inclusion of SHR (Step 3) in the regression model, it indicates complete mediation. This implies that the effect of TL on MWE is entirely mediated by the influence of SHR. That is, SHR plays a pivotal role in establishing a connection between TL and MWE, rendering the direct impact of TL negligible in the presence of SHR. Conversely, if the connection between TL and MWE (Step 1) remains statistically significant but diminishes in strength upon the introduction of SHR (Step 3), it implies partial mediation. This signifies that SHR still affect the TL-MWE relationship, yet the direct

influence of TL persists even after accounting for SHR's influence. In this scenario, both TL and SHR individually account for the variations in MWE.

Qualitative Data Analysis

Qualitative data from in-depth interviews were transcribed and processed through Nvivo software and subsequently analysed to generate common themes (Miles et al., 2014). For this purpose, Braun and Clarke's (2013) six-step process provides a structured approach to analysing qualitative data and helped the researcher to systematically uncover patterns, meanings, and insights within the data. The first step in this process was data familiarization, whereby the researcher read and re-read the data to become familiar with its content. This helps in gaining a deep understanding of the data before moving on to the next steps (Miles et al., 2014). This was followed by generation of initial codes, which involves identifying and labelling meaningful chunks of text with descriptive labels or key words that capture the essence of the data. The third step entailed searching for themes by grouping related codes together so as to develop a preliminary list of themes. The fourth step involved reviewing and refining the themes by examining how they relate to the data as a whole. This may call for adjustment of the themes, combine similar ones, or split overly broad ones (Braun & Clarke's, 2013). The fourth step is giving each theme a clear and descriptive name that reflects its content. This step helps to ensure that the themes are easily understandable and meaningful to readers. The last step is report writing which includes descriptions of each theme, supported by relevant quotes from the data.

Data integration

The output of quantitative and qualitative data analysis was then integrated by triangulating the data. As noted by Sridharan (2021), triangulation helped in making

generalizations while complementing the distinct nature of interpreting data sets from both quantitative and qualitative formats. This entailed comparing the results of qualitative and quantitative analyses to identify consistencies, discrepancies, or patterns that emerge across both data strands. This also involved discussing the implications of the findings and their significance in the broader context of the research.

Diagnostic Tests

Normality Check for the Study

Normality of residuals implies that errors from the regression model follow a normal distribution, which is fundamental for reliable statistical inference (Knief & Forstmeier, 2021). To assess normality, several diagnostic tools and techniques will be employed. Visual inspection will involve creating histograms and Q-Q plots of the residuals. Histograms will provide a visual representation of the distribution of residuals, while Q-Q plots will compare the quantiles of residuals against those of a normal distribution. Deviations from a straight line in the Q-Q plot suggest departures from normality (Rodu, & Kafadar, 2022). Statistical tests such as the Shapiro-Wilk and Kolmogorov-Smirnov tests will also be conducted. These tests will provide formal assessments of whether the residuals significantly deviate from a normal distribution. Additionally, calculating skewness and kurtosis statistics will offer insights into the asymmetry and peakedness of the residuals' distribution, further aiding in the assessment of normality.

If non-normality is detected through these diagnostic tests, appropriate corrective measures will be implemented to ensure the robustness of the regression analysis. Potential strategies include transforming the dependent variable using logarithmic or other appropriate transformations to achieve normality in residuals

(Rodu & Kafadar, 2022). Alternatively, robust regression techniques that are less sensitive to deviations from normality may be employed. These techniques adjust the estimation procedures to account for non-normal residuals, thereby providing more accurate parameter estimates and improving the validity of statistical inference (Avram & Mărușteri, 2022). Moreover, bootstrapping methods can be utilized to derive confidence intervals and standard errors that are robust to the presence of non-normal residuals. By systematically conducting normality checks and applying suitable remedies, the study aims to enhance the reliability and validity of findings regarding the relationships between transformational leadership, HR practices, and millennial engagement in INGOs in Nairobi, Kenya.

Multicollinearity

Multicollinearity occurs when two or more predictor variables in a regression model are highly correlated, leading to difficulties in estimating the separate effects of each predictor on the dependent variable (Shrestha, 2020). Identifying and addressing multicollinearity is crucial for ensuring the accuracy and reliability of regression analyses. One common method for identifying multicollinearity is through the use of Pearson correlation coefficients (Bayman & Dexter, 2021). The Pearson correlation coefficient (r) is a measure of the linear relationship between two variables, ranging from -1 to 1, where $r = 1$ indicates a perfect positive linear relationship, $r = -1$ indicates a perfect negative linear relationship, and $r = 0$ indicates no linear relationship. In the context of identifying multicollinearity, Pearson correlation is used to detect pairs of predictor variables that are highly correlated (Chan, et al. 2022). High correlations between predictor variables suggest that they may provide redundant information, leading to multicollinearity issues in the regression model.

To identify multicollinearity using Pearson correlation, researchers compute the Pearson correlation coefficients between all pairs of predictor variables in the dataset (Chan, et al. 2022). This can be done using statistical software such as SPSS, R, or Python, and the results are typically presented in a correlation matrix (Bayman & Dexter, 2021). Researchers then examine the correlation matrix for high correlation coefficients, typically those above 0.7, which indicate potential multicollinearity problems (Lindner, et al. 2020). Once high correlations are identified, researchers investigate the source of multicollinearity by examining the context and definitions of the highly correlated variables to understand why they are providing similar information. Actions to address multicollinearity may include combining highly correlated variables into a single composite variable, removing less critical variables, or applying advanced techniques such as Principal Component Analysis (PCA) or Partial Least Squares Regression (PLS) to transform the correlated variables into a set of uncorrelated components or latent variables (Bayman & Dexter, 2021). In the context of studying transformational leadership, the soft human resource approach, and millennial workforce engagement in INGOs in Nairobi, Kenya, these steps help ensure that the regression model is robust, and the study's findings are valid and interpretable.

Homoscedasticity

In the study examining the impact of transformational leadership and soft human resource (HR) approaches on millennial workforce engagement in international non-governmental organizations (INGOs) in Nairobi, Kenya, it is essential to ensure that the regression models used provide reliable and valid results. One key assumption of ordinary least squares (OLS) regression is homoscedasticity, which means that the variance of the residuals (errors) should be constant across all

levels of the independent variables (Burton, 2021). Violating this assumption, known as heteroscedasticity, can lead to inefficient estimates and invalid statistical inferences. Therefore, conducting a heteroscedasticity test is a crucial step in the analysis (Alabi, et al. 2020).

To identify heteroscedasticity, several diagnostic tools and techniques will be employed. First, a visual inspection will be conducted by plotting the residuals versus the fitted values from the regression model to look for patterns that indicate non-constant variance. Next, formal tests such as the Breusch-Pagan test, White test, and Goldfeld-Quandt test will be performed to check for heteroscedasticity (Alabi, et al. 2020). If these tests indicate the presence of heteroscedasticity, appropriate corrective measures will be taken, such as transforming the dependent variable, using weighted least squares (WLS) regression, applying robust standard errors, or using generalized least squares (GLS) regression (Weisburd, et al. 2022). These steps will help ensure that the regression models accurately reflect the relationships between transformational leadership, HR practices, and millennial engagement, leading to more reliable and valid conclusions.

Ethical Considerations

Ethical considerations in research as advised by Mugenda and Mugenda (2019) include confidentiality for information shared during data collection and as noted by Tsan and Nguyen (2019), protection of human subjects is an ethical requirement for all research. The respondents involved in research should therefore not be required to disclose their identity by way of name and the group they belong to as that might compromise their ability to share sensitive information for fear of victimization. In this regard, Taherdoost (2021) suggest that the research design should be in such a way that respondents are not subjected to any embarrassment or

material disadvantage. This is to ensure anonymity and that their integrity in relation to information shared during the survey does not in any way compromise their identity.

According to Lune and Berg (2017), confidentiality involves removing from the research records, any elements that might be used to positively identify subjects. Another term used in close reference to confidentiality is anonymity which imply that subjects throughout the data collection process remain nameless. In cases where that may be difficult, the researcher has to assure the subjects that strict confidentiality was adhered to during the entire process. According to Patton (2015), when conducting group interviews or discussions like in focus groups, confidentiality is maintained through seeking guarantees and commitments with the participants that what is said in the discussion remains or stays there.

Further to the above measures, ethical approval was sought through the university ethical committee followed by an application of research permit at the NACOSTI. As for the respondents and organisations, Rashid et al. (2019) recommends two levels of permission; gate keeper level where an organisation grants permission for the research to be conducted and participants permission through individual consent. In addition, privacy and confidentiality of the organisations was protected by ensuring that their identity is not revealed.

Chapter Summary

This chapter provided a detailed discussion and justification of the research methodology applied for the study. It clarified the researcher's intention to utilize a pragmatic approach for the study. Accordingly, a mixed methods research design, specifically the convergent-parallel approach, was used. The population of the study was discussed, followed by sample selection and the sampling method. The chapter

also covered the data collection methods, research procedures, and the validity and reliability of instruments. Additionally, it detailed the data analysis plan and, lastly, ethical considerations.

CHAPTER FOUR: RESULTS AND DISCUSSIONS

Introduction

This study purposed to investigate the influence of transformational leadership and soft human resource approach on Millennial Workforce engagement in international non-governmental organisations in Nairobi, Kenya. This chapter presents the data analysis, interpretation, and discussion of research findings. The chapter begins by presenting the response rate as well as demographic profile of the respondents. The subsequent sections contain the analysis and discussion of the data based on the specific objectives of the study which were:

- i) To establish the effect of individualised consideration on Millennial Workforce engagement in international non-governmental organisations in Nairobi, Kenya
- ii) To determine the effect of idealised influence on Millennial Workforce engagement in international non-governmental organisations in Nairobi, Kenya
- iii) To investigate the effect of inspirational motivation on Millennial Workforce engagement in international non-governmental organisations in Nairobi, Kenya
- iv) To find out the effect of intellectual stimulation on Millennial Workforce engagement in international non-governmental organisations in Nairobi, Kenya
- v) To test the mediating role of soft human resource approach on the relationship between transformational leadership and Millennial Workforce engagement in international non-governmental organisations within Nairobi Kenya.

For each objective, the descriptive statistical analysis of quantitative data is first presented, followed by assumption testing. Subsequently, the results of hypothesis testing is provided and discussed. The results of qualitative data analysis are then integrated with the quantitative findings in line with convergent mixed-methods protocol. The findings are then discussed in light of past studies and theoretical literature.

Response Rate and Demographic Analysis

This sub-section presents the response rate, followed by demographic profile of the respondents such as gender, age, tenure, and INGO classification.

Response Rate

The response rate for the research is shown in table 4.1.

Table 4.1: *Response Rate*

Respondent category	Frequency	Percent
Successful responses	230	60%
Unsuccessful responses	154	40%
Total	384	100%

Table 4.1 shows that 230 questionnaires were successfully filled by millennials as targeted through purposive technique and returned, translating to 60% response rate. This rate compares favourably with the suggestion by Mugenda and Mugenda (2019) that a response rate of 60% or more is adequate for proceeding to data analysis. This means that the study achieved a response rate that met the recommended threshold, indicating a satisfactory level of engagement from the participants. This is in line with Fincham (2008) who argue that researchers should aim for response rates around 60%.

Gender Distribution

The gender distribution of respondents is presented in table 4.2.

Table 4.2: *Gender Distribution of Respondents*

Gender	Frequency	Percent
Male	137	59.6%
Female	93	40.4%
Total	230	100.0%

Table 4.2 shows that male respondents were 59.6% while females were 40.4%. The distribution is an indication that the study has achieved a reasonable representation of both male and female respondents, contributing to the overall robustness and inclusivity of the research findings. However, the overrepresentation of males in the survey could be an indication that either men dominate the INGO sector or fewer female respondents opted to participate in the study.

Age Distribution

The study sought to establish the age groups of respondents. Table 4.3 shows the findings.

Table 4.3: *Age Distribution*

Age group	Frequency	Percent
22–29 years	83	36.1%
30–39 years	99	43.0%
40–43 years	48	20.9%
Total	230	100.0%

Table 4.3 shows that 36.1% of the respondents were aged 22-29 years, 43.0% of the respondents were in the age group of 30-39 years, and 20.9% of the respondents were aged 40-43 years. Therefore, most of the respondents were in the

age group of 30-39 years. This finding suggests a diverse representation of individuals from various age brackets, allowing for a more comprehensive understanding of the research findings across different age cohorts. The results align closely with the birth years typically attributed to Millennials, confirming the presence of this generation within the surveyed workforce. This is in line with Kurian (2017) who observed that Millennials are dominating the workforce and are the majority in the workplace. Observations from other related studies in Kenya also found out that a majority of Millennial workers are between 30 and 40 years. While age was not a variable of focus in this study, the demographic could be explained from the observation that many INGOs in Kenya tend to demand at least five years of experience and a bachelor's degree (O'Driscoll, et al. 2021). Given that a majority of Kenyan youth are more likely to complete undergraduate degree at age 23-25, and allowing for at least one to two years of searching for a job, then chances are high that most would meet the minimum requirement by around age 30

Tenure in the INGO

Respondents were asked how long they had worked for their INGO. Table 4.4 shows how respondents were distributed by number of years worked.

Table 4.4: *Respondents' Years Worked*

Years	Frequency	Percent
Less than 1 year	47	20.4%
1 to 5 years	91	39.6%
6 to 10 years	54	23.5%
Over 10 years	38	16.5%
Total	230	100.0%

Table 4.4 shows that 20.4% of the respondents had worked in their INGO for less than a year, 39.6% had worked for 1 to 5 years, 23.5% had worked for 6 to 10 years, while 16.5% had worked for over 10 years. The results suggest that employees with experience of between 0 to 5 years accounted for a combined total of 60% and this is a critical factor in trying to understand the employee engagement. It means some of INGOs potentially had a challenge retaining their Millennial Workforce. This finding aligns with the literature by both Morrell and Abston (2018) and Nassar et al. (2022) who recognized the importance of addressing retention and engagement issues among Millennials to mitigate economic costs and improve organisational effectiveness. Furthermore, the explanation for this high percentage could be related to the very phenomena observed from literature review where it is noted that most Millennials do not stay in one job for more than two years.

Type of INGO

The study sought to establish how the INGOs were distributed by sub-sector. Figure 4.1 displays the output.

Figure 4.1: *Distribution of INGOs by Subsector*

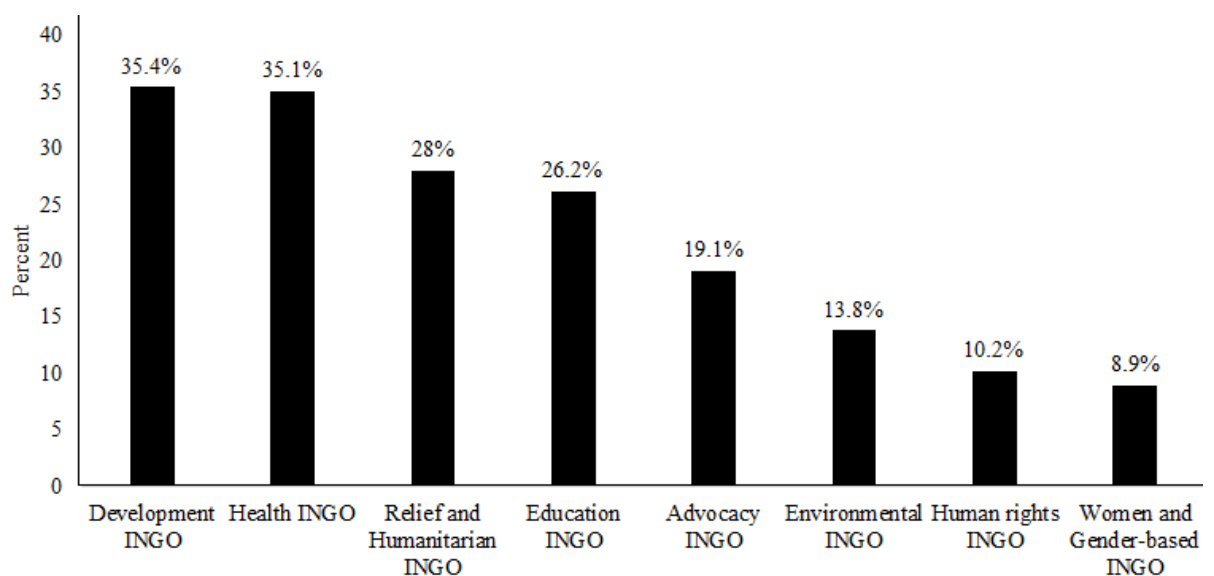


Figure 4.1 indicates that development and health INGOs were the majority at 35.4% and 35.1%, respectively, indicating a significant presence of organisations dedicated to activities related to broader societal development and health improvement. This was followed by Relief and Humanitarian (28%), Education (26.2%), Advocacy (19.1%), Environmental INGO (13.8%), Human rights INGO (10.2%), and lastly, Women and Gender-based INGO (8.9%). It is instructive to note that most of the INGOs were engaged in two or more sub-sectors. What this means is that one is more likely to find Millennials working in INGOs that focus on development, health, relief and education thematic areas. The high percentage on health as a sector could be as a result of huge spending on health related programs which from NGO expenditure reports, usually takes a bigger pie than rest.

Descriptive Statistics

This section of the study presents the descriptive statistics comprising of item statistics as well as composite scores for each variable namely: individualized consideration, idealised influence, inspirational motivation, intellectual stimulation, soft-HR approach, and Millennial Workforce engagement.

Descriptive Analysis of Individualised Consideration Items

Mean and standard deviation scores was generated for individualised consideration items. Table 4.6 presents related descriptive statistics.

Table 4.5: *Descriptive Statistics for Individualised Consideration Items*

Individualized consideration Items	$\bar{x}$	σ_x
Acts in ways that builds my respect	3.95	1.095
Helps me to develop my strengths	3.92	1.134
Treats me as an individual rather than just as a member of a group	3.84	1.154
Spends time teaching and coaching	3.53	1.257
Considers me as having different needs, abilities, and aspirations from others	3.09	1.271
Individualized consideration composite score	3.60	.0591

Table 4.5 shows the respondents, on average, felt that the practice of acting in ways that build respect occurs fairly often, with a mean score of 3.95 and low standard deviation (1.095), indicating a high level of agreement. Conversely, the perception of considering individuals as having different needs, abilities, and aspirations from others is lower, falling into the "sometimes" category with a mean score of 3.09 and a higher standard deviation of 1.271, suggesting more diverse opinions on this aspect. These results underscore positive sentiments towards respect-building actions but indicate a need for potential improvement in recognizing individual differences and needs.

Individualized consideration composite score on a 5-point scale was moderately high ($\bar{x}=3.60$, $\sigma_x=.88946$). On average, respondents reported a relatively high level of individualized consideration within the transformational leadership style. This means that leaders in these international non-governmental organisations in Nairobi, Kenya, are likely to engage in behaviours that focus on the individual needs, concerns, and development of their Millennial Workforce. This finding was corroborated by thematic analysis of qualitative interviews which identified individualised consideration as the most outstanding dimension of transformational leadership. Most respondents highlighted leaders who demonstrate a genuine concern for the unique needs, opinions, and well-being of the Millennial Workforce. Examples supporting this theme include leaders who practice open-door policies, advocate for flexible work arrangements, actively listen to team members, and provide learning and career advancement opportunities. Whereas flexible working style was not very prevalent prior to Covid19 pandemic, the challenges of staff being unable to work from physical offices led to a change of perspective in regards to remote working.

These actions indicate a focus on understanding and addressing the individual needs of employees, contributing to a positive and engaging work environment as apparent in the following verbatim excerpts:

“She is one welcoming leader who practices the open-door policy and is available to give a listening ear. As a Line Manager and Head of Department, she is considerate and advocates for flexi-hours and freely shares learning and career-advancement opportunities with the team. She has genuine concern for staff” (Respondent #2).

“The Head of the Office is a good example. She has made a commitment to take time and understand the unique needs of Millennial. Recently invited them to participate in the standard chartered bank marathon. Her office is open and anyone can see her on any issue” (Respondent #3).

“The director respects all members and listen to everyone’s views and support their interest. He sets a good example” (Respondent #10).

“He extends both autonomy and accountability. He role models wellbeing by ensuring he practices wellbeing before extending the same to his team which has a good number of Millennial workers. He is both a visionary and pragmatic leader” (Respondent #14).

The study results support the principles of transformational leadership theory, asserting that leaders who adopt a transformational approach improve their

employees' skills through mentorship. Messmann et al. (2022) suggest that this is achieved by valuing their suggestions, creating a supportive work environment, and fostering a sense of autonomy in the selection of tasks and decision-making. The observed high level of individualized consideration suggests a focus on addressing the specific needs, concerns, and development of the Millennial Workforce. The findings from both quantitative and qualitative analyses indicate that leaders in these organisations are likely to engage in behaviours associated with individualized consideration within the transformational leadership style. The thematic analysis of qualitative interviews reveals that individualized consideration is particularly emphasized, with respondents highlighting leaders who genuinely care about the unique needs, opinions, and well-being of the Millennial Workforce.

Descriptive Analysis of Idealised Influence

Descriptive data analysis was performed on respondents' rating for idealised influence items. Table 4.6 shows descriptive statistics.

Table 4.6: *Descriptive Statistics for Idealised Influence Items*

Idealised influence items	$\bar{x}$	σ_x
Considered the moral and ethical consequences of decisions	3.95	.997
Goes beyond self-interest for the good of the group	3.91	1.126
Specifies the importance of having a strong sense of purpose	3.91	1.100
Emphasizes the importance of having a collective sense of mission	3.87	1.037
Displays a sense of power and confidence	3.83	1.152
Talks about their most important values and beliefs	3.50	1.172
Instils pride in me for being associated with him/her	3.37	1.408
Idealised influence composite score	3.79	1.053

The highest score shown in table 4.6 is observed in the dimension of considering the moral and ethical consequences of decisions, with an average rating falling into the "fairly often" category ($\bar{x}$ = 3.95) and a relatively low standard

deviation ($\sigma_x = 0.997$), indicating a notable consensus among respondents regarding this positive leadership trait. On the other hand, the lowest score pertains to instilling pride in individuals for being associated with the leader, with an average rating in the "sometimes" category ($\bar{x} = 3.37$) and a relatively high standard deviation ($\sigma_x = 1.408$), suggesting considerable variability in perceptions. This indicates a potential area for improvement in the leader's ability to generate pride among those they lead. The results highlight strengths in ethical consideration but suggest a need for attention to the aspect of fostering pride within the group.

On aggregate, a moderately high mean composite score for idealised influence was obtained ($\bar{x} = 3.7934$, $\sigma_x = .79998$) suggesting that, on average, the participants rated idealised influence relatively highly. The findings imply that, overall, the leadership style or approach within these organisations, particularly in terms of idealised influence, is positively received by the Millennial Workforce. Thus, the Millennial employees in the studied INGOs view the leadership positively in terms of setting a good example and earning trust. This was supported by findings from qualitative interviews which revealed that idealised influence, characterized by leaders serving as role models and embodying high ethical and moral standards, was also a prominent theme based on the responses provided by the key informants. Respondents highlighted leaders who are seen as ethical role models, and their behaviour influences the Millennial Workforce positively. Examples of idealised influence in the responses include leaders who adhere to established organisational policies, consistently demonstrate integrity, transparency, and a commitment to ethical conduct, and actively communicate the organisation's vision and values. These leaders cultivate trust, inspire accountability, and set examples that make Millennials want to emulate their behaviour. As reflected in the following verbatim statements,

the emphasis on ethical leadership, integrity, and the positive impact of leaders serving as role models aligns closely with the idealised influence dimension of transformational leadership:

A principled leader who adheres to established organisational policies. As decisions are anchored in well-defined policies, the leader's choices become foreseeable, fostering a sense of fair treatment among everyone involved. Moreover, the leader assumes accountability for their actions, thereby extending the culture of responsibility throughout the organisational hierarchy, from top management to the grassroots (Respondent #4).

Our Bishop. He has cultivated an image of high integrity and ethics that has endeared him to many. The trust he has earned makes Millennial workers want to emulate him and give their best when they serve the organisation ((Respondent #5).

A leader within the organisation who consistently demonstrates integrity, transparency, and a commitment to ethical conduct in every aspect of their work. This leader sets an example by making decisions that prioritize honesty, fairness, and respect for all stakeholders and their direct reports (Respondent #13).

The foregoing finding affirms the significance of idealised influence as it reflects the definitive meaning in line with transformational leadership theory according to Puni et al. (2018). The findings suggest that idealised influence, as part of transformational leadership, is positively perceived by Millennial employees in the studied INGOs. The alignment of leadership behaviours with ethical standards and the role modelling aspect are particularly emphasized as contributing to a positive

organisational culture. The positive perception of idealised influence in leadership has the potential to enhance Millennial Workforce engagement by fostering trust, contributing to a positive culture, inspiring professional growth, encouraging accountability, attracting top talent, and supporting the overall impact of transformational leadership. As indicated in literature review, Millennials have an inclination towards targeting companies whose values and purpose aligns with their own. The role of leaders in exemplifying a culture of value based leadership cannot be under estimated.

Descriptive Analysis of Intellectual Stimulation Items

Descriptive statistics for intellectual stimulation items was generated and its descriptive statistics computed as shown in table 4.7.

Table 4.7: *Descriptive Statistics for Intellectual Stimulation Items*

Intellectual stimulation items	$\bar{x}$	σ_x
Suggests new ways of looking of how to complete assignments	3.85	1.114
Re-examines critical assumptions to question whether they are appropriate	3.78	1.081
Gets me to look at problems from many different angles	3.71	1.098
Seeks difference perspectives when solving problems	3.36	1.195
Intellectual stimulation composite score	3.72	.0572

Table 4.7 reveals that the highest score is observed in terms of suggesting new ways of looking at how to complete assignments, with an average rating falling into the "sometimes" category ($\bar{x}= 3.85$) and a moderate standard deviation ($\sigma_x=1.114$). This suggests a generally positive perception among respondents regarding the leader's ability to offer innovative approaches to task completion. On the other hand, the lowest score pertains to seeking different perspectives when solving problems, with an average rating in the "once in a while" category ($\bar{x}=3.36$) and a relatively

higher standard deviation of ($\sigma_x=1.195$), indicating greater variability in responses. This points to a potential area for improvement in the leader's engagement with diverse viewpoints during problem-solving. Overall, the results highlight a strength in suggesting new approaches to assignments but suggest an opportunity for enhancement in seeking diverse perspectives in problem-solving efforts.

On aggregate, a moderately high mean score was obtained on a 5-point scale ($\bar{x}=3.7934$, $\sigma_x=.79998$). This means that on average, the Millennial Workforce in international non-governmental organisations in Nairobi perceives a moderately high level of intellectual stimulation. This suggests that there is a considerable degree of intellectual challenge, encouragement of creative thinking, or stimulation of innovative ideas in their work environment. The standard deviation indicates that these perceptions are fairly consistent among the respondents, implying a shared view within the group. The finding was affirmed by results of qualitative data which revealed a notable emphasis on the dimension of intellectual stimulation. Through diverse initiatives such as global learning forums, stretch assignments, an Innovation Department, and cross-functional collaboration, the organisations actively encouraged employees to think creatively, challenge assumptions, and contribute innovative ideas. This emphasis on intellectual stimulation was evident in various aspects of the organisational culture, including training workshops, flexible work arrangements, and a supportive environment for risk-taking. The following are an extract of the verbatim responses:

Engaging in diverse discussions and learning forums
with different teams sitting in different part of the globe.
Making it interesting to want to learn more about the work
(Respondent #1).

We have a department for Innovation - this department annually sources for creative solutions and ideas from staff. Every staff understands that a new idea should be shared so that it can be developed further to meet an organisation needs (Respondent #3).

Consistently conducting team meetings to monitor progress and foster a collaborative environment where ideas are shared to enhance overall team performance. Implementing cross-departmental collaboration on significant projects, ensuring a comprehensive examination of ideas from diverse perspectives. Engaging team leaders in the annual planning process to leverage their insights and expertise in shaping strategic initiatives (Respondent #4).

There are projects that have done calls to submit innovative ideas (competition) and the best idea is awarded a prize (through a set criteria). Exchange programmes where staff are sent to other locations/countries to learn new initiatives (Respondent #7).

The examination of the Millennial Workforce INGOs in Nairobi reveals a generally positive perception of intellectual stimulation. The qualitative findings emphasize a consistent belief in the importance of intellectual challenge, creative thinking, and innovation, supported by initiatives like global learning forums, an Innovation Department, and collaborative projects. Verbatim responses underscore diverse strategies such as team meetings, cross-departmental collaborations, and

innovation competitions that contribute to a culture fostering creativity. The organisational environment, reflected in training workshops and a supportive atmosphere, actively encourages intellectual engagement and innovation. In summary, the study suggests a prevalent and positive view among the Millennial Workforce regarding intellectual stimulation, supported by organisational practices and a culture that promotes creativity and innovation within Nairobi's INGO landscape. This is in line with transformational leadership theory as conceptualised by Siangchokyo, et al. 2020. It affirms the perspective of Davids et al. (2021) who suggest that the application of transformational leadership theory is an effective approach towards instilling a sense of purpose at work, something that would help in cementing the engagement of Millennials at work.

Descriptive Analysis of Inspirational Motivation

Table 4.8 provides the descriptive statistics for inspirational motivation items.

Table 4.8: *Descriptive Statistics for Inspirational Motivation Items*

Inspirational motivation items	$\bar{x}$	σ_x
Expresses confidence that goals will be achieved	4.13	0.973
Talks enthusiastically about need to accomplish	4.00	1.039
Talks optimistically about the church	3.94	1.014
Articulates a compelling vision of the future	3.89	1.131
Inspirational motivation composite score	3.99	0.057

Table 4.8 shows that the highest score was observed in terms of expressing confidence that goals will be achieved, with an average rating falling into the "frequently if not always" category ($\bar{x}= 4.13$) and a relatively low standard deviation ($\sigma_x=0.973$). This indicates a strong consensus among respondents about the leader's confidence in goal attainment, reflecting positively on their leadership style. On the other hand, the lowest score pertains to articulating a compelling vision of the future,

with an average rating in the "fairly often" category ($\bar{x}=3.89$) and a higher standard deviation of ($\sigma x=1.131$), suggesting more variability in perceptions. This indicates a potential area for improvement in the leader's ability to communicate a compelling vision of the future for the organisation. The results highlight a strength in expressing confidence in goal achievement but suggest an opportunity for enhancement in communicating a compelling future vision.

In overall, a high mean composite score for inspirational motivation influence was obtained ($\bar{x}=3.9923$, $\sigma x=.86573$) suggesting that, on average, the participants rated the practice of inspirational motivation highly. The finding suggests that Millennial employees in organisations see their leaders as highly inspiring and motivational. The high mean composite score suggests that the leaders are perceived as effectively conveying a sense of motivation and inspiration to the workforce. The relatively low standard deviation indicates that this perception is consistent across the Millennial employees, with less variability in their responses. This is a positive indicator of leadership effectiveness in motivating and inspiring the Millennial Workforce in the INGOs. The scores were corroborated by findings from qualitative data which brought out inspirational motivation as a noticeable theme in the responses as it was evident that leaders are perceived as effective motivators and communicators who inspire commitment and engagement among the Millennial Workforce. A number of respondents highlighted leaders who effectively communicate a vision, inspire commitment, and motivate Millennials within the organisation. The following are verbatim examples:

Communicating the vision and selling something greater to them inspires them at a place of work, selling differs values and expectations also motivates them. Another key

component is effective Communication and building relationship with them (Respondent #6).

The leader contributes to cultivating a positive organisational culture. This culture, based on integrity and fairness, encourages Millennials to engage more passionately in their work and the organisation's mission (Respondent #13).

The findings suggest that the leadership in INGOs, were perceived positively by Millennial employees in terms of inspirational motivation. The combination of quantitative and qualitative data provides a comprehensive understanding of the leadership dynamics and their impact on the workforce in these organisations. This concurs with the definitive meaning of inspirational motivation which, according to Edmondson (2018), is characterised by leaders having capacity to shape the core attitudes and assumptions of the organisation's members, resulting in a shared mind-set geared towards accomplishing the established objectives.

Descriptive Analysis of Transformational Leadership

The study sought to establish a single index for measuring transformational leadership. The scores for each dimension were aggregated and a composite mean score generated as shown in table 4.9.

Table 4.9: *Descriptive Statistics for Transformational Leadership Composite Score*

			Statistic	Std. Error
Transformational Leadership	Mean		3.7834	.05146
	95% Confidence	Lower Bound	3.6820	
	Interval for Mean	Upper Bound	3.8848	
	5% Trimmed Mean		3.8367	
	Median		3.9271	
	Variance		.606	
	Std. Deviation		.77875	

Minimum	1.15	
Maximum	5.00	
Range	3.85	
Interquartile Range	1.03	
Skewness	-.944	.161
Kurtosis	.946	.320

Table 4.9 shows that the composite mean score for transformational leadership aggregate was moderately high on a 5-point scale ($\bar{x}$ =3.78, σ_x = .77875). This suggests that Millennial employees perceive their leaders as effective in exhibiting transformational leadership behaviours.

Descriptive Analysis of Soft Human Resource Approach Items

Respondents were asked to rate how frequently soft HR approach was practiced in their organisation from 1 to 5 where 1=not at all and 5=frequently.

Table 4.10 presents the mean and standard deviation of the individual item scores.

Table 4.10: *Descriptive Statistics of Soft Human Resource Approach Items*

The human resource approach in my organisation ...	$\bar{x}$	σ_x
Grants me freedom to innovate and problem solve	4.08	.929
Accords me independence in how I carry out my tasks and achieve my goals	4.02	.988
Trusts me to make decisions within my designated roles and responsibilities	4.00	1.064
Promotes synergy and cohesion among employees	3.92	1.097
Works with me as a team to achieve organisational goals	3.86	1.132
Provides me with training and tools I need to succeed in my job role	3.85	1.032
Shares information freely with staff	3.81	1.109
Recognize me for my contributions achievement	3.71	1.108
Provides a forum where I can share my ideas, concerns and suggestions	3.68	1.146
Listen to and acts on my feedback	3.68	1.116
Includes me in in decisions that affect my work and life	3.58	1.267
Puts emphasis on collective effort	3.90	1.092

Table 4.10 indicates that a high mean score was obtained for the statement; “the human resource approach in my organisation trusts me to make decisions within my designated roles and responsibilities” ($\bar{x}$ = 4.00, σ_x = 1.064). The finding suggests that, on average, the employees perceive that there is a level of trust and empowerment within the organisation, indicating a positive aspect of the organisational culture. This is a favourable finding, as trust in decision-making is often associated with higher employee engagement and job satisfaction. This is in line with the observation by Hemby (2017) that trust has been shown to increase team engagement and cooperative behaviours.

Table 4.10 indicates that a high mean score was obtained for the statement; “the human resource approach in my organisation accords me independence in how I carry out my tasks and achieve my goals” ($\bar{x}$ = 4.02, σ_x = .988). The high mean score suggests that, on average, employees perceive a significant degree of freedom and autonomy in their tasks. It implies that the INGOs value giving its employees the freedom to decide how to accomplish their responsibilities, which can be seen as a positive aspect fostering a sense of trust and empowerment among the workforces. This finding aligns with Coyle (2018) who posited that providing Millennial Workforce with a degree of autonomy and decision-making power over their work can enhance their cognitive engagement by giving them a sense of ownership and responsibility.

Table 4.10 indicates that a high mean score was obtained for the statement; “the human resource approach in my organisation grants me freedom to innovate and problem solve” ($\bar{x}$ = 4.08, σ_x = .929). The high mean score suggests that, on average, employees perceive a significant level of autonomy and support for creative thinking in their workplace. In simpler language, it means that the organisation values and

encourages its employees to be innovative and take the initiative in solving problems, fostering a positive and empowering work environment. This finding affirms the notion that empowerment allows employees to have a certain level of independence in how they carry out their tasks and achieve their goals, as long as they align with the overall organisational objectives. According to Khan and Ullah (2021), this involves granting employees the freedom to innovate, problem-solve, and contribute to the organisation's success in a meaningful way

Table 4.10 indicates that a moderately high mean score was obtained for the statement; “the human resource approach in my organisation provides me with training and tools I need to succeed in my job role” ($\bar{x}=3.85$, $\sigma_x= 1.032$). This suggests that, on average, employees feel that their organisation's human resource approach provides them with a reasonable amount of training and tools to succeed in their job roles. It indicates that the organisation recognizes the importance of supporting employees with the necessary resources for their tasks. While the score is not the highest, it still suggests a positive perception among employees that they are being equipped with the essential skills and tools needed for success in their roles. This is in keeping with Key aspects of employee empowerment which, from the perspective of Marta et al., (2021) include providing employees with the necessary resources, information, and tools to perform their jobs effectively.

Table 4.10 indicates that a moderately high mean score was obtained for the statement; “the human resource approach in my organisation recognize me for my contributions achievement” ($\bar{x}=3.71$, $\sigma_x= 1.108$). The finding suggests that on average, employees feel that their organisation's human resource approach somewhat recognizes them for their contributions and achievements. While it's not the highest score, it still indicates a positive perception among employees that their efforts and

accomplishments are acknowledged by the organisation. It suggests a level of appreciation for the work they do, contributing to a more positive work environment and potentially enhancing overall engagement among the Millennial Workforce. This finding compares favourably with the idea fronted by Saleem et al. (2019) that organisations that promote employee empowerment often recognize and reward their employees for their contributions and achievements.

Table 4.10 indicates that a moderately high mean score was obtained for the statement; “the human resource approach in my organisation provides a forum where I can share my ideas, concerns and suggestions” ($\bar{x}=3.68$, $\sigma_x= 1.146$). The moderately high mean score suggests that, on average, employees feel that their organisation's human resource approach provides them with some opportunities to express their ideas, concerns, and suggestions. While it's not the highest score, it still indicates a positive perception among employees that there is a platform for open communication within the organisation. This can contribute to a sense of inclusion and engagement, as employees feel they have a voice and can contribute their thoughts to the decision-making process.

Table 4.10 indicates that a moderately high mean score was obtained for the statement; “the human resource approach in my organisation listen to and acts on my feedback” ($\bar{x}= 3.68$, $\sigma_x= 1.116$). The moderately high mean score suggests that, on average, employees feel that their organisation's human resource approach somewhat listens to and takes action based on their feedback. While it's not the highest score, it indicates a positive perception among employees that there is a degree of responsiveness to their input and suggestions within the organisation. This is in keeping with the understanding advanced by Rahmi et al. (2020) that feedback loops allow employees to share their ideas, concerns, and suggestions, while managers

provide constructive feedback and guidance. This can contribute to a sense of being valued and engaged among the Millennial Workforce.

Table 4.10 indicates that a moderately high mean score was obtained for the statement; “the human resource approach in my organisation includes me in in decisions that affect my work and life” ($\bar{x}=3.58$, $\sigma_x= 1.267$). The moderately high mean score suggests that, on average, employees feel that their organisation's human resource approach somewhat includes them in decisions that impact their work and personal life. While it's not the highest score, it still indicates a positive perception among employees that there is some level of involvement in decision-making processes. This is consistent with Echebiri et al. (2020) who emphasize that the focus in collaboration is on leveraging diverse perspectives and expertise to generate innovative ideas, solve complex problems, and make decisions collectively. This can contribute to a sense of empowerment and engagement, as employees feel their opinions are considered in matters that affect them directly.

Table 4.10 indicates that a moderately high mean score was obtained for the statement; “the human resource approach in my organisation works with me as a team to achieve organisational goals” ($\bar{x}=3.86$, $\sigma_x= 1.132$). This moderately high mean score suggests that, on average, employees feel that their organisation's human resource approach involves working together as a team to accomplish the organisation's goals. While it's not the highest score, it indicates a positive perception among employees that there is a reasonable level of teamwork and collaboration within the organisation. This agrees with the observation that collaboration in organisations manifest in teamwork, which refers to the act of individuals coming together to form a team or group with a shared purpose or objective (Sanyal &

Hisam, 2018). This can contribute to a sense of cohesion and shared purpose, fostering a positive and engaging work environment for the Millennial Workforce.

Table 4.10 indicates that a moderately high mean score was obtained for the statement; “the human resource approach in my organisation promotes synergy and cohesion among employees” ($\bar{x}=3.92$, $\sigma_x= 1.097$). The moderately high mean score suggests that, on average, employees feel that their organisation's human resource approach actively encourages teamwork, collaboration, and unity among the workforce. Alghamdi and Bach (2018) advanced the argument that when team members know what they are working towards, they can focus their efforts and collaborate with synergy. While it's not the highest score, it indicates a positive perception among employees that there is a reasonable level of effort to promote a harmonious and cooperative atmosphere within the organisation. This can contribute to a more positive and engaging work environment for the Millennial Workforce.

Table 4.10 indicates that a moderately high mean score was obtained for the statement; “the human resource approach in my organisation shares information freely with staff” ($\bar{x}=3.81$, $\sigma_x= 1.109$). This moderately high mean score suggests that, on average, employees feel that their organisation's human resource approach somewhat regularly shares information openly and transparently with the staff. While it's not the highest score, it indicates a positive perception among employees that there is a reasonable level of communication and transparency within the organisation. This agrees with the definition of soft HR which, from the perspective of Degbey et al., (2021), involves sharing ideas, feedback, and information freely, which fosters trust among team members. This can contribute to a sense of trust and engagement among the Millennial Workforce, as they feel informed and included in organisational matters.

Table 4.10 indicates that a moderately high mean score was obtained for the statement; “the human resource approach in my organisation puts emphasis on collective effort” ($\bar{x}=3.90$, $\sigma_x= 1.092$). This moderately high mean score suggests that, on average, employees feel that their organisation's human resource approach places a reasonable emphasis on the importance of working together as a team. While it's not the highest score, it indicates a positive perception among employees that there is a notable focus on collaborative efforts within the organisation. This finding agrees with Saleem et al.'s (2019) definition of collaboration as emphasizing a collective effort where each participant's contributions are valued and respected, regardless of their formal role or position. This can contribute to a sense of unity and shared responsibility among the Millennial Workforce, fostering a positive and engaging work environment.

The quantitative results were affirmed in the findings of key informant interviews whose overarching theme indicated that Millennials are actively and significantly involved in shaping decisions and processes within their organisations, leading to positive outcomes. Millennials are often encouraged to contribute innovative ideas, showcasing their creative and forward-thinking approach to various aspects of organisational functions. Their involvement ranges from staff engagement initiatives, digitizing work systems, and heading innovative committees to shaping payroll processes and contributing to broader organisational goals. Notably, Millennials excel in organizing events, team building, and driving digital transformation initiatives. Their active participation in decision-making processes has a profound impact on the final outcomes, fostering diverse perspectives, creative problem-solving, and an understanding of emerging trends. Millennials' involvement in automating tasks, drafting HR policies, and leading digital transformation journeys

has led to improved efficiency, enhanced user experiences, and organisational agility. The theme underscores the importance of recognizing and leveraging Millennials' capabilities to drive innovation and contribute to the overall success of the organisation. The following verbatim excerpts are indicative of the foregoing discussion:

The Millennials' capacity to embrace the broader organisational goals became instrumental in tailoring their tasks to align with their individual strengths. The more extroverted team members adeptly engaged with customers, whereas the introverted counterparts approached interactions with a deliberate mindset, taking additional time before initiating engagement. This variety in approaches allowed each individual to interpret the overarching objectives uniquely, cultivating diverse and effective methods of achieving successful outcomes (Respondent #4).

The organisation conducts annual ministry fairs where each department is evaluated on various metrics on community outreach and customer service. Millennials in the organisation were assigned the task to decide, plan and execute a successful event on their own. This involvement saw them work as a team and come up with various creative ways to emerge the winner. The impact was that the department not only emerged the winner, but bagged multiple trophies on different categories of assessment (Respondent #5).

The organisation strongly promotes idea generation across all levels of employees, particularly during planning sessions. Recognizing the rapid evolution of technology, employees are encouraged to be agile and generate ideas as needs arise. The top leadership maintains an open-door policy, fostering an environment where staff can freely share their thoughts. Notably, the organisational leadership is courageous in welcoming challenges to their thinking, and they demonstrate bold support for Millennials in executing their innovative ideas (Respondent #8).

Millennials actively contributed to the organisation's digital transformation initiatives. Their familiarity with emerging technologies, such as AI, automation, and data analytics, influenced decision-making regarding digital strategies and process optimization. Their involvement led to the adoption of advanced technological solutions, streamlining workflows, enhancing efficiency, and improving customer experiences. The outcome resulted in a more agile and technologically advanced organisation, better equipped to adapt to market changes and meet evolving customer demands. The integration of innovative technologies facilitated cost savings, increased productivity, and positioned the organisation as a forward-thinking industry leader in the digital landscape. The active involvement of Millennials in decision-making processes brought diverse perspectives, innovative ideas, and a

deep understanding of evolving trends. This involvement positively impacted the final outcomes by ensuring that decisions were aligned with current market trends, employee preferences, and the overall goals of the organisation. The outcomes were often more adaptive, responsive, and tailored to meet the needs of both the organisation and its stakeholders (Respondent #13).

The foregoing results suggest that Millennials are not only actively participating in decision-making but also bringing valuable contributions that lead to organisational success, particularly in areas such as team collaboration, event planning, idea generation, and digital transformation. Their unique strengths, diverse approaches, and technological expertise contribute to creating a dynamic and innovative organisational culture. This finding agrees with Ihuah (2014) about the existence of enough evidence on how soft HR approach leads to employee engagement through improved performance more so in complex and dynamic groups

Comparing scores across all items, the item "the human resource approach in my organisation grants me freedom to innovate and problem solve" received the highest mean score ($\bar{x}= 4.08$, $\sigma_x= .929$), indicating that Millennial employees feel empowered and supported to think creatively, propose new ideas, and solve problems within the organisation. This suggests that the Soft Human Resource Approach, which emphasizes flexibility, employee empowerment, and participation, is perceived as effective in fostering a culture of innovation and enabling employees to contribute meaningfully to organisational goals. On the other hand, the statement "Includes me in decisions that affect my work and life" received the lowest mean rating ($\bar{x}=3.58$, $\sigma_x= 1.267$), suggesting that there may be room for improvement in involving

employees in decision-making processes that directly impact their work and personal lives. This could indicate a perceived lack of inclusion or consultation in decision-making within the organisation, which may lead to feelings of disempowerment, disengagement, and reduced job satisfaction among employees. In contrast to the positive perception of freedom to innovate and problem solve, the lower rating on inclusion in decisions highlights the importance of ensuring that employees feel valued, respected, and involved in organisational decision-making processes to enhance their engagement and commitment to the organisation.

Descriptive Analysis of Soft Human Resource Approach Composite Score

A composite score for soft human resource approach was computed to establish a single numerical value derived from combining multiple individual scores on each item. Table 4.11 presents the descriptive statistics.

Table 4.11: *Descriptive Statistics for Soft Human Resource Approach Composite Score*

			Statistic	Std. Error
Soft HR Approach Composite Score	Mean		3.8568	.05819
	95% Confidence	Lower Bound	3.7422	
	Interval for Mean	Upper Bound	3.9715	
	5% Trimmed Mean		3.9082	
	Median		4.0000	
	Variance		.762	
	Std. Deviation		.87284	
	Minimum		1.08	
	Maximum		5.00	
	Range		3.92	
	Interquartile Range		1.29	
	Skewness		-.711	.162
	Kurtosis		.083	.323

According to table 4.11, a moderately high mean composite rating for soft human resource approach was observed on a 5-point scale ($\bar{x}=3.86$, $\sigma_x=.87284$). This indicates a positive perception among employees regarding the organisation's human

resource practices. This can contribute to a more engaged and satisfied Millennial Workforce, as they perceive that the organisation places importance on people-centric approaches in its management and leadership style. These scores were confirmed in qualitative findings which revealed a consistent theme: empowering Millennials within organisations by granting them decision-making authority results in a myriad of positive outcomes. Notably, Millennials exhibit increased motivation, work harder, and take ownership of projects, as evidenced by successful internships, product launches, and flexible working arrangements. The recognition of digital specialization, the establishment of self-organized volunteer teams, and the promotion of Millennials based on performance underscore the significance of autonomy in fostering innovation and commitment. The experiences also highlight the role of decision-making authority in skill development, confidence building, and creative problem-solving. Ultimately, the overarching impact is a positive influence on the quality of Millennials' contributions, enhancing organisational success and loyalty. These aspects were evidenced in the following verbatim excerpts:

The organisation recently onboarded Millennials to drive a product in the market. Initially, the standard working arrangement for the average employees involved an eight-hour workday with a requirement to be physically present at their workstations. The first week posed challenges for both the supervisors and the new hires. To facilitate their integration, a flexible working arrangement was introduced. This allowed them to structure their schedules, report progress weekly, and take ownership of their initiatives, fostering a more adaptable and empowered approach to their roles (Respondent #4).

One instance a Millennial was holding a senior position and although quite skilled they seemed to make serious decisions in a rushed way before gathering factual information to inform the decision. Sometimes it resulted in serious errors, however a lot of learning and mentoring has improved situation (Respondent #7).

Millennials have played a pivotal role in establishing and maintaining our social media presence, curating relevant content, and structuring it to align with the organisation's targeted messages. Presently, the team has undertaken the task of revitalizing our website. The leadership's endorsement and provision of resources for their initiatives significantly contribute to the high quality of their work. The assurance of support in executing their roles not only enhances their performance but also fosters organisational loyalty (Respondent #8).

As part of empowering lower level, one of our Assistant Team Leaders was assigned the responsibility to lead a new emergency response project. Empowering him to make decisions about project timelines, resource allocation, and implementation strategies fostered a sense of ownership. This led to creative problem-solving and innovation, as he felt more invested in the project's success (Respondent #16).

The positive experiences outlined in the qualitative findings suggest that a soft human resource approach, particularly one that empowers Millennials through

decision-making authority, has a favourable impact on employee engagement, innovation, and organisational success. The examples provided illustrate the importance of autonomy in fostering a positive work culture and the development of valuable skills among Millennials. This finding affirms the validity of Theory Y as put forward by McGregor (1957) in situating the relevance of soft HR approach for explaining Millennial Workforce engagement (Due, 2023). It also agrees with the assertion by Niati et al., (2022) that there is sufficient evidence that the same would yield significant results on how to increase Millennial Workforce engagement.

Descriptive Analysis of Millennial Workforce Engagement Items

Respondents were asked to rate how they felt at work on a 5-point scale where 1=Never, 2=Rarely, 3=Sometimes, 4=Often, 5=Always. Table 4.12 presents the mean and standard deviation scores for each item as well as the aggregate score that indicates the extent of Millennial Workforce engagement overall.

Table 4.12: *Millennial Workforce Engagement Item Statistics*

Millennial Workforce engagement items	$\bar{x}$	σ_x
I am proud of the work that I do	4.31	.852
I am enthusiastic about my job	4.12	.864
My job inspires me	4.12	.888
I feel happy when I am working intensely	3.92	1.001
When I get up in the morning, I feel like going to work	3.87	1.031
At my work, I feel strong and vigorous	3.83	.926
I am immersed in my work	3.79	.966
At my work, I feel I am bursting with energy	3.51	1.067
I get carried away when I am working	3.42	1.197
Millennium workforce engagement aggregate score	3.88	.977

Table 4.12 shows that on a 5-point scale, the mean score for the statement, “at my work, I feel I am bursting with energy” was moderately high ($\bar{x}=3.51$, $\sigma_x=1.067$),

indicating that, on average, employees feel a decent amount of energy at work. The moderate standard deviation suggests that there is some variability in how much employees feel bursting with energy, but on average, the sentiment is moderately high. This aligns with the theoretical expectations of work engagement theory, which, according to Schaufeli et al. (2017), posits that engaged employees are enthusiastic and proactive. The high variability however implies that some individuals report higher scores, indicating a greater sense of energy, while others report lower scores. This variability could be influenced by various factors, such as individual differences, job roles, or work environments.

The statement, “at my work, I feel strong and vigorous” generated a moderately high mean score ($\bar{x}=3.83$, $\sigma_x=.926$), suggesting that employees generally feel strong and vigorous in their work environment. The lower standard deviation indicates less variability, suggesting that employees tend to consistently feel strong and vigorous with a moderately high average score. The factors associated with vigour, as described by Schaufeli et al. (2017) align with positive work-related behaviours and attitudes. Employees who experience vigour are more likely to approach tasks with enthusiasm, maintain focus, and adapt cognitively to challenges, contributing to effective and efficient task performance. In the present study, the statement “I am enthusiastic about my job” obtained a high mean score on a 5-point scale ($\bar{x}=4.12$, $\sigma_x=.864$) indicating that employees, on average, express a high level of enthusiasm about their jobs. The low standard deviation suggests that there is relatively little variability in employees' enthusiasm about their jobs. On average, the enthusiasm is consistently high.

The statement “My job inspires me” also garnered a high mean score on a 5-point scale ($\bar{x}=4.12$, $\sigma_x=.888$), suggesting that employees find inspiration in their

jobs. The low standard deviation indicates that employees consistently find inspiration in their jobs with a high average score. In the context of the study by Sánchez-Cardona et al. (2018), which emphasizes the positive influence of inspiration on collaborative work and performance, the high mean score aligns well with the notion that inspired individuals are more likely to engage in collaborative efforts. The high mean score and low standard deviation support the idea that employees, on average, feel inspired by their jobs. This inspiration may contribute to a work environment conducive to collaboration, creativity, and ultimately improved performance, as outlined in the referenced study.

The statement “When I get up in the morning, I feel like going to work” obtained a moderately high mean score ($\bar{x}=3.87$, $\sigma_x=1.031$), suggesting that, on average, employees have a positive attitude toward going to work in the morning. The moderately high standard deviation suggests some variability in employees' attitudes toward going to work in the morning, but on average, the sentiment is moderately high. Further, the statement “I feel happy when I am working intensely” generated a moderately high mean score ($\bar{x}=3.92$, $\sigma_x=1.001$). Indicating that employees generally experience happiness when working intensely. The moderate standard deviation indicates variability in the happiness experienced when working intensely, but the average score is moderately high. The positive attitude toward going to work and happiness when working intensely align well with the three components of work engagement proposed by Decuypere and Schaufeli (2020). This suggests a workplace environment characterized by vigour, dedication, and absorption, which are indicative of an engaged and committed Millennial Workforce.

The statement “I am proud of the work that I do” garnered the highest mean score on a 5-point scale ($\bar{x}=4.31$, $\sigma_x=.852$). Suggesting that employees, on average,

feel a high level of pride in their work. The low standard deviation suggests that employees consistently feel a high level of pride in their work with a very high average score. Colan (2016) suggests that true engagement goes beyond mere job satisfaction and involves a deeper emotional connection to one's work. The high mean score indicates that employees, on average, experience a strong sense of pride in their work. This aligns with the notion that pride is a key component of emotional engagement in the workplace.

The statement "I get carried away when I am working" had a moderate mean score ($\bar{x}=3.42$, $\sigma_x=1.197$), indicating that employees, on average, do not strongly agree or disagree with getting carried away when working. The moderately high standard deviation indicates that there was a noticeable amount of variability in responses, which means that while the average sentiment is moderate agreement, there are diverse opinions or experiences among the respondents. The finding aligns with Decuyper and Schaufeli (2020) who asserted that absorption is an essential element in work engagement theory, indicating complete involvement and focus on work activities.

The statement "I am immersed in my work" obtained a moderately high mean score ($\bar{x}=3.79$, $\sigma_x=.966$), suggesting that employees generally feel immersed in their work. The relatively lower standard deviation indicates that there is less variability in responses compared to the first statement. This suggests a more consistent tendency among respondents to agree that they are immersed in their work. Considering Andrade & Westover (2020) assertion that engaged Millennials are more likely to be fully present and immersed in their work, the provided statistic aligns with this idea. The high mean score suggests a positive overall sentiment regarding work

immersion, and this could potentially reflect a higher level of engagement among the respondents.

Millennial Workforce engagement aggregate score was moderately high ($\bar{x}=3.88$, $\sigma x=.977$), meaning that the overall workforce engagement level is moderately high when considering the aggregate scores from all the statements. The standard deviation indicates a moderate amount of variability in the responses across the workforce. This suggests a generally positive sentiment among the workforce regarding engagement, but with some variability in individual responses. This finding contradicts the notion advanced by Cattermole (2018) that Millennial Workforce engagement pose a serious challenge to the leadership and human resource. A potential explanation for the disparity is that the level of engagement can vary significantly based on the specific sector, organisational culture, and leadership practices.

Comparing the results across all the millennium engagement items, the statement “I am proud of the work that I do” yielded the highest mean score on a 5-point scale ($\bar{x}=4.31$, $\sigma x=.852$) while the statement “I get carried away when I am working” had the lowest mean score ($\bar{x}=3.42$, $\sigma x=1.197$). These results suggest that while the respondents generally take pride in their work, there may be opportunities to further enhance their engagement by fostering a deeper sense of absorption and immersion in their tasks.

Diagnostic Tests

This section presents the diagnostic tests for the independent, mediating, and dependent variables. The independent variables are: individualised consideration, idealised influence, intellectual stimulation, and inspirational motivation. The

mediating variable is soft HR approach, while the dependent variable is Millennial Workforce engagement.

Normality of Individualized Consideration

A Shapiro-Wilk test was conducted to assess the normality of the distribution of individualised consideration. Table 4.13 presents the output.

Table 4.13: *Tests of Normality of Individualised Consideration Composite Score*

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Individualised Consideration Composite Score	.094	229	.000	.961	229	.000
a. Lilliefors Significance Correction						

The test result in Table 4.13 revealed a significant departure from normality ($W = .961$, $df = 229$, $p < .05$). The obtained p-value of less than .05 suggests a rejection of the null hypothesis, indicating that the distribution of individualised consideration composite score is significantly different from a normal distribution. This violation of normality requirement was addressed through log transformation in SPSS.

Linearity of Individualized Consideration

The assumption of linearity was assessed by examining a scatterplot of the individualized consideration composite score and Millennial Workforce engagement composite index. Figure 4.2 displays the results.

Figure 4.2: *Individualised Consideration Scatterplot*

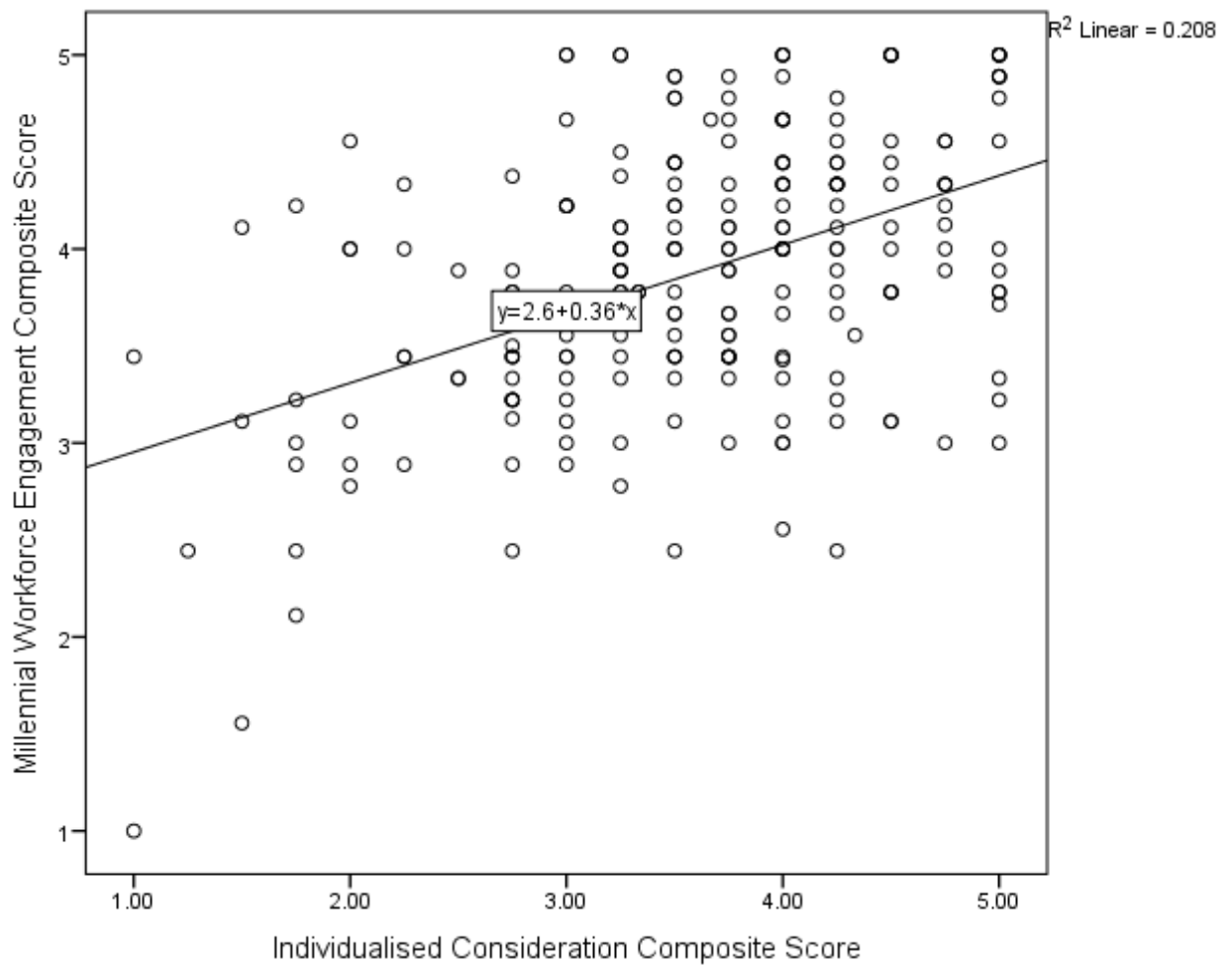


Figure 4.2 suggests that no clear non-linear patterns were observed in the scatterplot, indicating that the linearity assumption was fulfilled. This means that the relationship between the individualised consideration and the Millennial Workforce engagement can be adequately represented by a straight line.

Multicollinearity of Individualized Consideration

Multicollinearity of individualised consideration was assessed using the Variance Inflation Factor (VIF). Table 4.14 presents the test statistics.

Table 4.14: Multicollinearity of Individualised Consideration

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.961	.208		9.423	.000		
Individualised Consideration Composite Score	.086	.078	.110	1.101	.272	.320	3.121
Idealised Influence Composite Score	-.022	.099	-.026	-.226	.822	.247	4.045
Inspirational Motivation Composite Score	.029	.085	.037	.345	.730	.282	3.542
Intellectual Stimulation Composite Score	.136	.081	.171	1.668	.097	.306	3.272
Soft HR Approach Composite Score	.278	.058	.350	4.763	.000	.590	1.695

a. Dependent Variable: Millennial Workforce Engagement Composite Score

Table 4.14 reveals that the VIF value for individualised consideration was 3.121, which is well below the commonly used threshold of 10, indicating no significant multicollinearity issues.

Normality of Idealised Influence

Shapiro-Wilk test was performed on the composite score for idealised influence in order to ascertain whether the scores were normally distributed. Table 4.15 displays the finding.

Table 4.15: Tests of Normality of Idealised Influence Composite Score

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Idealised Influence Composite Score	.094	229	.000	.950	229	.000

a. Lilliefors Significance Correction

The test result in Table 4.15 revealed a significant departure from normality ($W = .950$, $df = 229$, $p < .05$). The obtained p-value of less than .05 suggests a rejection of the null hypothesis, indicating that the distribution of idealised influence composite score is significantly different from a normal distribution. Thus, log-transformation was effected before inferential analysis.

Linearity of Idealised Influence

The assumption of linearity was assessed by examining a scatterplot of the idealised influence composite score and Millennial Workforce engagement composite index. Figure 4.2 displays the results.

Figure 4.3: *Idealised Influence Scatterplot*

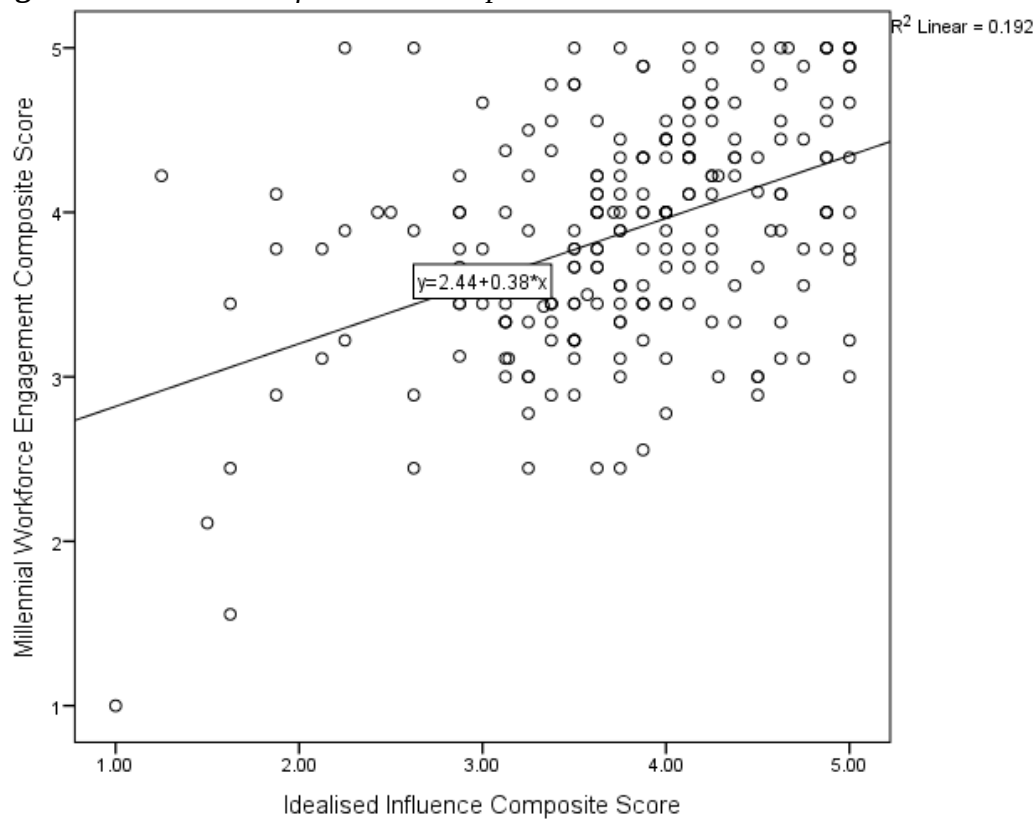


Figure 4.3 indicates that the scatterplot did not show distinct non-linear patterns, implying the fulfilment of the linearity assumption. This suggests that a straight line can effectively represent the relationship between idealised influence and Millennial Workforce engagement.

Multicollinearity of Idealised Influence

Multicollinearity of idealised influence was assessed using the Variance Inflation Factor (VIF) as shown in table 4.16.

Table 4.16: Multicollinearity of Idealised Influence

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta				Tolerance	VIF
(Constant)	1.961	.208			9.423	.000		
Individualised Consideration Composite Score	.086	.078	.110	1.101	.272		.320	3.121
Idealised Influence Composite Score	-.022	.099	-.026	-.226	.822		.247	4.045
Inspirational Motivation Composite Score	.029	.085	.037	.345	.730		.282	3.542
Intellectual Stimulation Composite Score	.136	.081	.171	1.668	.097		.306	3.272
Soft HR Approach Composite Score	.278	.058	.350	4.763	.000		.590	1.695

a. Dependent Variable: Millennial Workforce Engagement Composite Score

Table 4.16 shows that the VIF value for idealised influence was 4.045. This falls below threshold of 10, thereby indicating no significant multicollinearity in the data.

Normality of Inspirational Motivation Composite Score

Shapiro-Wilk test was undertaken to ascertain the normality of the distribution of inspirational motivation composite score.

Table 4.17: *Test of Normality of Inspirational Motivation Composite Score*

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Inspirational Motivation Composite Score	.140	229	.000	.902	229	.000

a. Lilliefors Significance Correction

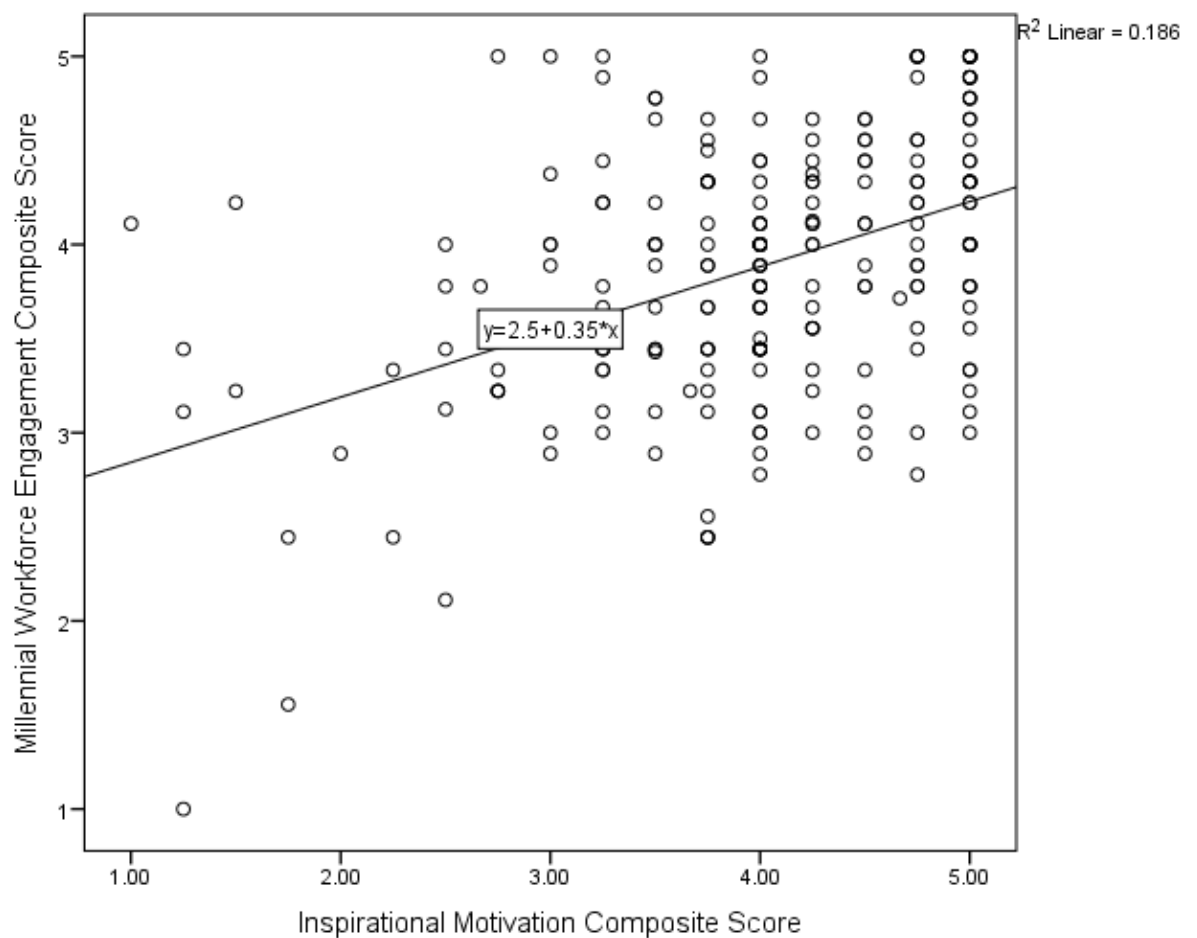
As table 4.17 shows, the scores significantly departed from a normal distribution ($W = .902$, $df = 229$, $p < .05$). The obtained p-value of less than .05 suggests a rejection of the null hypothesis, indicating that the distribution of

individualised consideration composite score violated normality requirement. This was addressed through log transformation.

Linearity of Inspirational Motivation

A scatterplot was employed to visually examine the potential linear association between their composite scores as shown in figure 4.4.

Figure 4.4: *Inspirational Motivation Scatterplot*



A visual inspection of the scatter plot suggests the existence of a linear relationship between inspirational motivation scores and Millennial Workforce engagement scores. The results imply that the requirement for linearity was met.

Multicollinearity of Inspirational Motivation

Multicollinearity of inspirational motivation was tested using the Variance Inflation Factor (VIF) as shown in table 4.18.

Table 4.18: *Multicollinearity Test for Inspirational Motivation*

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta				Tolerance	VIF
(Constant)	1.961	.208			9.423	.000		
Individualised Consideration Composite Score	.086	.078	.110	1.101	.272		.320	3.121
Idealised Influence Composite Score	-.022	.099	-.026	-.226	.822		.247	4.045
Inspirational Motivation Composite Score	.029	.085	.037	.345	.730		.282	3.542
Intellectual Stimulation Composite Score	.136	.081	.171	1.668	.097		.306	3.272
Soft HR Approach Composite Score	.278	.058	.350	4.763	.000		.590	1.695

a. Dependent Variable: Millennial Workforce Engagement Composite Score

Table 4.18 reveals that the VIF value for individualised consideration was 3.542, which is well below the commonly used threshold of 10, indicating no significant multicollinearity in the data.

Normality of Intellectual Stimulation Composite Score

Shapiro-Wilk test was undertaken to ascertain the normality of the distribution of intellectual stimulation composite score. Table 4.19 presents the output.

Table 4.19: *Test of Normality of Intellectual Stimulation Composite Score*

	Tests of Normality					
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Intellectual Stimulation Composite Score	.110	229	.000	.953	229	.000

a. Lilliefors Significance Correction

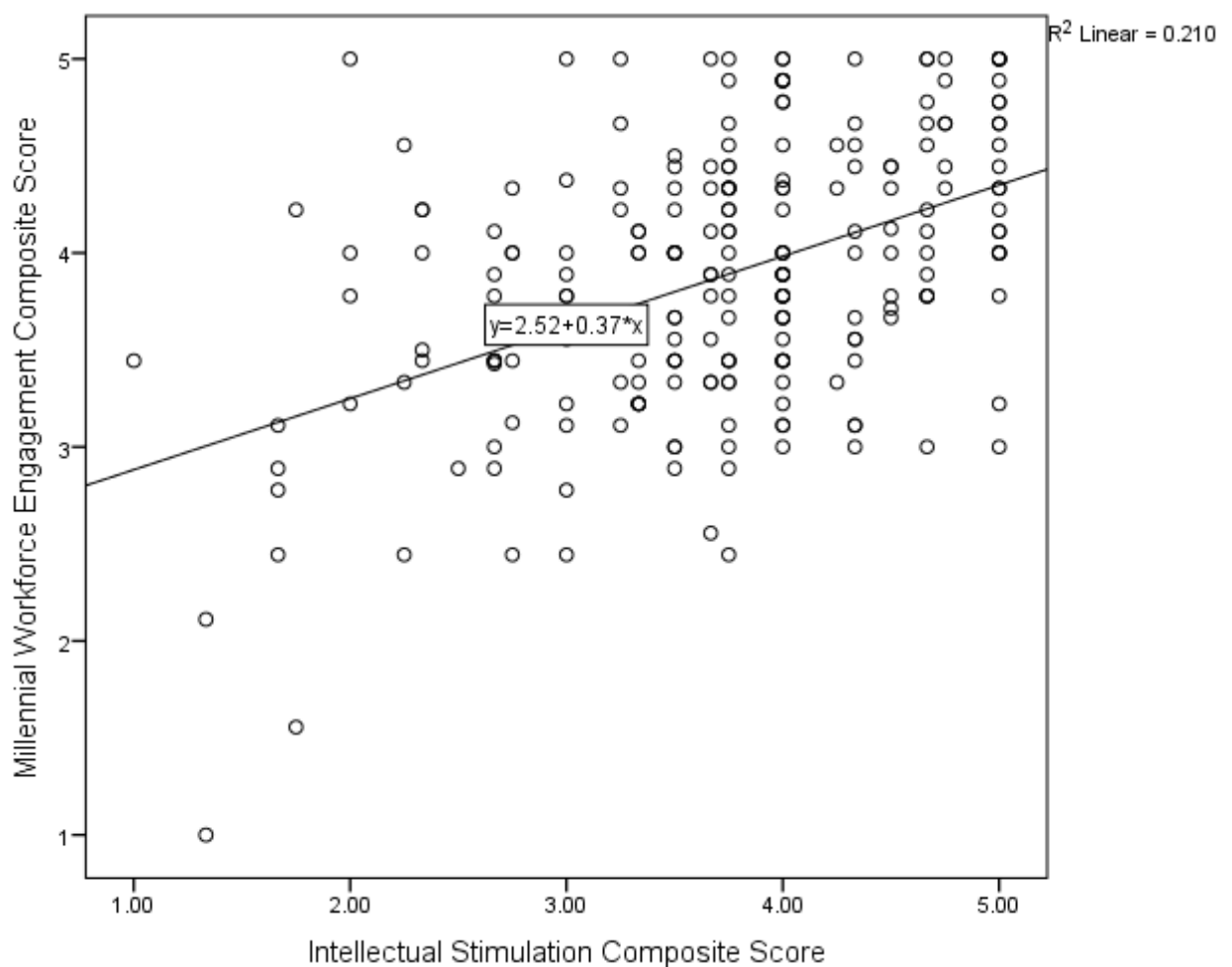
The results in table 4.19 reveal that there was a significant deviation of the scores from a normal distribution ($W = .953$, $df = 229$, $p < .05$). The obtained p-value of less than .05 suggests a rejection of the null hypothesis, indicating that the

distribution of intellectual stimulation composite score was non-normal. The dataset was thus subjected to log-transformation to correct the deviation.

Linearity of Intellectual Stimulation Composite Score

The linearity of intellectual stimulation composite score against Millennial Workforce engagement scores was checked by plotting the data in a scatterplot as shown in figure 4.5.

Figure 4.5: *Linearity of Intellectual Stimulation Composite Score*



A visual inspection of figure 4.5 suggests that there was evidence of a linear relationship between intellectual stimulation and Millennial Workforce engagement. The linear pattern reveals that Millennial Workforce engagement tended to increase

with increase in intellectual stimulation. Therefore, the requirement for linearity was fulfilled.

Multicollinearity of Intellectual Stimulation Composite Score

Multicollinearity of intellectual stimulation was tested using the Variance Inflation Factor (VIF) as shown in table 4.22.

Table 4.20: *Multicollinearity Test for Intellectual Stimulation Composite Score*

Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	1.961	.208		9.423	.000		
Individualised Consideration Composite Score	.086	.078	.110	1.101	.272	.320	3.121
Idealised Influence Composite Score	-.022	.099	-.026	-.226	.822	.247	4.045
Inspirational Motivation Composite Score	.029	.085	.037	.345	.730	.282	3.542
Intellectual Stimulation Composite Score	.136	.081	.171	1.668	.097	.306	3.272
Soft HR Approach Composite Score	.278	.058	.350	4.763	.000	.590	1.695

a. Dependent Variable: Millennial Workforce Engagement Composite Score

Table 4.20 indicates that the VIF value for Intellectual Stimulation was 3.272, well below the commonly used threshold of 10, thus implying the absence of significant multicollinearity in the data.

Normality of Transformational Leadership

A Shapiro-Wilk test was conducted to assess the normality of the distribution of transformational leadership composite score. Table 4.21 shows the results.

Table 4.21: *Tests of Normality of Transformational Leadership Composite Score*

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Transformational Leadership	.084	229	.000	.942	229	.000

a. Lilliefors Significance Correction

The test result in Table 4.7 revealed a significant departure from normality ($W = .942$, $df = 229$, $p < .05$). The obtained p-value of less than .05 suggests a rejection of the null hypothesis, indicating that the distribution of transformational leadership composite score is significantly different from a normal distribution. This violation of normality requirement was addressed through log transformation in SPSS.

Linearity of Transformational Leadership

The assumption of linearity was assessed by examining a scatterplot of the transformational leadership composite score and Millennial Workforce engagement composite index. Figure 4.6 displays the results.

Figure 4.6: *Transformational Leadership and Millennial Workforce Engagement Scatterplot*

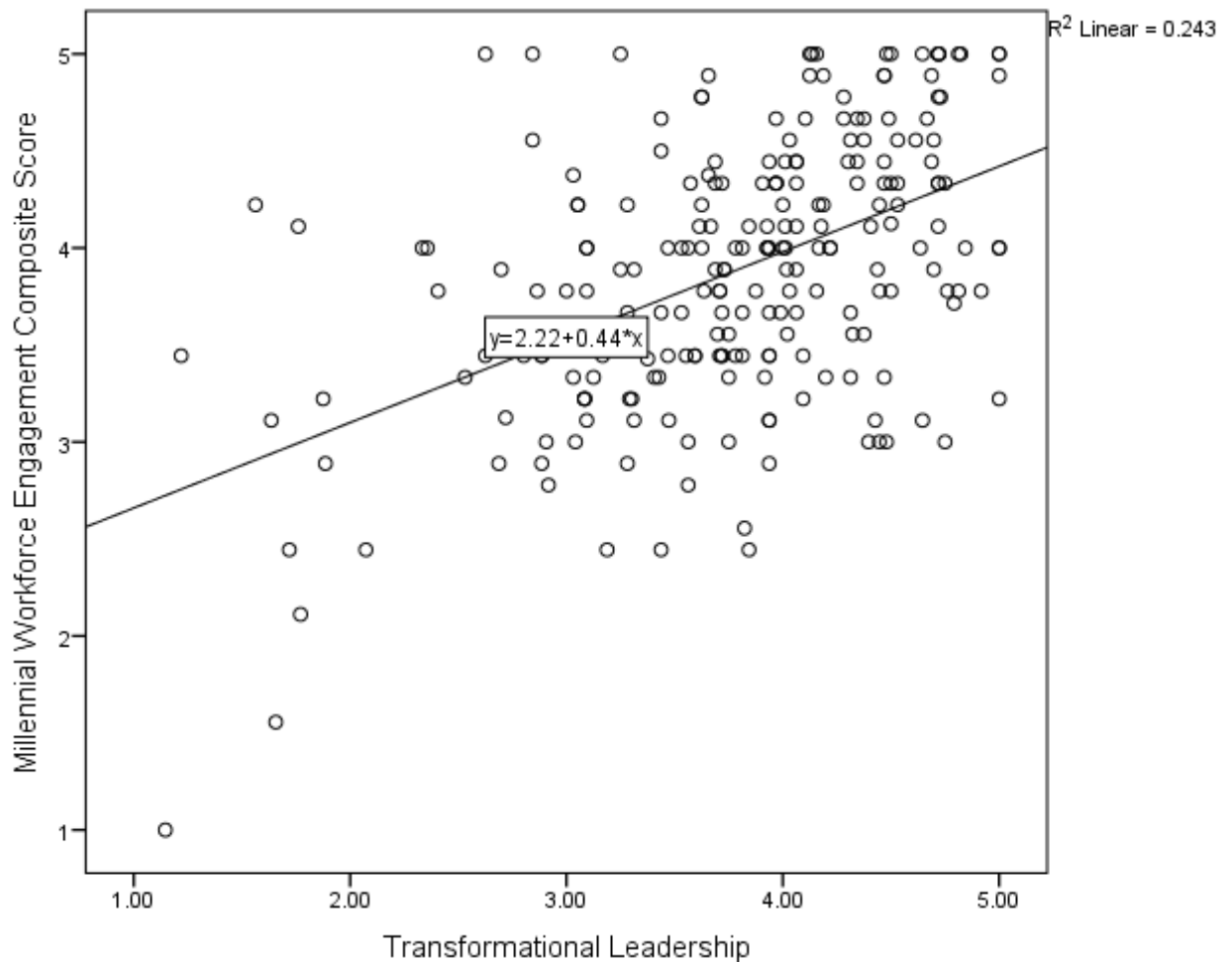


Figure 4.6 indicates that the scatterplot did not show distinct non-linear patterns, implying the fulfilment of the linearity assumption. This suggests that a straight line can effectively represent the relationship between transformational leadership and Millennial Workforce engagement.

Multicollinearity of Transformational Leadership

Multicollinearity of transformational leadership was assessed using the Variance Inflation Factor (VIF) as shown in table 4.22.

Table 4.22: Multicollinearity Test of Transformational Leadership

	Unstandardized		Standardized		Collinearity Statistics		
	Coefficients		Coefficients				
Model	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	1.921	.204		9.420	.000		
Soft HR Approach Composite Score	.262	.058	.330	4.533	.000	.592	1.690
Transformational Leadership	.252	.065	.282	3.874	.000	.592	1.690

a. Dependent Variable: Millennial Workforce Engagement Composite Score

Table 4.22 shows that the VIF value for transformational leadership composite score was 1.690. This falls below threshold of 10, thereby indicating no significant multicollinearity in the data.

Test of Normality of Soft Human Resource Approach Composite Score

Normality of the soft human resource approach composite index was assessed using the Shapiro-Wilk test. Table 4.23 presents the output.

Table 4.23: Tests of Normality of Soft Human Resource Approach Composite Score

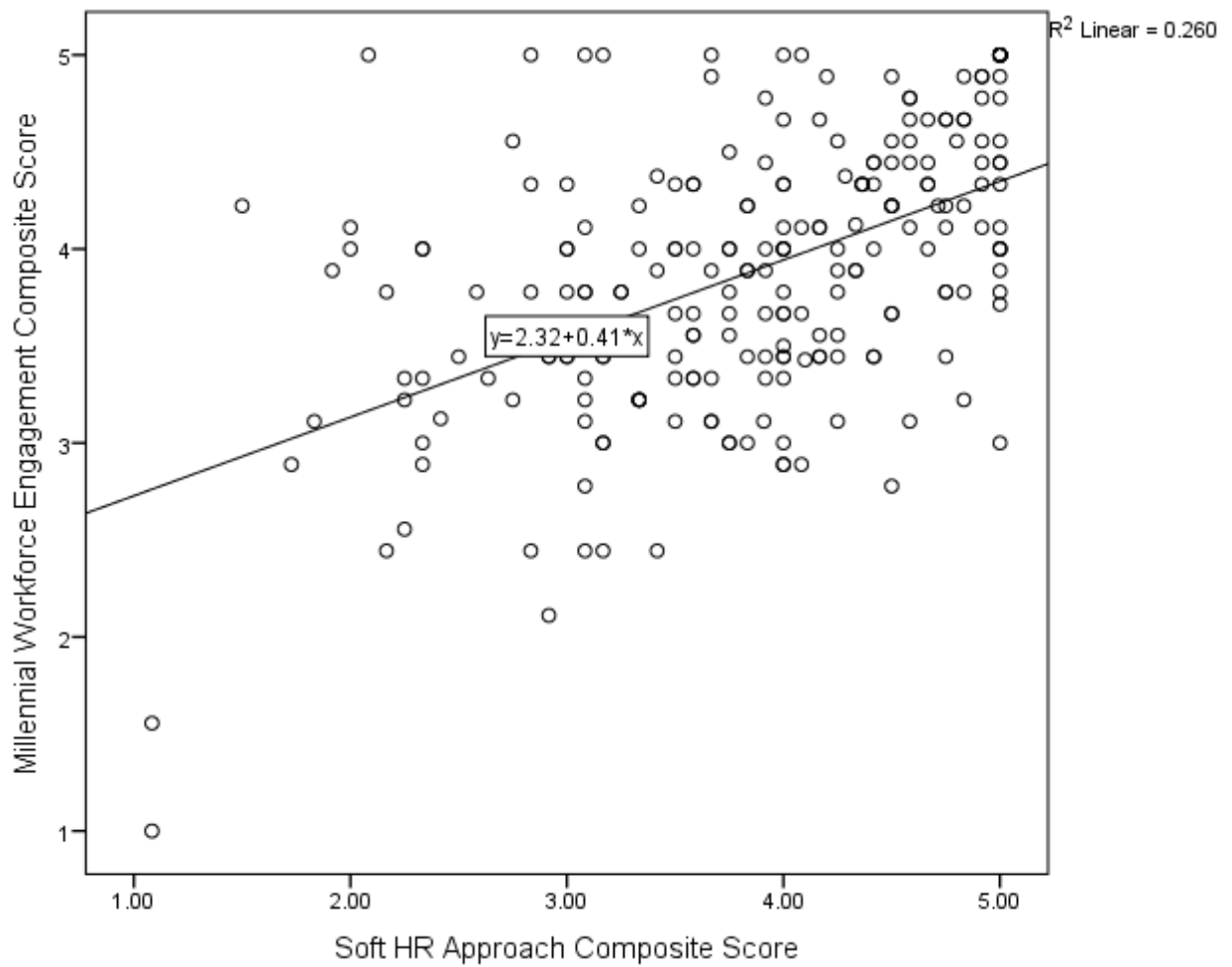
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Soft HR Approach Composite Score	.095	229	.000	.945	229	.000

a. Lilliefors Significance Correction

Table 4.23 indicates that the data were found to be significantly different from a normal distribution, as indicated by the Shapiro-Wilk statistic ($W = .095$, $df=229$, $p = <.01$). This means that the distribution of the scores was non-normal, thus violating normality requirement. This was addressed through log transformation.

Test of Linearity of Soft Human Resource Approach Composite Score

To assess the linearity assumption between soft human resource approach composite score and workforce engagement composite index, a scatterplot analysis was conducted as displayed in figure 4.7.

Figure 4.7: *Soft Human Resource Approach Scatterplot*

Upon visual inspection of the scatterplot, it appears that there is presence of a linear relationship between soft human resource approach composite score and Millennial Workforce engagement composite score. The observed linear relationship suggests that the assumption of linearity was met.

Test of Multicollinearity of Soft Human Resource Approach Composite Score

To evaluate multicollinearity, Variance Inflation Factors (VIF) and tolerance values were computed for soft human resource composite score and the output presented in table 4.24.

Table 4.24: *Multicollinearity of Soft Human Resource Approach*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.961	.208		9.423	.000		
Individualised Consideration Composite Score	.086	.078	.110	1.101	.272	.320	3.121
Idealised Influence Composite Score	-.022	.099	-.026	-.226	.822	.247	4.045
Inspirational Motivation Composite Score	.029	.085	.037	.345	.730	.282	3.542
Intellectual Stimulation Composite Score	.136	.081	.171	1.668	.097	.306	3.272
Soft HR Approach Composite Score	.278	.058	.350	4.763	.000	.590	1.695

a. Dependent Variable: Millennial Workforce Engagement Composite Score

Table 4.24 shows that VIF value was 1.695, with tolerance value of .590, indicating absence of multicollinearity.

Normality of Millennial Workforce Engagement

A Shapiro-Wilk test was conducted to assess the normality of the distribution of Millennial Workforce engagement. Table 4.25 presents the output.

Table 4.25: *Tests of Normality*

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Millennial Workforce Engagement Composite Score	.071	229	.008	.956	229	.000

a. Lilliefors Significance Correction

The test result in Table 4.25 revealed a significant departure from normality ($W = .956$, $df = 229$, $p < .05$). The obtained p-value of less than .05 suggests a rejection of the null hypothesis, indicating that the distribution of Millennial Workforce engagement composite score is significantly different from a normal distribution. This violation of normality requirement was addressed through log transformation in SPSS.

Linearity of Millennial Workforce Engagement

The assumption of linearity was assessed by examining a scatterplot of Millennial Workforce engagement composite score and Millennial Workforce engagement composite index. Figure 4.8 displays the results.

Figure 4.8: *Soft HR Approach and Millennial Workforce Engagement Scatterplot*

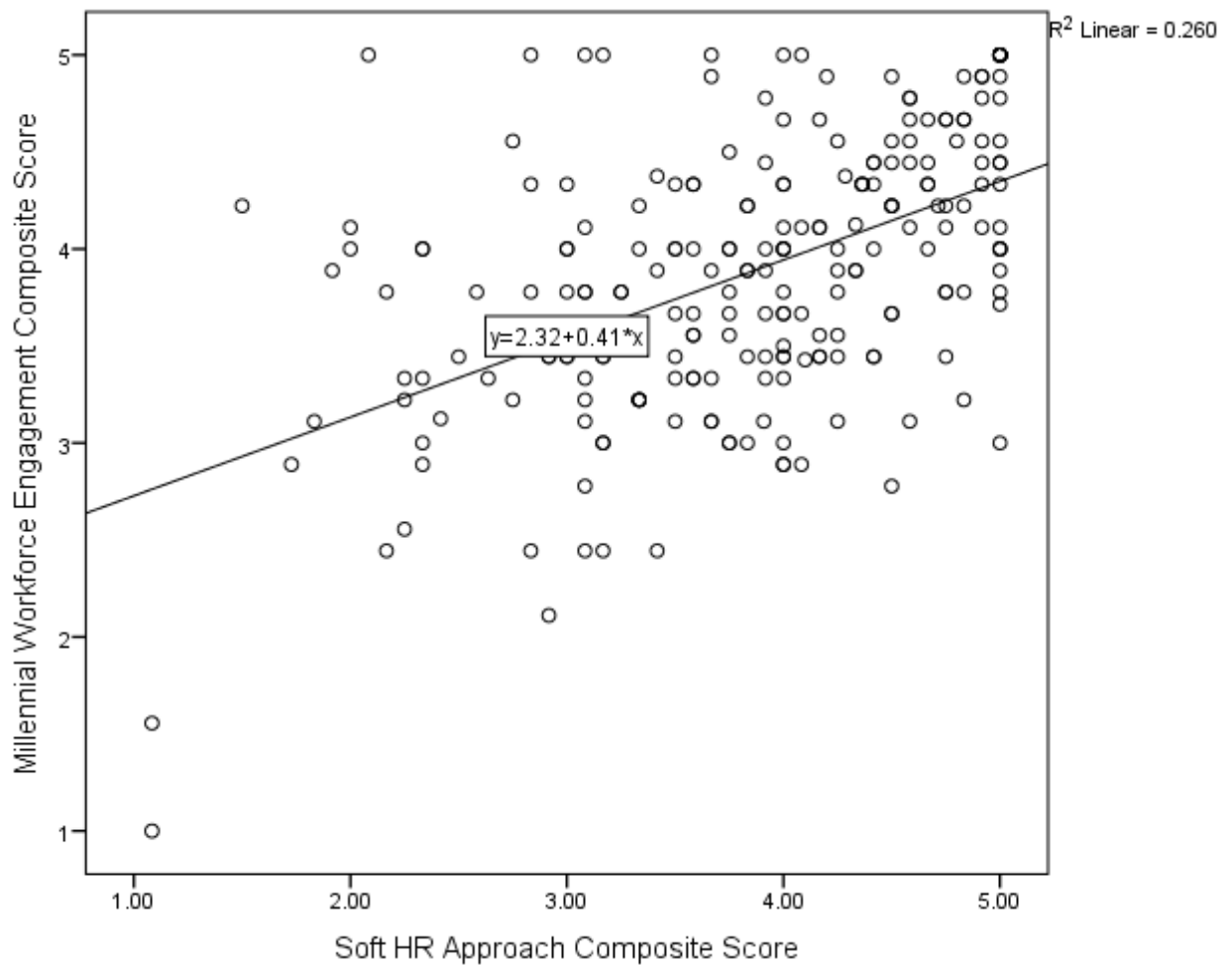


Figure 4.8 indicates that the scatterplot did not show distinct non-linear patterns, implying the fulfilment of the linearity assumption. This suggests that a straight line can effectively represent the relationship between soft HR approach and Millennial Workforce engagement.

Inferential Statistics

This section of the chapter presents the inferential analysis and hypothesis testing. The results and discussion of inferential results are thematically presented in line with each specific objective.

Effect of Individualized Consideration on Millennial Workforce Engagement

The first objective of the study was to establish the effect of individualised consideration on Millennial Workforce engagement in international non-governmental organisations in Nairobi, Kenya. Pearson's correlation technique was performed to establish the relationship between individualised consideration and Millennial Workforce engagement at $p < .05$. Table 4.26 presents the output.

Table 4.26: *Correlation between Individualised Consideration and Millennial Workforce Engagement*

		1	2
Millennial Workforce Engagement Composite Score	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	230	
Individualised Consideration Composite Score	Pearson Correlation	.456**	1
	Sig. (2-tailed)	.000	
	N	230	230

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4.26 shows that a positive and statistically significant correlation was obtained between individualised consideration composite score and Millennial Workforce engagement composite score ($r = .456$, $p < .01$). This means that as the individualized consideration score increases, the Millennial Workforce engagement tends to increase as well. The p-value being less than 0.01 suggests that the observed correlation is unlikely to be a result of random chance. The results imply that when leaders in international NGOs in Nairobi demonstrate individualized consideration, it

positively impacts the engagement of the Millennial Workforce. The results align with a research conducted in Kenya by Njoroge et al. (2022), where it was observed that transformational leaders enhance the enthusiasm of Millennial employees for their work by 65%. This positive impact was credited to the implementation of personalized attention and providing support.

The common theme across the qualitative responses was the enhancement of team morale through the recognition and utilization of each team member's unique strengths and aspirations when assigning tasks or responsibilities. Organisations achieve this by acknowledging individual contributions, aligning assignments with skills and interests, and offering career development opportunities. The importance of promotions based on notable strengths, involving team members in decision-making processes, and promoting teamwork and collaboration is highlighted. Regular check-ins and feedback sessions are emphasized to ensure that strengths and aspirations are effectively considered, while the presence of individual development programs, mentoring, coaching, and recognition initiatives further contributes to a positive work environment. Overall, the overarching theme centered on valuing and leveraging the diverse talents and aspirations of team members to foster a supportive and motivated team, ultimately contributing to overall organisational success. This was evident in the following sample verbatim responses:

The organisation values both the inherent talents and professional training of its employees when delegating responsibilities. While initial hiring aligns with job requirements, ongoing assignments consider an individual's suitability for a particular position based on their evolving skills and experience within the organisation. Consequently,

when a vacancy arises, preference is given to an employee whose skills align closely with the requirements of the position. This approach promotes longer tenures as employees have the opportunity to serve in various roles over time, contributing to a dynamic and versatile workforce (Respondent #4).

Whenever a project or a task is to be initiated, employees are asked to volunteer themselves based on their own interests. This increases ownership, because employees participate in tasks that they like or want (Respondent #5).

Some managers have done well in identifying their individual member strengths in their functional areas and nurtured them to success by matching tasks with individual strengths. Balance is key as a manager is sometimes perceived to favour a member by assigning certain tasks (Respondent #7).

There is individual development programs, mentoring and coaching, leadership programs, recognition programs. This approach enhances team morale by promoting a sense of recognition, personal fulfilment, and individualized professional development. When employees feel that their strengths are acknowledged and their aspirations are taken into account, they are more likely to be motivated, engaged, and satisfied in their roles (Respondent #16).

The qualitative responses consistently highlight the importance of enhancing team morale by recognizing and leveraging the unique strengths and aspirations of each team member when assigning tasks. This involves acknowledging individual contributions, aligning assignments with skills and interests, and providing career development opportunities. The significance of promotions based on strengths, involving team members in decision-making, and promoting teamwork is emphasized. Regular check-ins and feedback sessions, along with individual development programs and recognition initiatives, contribute to a positive work environment. The overall theme emphasizes valuing and utilizing diverse talents to foster a supportive and motivated team for organisational success. This aligns with Turner's (2020) observation that Millennials value flexible work environments, prompt issue resolution, timely communication, and rewards and recognition.

The following null hypothesis was tested:

H₀₁: Individualised consideration has no statistically significant effect on Millennial Workforce engagement in international non-governmental organisations in Nairobi, Kenya

A simple linear regression analysis was conducted to examine the effect of Individualised Consideration on Millennial Workforce Engagement. The output of the regression model is presented in table 4.27.

Table 4.27: *Regression of Millennial Workforce Engagement on Individualised Consideration*

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.456 ^a	.208	.204	.618	
a. Predictors: (Constant), Individualised Consideration Composite Score					
ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.

1	Regression	22.054	1	22.054	57.693	.000 ^b
	Residual	84.099	229	.382		
	Total	106.154	230			

a. Dependent Variable: Millennial Workforce Engagement Composite Score

b. Predictors: (Constant), Individualised Consideration Composite Score

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
			Std. Error			
Model		B		Beta	t	Sig.
1	(Constant)	2.597	.174		14.943	.000
	Individualised Consideration Composite Score	.356	.047	.456	7.596	.000

a. Dependent Variable: Millennial Workforce Engagement Composite Score

The regression model accounted for 20.8% of the variance in Millennial Workforce engagement, as indicated by the R-squared value of .208. The analysis revealed a significant intercept, $B = 2.597$, $t(12) = 14.943$, $p < .01$, indicating that the Millennial Workforce engagement composite score is expected to be 2.597 when individualised consideration composite score is zero. The coefficient for individualised consideration composite score was also significant, $B = .356$, $t(1) = 7.596$, $p < .01$, suggesting a positive association between the Millennial Workforce engagement and individualised consideration. Thus, the null hypothesis was rejected and alternative hypothesis adopted: individualised consideration has a statistically significant effect on Millennial Workforce engagement in international non-governmental organisations in Nairobi, Kenya. The finding indicates that the way leaders practice individualized consideration has a meaningful impact on the engagement levels of Millennial employees in international non-governmental organisations in Nairobi. The higher the individualized consideration, the higher the expected engagement among the Millennial Workforce. The result aligns with the findings of Srichaipanya et al. (2020), who studied the impact of transformational leadership styles on employee engagement. In both studies, individualized

consideration emerged as a crucial dimension with a substantial explanatory power on employee engagement.

The qualitative responses from the survey participants reveal a strong emphasis on individualized consideration. Leaders are consistently praised for creating safe spaces, providing platforms for anonymous expression, and fostering open environments where employees can share challenges without fear. The leadership demonstrates an awareness of and responsiveness to individual needs by highlighting the impact of employees on the community, engaging actively with staff, and recognizing the unique characteristics of the Millennial generation. The diverse and flexible leadership style accommodates different employee needs and provides benefits, contributing to a positive work environment. Through transparent communication and a compelling vision, leaders address challenges while inspiring and motivating employees at a personal level, ultimately fostering enthusiasm, commitment, and resilience among the Millennial Workforce. These were reflected in the following verbatim statements:

A very complex organisation am in. However, with leaders being able to create safe spaces for interactions, this provides a sense of ownership to the process and work. Therefore it does make it easier to work and enhance commitments to the organisation (Respondent #1).

The organisational structure is designed to provide a conducive environment for staff to openly share their challenges without fearing any encroachment on their space. This setup allows managers to establish supportive frameworks that contribute to the development of resilience. For instance,

amid challenging periods like the Covid-19 pandemic, the management facilitated a smooth transition to remote work, showcasing a proactive approach to addressing difficulties and promoting adaptability (Respondent #4).

The leadership tries to be engaging, giving opportunity to hear everyone's opinion. Communicating the organisation bigger picture to get commitment (Respondent #7).

Millennial have a forum to air their views and express what works well for them. The leader understands kind of generation he is handling. Provides an environment that motivates the team. Remember millenials get bored very fast (Respondent #11).

The foregoing findings provide actionable insights for leaders in international NGOs in Nairobi, emphasizing the importance of incorporating individualized consideration practices. Recognizing and addressing the unique needs and concerns of Millennial employees can contribute to higher levels of engagement. This is in keeping with Ogola et al. (2017) whose study examined the relationship between individualised consideration and employee engagement outcomes in selected SMEs and reported that individualized consideration practices such as employee recognition, confidence creation, and encouragement of self-development, as well as mentoring and coaching, had positive implications to organisations in terms of workforce performance.

Effect of Idealised Influence on Millennial Workforce Engagement

The second objective of the study was to establish the effect of idealised influence on Millennial Workforce engagement in international non-governmental organisations in Nairobi, Kenya. A Pearson correlation analysis was performed to examine the relationship between idealised influence composite score and Millennial Workforce engagement composite score. Table 4.28 provides the findings.

Table 4.28: *Pearson Correlation between Idealised Influence and Millennial Workforce Engagement*

		1	2
1. Millennial Workforce Engagement Composite Score	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	230	
2. Idealised Influence Composite Score	Pearson Correlation	.438**	1
	Sig. (2-tailed)	.000	
	N	230	230

**. Correlation is significant at the 0.01 level (2-tailed).

The analysis revealed a statistically significant positive correlation ($r=.438$, $p<.01$), indicating that as idealised influence composite score increased, Millennial Workforce engagement composite score also tended to increase. The coefficient indicates that the strength of the correlation was moderate. This means that there is a significant but moderate positive connection between how leaders exhibit idealised influence such as setting a positive example and earning trust, and how engaged the Millennial Workforce is in INGOs. The finding implies that when leaders in these organisations demonstrate positive qualities and build trust, the Millennial employees are more likely to be engaged in their work. The higher the idealised influence composite score, the higher the Millennial Workforce engagement tends to be. The finding agrees with the results of a study by Bader et al. (2023) who investigated how idealised influence transformed followers' work engagement in different industries in

Germany and reported implied effect off individualized influence on workforce engagement.

The correlation result was corroborated with findings from qualitative data which revealed that leaders were portrayed as role models who lead by example, inspiring others to follow their commitment and dedication. The emphasis on the impact of employees on the community showcases leaders as individuals with a strong sense of purpose and influence, motivating employees to contribute positively. Further, leaders emphasizing the commitment to organisational goals highlight a sense of shared purpose and dedication. The following are an excerpt of the verbatim comments:

Our leaders lead from the front. No matter the situation or crisis, they come out and rally everyone towards a common goal (Respondent #3).

The leadership draw attention to the great impact that the workers have on the community. This motivates employees to continue to give their all even during times of constraints (Respondent #5).

In our organisation, the leadership places a strong emphasis on fostering a sense of enthusiasm and optimism, through transparent communication by keeping employees informed about the challenges the organisation is facing, the steps being taken to address them, and the potential impact on the employees themselves. Our leaders consistently communicate a compelling vision for the organisation's future, even during challenging times. They highlight the

opportunities that arise from overcoming obstacles and how the organisation can emerge stronger. The leaders create a supportive environment where employees feel comfortable expressing their concerns and seeking guidance. They actively listen to employee feedback, address their concerns, and provide the necessary resources and support to overcome challenges. This support helps employees feel valued and motivated, leading to increased enthusiasm and commitment (Respondent #16).

The finding underscores effective leadership practices within INGOs, highlighting leaders as exemplary role models who lead by example and inspire dedication. Emphasis is placed on leaders recognizing and communicating the impactful contributions of employees to the community, fostering a shared sense of purpose and dedication to organisational goals. Transparent communication during challenges is a key aspect, with leaders actively sharing information and maintaining optimism. The leaders create a supportive environment, encouraging open dialogue where employees feel comfortable expressing concerns and seeking guidance. Actively listening to employee feedback and providing necessary resources cultivates a culture of mutual respect and collaboration. Overall, these leadership qualities contribute to increased employee enthusiasm and commitment, creating a positive organisational culture that benefits both the workforce and the organisation as a whole.

Simple linear regression modelling technique was used to test the following null hypothesis:

H₀₂: Idealised influence has no statistically significant effect on Millennial Workforce engagement in international non-governmental organisations in Nairobi, Kenya.

Table 4.29 presents the results.

Table 4.29: Regression of Millennial Workforce Engagement on Idealised Influence

Model Summary						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
1		.438 ^a	.192	.188	.625	
a. Predictors: (Constant), Idealised Influence Composite Score						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.588	1	20.588	52.637	.000 ^b
	Residual	86.830	229	.391		
	Total	107.418	230			
a. Dependent Variable: Millennial Workforce Engagement Composite Score						
b. Predictors: (Constant), Idealised Influence Composite Score						
Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.439	.204		11.979	.000
	Idealised Influence Composite Score	.381	.053	.438	7.255	.000
a. Dependent Variable: Millennial Workforce Engagement Composite Score						

Table 4.29 indicates that the regression model explained 19.2% of the variability in Millennial Workforce engagement, $R^2=.192$, $F(1) = 52.637$, $p<.01$. One unit increase in idealised influence composite score was associated with 0.438 unit increase in Millennial Workforce engagement ($\beta=.438$, $p<.01$). Thus, the null hypothesis: idealised influence has no statistically significant effect on Millennial Workforce engagement in international non-governmental organisations in Nairobi, Kenya, was rejected. It was inferred that idealised influence significantly influenced Millennial Workforce engagement positively. This is in line with a study by Chebon et al. (2019) to evaluate the effect of idealised influence on employee engagement in a

Kenyan referral hospital. As also documented in the present study, correlation analysis showed a positive and statistically significant relationship between idealised influence and workforce engagement. The result however contradicts the outcome of Datche and Gachunga (2015) who examined the influence of idealised influence on employee engagement in state corporations in Kenya and found that idealised influence had a negative and statistically significant influence on employee engagement, suggesting that the effect of idealised influence was context specific.

Effect of Inspirational Motivation on Millennial Workforce Engagement

The third objective of the study was to establish the effect of inspirational motivation on Millennial Workforce engagement in international non-governmental organisations in Nairobi, Kenya. Pearson correlation analysis was performed at $p < .05$.

Table 4.30: *Correlation between Inspirational Motivation and Millennial Workforce Engagement*

		1	2
1. Millennial Workforce Engagement Composite Score	Pearson Correlation Sig. (2-tailed) N	1 230	
2. Inspirational Motivation Composite Score	Pearson Correlation Sig. (2-tailed) N	.432** .000 230	1 230

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4.30 shows that there was a statistically significant positive correlation between inspirational motivation composite score and Millennial Workforce engagement composite score ($r = .432$, $p < .01$). This means that Millennial Workforce engagement increased with rise in inspirational motivation dimension of transformational leadership. This finding is contrary to the results of a study by Mon et al. (2021) which investigated inspirational motivation and its effect on employee

engagement in the civil service in Indonesia and reported that the influence of inspirational motivation was positive but statistically insignificant. This discrepancy could be attributed to differences in organisational contexts, leadership styles, or cultural factors between the studied organisations in the two studies. However, the study agrees with the research results of Maina et al. (2021) which explored the influence of inspirational motivation and employee engagement within public universities in Kenya and found that inspirational motivation accounted for 31.7% of the variability observed in employee engagement. The significant positive correlation implies that organisations, especially those with Millennial employees, may benefit from fostering inspirational motivation among leaders.

The study sought to test the following hypothesis:

H₀₃: Inspirational motivation has no statistically significant effect on Millennial Workforce engagement in international non-governmental organisations in Nairobi, Kenya

Table 4.31: *Regression of Millennial Workforce Engagement on Inspirational Motivation*

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.432 ^a	.186	.183	.624		
a. Predictors: (Constant), Inspirational Motivation Composite Score						
ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	19.783	1	19.783	50.832	.000 ^b
	Residual	86.399	229	.389		
	Total	106.183	230			
a. Dependent Variable: Millennial Workforce Engagement Composite Score						
b. Predictors: (Constant), Inspirational Motivation Composite Score						
Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
			Std. Error			
Model		B	Error	Beta	t	Sig.

1	(Constant)	2.497	.198		12.579	.000
	Inspirational Motivation Composite Score	.346	.049	.432	7.130	.000

a. Dependent Variable: Millennial Workforce Engagement Composite Score

Table 4.31 indicates that the regression model accounted for 18.6% of the variance in Millennial Workforce engagement, as indicated by the R-squared value of .186. The analysis revealed a significant intercept, $B = 2.497$, $t(12) = 12.579$, $p < .01$, indicating that the Millennial Workforce engagement composite score is expected to be 2.597 when inspirational motivation composite score is zero. The coefficient for inspirational motivation composite score was also statistically significant, $B = .346$, $t(1) = 7.130$, $p < .01$, suggesting a positive association between the Millennial Workforce engagement and inspirational motivation. Thus, the null hypothesis was rejected and alternate hypothesis affirmed: inspirational motivation has a statistically significant effect on Millennial Workforce engagement in international non-governmental organisations in Nairobi, Kenya. It can thus be inferred that that inspiring and motivating the Millennial Workforce in these organisations significantly impact positively on their overall engagement and involvement in their work.

Effect of Intellectual Stimulation on Millennial Workforce Engagement

The fourth objective of the study was to establish the effect of intellectual stimulation on Millennial Workforce engagement in international non-governmental organisations in Nairobi, Kenya. Pearson correlation analysis was performed to establish the significance of the relationship. Table 4.32 presents the results.

Table 4.32: *Correlation between Intellectual stimulation and Millennial Workforce Engagement*

		1	2
1. Millennial Workforce Engagement Composite Score	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	230	
2. Intellectual Stimulation Composite Score	Pearson Correlation	.459**	1
	Sig. (2-tailed)	.000	
	N	230	230

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4.32 indicates that the relationship between intellectual stimulation and Millennial Workforce engagement was positive and statistically significant ($r=.459$, $p<.01$). This finding suggests that Millennial Workforce engagement increased with more practice of intellectual stimulation of Millennial Workforce among the INGOs in Kenya.

The following hypothesis was tested:

H_{04} : Intellectual stimulation has no statistically significant effect on Millennial Workforce engagement in international non-governmental organisations in Nairobi, Kenya

In order to test the hypothesis, Millennial Workforce engagement composite score was regressed on intellectual stimulation composite score using simple linear regression modelling technique. Table 4.23 shows the model summary, ANOVA and coefficients.

Table 4.33: *Regression of Millennial Workforce Engagement on Intellectual Stimulation*

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.459 ^a	.210	.207	.616		
a. Predictors: (Constant), Intellectual Stimulation Composite Score						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.340	1	22.340	58.894	.000 ^b
	Residual	83.829	229	.379		
	Total	106.168	230			
a. Dependent Variable: Millennial Workforce Engagement Composite Score						
b. Predictors: (Constant), Intellectual Stimulation Composite Score						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	2.516	.182		13.793	.000
	Intellectual Stimulation Composite Score	.367	.048	.459	7.674	.000
a. Dependent Variable: Millennial Workforce Engagement Composite Score						

Table 4.33 shows that the regression model accounted for 21.0% of the variance in Millennial Workforce engagement, as indicated by the R-squared value of .210. The analysis revealed a significant intercept, $B = 2.516$, $t(12) = 13.793$, $p < .01$, meaning that the Millennial Workforce engagement composite score is expected to be 2.516 when intellectual stimulation composite score is zero. The coefficient for intellectual stimulation was also statistically significant, $B = .367$, $t(1) = 7.674$, $p < .01$, suggesting a positive association between the Millennial Workforce engagement and intellectual stimulation. Thus, the null hypothesis was rejected and alternate hypothesis affirmed: intellectual stimulation has a statistically significant effect on Millennial Workforce engagement in international non-governmental organisations in Nairobi, Kenya. It can thus be inferred that there is evidence to support that intellectual stimulation has a meaningful impact on how engaged the Millennial Workforce is in INGOs. This is in agreement with a study by Setiono et al. (2019) which investigated the role of intellectual stimulation in developing employee

engagement among Generation Y workers in Jakarta, Indonesia. The study's results showed that the role of intellectual stimulation in workforce engagement was positive and statistically significant. Further, compared to other transformational leadership facets, it had the highest explanatory power on workforce engagement.

Mediating Role of Soft Human Resource Approach on the Relationship between Transformational Leadership and Millennial Workforce Engagement

The fifth objective of the study was to test the mediating role of soft human resource approach on the relationship between transformational leadership and Millennial Workforce engagement in international non-governmental organisations within Nairobi Kenya. Pearson correlation coefficients were computed to examine the relationship between soft human resource approach and Millennial Workforce engagement. Table 4.34 presents the result at $p < .01$.

Table 4.34: Correlation between soft HR Approach and Millennial Workforce Engagement

		1	2
1. Millennial Workforce Engagement Composite Score	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	230	
2. Soft HR Approach Composite Score	Pearson Correlation	.510**	1
	Sig. (2-tailed)	.000	
	N	230	230

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4.34 shows the existence of a positive relationship between soft human resource approach and Millennial Workforce engagement ($r = .510$, $p < .01$). The results suggest that when NGOs in Nairobi, Kenya adopt a softer and more employee-friendly approach in their human resource practices, it tends to lead to higher engagement levels among the Millennial Workforce. This implies that when organisations prioritize the well-being and development of their employees, especially Millennials, it positively influences their commitment and involvement in their work.

The central theme evident in the qualitative findings revolved around the diverse factors shaping heightened employee absorption and engagement in their tasks. Dedication often arose from a sense of responsibility to deliver outstanding results, while a nurturing work environment offering recognition and leave opportunities enhanced involvement. Respondents observed that inner drive was nurtured by captivating assignments, attainable solutions, and the prospect of individual acknowledgment. Leadership strategies that prioritize delegation, clear goals, organisational impact, and empowerment, particularly attuned to the preferences of Millennials, significantly contributed. Engaging tasks, promises of rewards, and a genuine enjoyment of work serve to intensify commitment, alongside comprehensive task explanations and the promotion of autonomy without overbearing supervision. Instances involving tight deadlines, end-of-month processes, and a transparent grasp of individual roles within the organisation further elevated engagement levels. The synthesis of urgency, a well-defined purpose, collaborative teamwork, supportive leadership, and regular feedback establishes an environment where employees are deeply engrossed in their work, losing track of time. Trust, accountability, and a pursuit of positive outcomes also played pivotal roles in sustaining heightened engagement. The coordination of activities involving employee participation and rewards additionally augmented overall engagement levels. The following are an extract of the verbatim responses:

The journey of ownership begins when leaders delegate tasks, define the desired outcomes, emphasize the organisational impact, and set clear timelines. Leaders facilitate open communication for further consultations. Crucially, leaders refrain from micromanaging the specifics of task

execution, thereby entrusting Millennials with the responsibility for achieving the goal. This strategy cultivates a sense of motivation, empowering individuals to actively drive the successful completion of their assignments (Respondent #4).

When they love what they are doing, this is inspired by understanding them and letting them do what they love. Letting them enjoying the work (Respondent #6).

Employees have a clear understanding of how their contributions tie into the broader organisational goals. Moreover, the level of ownership an employee feels for their work significantly influences their commitment to delivering results. Empowering employees to take ownership of their roles without excessive micromanagement fosters a sense of autonomy, contributing to a more enthusiastic and dedicated execution of their responsibilities (Respondent #8).

Yes severally. Some employees have had to be reminded that the team meeting has started because they were so engrossed in their work and lost track of time. They are held accountable for their work. They have received trust and want to honour the trust. They desire positive outcomes and seek to contribute to the positive outcomes of the team (not being the weak link) (Respondent #14).

The foregoing findings suggest that a soft human resource approach, coupled with effective leadership strategies that prioritize delegation, goal-setting, organisational impact, and employee empowerment, contributes significantly to Millennial Workforce engagement. These engaged employees demonstrate a strong sense of ownership, accountability, and a desire for positive outcomes, ultimately benefitting both individuals and the organisation as a whole.

The following null hypothesis was tested to establish the mediating effect of soft human resource approach:

H₀₅: Soft human resource approach has no statistically significant mediating role on the relationship between transformational leadership and Millennial Workforce engagement in international non-governmental organisations within Nairobi Kenya.

In order to test the mediating effect of soft HR approach on the relationship between transformational leadership and Millennial Workforce engagement, mediator analysis was undertaken using the four-stage approach proposed by Baron and Kenney (1986):

Stage 1: Regression of Millennial Workforce Engagement on Transformational Leadership

In the first step, Millennial Workforce engagement composite score was regressed on transformational leadership composite score and the output shown in table 4.35.

Table 4.35: *Regression of Millennial Workforce Engagement on Transformational Leadership*

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.493 ^a	.243	.240	.604		
a. Predictors: (Constant), Transformational Leadership						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.096	1	26.096	71.549	.000 ^b
	Residual	81.335	229	.365		
	Total	107.431	230			
a. Dependent Variable: Millennial Workforce Engagement Composite Score						
b. Predictors: (Constant), Transformational Leadership						
Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.220	.201		11.046	.000
	Transformational Leadership	.440	.052	.493	8.459	.000
a. Dependent Variable: Millennial Workforce Engagement Composite Score						

Table 4.35 indicates that there was a statistically significant predictive power of transformational leadership on Millennial Workforce engagement; $R^2 = .243$, $F(1) = 71.549$, $p < .01$. Thus, the null hypothesis was rejected: there was a direct association between transformational leadership and Millennial Workforce engagement.

Examination of the regression coefficient reveals that a unit increase in transformational leadership was associated with 0.493 unit increase in Millennial Workforce engagement ($\beta = 0.493$, $t = 8.459$, $p < .01$). From the qualitative analysis, the dimension of Millennial Workforce engagement that was most evident is dedication. The responses emphasized aspects such as commitment, trust, high values adoption, and a culture of giving one's best to the organisation. These elements suggest a strong sense of dedication among the Millennial Workforce influenced by the ethical and transformational leadership as described in the following verbatim responses:

He has cultivated an image of high integrity and ethics that has endeared him to many. The trust he has earned makes Millennial

workers want to emulate him and give their best when they serve the organisation (Respondent #5).

Ethical leadership, rooted in biblical values, is exemplified by the top leadership, creating a ripple effect across various levels, including those at the entry level and volunteers (Respondent #8).

Yes, it's improved on the commitment and the trust and made the Millennial adopt culture of high values (Respondent #12).

The Director is known for his commitment to ethical conduct in all aspects. He consistently demonstrates integrity, honesty, and transparency in his decision-making processes. He believes in treating all employees with respect and fairness, regardless of their position or tenure. His ethical leadership has had a significant impact on the commitment and trust of Millennial workers within the organisation... (Respondent #16).

The findings indicate a significant and positive correlation between transformational leadership and Millennial Workforce engagement, emphasizing aspects such as dedication, commitment, trust, and a culture of embracing high values. Qualitative insights underscore the influence of ethical leadership on Millennial engagement, where leaders are recognized for their integrity and commitment to ethical conduct, fostering trust and dedication among Millennial employees. The results suggest that organisations can enhance Millennial engagement by promoting transformational leadership, particularly with an ethical focus, and by encouraging leaders to consistently exhibit integrity and a commitment to ethical behaviour.

Overall, the research underscores the crucial role of leadership qualities in shaping the dedication and trust of the Millennial Workforce.

Stage 2: Regression of Soft Human Resource Approach on Transformational Leadership

Since the null hypotheses in step 1 was rejected, the researcher proceeded to the second step which also entailed regression of soft HR approach on transformational leadership. Table 4.36 presents the output.

Table 4.36: *Regression of Soft Human Resource Approach on Transformational Leadership*

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.639 ^a	.409	.406	.67278		
a. Predictors: (Constant), Transformational Leadership						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	69.717	1	69.717	154.024	.000 ^b
	Residual	100.938	229	.453		
	Total	170.655	230			
a. Dependent Variable: Soft HR Approach Composite Score						
b. Predictors: (Constant), Transformational Leadership						
Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.134	.224		5.067	.000
	Transformational Leadership	.720	.058	.639	12.411	.000

a. Dependent Variable: Soft HR Approach Composite Score

The finding in table 4.36 also indicates that transformational leadership significantly predicted soft HR approach, $R=.409$, $F(1)= 154.024$, $p<.01$. Thus, the null hypothesis was rejected: transformational leadership had a statistically significant

explanatory power on soft human resource approach. Examination of the regression coefficients indicate that a unit increase in transformational leadership was associated with .639 unit increase in soft HR approach ($\beta=.639$, $p<.01$).

The foregoing quantitative finding was corroborated by qualitative interviews where the link between transformational leadership and soft human resource approach revolved around fostering emotional commitment among employees through supportive and people-centric practices. The qualitative data showed that Millennials demonstrate strong emotional commitment when they feel a sense of oneness, support, and ownership in their roles. Strategies and practices highlighted include creating opportunities for employees to take ownership of projects and initiatives, establishing transparent communication about organisational goals, values, and individual contributions, and providing regular acknowledgment and appreciation for employees' efforts. The importance of ethical leadership, where decisions are guided by established policies and processes, is emphasized, contributing to a culture of fairness and predictability. The significance of promoting a sense of family within the organisation, cultivating loyalty through valuing and respecting employees, and creating a challenging yet rewarding work environment were also noted.

Additionally, the qualitative findings underscored the role of autonomy, trust, and opportunities for growth in fostering emotional commitment, as seen in instances of employees volunteering for additional responsibilities and demonstrating passion for their work. Overall, the soft human resource practices outlined in the responses focus on creating a supportive, inclusive, and engaging workplace culture that nurtures employees' emotional connection to their roles and the organisation, in line with transformational leadership style. The following verbatim excerpts exemplify this corroboration:

Emotional commitment stems from ownership of a project. When a leader articulates the big picture to Millennials and provides them with the space to execute, they take ownership of the ideas. This sense of ownership leads to a strong attachment, and individuals are driven to ensure the successful delivery of the goal (Respondent #4).

Organisational loyalty is cultivated through ethical leadership, creating an environment where employees feel valued and respected. Decision-making is meticulously guided by established policies, ensuring transparency and auditability. This predictability extends to processes like promotions and procurement. In return, employees reciprocate by dedicating themselves to their tasks, motivated to deliver high-quality results without coercion. Furthermore, leaders foster a sense of family, establishing connections and caring for individuals, thereby strengthening the overall bond within the organisation (Respondent #8).

We have several staff who have shown emotional commitment in their roles such as the engineers since most of them they do the work out of passion, the leadership has also played a major role where the employees are not micromanaged (Respondent #15).

Integration of qualitative results with inferential analysis demonstrated as above reveals that when leaders focus on inspiring and supporting their team, it leads

to a positive workplace culture. This is especially important for Millennials, who become more committed when they feel a sense of belonging and responsibility. Effective leadership strategies include giving employees ownership, transparent communication, and regular appreciation. Ethical leadership, fair decision-making, is also crucial. The findings emphasize the significance of creating a friendly and loyal workplace by treating employees like family, respecting their contributions, and providing a challenging yet rewarding environment. The results are consistent with self-determination theory which proposes that people have three fundamental psychological needs that, when satisfied, contribute to their motivation: need for autonomy, need for sense of competence, and need for relatedness (Ryan & Deci, 2017).

Stage 3: Regression of Millennial Workforce Engagement on Transformational Leadership and Soft HR Approach

Since the null hypothesis in step 2 was rejected, the analysis process continued on to Step 3 whereby a multiple linear equation was employed to assess the predictive power of soft HR approach on Millennial Workforce engagement while holding transformational leadership constant. The output is presented in table 4.37.

Table 4.37: *Regression of Millennial Workforce Engagement on Transformational Leadership and Soft HR Approach*

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.554 ^a	.307	.301	.580		
a. Predictors: (Constant), Soft HR Approach Composite Score, Transformational Leadership						
ANOVA ^a						
Model	Sum of Squares		df	Mean Square	F	Sig.
1	Regression	33.006	2	16.503	49.013	.000 ^b
	Residual	74.412	228	.337		
	Total	107.418	230			

a. Dependent Variable: Millennial Workforce Engagement Composite Score

b. Predictors: (Constant), Soft HR Approach Composite Score, Transformational Leadership Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.921	.204		9.420	.000
	Transformational Leadership	.252	.065	.282	3.874	.000
	Soft HR Approach Composite Score	.262	.058	.330	4.533	.000

a. Dependent Variable: Millennial Workforce Engagement Composite Score

The finding in table 4.37 indicates that the multiple linear regression model had a statistically significant explanatory power on Millennial Workforce engagement, $R^2=.307$, $F(2)= 49.013$, $p<.01$. The results suggest that both transformational leadership ($\beta=.282$, $t=3.874$, $p<.01$) and soft HR approach ($\beta=.330$, $t=4.533$, $p<.01$) were significantly associated with Millennial Workforce engagement.

Stage 4: Mediating Function of Soft HR Approach

Research undertook a mediation analysis to explore if the mediator variable (soft human resource approach) has a noteworthy mediating function in the connection between the independent variable (transformational leadership) and the dependent variable (Millennial Workforce). Integration of the procedures in steps 1, 2, and 3 indicates partial mediation as the association between transformational leadership and Millennial Workforce engagement remained statistically significant but diminished in strength from .493 to .282 upon the introduction of soft HR approach. Thus, the null hypothesis was rejected and inference drawn that Soft HR approach has a statistically significant mediating role on the relationship between transformational leadership and Millennial Workforce engagement in international non-governmental organisations within Nairobi Kenya.

The qualitative findings revealed a consistent and overarching theme of the pivotal role of effective collaboration among employees from different departments in driving organisational outcomes. Examples range from cross-functional initiatives like fundraising events and outreach programs to specific project collaborations, such as ERP system implementation and performance management system overhauls. Key elements include proactive measures, communication and coordination, partnerships with external entities, and employee involvement, all contributing to positive outcomes. The findings underscore the importance of fostering a collaborative culture, where diverse perspectives lead to innovation, streamlined processes, improved communication, and a cohesive organisational dynamic. As reflected in the following verbatim examples, the success stories highlight that when departments work together seamlessly, the result is not only efficient project completion but also a more interconnected and engaged organisational culture:

The organisation annually hosts a fundraising event overseen by the resource mobilization department. Notably, all departmental employees are involved in the comprehensive planning of this significant occasion. As the event unfolds, employees actively participate in its execution across various locations, marking a pivotal date on the organisational calendar. The emphasis on cross-departmental collaboration fosters a cohesive team dynamic, while the project itself serves as a creative incubator, challenging each team to contribute innovative solutions to their respective tasks (Respondent #4).

Employees from different departments were involved in a joint outreach event by creating inter-departmental working

teams. This collaboration enabled the organisation to leverage resources to realize multiple outreach objectives. Beneficiary communities had an opportunity to access relief food, receive counselling, and get spiritual nourishment (Respondent #5).

The organisation has taken proactive steps to establish a responsive structure tailored to meet the diverse needs of stakeholders. The board initiated this process by providing training, motivation, and emphasizing the importance of conveying accurate information at every touch point with stakeholders. With the backing of senior staff, there has been a significant improvement in communication flow, both internally and with various stakeholders. Furthermore, employees have embraced their roles as enthusiastic brand ambassadors. This collaborative effort has fostered a strong sense of ownership among the staff, resulting in a noticeable enhancement of overall performance (Respondent #8).

Setting up a hub in one of our regions. Different colleagues participated in viewing different office facilities within the said city. They collaborated in asking for further details on the office facilities, contributed by querying based on their areas of expertise, their individual office space needs, their probing the facility owners, sharing their expectations and needs as well as holding leadership accountable to timelines agreed to. The team now has an office set up where they can

even collaborate better compared to when they were working from home (Respondent #14).

Related qualitative results underscored the significance of cultivating a workplace culture that prioritizes employee well-being, engagement, and empowerment. Initiatives such as joint meetings, community activities, and end-of-year retreats emphasize the importance of fostering a sense of connectedness and camaraderie among employees. Soft HR practices like flexibility in working hours, autonomy, and recognition for efforts align with the principles of individualized care and acknowledgment, catering to the diverse needs and preferences of employees. The emphasis on effective communication, leadership support, and a consultative approach in decision-making reflects a commitment to creating a supportive and inclusive work environment. Overall, the soft human resource practices highlighted in the responses contribute to building a positive workplace atmosphere that values employees as individuals, encourages collaboration, and promotes a shared sense of purpose, ultimately leading to heightened energy and enthusiasm in their work:

Millennials are inclined towards projects where they can take ownership and receive recognition for their efforts. They highly value the autonomy to implement their ideas. The challenge lies in equipping managers and supervisors to cultivate a conducive work environment that aligns with organisational policies while affording Millennials the necessary space to excel in their creative endeavours (Respondent #4).

The heightened level of energy displayed during tasks is primarily a result of capacity building. This involves actively

engaging employees in decision-making, enabling them to take ownership of their ideas, and providing support in executing their roles. Leadership focuses on eliminating obstacles to high performance rather than micromanaging employees, fostering an environment where individuals feel empowered and motivated to contribute their best (Respondent #8).

Being involved, having meetings and discussions with them to get to know them better. With this era of hybrid work it is important to have a very close relationship with the employees. Also we have regular catch up meetings (Respondent #9).

Situation where one was given project to deliver and freedom to work flexi hours thus made the individual have high energy and managed the work effectively. Flexibility of work hours contributed to this (Respondent #12).

The foregoing results underscore the crucial role of soft HR practices in fostering a positive workplace culture that prioritizes employee well-being. Initiatives like joint meetings and recognition programs contribute to a sense of connection among employees. Soft HR practices, including flexible schedules and leadership support, emphasize an inclusive work environment. These practices create a positive atmosphere valuing individual contributions and promoting collaboration. The findings reveal that Millennials, in particular, thrive in environments offering ownership and recognition. Employee energy and effectiveness are influenced by capacity building and engagement in decision-making. Maintaining close relationships, regular catch-up meetings, and flexible work hours sustain high energy

and effective work management, highlighting the significance of soft HR practices in motivating and empowering employees. Contrary to common misconception that Millennials are lazy, these findings indeed confirm that given the right environment and support, Millennial employees can be a source of competitive advantage when their potential is unlocked.

Chapter Summary

This chapter has presented, interpreted, and discussed the research results in line with convergent parallel mixed-methods design. This is whereby quantitative findings were corroborated by thematic analysis of qualitative data to generate a holistic interpretation of the research findings. In summary, the study results have demonstrated that a positive and statistically significant relationship existed between transformational leadership and Millennial Workforce engagement, with soft HR approach partially mediating this relationship. The next chapter presents a summary of the major findings, and draws final conclusion of the study.

CHAPTER FIVE

SUMMARY, IMPLICATIONS, RECOMMENDATIONS, AND CONCLUSION

Introduction

The study purposed to investigate the influence of transformational leadership and soft human resource approach on Millennial Workforce engagement in international non-governmental organisations in Nairobi, Kenya. This concluding chapter begins by summarizing the key findings in line with the study objectives which were: to establish the direct effect of individualised consideration, idealised influence, inspirational motivation, and intellectual stimulation on Millennial Workforce engagement, and to test the mediating role of soft human resource approach on the relationship between transformational leadership and Millennial Workforce engagement in international non-governmental organisations within Nairobi Kenya. The implications of the study are then discussed from a policy, practice, and theoretical lens. Subsequently, key recommendations are made and the contribution of the study to knowledge explained. The final conclusion of the study is made after proposing future research directions.

Summary of Major Findings

The major findings are summarized in this section as per the study objectives as follows:

Effect of Individualised Consideration on Millennial Workforce Engagement

The first objective of the study was to establish the effect of individualised consideration on Millennial Workforce engagement in international non-governmental organisations in Nairobi, Kenya. Descriptive statistics showed that individualized consideration composite score on a 5-point scale was moderately high ($\bar{x}=3.60$, $\sigma_x=.88946$). This finding was corroborated by thematic analysis of

qualitative interviews which identified individualised consideration as the most outstanding dimension of transformational leadership. Most respondents highlighted leaders who demonstrate a genuine concern for the unique needs, opinions, and well-being of the Millennial Workforce.

A positive and statistically significant correlation was obtained between individualised consideration composite score and Millennial Workforce engagement composite score ($r=.456, p<.01$). The common theme across the qualitative responses was the enhancement of team morale through the recognition and utilization of each team member's unique strengths and aspirations when assigning tasks or responsibilities.

A significant proportion of the variance in Millennial Workforce engagement was explained by individualised consideration, as indicated by the R-squared value of .208. The analysis revealed a significant intercept, $B = 2.597, t(12) = 14.943, p < .01$, indicating that the Millennial Workforce engagement composite score is expected to be 2.597 when individualised consideration composite score is zero. The coefficient for individualised consideration composite score was also significant, $B = .356, t(1) = 7.596, p < .01$, suggesting a positive association between the Millennial Workforce engagement and individualised consideration. Thus, the null hypothesis was rejected and alternative hypothesis adopted: individualised consideration has a statistically significant effect on Millennial Workforce engagement in international non-governmental organisations in Nairobi, Kenya. Qualitative findings showed that the leadership demonstrated an awareness of and responsiveness to individual needs by highlighting the impact of employees on the community, engaging actively with staff, and recognizing the unique characteristics of the Millennial generation.

Effect of Idealised Influence on Millennial Workforce Engagement

The second objective of the study was to determine the effect of idealised influence on Millennial Workforce engagement in international non-governmental organisations in Nairobi, Kenya. Descriptive findings showed that a moderately high mean composite score for idealised influence was obtained ($\bar{x}=3.7934$, $\sigma_x=.79998$) suggesting that, on average, the participants rated idealised influence relatively highly. This was supported by findings from qualitative interviews which revealed that idealised influence, characterized by leaders serving as role models and embodying high ethical and moral standards, was also a prominent theme based on the responses provided by the key informants.

Correlation analysis revealed a statistically significant positive correlation ($r=.438$, $p < .01$), indicating that as idealised influence composite score increased, Millennial Workforce engagement composite score also tended to increase. This was corroborated with findings from qualitative data which revealed that leaders were portrayed as role models who lead by example, inspiring others to follow their commitment and dedication. The emphasis on the impact of employees on the community showcased leaders as individuals with a strong sense of purpose and influence, motivating employees to contribute positively.

Regression analysis showed that idealised influence explained 19.2% of the variability in Millennial Workforce engagement, $R^2=.192$, $F(1) = 52.637$, $p<.01$. One unit increase in idealised influence composite score was associated with 0.438 unit increase in Millennial Workforce engagement ($\beta=.438$, $p<.01$). Thus, the null hypothesis: idealised influence has no statistically significant effect on Millennial Workforce engagement in international non-governmental organisations in Nairobi,

Kenya, was rejected. It was inferred that idealised influence significantly influenced Millennial Workforce engagement positively.

Effect of Inspirational Motivation on Millennial Workforce Engagement

The third objective of the study was to investigate the effect of inspirational motivation on Millennial Workforce engagement in international non-governmental organisations in Nairobi, Kenya. A high mean composite score for inspirational motivation influence was obtained on a 5-point scale ($\bar{x}=3.9923$, $\sigma_x=.86573$) suggesting that, on average, the participants rated the practice of inspirational motivation highly. The scores were corroborated by findings from qualitative data which brought out inspirational motivation as a noticeable theme in the responses as it was evident that leaders are perceived as effective motivators and communicators who inspire commitment and engagement among the Millennial Workforce. A number of respondents highlighted leaders who effectively communicate a vision, inspire commitment, and motivate Millennials within the organisation.

There was a statistically significant positive correlation between inspirational motivation composite score and Millennial Workforce engagement composite score ($r=.432$, $p<.01$). This means that Millennial Workforce engagement increased with rise in inspirational motivation dimension of transformational leadership.

Regression analysis showed that inspirational motivation accounted for a significant proportion of the variance in Millennial Workforce engagement, as indicated by the R-squared value of .186. The analysis revealed a significant intercept, $B = 2.497$, $t(12) = 12.579$, $p < .01$, indicating that the Millennial Workforce engagement composite score is expected to be 2.597 when inspirational motivation composite score is zero. The coefficient for inspirational motivation composite score was also statistically significant, $B = .346$, $t(1) = 7.130$, $p < .01$, suggesting a positive

association between the Millennial Workforce engagement and inspirational motivation. Thus, the null hypothesis was rejected and alternate hypothesis affirmed: inspirational motivation has a statistically significant effect on Millennial Workforce engagement in international non-governmental organisations in Nairobi, Kenya. It can thus be inferred that that inspiring and motivating the Millennial Workforce in these organisations significantly impact positively on their overall engagement and involvement in their work.

Effect of Intellectual Stimulation on Millennial Workforce Engagement

The fourth objective of the study was to find out the effect of intellectual stimulation on Millennial Workforce engagement in international non-governmental organisations in Nairobi, Kenya. Descriptive analysis showed that a moderately high mean score was obtained on a 5-point scale ($\bar{x}=3.7934$, $\sigma_x=.79998$) meaning that on average, the Millennial Workforce in international non-governmental organisations in Nairobi experienced a moderately high level of intellectual stimulation. The finding was affirmed by results of qualitative data which revealed a notable emphasis on the dimension of intellectual stimulation. Through diverse initiatives such as global learning forums, stretch assignments, an Innovation Department, and cross-functional collaboration, the organisations actively encouraged employees to think creatively, challenge assumptions, and contribute innovative ideas.

Regression results showed that intellectual stimulation accounted for a significant share of the variance in Millennial Workforce engagement, as indicated by the R-squared value of .210. The analysis revealed a significant intercept, $B = 2.516$, $t(12) = 13.793$, $p < .01$, meaning that the Millennial Workforce engagement composite score is expected to be 2.516 when intellectual stimulation composite score is zero. The coefficient for intellectual stimulation was also statistically significant, $B = .367$,

$t(1) = 7.674, p < .01$, suggesting a positive association between the Millennial Workforce engagement and intellectual stimulation. Thus, the null hypothesis was rejected and alternate hypothesis affirmed: intellectual stimulation has a statistically significant effect on Millennial Workforce engagement in international non-governmental organisations in Nairobi, Kenya. It can thus be inferred that there is evidence to support that intellectual stimulation has a meaningful impact on how engaged the Millennial Workforce is in INGOs.

Mediating Role of Soft Human Resource Approach

The fifth objective of the study was to test the mediating role of soft human resource approach on the relationship between transformational leadership and Millennial Workforce engagement in international non-governmental organisations within Nairobi Kenya. Descriptive analysis revealed that a moderately high mean composite rating for soft human resource approach was observed on a 5-point scale ($\bar{x}=3.86, \sigma_x=.87284$) indicating a positive perception among employees regarding the organisation's human resource practices. These scores were confirmed in qualitative findings which revealed a consistent theme that empowering Millennials within organisations by granting them decision-making authority results in a myriad of positive outcomes.

Correlation analysis revealed the existence of a positive relationship between soft human resource approach and Millennial Workforce engagement ($r=.510, p < .01$) suggesting that when NGOs in Nairobi, Kenya adopt a softer and more employee-friendly approach in their human resource practices, it tends to lead to higher engagement levels among the Millennial Workforce. The central theme evident in the qualitative findings revolved around the diverse factors shaping heightened employee absorption and engagement in their tasks. Dedication often arose from a sense of

responsibility to deliver outstanding results, while a nurturing work environment offering recognition and leave opportunities enhanced involvement.

Regression analysis depicted partial mediation as the association between transformational leadership and Millennial Workforce engagement remained statistically significant but diminished in strength from .493 to .282 upon the introduction of soft HR approach. Thus, the null hypothesis was rejected and inference drawn that Soft HR approach has a statistically significant mediating role on the relationship between transformational leadership and Millennial Workforce engagement in international non-governmental organisations within Nairobi Kenya. The qualitative findings revealed a consistent and overarching theme of the pivotal role of effective collaboration among employees from different departments in driving organisational outcomes. Related qualitative results underscored the significance of cultivating a workplace culture that prioritizes employee well-being, engagement, and empowerment. Initiatives such as joint meetings, community activities, and end-of-year retreats emphasize the importance of fostering a sense of connectedness and camaraderie among employees.

Implications

In terms of implications, the direct association between transformational leadership and Millennial Workforce engagement portends policy consequences in the management of INGOs. Firstly, the results support the implementation of leadership training programs that focus on developing and enhancing the four dimensions of transformational leadership competencies namely: individualized consideration skills, idealised influence skills, inspirational motivation skills, and intellectual stimulation skills among leaders. This is in keeping with the viewpoint of Rao (2016) that harnessing such skills to successfully manage emotions and feelings of workforce is at

the heart of transformational leadership, which also aligns with soft HR approach. The study highlights the importance of each facet in enhancing workforce engagement. Understanding and catering to the unique values and preferences of the Millennial Workforce is crucial for the success of leadership policies in INGOs. By incorporating elements of transformational leadership that resonate with Millennials, such organisations can foster a workplace environment that promotes engagement, collaboration, and the pursuit of both individual and organisational goals. INGOs can incorporate transformational leadership principles into their leadership policies and guidelines, emphasizing the positive impact on employee engagement and organisational outcomes.

The established high explanatory power of individualised consideration on Millennial work force engagement places this dimension of transformational leadership at the heart of INGO management policy. This is in alignment with the observation by Stephens (2021) that individualised consideration practices are effective for improving Millennial employee engagements and also helps them to foster better communication with older generations at the workplace. The results of this study have underscored the need for policies to recognize and celebrate the diversity within the Millennial Workforce. Acknowledging individual differences, strengths and aspirations when assigning tasks or responsibilities can contribute to higher engagement levels. Incorporating ethical leadership guidelines into INGO policies, emphasizing the importance of leaders setting ethical standards and acting as moral exemplars are underscored as crucial for effective management and engagement of Millennial Workforce. The study provide support for policies that reflect the importance of leaders instilling a sense of purpose and influence within the organisation. This encompasses incorporating language that emphasizes the impact of

employees on the community and encourages leaders to motivate their teams positively.

The study has affirmed the concept of a soft human resource approach as a mediator in the relationship between leadership and engagement. This aligns with Theory Y as propounded by McGregor (1957), which posits that effective leadership involves creating organisational conditions that enable individuals to direct their own efforts and achieve personal goals while contributing to organisational objectives (Due, et al.2023). In keeping with the results of the present study, the theory suggests that, under favourable conditions, Millennials can find fulfilment and motivation in their work. The soft approach model, rooted in Theory Y, emphasizes achieving organisational goals through self-directed commitment and motivation rather than external control. The study suggests a need to expand HR theories to include softer elements that contribute to employee engagement, such as empowerment, recognition, and a nurturing work environment. The findings extend existing employee engagement theories by highlighting the multifaceted nature of engagement. The research demonstrates that it is not solely influenced by leadership styles but is also shaped by HR practices. The study suggests a more holistic view that considers both leadership and HR approaches in tandem. In terms of theory development, the study highlight the need for theoretical frameworks on employee engagement to integrate leadership and HR variables so as to provide a more comprehensive understanding of the factors influencing engagement levels.

Contribution to Knowledge

The study makes two major contribution to knowledge as follows:

Transformational Leadership Explanatory Power Ranking

The study contributes to the body of knowledge on transformational leadership by depicting the emergence of a rank order among the dimensions in terms of explanatory power on Millennial Workforce engagement as shown in table 5.1. This extends the understanding of how different dimensions of transformational leadership can influence employee outcomes in the INGO sector. For instance, as revealed in the table, inspirational motivation scored the highest rating in terms of leadership practice yet had the least explanatory power on Millennial Workforce engagement. In contrast, individualised consideration was the least rated in terms of leadership practice but ranked second in terms of explanatory power on Millennial Workforce engagement.

Table 5.1: *Transformational Leadership Explanatory Power Ranking*

Transformational Leadership Dimension	Practice Rating	Explanatory Power
Intellectual stimulation	$\bar{x}=3.79$	21.0%
Individualized consideration	$\bar{x}=3.60$	20.8%
Idealised influence	$\bar{x}=3.79$	19.2%
Inspirational motivation	$\bar{x}=3.99$	18.6%

This ranking has implications for targeting leadership development initiatives in the INGO sector as intellectual stimulation and individualised consideration take precedence ahead of idealised influence and inspirational motivation. The ranking suggests a need for organisations and leaders to reassess their emphasis on specific leadership practices and recognize that certain practices may have different impacts on employee engagement than initially perceived. The findings highlight the

importance of considering each dimension of transformational leadership independently. It is not sufficient to assume that high ratings on overall leadership practices will uniformly translate into high explanatory power for Millennial Workforce engagement. Indeed, the high ratings on inspirational motivation could be as a result of what Millennials observe to be the predominant style of leadership in their organisations. INGOs may benefit from tailoring their leadership development initiatives to target specific dimensions that have a more significant impact on Millennial Workforce engagement.

The emphasis on intellectual stimulation and individualized consideration may align with the values and expectations of the Millennial Workforce. Moreover, this discovery on intellectual stimulation having the highest explanatory power could also be used as an indicator of what makes Millennials not to stay in one role or organisation for long. Millennials often seek meaning, personal development, and individual attention in their work. Organisations that prioritize these dimensions of transformational leadership may experience improved engagement and satisfaction among Millennial employees. This finds support from self-determination theory, according to Gagne (2019) and Niemec (2014), provides insights into how organisations can foster a motivated, engaged, and satisfied workforce, anchored on the argument that involving Millennial Workforce in decision-making processes can increase their sense of ownership and autonomy.

Mediation Power of Soft Human Resource Approach

The study contributes to theoretical understanding by proposing and confirming the mediating role of a soft human resource approach in the relationship between transformational leadership and Millennial Workforce engagement. This suggests that the impact of leadership on engagement is, in part, channelled through

HR practices. The study also contributes to employee engagement theory by highlighting the significant role of soft HR approach in Millennial Workforce engagement. It supports and validates the positive mediating role of soft HR on the relationship between transformational leadership and Millennial Workforce engagement. This finding aligns with existing motivational and engagement theories, further confirming the importance of a holistic approach to fostering employee engagement. This could influence the development and refinement of engagement models and frameworks to include soft HR as a key factor as it provides a comprehensive understanding of the interplay between transformational leadership, soft HR approaches, and Millennial Workforce engagement in the context of international NGOs in Nairobi, Kenya. The identified implications suggest that organisations can enhance their effectiveness by strategically aligning leadership styles and HR practices with the unique needs and expectations of the Millennial Workforce.

Recommendations

The study makes five key recommendations thus:

- i) Given the positive link between transformational leadership and Millennial workforce engagement, Human resource development in INGOs should invest in leadership development programs that specifically target the enhancement of transformational leadership skills. This can be achieved through mentorship, coaching, and experiential learning opportunities for leaders. Practical measures could include implementing training programs that specifically focus on role modelling skills for leaders. This can involve providing tools and techniques for leaders to demonstrate the desired ethical behaviour and commitment to their teams. Such programs should also

incorporate intellectual stimulation initiatives. This could involve formalizing the inclusion of global learning forums, stretch assignments, and cross-functional collaboration as part of the organisational culture. In addition, the leadership within INGOs should be trained to foster intellectual stimulation within their teams. This may involve leadership development programs that emphasize the importance of encouraging creative thinking, challenging assumptions, and fostering innovation.

- ii) Human resource managers should establish formalized programs for recognizing and rewarding employees based on their unique strengths and contributions as this can further enhance engagement. This can include both financial and non-financial recognition to motivate the Millennial Workforce. Further, implementing regular feedback mechanisms, both formal and informal, can help leaders understand the evolving needs and aspirations of the Millennial Workforce. This can facilitate a continuous improvement cycle in leadership practices.
- iii) The executive leadership of INGOs should adopt communication strategies that emphasize leaders as role models and highlight their positive impact on the community. This can be done through regular internal communications, such as newsletters, meetings, blogs and other platforms, to reinforce the ethical and purpose-driven aspects of leadership.
- iv) Following the high explanatory power of the effect of intellectual stimulation on Millennial Workforce engagement, INGOs may benefit from investing in dedicated innovation departments to foster a culture of creativity and idea generation. This could involve allocating resources, both human and financial, to support innovation initiatives within the organisation. The idea is to

encourage continuous learning opportunities for the Millennial Workforce.

This could involve providing resources for training programs, workshops,

hackathons to enhance their intellectual capabilities. Highly engaged

Millennials are more likely to cause greater success in organisations through

problem solving and innovative use of new technologies

- v) Given the positive correlation between human resource approach and Millennial Workforce engagement, HR practitioners within INGOs should refine their human resource policies to incorporate a softer and more employee-friendly approach. This could involve empowering employees through delegation, granting decision-making authority, and creating a nurturing work environment. Policies promoting effective collaboration among employees from different departments should be encouraged. This could involve structuring joint meetings, community activities, and retreats to enhance teamwork and organisational outcomes.

Areas for Further Research

The study identifies four key areas for further scientific inquiry:

- i) The findings support and contribute to existing transformational leadership theories. Researchers may further explore and refine models of transformational leadership. The ranking underscore the importance of considering the generational context when applying leadership theories. Future research may explore how leadership theories, such as transformational leadership, can be adapted and customized to align with the unique characteristics of the Millennial Workforce in different cultural settings.

- ii) The study was conducted in the context of international NGOs in Nairobi, Kenya. Researchers and theorists in leadership and organisational behaviour may consider the generalizability of these findings to other sectors, regions, or demographic groups. It opens up avenues for exploring the applicability of transformational leadership and soft HR in enhancing workforce engagement in various organisational contexts. Future research could therefore explore whether similar findings hold true in different cultural contexts and across diverse organisations to enhance the generalizability of the results.
- iii) To further understand the concept of Millennial Workforce engagement, researchers in the field of organisational leadership could consider evaluating other mediating variables that might potentially affect the relationship between transformational leadership and employee engagement.
- iv) This study was focussed on Millennial employees working in international non-profit organisations and it would be of interest to the academia and HR practitioners in the sector if more research is conducted to evaluate how transformational leadership affect employee engagement for other generations entering the job market and more specifically the Gen Z. In Kenyan context, this new generation is already exhibiting strong attributes like ability to demand for their rights and unrelenting pursuit for ethical leadership.

Conclusion

In conclusion, this study has achieved the intended purpose of investigating influence of transformational leadership and soft human resource approach on Millennial Workforce engagement in international non-governmental organisations in Nairobi, Kenya. All the four dimensions of transformational leadership had significant positive effect on Millennial Workforce engagement; with intellectual stimulation taking the lead, followed by individualised consideration, idealised influence, and lastly, inspirational motivation. A significant revelation was that soft HR approach partially mediated the relationship between transformational leadership and Millennial Workforce engagement. This is a crucial discovery as it offers a recipe for success in organisations that desire to tap into the increasing presence of Millennials at the workplace.

REFERENCES

- Abba, M., Yahaya, L., & Suleiman, N. (2018). Explored and critique of contingency theory for management accounting research. *Journal of Accounting and Financial Management ISSN*, 4(5), 2018.
- Ackerman, C. E. (2018). *Self-determination theory and how it explains motivation*.
<https://positivepsychology.com/self-determination-theory/>
- Afif, M. R. (2019). Millennials engagement: Work-life balance vs work-life integration. Social and Humaniora Research Symposium (SoRes 2018),
- Ahmad, Z., Gul, W., Sadiq, I., & Ansari, F. (2021). Impact of HR Practices Gap on Organisational Performance: Intervening effect of Employee Participation and HR Uncertainty. *Indian Journal of Economics and Business*, 20(2), 1265-1278.
- Aithal, A., & Aithal, P. S. (2020). Development and validation of survey questionnaire & experimental data—a systematical review-based statistical approach. *International Journal of Management, Technology, and Social Sciences (IJMTS)*, 5(2), 233-251.
- Akeyo, M., & Wezel, F. (2017). Influence of remuneration factors on staff turnover in humanitarian sector. *Human Resource and Leadership Journal*, 2(1), 33-49.
- Akey-Torku, B. & Dai, B. (2020). The moderating effect of demography on the Interaction between transformational leadership, employee's engagement, productivity and commitment. *International Journal of Scientific Research in Science, Engineering and Technology*, 7(1), 85-101.
- Al Hilali, K. S., Al Mughairi, B. M., Kian, M. W., & Karim, A. M. (2020). Coaching and mentoring. Concepts and practices in development of competencies: A

- theoretical perspective. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 10(1), 41-54.
- Alabi, O. O., Ayinde, K., Babalola, O. E., Bello, H. A., & Okon, E. C. (2020). Effects of multicollinearity on type i error of some methods of detecting heteroscedasticity in linear regression model. *Open Journal of Statistics*, 10(4), 664-677.
- Albrecht, S., Bakker, A., Gruman, J., Macey, W., & Saks, A. (2015). Employee engagement, human resource management practices and competitive advantage: An integrated approach. *Journal of organisational Effectiveness: People and Performance*, 2(1), 7-35.
<https://doi.org/https://doi.org/10.1108/JOEPP-08-2014-0042>
- Alshammari, A., Almutairi, N., & Thuwaini, S. (2015). Ethical leadership: The effect on employees. *International Journal of Business and Management*, 10(3), 108-116. <https://doi.org/doi:10.5539/ijbm.v10n3p108>
- Al-Suraihi, W. A., Samikon, S. A., Al-Suraihi, A. A., & Ibrahim, I. (2021). Employee turnover: Causes, consequences and retention strategies. *European Journal of Business and Management Research*, 6(3), 1-10. DOI: <http://dx.doi.org/10.24018/ejbmr.2021.6.3.893>
- Andrade, M., & Westover, J. H. (2020). Engaging Millennial Students through Community-Engaged Experiential Learning. *Experiential Learning & Teaching in Higher Education*, 2(2), 21-44.
- Anthony, E. L. (2017). The impact of leadership coaching on leadership behaviours. *Journal of Management Development*.

- Antwi, S., & Hamza, K. (2015). Qualitative and Quantitative Research Paradigms in Business. *European Journal of Business and Management*, 7(3), 217-225.
www.iiste.org
- Appanah, C., & Pillay, A. (2020). Investigation into the effect of leadership style in the performance and retention of Millennials. *Journal of Management and Administration* (1), 1-23. <https://journals.co.za/doi/pdf/10.10520/EJC-1d9ff76b81>
- Armstrong, M. (2020). *Armstrong's strategic human resource management*. Kogan Page.
- Asbari, M. (2020). Is transformational leadership suitable for future organizational needs?. *International Journal of Social, Policy and Law*, 1(1), 51-55.
- Askari, G., Asghri, N., Gordji, M. E., Asgari, H., Filipe, J. A., & Azar, A. (2020). The impact off teamwork on an organisation's performance: A cooperative game's approach. *Mathematics*, 8(1804), 1-15. doi:10.3390/math8101804
- AU. (2022). *Engaging Civil Society and the African Diaspora in Development Processes*. African Union <https://au.int/en/civil-society-division>
- Avolio, B. J., & Yammarino, F. J. (2018). *Transformational and charismatic leadership: The road ahead*. Emerald Publishing Limited.
- Avolio, B. J., Gardner, W. L., & Walumbwa, F. O. (2018). *Developing Transformational Leaders: The Full Range Leadership Model in Action*. Routledge.
- Avram, C., & Mărușteri, M. (2022). Normality assessment, few paradigms and use cases. *Revista Romana de Medicina de Laborator*, 30(3), 251-260.

- Awamleh, F. T. (2022). Charismatic Leadership Style to Overcome Employee Resistance to the Management of Organisational Change Process. *Global Journal of Management and Business Research*.
- Aykut, H. M. (2019). The Relationship between Theory X/Y Management Styles and Job Satisfaction: Moderation Roles of Self-Efficacy and Gender. In.
- Bader, B. Gielnik, M. M., & Bledow, R. (2023). How transformational leadership transforms followers' affect and work engagement. *European Journal of Work and Organisational Psychology*, 32(3), 360-372, DOI: 10.1080/1359432X.2022.2161368
- Barbosa, A. (2021). *Strategies for motivating and retaining Millennials* Walden University]. Walden University
<https://scholarworks.waldenu.edu/cgi/viewcontent.cgi?article=11838&context=dissertations>
- Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173-1182. doi:10.1037/0022-3514.51.6.1173
- Bass, B. M., & Riggio, R. E. (2018). *Transformational leadership* (3rd ed.). Routledge.
- Batista-Foguet, J. M., Esteve, M., & van Witteloostuijn, A. (2021). Measuring leadership an assessment of the Multifactor Leadership Questionnaire. *PloS one*, 16(7), e0254329.
- Bavdekar, S. B. (2015). Using tables and graphs for reporting data. *J Assoc Physicians India*, 63(10), 59-63.

- Bayman, E. O., & Dexter, F. (2021). Multicollinearity in logistic regression models. *Anesthesia & Analgesia*, 133(2), 362-365.
- Behrens, T., & Martin, T. (2020). *11 Trends in philanthropy for 2020*.
<https://johnsoncenter.org/resource/11-trends-in-philanthropy-for-2020/>
- Blanchard, K. (2016). Millennials in the workplace: How do managers inspire them? *The Leadership Difference*, Article 111416. Retrieved 25th May 2019, from www.kenblanchard.com
- Board, N. (1992). *NGOs Co-Ordination Board*. Retrieved July 7th 2022 from <https://ngobureau.go.ke/>
- Board, N. (2020). *Annual NGO Sector Report 2019/2020*. Kenya: NGO Board
 Retrieved from <https://ngobureau.go.ke/wp-content/uploads/2021/10/ANNUAL-NGOS-SECTOR-REPORT-2019-2020.pdf>
- Boehm, C. (2022). University 3.0: A conceptual framework for revisiting university futures. In *Arts and Academia* (pp. 61-86). Emerald Publishing Limited.
- Boxall, P., & Purcell, J. (2015). *Strategy and Human Resource Management* (4th ed.). Palgrave Macmillan.
- Braathu, N., Laukvik, E. H., Egeland, K. M., & Skar, A. M. S. (2022). Validation of the Norwegian versions of the Implementation Leadership Scale (ILS) and Multifactor Leadership Questionnaire (MLQ) in a mental health care setting. *BMC psychology*, 10(1), 25.
- Braun, V., & Clarke, V. (2013). *Successful Qualitative Research: A Practical Guide for Beginners*. SAGE Publications.
- Bringle, R. G., Hatcher, J. A., & Jones, S. G. (Eds.). (2023). *International service learning: Conceptual frameworks and research*. Taylor & Francis.

- Brown, B. (2018). *Dare to Lead: Brave Work. Tough Conversations. Whole Hearts.* Random House.
- Budriene, D. & Diskiene, D. (2020). Employee engagement: Types, levels, and relationship with practice of HRM. *Malaysian E Commerce Journal*, 4(2), 42-47.
- Burton, A. L. (2021). OLS (Linear) regression. *The encyclopedia of research methods in criminology and Criminal Justice*, 2, 509-514.
- Caldwell, C., McConkie, M., & Licona, B. (2014). Simon Peter and transformational leadership: Leadership insights for today's leaders. *Journal of Management & Strategy*, 5(1), 18-32. <https://doi.org/10.5430/jms.v5n1p18>
- Camp, K. M., Young, M., & Bushardt, S. C. (2022). A Millennial manager skills model for the new remote work environment. *Management Research Review*.
- Cassell, S. (2017). HRM solutions for retaining Millennials in western societies. *Mediterranean Journal of Social Sciences*, 8(5), 141-149. <https://doi.org/10.1515/mjss-2017-0032>
- Casteel, A., & Bridier, N. L. (2021). Describing populations and samples in doctoral student research. *International Journal of Doctoral Studies*, 16(1).
- Catalyst. (2019). *Generations-demographic trends in population and workforce: Quick take*. Catalyst. Retrieved 11th June 2020 from <https://www.catalyst.org/research/generations-demographic-trends-in-population-and-workforce/>
- Cattermole, G. (2018). Creating an employee engagement strategy for Millennials. *Strategic HR Review*.
- Cerf, K.-L. (2017). *Strategies to improve Millennial employee engagement in the luxury resort industry*. (Unpublished Doctoral Thesis, Walden University).

- Chan, J. Y. L., Leow, S. M. H., Bea, K. T., Cheng, W. K., Phoong, S. W., Hong, Z. W., & Chen, Y. L. (2022). Mitigating the multicollinearity problem and its machine learning approach: a review. *Mathematics*, 10(8), 1283.
- Chan, J.Y.-L.; Leow, S.M.H.; Bea, K.T.; Cheng, W.K.; Phoong, S.W.; Hong, Z.-W.; Chen, Y.-L. (2022). Mitigating the Multicollinearity Problem, and Its Machine Learning Approach: A Review. *Mathematics* 10, (1283), 1-17.
<https://doi.org/10.3390/math10081283>
- Chebon, S. K., Aruasa, W. K., & Chirchir, L. K. (2019). Effect of inspirational motivation and idealised influence on employee performance at Moi Teaching and Referral Hospital, Eldoret, Kenya. *International Journal of Business and Social Science*, 10(7), 131-140. doi:10.30845/ijbss.v10n7p14
- Chen, S. W., Keglovits, M., Devine, M., & Stark, S. (2022). Sociodemographic differences in respondent preferences for survey formats: Sampling bias and potential threats to external validity. *Archives of rehabilitation research and clinical translation*, 4(1), 1-7.
- Chowdhury, M. (2014). Interpretivism in aiding our understanding of the contemporary social world. *Open Journal of Philosophy*, 4, 432-438.
<https://doi.org/http://dx.doi.org/10.4236/ojpp.2014.43047>
- Clifton, J. (2016). How Millennials want to work and live. 24. Retrieved 25th May 2019, from www.gallup.com
- Colan, L. J., & Davis-Colan, J. (2018). *Engaging the Hearts and Minds of All Your Employees: How to Ignite Passionate Performance for Better Business Results*. McGraw-Hill Education.

- Comte, L., & McClelland, B. (2017). An evaluation of a leadership development coaching and mentoring programme. *Leadership in Health Services*, 30(3309-329), 309. <https://doi.org/https://doi.org/10.1108/LHS-07-2016-0030>
- Coyle, D. (2018). *The Culture Code: The Secrets of Highly Successful Groups*. Bantam.
- Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approach*. Sage publications.
- Cyr, J. (2017). The unique utility of focus groups for mixed-methods research. *PS: Political Science & Politics*, 50(04), 1038–1042. <https://doi.org/10.1017/s104909651700124x>
- Datche, E. & Gachunga, H. (2015). Effects of transformational leadership on employee engagement: the mediating role of employee engagement. *International Journal of Management*, 6(2), 1-8.
- Dauids, I., Appiah, K., Davids, G., & Ofori, F. (2021). The effectiveness of transformational leadership: A qualitative-based study on Millennial perception in South Africa. *Archives of Business Research*, 9(5), 28-46. <https://doi.org/10.14738/abr.95.10191>
- Dauids, I., Appiah, K., Davids, G., & Ofori, F. N. K. (2021). The effectiveness of transformational leadership: a qualitative-based study on millennial perceptions in South Africa. *Archives of Business Research*.
- Dawadi, S., Shrestha, S., & Giri, R. A. (2021). Mixed-methods research: A discussion on its types, challenges, and criticisms. *Online Submission*, 2(2), 25-36.
- Decuypere, A. & Schaueli, W. (2020). Leadership and work engagement: Exploring explanatory mechanisms. *German Journal of Human Resource Management*, 34(1), 69-95. DOI: 10.1177/239700221989219.

- Degbey, W. Y., Rodgers, P., Kromah, M. D., & Weber, Y. (2021). The impact of psychological ownership on employee retention in mergers and acquisitions. *Human Resource Management Review*, 31(3).
<https://doi.org/10.1016/j.hrmr.2020.100745>.
- Deloitte. (2019). *The Deloitte global Millennial survey 2019: Societal discord and technological transformation create a "generation disrupted"* [Report]2019). Deloitte. <https://www2.deloitte.com/global/en/pages/about-deloitte/articles/Millennialsurvey.html>
- Deloitte. (2021). *A call for accountability and action: The Deloitte global Millennial survey 2021*. Deloitte.
<https://www2.deloitte.com/content/dam/Deloitte/global/Documents/2021-deloitte-global-Millennial-survey-report.pdf>
- Dessler, G. (2013). *Human Resource Management* (13th ed.). Pearson Education Inc.
- Dharejo, N., & Dharejo, A. (2022). The Impact of Theory X and Theory Y on Organization Performance in the Private Banking Sector of Sindh, Pakistan. *International Journal of Business & Economic Affairs (IJBEA)*, 7(3).
- Due, A. L. (2023). Revisiting Theory Y: Exploring the impact of positive leader assumptions on leadership for intrinsic motivation in followers. *Doctoral dissertations at University of Agder*.
- Echebiri, C., Amundsen, S., & Engen, M. (2020). Linking structural empowerment to employee-driven innovation: The mediating role of psychological empowerment. *Adm. Sci.* 2020, 10(3), 42; <https://doi.org/10.3390/admsci10030042>
- Edmondson, A. C. (2018). *The Fearless Organisation: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth*. Wiley.

- Eljaaidi, N. M. (2016). Employee engagement: Conceptualizations and work-related implications. *Economic Horizons Magazine*, 31-61.
- Engelbrecht, A., Heine, G., & Mahembe, B. (2014). The influence of ethical leadership on trust and work engagement: An exploratory study. *Journal of Industrial Psychology*, 40(1), 1-9.
<https://doi.org/10.4102/sajip.v40i1.1210>
- Espinoza, C. (2012). *Millennial integration: Challenges Millennials face in the workplace and what they can do about them* (Unpublished Thesis, Antioch University).
- Evelyn, D. & Hazel, G. (2015). Effects of transformational leadership on employee engagement. *International Journal of Management*, 6(2), 1-8.
- Faassen, M. (2018). *The Art of Employee Engagement: How to Inspire Your Team to Deliver Results*. Independently published.
- Fantahun, B., Dellie, E., Worku, N., & Debie, A. (2023). Organisational commitment and associated factors among health professionals working in public hospitals of Southwestern Oromia, Ethiopia. *BMC Health Services Research*, 23(180), 1-9. <https://doi.org/10.1186/s12913-023-09167-3>
- Farhan, B. (2021). Customizing leadership practices for the Millennial Workforce: A conceptual framework. *Cogent Social Sciences*, 7(1).
<https://doi.org/10.1080/23311886.2021.1930865>
- Feather, K. (2019). Helping HR to measure up: Arming the soft function with hard metrics. *Strategic HR Review*, 7(1), 28-33.
<https://doi.org/10.1108/14754390810847531>

- Fincham, J. E. (2008, April 15). Response rates and responsiveness for surveys, standards, and the Journal. *American Journal of Pharmaceutical Education*, 72(2), 43. <https://doi.org/10.5688/aj720243>
- Fink, A. G. (2019). *Conducting Research Literature Reviews: From the Internet to Paper*. SAGE Publications, Inc.
- Friedman, R. (2015). *The Best Place to Work: The Art and Science of Creating an Extraordinary Workplace*. Perigee Books.
- Fullen, J. (2019). *Retaining Millennials in the Workforce* (Unpublished Thesis, Northcentral University).
- Gado, A. S. K. (2018). *Human resource models: Hard and soft*. (Unpublished Thesis, Istanbul Commercial University).
- Gagne, M. (Ed.). (2019). *The Oxford Handbook of Work Engagement, Motivation, and Self-Determination Theory*. Oxford University Press.
- Galani, A., & Galanakis, M. (2022). Organizational Psychology on the Rise—McGregor’s X and Y Theory: A Systematic Literature Review. *Psychology*, 13(5), 782-789.
- Galvan, J. L. (2017). *Writing Literature Reviews: A Guide for Students of the Social and Behavioural Sciences*. Routledge.
- Gemeda, H. K. & Lee, J. (2020). Leadership styles, work engagement and outcomes among information and communications technology professionals: A cross-national study. *Heliyon*, 1-10. <https://doi.org/10.1016/j.heliyon.2020.e03699>.
- Gilbert, J. (2011). The Millennials: A new generation of employees, a new set of engagement policies. *Workplace*. Retrieved 25th May 2019, from <https://iveybusinessjournal.com/publication/the-Millennials-a-new-generation-of-employees-a-new-set-of-engagement-policies/>

- Gorczyca, M., & Hartman, R. L. (2017). The new face of philanthropy: The role of intrinsic motivation in Millennials' attitudes and intent to donate to charitable organisations. *Journal of Nonprofit & Public Sector Marketing*, 29(4), 415-433.
- Guenole, N., Ferrar, J., & Feinzig, S. (2017). *The Power of People: Learn How Successful Organisations Use Workforce Analytics To Improve Business Performance*. FT Press
- Hall, M., & O'Dwyer, B. (2017). Accounting, non-governmental organisations and civil society: The importance of nonprofit organisations to understanding accounting, organisations and society. *Accounting, Organisations and Society*, 63, 1-5.
- Hall, R., & Grant, D. (2018). Charismatic leadership. *The Palgrave Encyclopedia of Strategic Management*, 230–231. https://doi.org/10.1057/978-1-137-00772-8_735
- Hart, C. (2018). *Doing a Literature Review: Releasing the Social Science Research Imagination*. SAGE Publications Ltd.
- Hasija, K. G., Hyde, A. M., & Kushwaha, V. S. (2019). A study of inspirational motivation by leader on employee engagement. *International Bulletin of Management and Economics*, 9(1), 109-120.
- Hedges, K. (2017). *The Inspiration Code: How the Best Leaders Energize People Every Day*. American Management Association.
- Hemby, S. (2017). Creating a leader credibility climate as modelled in the leadership of Jesus. *Journal of biblical perspectives in leadership*, 7(1), 46-64.
https://www.regent.edu/acad/global/publications/jbpl/vol7no1/7_Hemby.pdf

- Hengevoss, A. (2023). Comprehensive INGO accountability to strengthen perceived program effectiveness: A logical thing? *VOLUNTAS: International Journal of Voluntary and Nonprofit Organisations*. <https://doi.org/10.1007/s11266-023-00556-0>
- Hieu, V. M. (2020). Employee empowerment and empowering leadership: A literature review. *Technium*, 2(7), 20-28.
- Hobbs, H. (2017). *A qualitative study of Millennials in the workplace: Gaining their long-term employment in news media firms in North Alabama* [Florida Institute of Technology]. Melbourne, Florida.
- Hogue, R. (2015). *Transformational leadership for virtual teams in an information technology organisation* [Doctorate, Walden University]. Walden University ScholarWorks. Walden University.
- Holmberg-Wright, K., Hribar, T., & Tsegai, J. (2017). More than money: Business strategies to engage Millennials. *Business Education Innovation Journal*, 9(2), 14-23. http://www.beijournal.com/images/2_V9N2_final_2-2.pdf
- Huo, C., Waheed Akhtar, M., Arslan Safdar, M., Kashif Aslam, M., Abbas, K., Hasan Rafiq, M., Iqbal, K., & Saad Najim AL-Khafaji, D. (2020). Transformational Leadership Spur Organisational Commitment among Optimistic Followers: The Role of Psychological Capital. *International Journal of Organisational Leadership*, 9(2), 93-104.
- Ibrahim, H., Isa, A., & Shahbudin, A. (2016). Organisational support and creativity: The role of developmental experiences as a moderator. *Procedia Economics and Finance*, 35, 509-514. [https://doi.org/10.1016/S2212-5671\(16\)00063-0](https://doi.org/10.1016/S2212-5671(16)00063-0)
- Ihuah, P. (2014). A review of soft and hard approaches of human resource management and the success of real estate development in Nigeria. *Journal of*

Business Management and Economic Development, 1(1), 16-23.

<http://www.newgroundresjournals.org/journals/JBMED>

- Islami, X., & Mulolli, E. (2020). A conceptual framework of transformational leadership as an influential tool in the team performance. *Islami, Xh., & Mulolli, E. (2020). A conceptual framework of transformational leadership as an influential tool in the team performance. European Journal of Management Issues*, 28(1-2), 13-24.
- Ivancevich, J., Konopaske, R., & Matteson, M. (2014). *Organisational behaviour & management* (10th ed.). McGraw-Hill.
- Jayathilaka, A. (2021). Impact of NGO Governing Issues for the Employee Turnover Intention (A Study Based on Sri Lanka). *Journal of Research in Humanities and Social Science*, 9(8), 28-32.
- Jha, N., Sareen, P., & Potnuru, R. (2018). Employee engagement for Millennials: Considering technology as an enabler. *Development and Learning in Organisations*, 1-5. [https://doi.org/https://doi.org/10.1108/DLO-05-2018-0057](https://doi.org/10.1108/DLO-05-2018-0057)
- Jochmans, K. (2022). Heteroscedasticity-robust inference in linear regression models with many covariates. *Journal of the American Statistical Association*, 117(538), 887-896, <https://doi.org/10.1080/01621459.2020.1831924>
- Johnson, C. (2018). *Meeting the Ethical Challenges of Leadership: Casting Light or Shadow* (6th ed.). Sage Publications.
- Kaburu, G., & Nzulwa, J. (2020). Influence of the millennial talent management strategies on the performance of commercial banks in Kenya. *International Research Journal of Business and Strategic Management*, 1(1).
- Karaca, D., Özgül, B., & Zehir, C. (2021). The relationships among charismatic leadership, job satisfaction, and entrepreneurial orientation: An empirical

- study in the R&D department. *Business & Management Studies: An International Journal*, 9(4), 1521-1537.
- Karugo, B. (2017). *Millennials and the workplace environment; case study of Kenya Revenue Authority* United States International University-Africa].
- Katumpe, G. S. O., Kyongo, J. K. (2023). Millennials' workplace challenges and global market trends. *International Academic Journal of Human Resource and Business Administration*, 4(3), 436-452.
- Kayode, O. (2013). Application of Theory X and Y in Classroom Management. *International Journal of Education and Research*, 1(5), 1-10.
- Kentse, R. (2020). NGOs today: Competing for resources, power and agency. (Mar 2020). <https://mg.co.za/analysis/2020-03-05-ngos-today-competing-for-resources-power-and-agency/>
- Kerns, C. D. (2019). Managing teamwork: A key leadership practice. *Journal of Leadership, Accountability and Ethics*, 16(1), 40-53.
- Khan, M. A. & Ullah, M. (2021). Mediating role of ethical leadership between employee empowerment and competitive edge: A case of commercial banks in Pakistan. *Humanities & Social Sciences*, 9(2), 219-231.
<https://doi.org/10.18510/hssr.2021.9223>
- Khan, M. R. & Wajidi, A. (2021). *Role of Leadership and Team Building in Employee Motivation at Workplace*. gmjacs.bahria.edu.pk
- Kimotho, W. M. (2018). *Motivational Factors Affecting Performance of the Millennial Generation in the Intergovernmental Organisations: A Case of the United Nations* United States International University-Africa].
- Kivunja, C. (2018). Distinguishing between theory, theoretical framework and conceptual framework: A systematic review of lessons from the field.

International journal of higher education, 7(6), 44-53.

<https://doi.org/10.5430/ijhe.v7n6p44>

Kivunja, C., & Kuyini, A. (2017). Understanding and applying research paradigms in educational contexts. *International journal of higher education*, 6(5), 26-41.

<https://doi.org/10.5430/ijhe.v6n5p26>

Knief, U., & Forstmeier, W. (2021). Violating the normality assumption may be the lesser of two evils. *Behaviour Research Methods*, 53(6), 2576-2590.

Knight, C., Patterson, M., & Dawson, J. (2019). Work engagement interventions can be effective: a systematic review. *European Journal of Work and Organisational Psychology*, 28(3), 348-372.

<https://doi.org/10.1080/1359432X.2019.1588887>

Kothari. (2004). *Research Methodology: Methods and Techniques* (2nd revised ed.). New Age International Publishers.

Kouzes, J. M., & Posner, B. Z. (2017). *The Leadership Challenge*. Jossey-Bass.

Kouzes, J., & Posner, B. (2013). *Great leadership creates great workplaces* (Kindle ed.). Jossey-Bass.

Kovic, M., & Hänsli, N. (2018). Do Millennials care about NPOs? Intergenerational differences in attitudes towards nonprofit organisations. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organisations*, 29(5), 1112-1127.

Kurian, S. (2017). Meet the Millennials. (ITs Her Future), 1-24. Retrieved 25th May 2019, from <https://home.kpmg/content/dam/kpmg/uk/pdf/2017/04/Meet-the-Millennials-Secured.pdf>

- Kuruvila, A. (2015). Non-Governmental Organisations (NGOs): Issues of Terminology and Definitions. *Rajagiri Journal of Social Development*, 7(1), 20-29.
- Lang, M. R. (2019). *Strategies to foster employee engagement before, during, and after organisational mergers*. (Unpublished Dissertation, Walden University).
- Lewis, D., Kanji, N., & Themudo, N. S. (2020). *Non-governmental organisations and development*. Routledge.
- Lindner, T., Puck, J., & Verbeke, A. (2020). Misconceptions about multicollinearity in international business research: Identification, consequences, and remedies. *Journal of International Business Studies*, 51, 283-298.
- Lune, H., & Berg, B. (2017). *Qualitative Research Methods for Social Sciences* (9th ed.). Pearson.
- Lusiana, H. (2021). The Influence of Job Involvement and Transformational Leadership on the Performance of Millennial Employees. *Ilomata International Journal of Management*, 2(4), 233-241.
- Mahmoud, A. B., Fuxman, L., Mohr, I., Reisel, W. D., & Grigoriou, N. (2021). “We aren't your reincarnation!” workplace motivation across X, Y and Z generations. *International Journal of Manpower*, 42(1), 193-209.
- Mahmoud, A. B., Reisel, W. D., Grigoriou, N., Fuxman, L., & Mohr, I. (2020). The reincarnation of work motivation: Millennials vs older generations. *International Sociology*, 35(4), 393-414.
- Maina, R. W., Ngugi, K., Odhiambo, R. (2021). Influence of inspirational motivation on employee engagement in public universities in Kenya. *IOSR Journal of Business and Management*, 23(1), 23-31.

- Majid, U. (2018). Research fundamentals: Study design, population, and sample size. *Undergraduate research in natural and clinical science and technology journal*, 2, 1-7.
- Majrashi, A. Y. (2022). The impact of leadership styles on employee engagement from the point of view of government agencies employees in Tabuk City. *Global Journal of Economics and Business*, 12(5), 659-671.
- Malmqvist, J., Hellberg, K., Möllås, G., Rose, R., & Shevlin, M. (2019). Conducting the pilot study: A neglected part of the research process? Methodological findings supporting the importance of piloting in qualitative research studies. *International Journal of Qualitative Methods*, 18, 1609406919878341.
- Manning, P. K. (2017). *The Power of Human Resource Development: Practices for Positive Employee Engagement*. Routledge.
- Mansor, Z. D., Mun, C. P., Farhana, N., Nasuha, W. A., & Tarmizi, W. M. (2017). Influence of Transformation Leadership Style on Employee Engagement among Generation Y. *International Journal of Economics and Management Engineering*, 11(1), 161-165. scholar.waset.org/1307-6892/10006230
- Mark. (2015). Facts and Stats About NGOs Worldwide. *Global Leadership Bulletin*. <https://www.standardizations.org/bulletin/?p=841>
- Marta, I. A., Supartha, W. G., Dewi, G. A. M., & Wibawa, M. A. (2021). Job Enrichment, Empowerment, and Organisational Commitment: The Mediating Role of Work Motivation and Job Satisfaction. *Journal of Asian Finance, Economics and Business*, 8(1), 1031–1040.
- Martela, F. (2020). Self-Determination Theory. *The Wiley Encyclopaedia of Personality and Individual Differences: Models and Theories*, 369-373.

- Maxwell, J. C. (2019). *Leadershift: The 11 Essential Changes Every Leader Must Embrace*. HarperCollins Leadership.
- Mazzetti, G. & Schaufeli, W. B. (2022). The impact of engaging leadership on employee engagement and team effectiveness: A longitudinal, multi-level study on the mediating role of personal- and team resources. *PLoS ONE*, 17(6), 1-25. e0269433. <https://doi.org/10.1371/journal.pone.0269433>
- Mbindyo, M., O'Connor, R. J., & Nandedkar, A. (2021). Linking transformational leadership theory to the practice of academic advising-A conceptual paper. *Journal of Higher Education Theory and Practice*, 21(12).
- Mburu, J. M. (2019). *Effects of Career Development and Employee Rewards on Employee Retention in Non-Governmental Organisations of Care for AIDS, Kenya* Pan Africa Christian University].
- Meola, C. (2016). Addressing the needs of the Millennial Workforce through equine assisted learning. *Journal of Management Development*, 35(3), 294-303. [https://doi.org/https://doi.org/10.1108/JMD-08-2015-0110](https://doi.org/10.1108/JMD-08-2015-0110)
- Messmann, G., Evers, A., & Kreijns, K. (2022). The role of basic psychological needs satisfaction in the relationship between transformational leadership and innovative work behaviour. *Human Resource Development Quarterly*, 33(1), 29-45.
- Miles, M. B., Huberman, A. M., & Saldana, J. (2014). *Qualitative Data Analysis: A Methods Sourcebook*. SAGE Publications.
- Mittal, R. (2015). Charismatic and transformational leadership styles: A cross-cultural perspective. *International Journal of Business and Management*, 10(3), 26.

- Molina-Azorin, J. F., & Fetters, M. D. (2020). Virtual special issue on “paradigms in mixed methods research”. In (Vol. 14, pp. 6-10): SAGE Publications Sage CA: Los Angeles, CA.
- Mon, M. D., Robin, R., & Tarihoran, O. J. (2021). The effect of transformational leadership on employee performance with employee engagement as a mediation variable. *Journal of Business Studies and Management Review*, 5(1), 62-69.
- Morgan, J. (2017). *The Employee Experience Advantage: How to Win the War for Talent by Giving Employees the Workspaces They Want, the Tools They Need, and a Culture They Can Celebrate*. Wiley.
- Morrell, D. L., & Abston, K. A. (2018). Millennial motivation issues related to compensation and benefits: Suggestions for improved retention. *Compensation & Benefits Review*, 50(2), 107-113.
- Mostafa, A. M. S. (2019). Transformational leadership and restaurant employees' customer-oriented behaviours: The mediating role of organisational social capital and work engagement. *International Journal of Contemporary Hospitality Management*, 31(3), 1-oti34.
- Muathe, S., & Nyambane, J. (2017). Strategic human resource management practices and performance of employees in the Ministry of Health, Nairobi City County, Kenya. *International Journal for Innovation Education and Research*, 5(12), 211-227. <http://ijer.net/ijer/article/view/892>
- Mugenda, O. M., & Mugenda, A. G. (2019). *Research methods quantitative & qualitative approaches* (Revised). ACTS Press.
- Musinya, F. D. (2021). An investigation of the relationship between work environment practices and employee retention in international non-

- governmental organisations in Nairobi County, Kenya. *Human Resource and Leadership Journal*, 6(1), 16-48.
- Muthui, E. S. (2020). *Effect of Human Resource Management Practices on Retention of Millennial Work Force at Consolidated Bank of Kenya Limited* (Doctoral dissertation, university of Nairobi).
- Mwaisaka, D. M., Ouma, C., & K'Aol, G. (2019). Influence of supportive leadership style on employee job satisfaction in commercial banks in Kenya. *Journal of Human Resource and Leadership*, 4(1), 44-66.
- Myers, K., & Sadaghiani, K. (2010). Millennials in the workplace: A communication perspective on Millennials' organisational relationships and performance. *Journal of Business Psychology*, 25, 225-238. <https://doi.org/10.1007/s10869-010-9172-7>
- Nassar, S., Hossain, M. B., Naárné, É. Z. T., & Vasa, L. (2022). The mediating effect of organisational and co-workers support on employee retention in international non-governmental organisations in Gaza Strip. *Decision Making: Applications in Management and Engineering*, 5(2), 396-412.
- Ngqeza, K., & Dhanpat, N. (2021). Investigating the effects of employee empowerment on turnover intention in a mining organisation. *SA Journal of Human Resource Management/SA Tydskrif vir Menslikehulpbronbestuur*, 19(0), a1564. <https://doi.org/10.4102/sajhrm.v19i0.1564>
- Nguyen, N., & Pham, L. (2020). How to motivate employees? Special case of Millennial generation in Vietnam. *Journal of SouthWest JIAOTO University*, 55(2), 1-13. <https://doi.org/10.35741/issn.0258-2724.55.2.40>

- Niati, A., Rizkiana, C., & Suryawardana, E. (2022). Building employee performance through employee engagement, work motivation, and transformational leadership. *International Journal of Social Science*, 2(1), 1153-1162.
- Njenga, S. N., Gichuhi, D., & Koome, P. (2021). Influence of Millennials innovativeness on organisation change in the hospitality industry in Naivasha sub-county, Kenya. *International Journal of Research in Business and Social Science* (2147-4478), 10(7), 379-388.
- Njie, B., & Asimiran, S. (2014). Case study as a choice in qualitative methodology. *Journal of Research & Method in Education*, 4(3), 35-40.
- Njoroge, N., Ndirangu, A., & Kiambi, D. (2021). Leading Millennial generation towards engagement in organisations. *PAC University Journal of Arts & Social Sciences*, 3(1), 45-55.
- Njoroge, R., Ndirangu, A., & Kiambi, D. (2022). The role of transformational leadership on Millennials' dedication in level five private hospitals in Kenya. *International Journal of Business Ecosystem & Strategy* (2687-2293), 4(4), 69-82.
- Northouse, P. G. (2018). *Leadership: Theory and practice* (8th ed.). SAGE Publications.
- Novitasari, D., Haque, M. G., Supriatna, H., Asbari, M., & Purwanto, A. (2021). Understanding the Links between Charismatic Leadership, Intrinsic Motivation and Tacit Knowledge Sharing among MSME Employees. *International Journal of Social and Management Studies*, 2(3), 1-13.
- Nyongesa, R. (2018). *Perceived influence of work environment factors on organisational commitment among the Millennials in the banking industry in*

- Kenya (Publication Number D61/76244/2014) University of Nairobi]. UoN.
<http://erepository.uonbi.ac.ke>
- O'Driscoll, M., Ribeiro Dos Santos, G., Wang, L., Cummings, D. A., Azman, A. S., Paireau, J., ... & Salje, H. (2021). Age-specific mortality and immunity patterns of SARS-CoV-2. *Nature*, 590(7844), 140-145.
- Obi-Anike, h., & Ekwe, M. (2014). Impact of Training and Development on organisational Effectiveness: Evidence from Selected Public Sector Organisations in Nigeria. *European Journal of Business and Management*, 6(29), 66-75. www.iiste.org
- Obilor, E. I., & Amadi, E. C. (2018). Test for significance of Pearson's correlation coefficient. *International Journal of Innovative Mathematics, Statistics & Energy Policies*, 6(1), 11-23.
- Ogolah, M. G. O., Sikalieh, D., & Linge, T. K. (2017). The Influence of Individualized Consideration Leadership Behaviour on Employee Performance in Small and Medium Enterprises in Kenya. *International Journal of Business and Social Science*, 8(2), 163-173.
- Ojeleye, Y. C. & Bakare, M. (2020). Transformational leadership and employee engagement: Moderating role of organisational trust in confectionery industry. *International Journal of Intellectual Discourse*, 3(1), 2-16.
- Onifade, O.C. & Olanrewaju, S.O. (2020) Investigating Performances of Some Statistical Tests for Heteroscedasticity Assumption in Generalized Linear Model: A Monte Carlo Simulations Study. *Open Journal of Statistics*, 10, 453-493. <https://doi.org/10.4236>
- Onukwuba, H. O. (2020). Managing millennials in the African workplace: What the millennials need. *Journal of Organizational Psychology*, 20(2), 139-158.

- Onwuegbuzie, A. J., Johnson, B., & Turner, L. (2007). Toward a definition of mixed methods research. *Journal of mixed methods research*, 1(2), 112-133.
- Opolot, J. S., & Maket, L. (2020). Psychological contract, employee engagement and employee performance. *International Journal of Academic Research in Business and Social Sciences*, 10(11), 886-903.
- Orcan, F. (2020). Parametric or non-parametric: skewness to test normality for mean comparison. *International Journal of Assessment Tools in Education*, 7 (2), 255–265. <https://doi.org/10.21449/ijate.656077>
- Otieno, B. N., & Njoroge, J. G. (2019). Effects of leadership styles on employee performance: Case of Technical University of Kenya. *International Journal of Education and Research*, 7(6), 115-132.
- Otieno, C. D., Linge, T., & Sikalieh, D. (2019a). Influence of idealised influence on employee engagement in parastatals in the energy sector in Kenya. *International Journal of Research in Business and Social Sciences*, 8(5), 123-135. <https://www.ssbfn.net.com/ojs/index.php/ijrbs>
- Otieno, C. D., Linge, T., & Sikalieh, D. (2019b). Influence of intellectual stimulation on employee engagement in parastatals in the energy sector in Kenya. *International Journal of Research in Business and Social Sciences*, 8(6), 148-161. <https://www.ssbfn.net.com/ojs/index.php/ijrbs>
- Ozcelik, G. (2015). Engagement and retention of Millennial generation in the workplace through internal branding. *International Journal of Business and Management*, 10(3), 1-10. <https://doi.org/10.5539/ijbm.v10n3p99>
- Partelow, S., Winkler, K. J., & Thaler, G. M. (2020). Environmental non-governmental organisations and global environmental discourse. *Plos one*, 15(5), e0232945.

- Patton, M. (2015). *Qualitative research & evaluation methods* (4th ed.). Sage Publications.
- Paulos, G. (2019). *Leadership style and employees' commitment in Ethiopian Institute of Agricultural Research*. (Addis Ababa University).
- Pendleton, D., & King, J. (2002). Values and leadership. *BMJ (Clinical research ed.)*, 325(7376), 1352–1355. <https://doi.org/10.1136/bmj.325.7376.1352>
- Pokhariyal, G. (2019). Importance of moderating and intervening variables on the relationship between independent and dependent variables. *International Journal of Statistics and Applied Mathematics*, 4(5), 1-4.
- Prasetio, M. I., & Hasanah, H. (2022). The influence of competence, work motivation and career development on employee performance with organisational commitment as a moderating variable in the Millennial generation in the DKI Jakarta region. *Jurnal Ekonomi Trisakti*, 2(1), 29-38.
- Puni, A., Mohammed, I., & Asamoah, E. (2018). Transformational leadership and job satisfaction: the moderating effect of contingent reward. *Leadership & Organisation Development Journal*.
- Pyoria, P., Ojala, S., Saari, T., & Jarvinen, K.-M. (2017). The Millennial generation: A new breed of labour. *Sage*, 1-14.
<https://doi.org/10.1177/2158244017697158>
- Rafia, R., Sudiro, A., & Sunarayo, S. (2020). The effect of transformational leadership on employee performance mediated by job satisfaction and employee engagement. *International Journal of Business, Economics and Law*, 21(5), 119-125.

- Rahman, M. M., Tabash, M. I., Salamzadeh, A., Abduli, S., & Rahaman, M. S. (2022). Sampling techniques (probability) for quantitative social science researchers: a conceptual guideline with examples. *Seeu Review*, 17(1), 42-51.
- Rahmi, A., Achmad, G. N., & Adhimursandi, D. (2020). The Effect of Leadership and Empowerment Style and Motivation on Work Discipline and Employee Performance in Sungai Kunjang Subdistrict, Samarinda City. *International Journal of Business and Management Invention*, 9(3), 8-14.
- Ramli, Y., Soelton, M., & Ali, A. J. (2020). Implementing transformational leadership to cope with the implication of Millennial Workforce. *PalArch's Journal of Archaeology of Egypt/Egyptology*, 17(5), 52-68.
- Rao, M. (2016). Hard versus soft leadership? Examples and illustrations. *Strategic HR Review*, 15(4), 174-179. <https://doi.org/https://doi.org/10.1108/SHR-02-2016-0016>
- Rashid, Y., Rashid, A., Warraich, M., Sabir, S., & Waseem, A. (2019). Case study method: A step-by-step guide for business researchers. *International Journal of Qualitative Methods*, 18, 1-13. <https://doi.org/10.1177/1609406919862424>
- Revez, J., & Borges, L. C. (2018). Pragmatic paradigm in information science research: a literature review. *Qualitative and Quantitative Methods in Libraries*, 7, 583-593.
- Rezvani, S., & Monahan, k. (2017). The Millennial mindset: Work styles and aspirations of Millennials. *Deloitte Greenhouse*. Retrieved 25th May 2019, from <https://www2.deloitte.com/content/dam/Deloitte/us/Documents/process-and-operations/us-cons-Millennial-mindset.pdf>
- Riggio, R. E., & Orr, S. A. (2004). *Transformational Leadership*. Routledge.

- Rodjam, C., Thanasrisuebewong, A., Suphuan, T., & Charoenboon, P. (2020). Effect of human resource management practices on employee performance mediating by employee job satisfaction. *Sys Rev Pharm*, 11(3), 37-47.
- Rodu, J., & Kafadar, K. (2022). The q-q Boxplot. *Journal of Computational and Graphical Statistics*, 31(1), 26-39.
- Rotich, K. R., (2020). Influence of optimism on work engagement of managers in state corporations in Kenya. *European Journal of Management and Marketing Studies*, 5(3). 131-155. <http://dx.doi.org/10.46827/ejmms.v5i3.869>
- Rozlan, N. Z. A., & Subramaniam, G. (2020). The impact of flexible working arrangements on millennials—A conceptual analysis. *International Journal of Academic Research in Business & Social Sciences*, 10(11), 938-948.
- Ryan, R. M., & Deci, E. L. (2017). *Self-Determination Theory: Basic Psychological Needs in Motivation, Development, and Wellness*. The Guilford Press.
- Ryan, R. M., & Vansteenkiste, M. (2023). Self-determination theory. In *The Oxford Handbook of Self-Determination Theory* (pp. 3-30). Oxford University Press.
- Sahai, V. (2020). Coaching the Millennial: using a model to empower them personally and professionally. *Development and Learning in Organisations: An International Journal*.
- Sahni, J. (2021). Employee engagement among Millennial Workforce: Empirical study on selected antecedents and consequences. *Sage Open*, 11(1), 21582440211002208.
- Saleem, M.A., Bhutta, Z.M., Nauman, M., & Zahra, S. (2019). Enhancing performance and commitment through leadership and empowerment: An emerging economy perspective. *International Journal of Bank Marketing*, 37(1), 303-322. <https://doi.org/10.1108/IJBM-02-2018-0037>

- Samara, A., Sweis, R. J., Tarawneh, B., Albalkhy, W., Sweis, G., & Alhomsy, S. (2022). Sustainability management of international development projects by International Non-Governmental Organisations: The case of INGOs working with refugees in Jordan. *International Journal of Construction Management*, 22(9), 1657-1666.
- Sánchez-Cardona, I., Salanova Soria, M., & Llorens-Gumbau, S. (2018). Leadership intellectual stimulation and team learning: The mediating role of team positive affect. *Universitas psychologica*, 17(1), 221-236.
- Sanyal, S. & Hisam, M. W. (2018). The impact of teamwork on work performance of employees: a study of faculty members in Dhofar university. *IOSR Journal of Business and Management*, 20(3), 15-22. <https://www.iosrjournals.org/iosr-jbm/papers/Vol20-issue3/Version-1/C2003011522.pdf>
- Saunders, M., Lewis, P., & Thornhill, A. (2007). *Research Methods for Business Students* (4th ed.). Prentice Hall.
- Schaufeli, W. B., Shimazu, A., Hakanen, J., Salanova, M., & De Witte, H. (2017). An ultra-short measure for work engagement: the uwes-3 validation across five countries. *European Journal of Psychological Assessment*, Advance online publication. <http://dx.doi.org/10.1027/1015-5759/a000430>.
- Scott, K. (2017). *Radical Candor: Be a Kick-Ass Boss without Losing Your Humanity*. St. Martin's Press.
- Sekaran, U. (2003). *Research Methods for Business: A Skill-Building Approach* (4th ed.). John Wiley & Sons, Inc.
- Setiono, B., Pangaribuan, C. H., & Meilaini, A. W. (2019). The role of transformational leadership style in developing employee engagement among

- Generation Y in Jakarta. *International Journal of Research Science and Management*, 6(3), 1-12. DOI: 10.5281/zenodo.2587516
- Shafi, M., Lei, Z., Song, X., & Sarker, M. N. I. (2020). The effects of transformational leadership on employee creativity: Moderating role of intrinsic motivation. *Asia Pacific Management Review*, 25(3), 166-176.
- Sheldon, K. M., & Williams, G. C. (2010). *Self-Determination Theory in the Clinic: Motivating Physical and Mental Health*. Yale University Press.
- Shepard, G. (2017). *Employee Motivation: The Dynamic Manager's Handbook on How to Manage and Motivate*. Atlantic Publishing Group.
- Shonhiwa, C. (2016). An examination of the situational leadership approach: Strengths and weaknesses. *Cross-Currents: An International Peer-Reviewed Journal on Humanities & Social Sciences*, 2(2), 35-40.
- Shrestha, N. (2020). Detecting multicollinearity in regression analysis. *American Journal of Applied Mathematics and Statistics*, 8(2), 39-42.
- Siangchokyoo, N., Klinger, R. L., & Campion, E. D. (2020). Follower transformation as the linchpin of transformational leadership theory: A systematic review and future research agenda. *The Leadership Quarterly*, 31(1), 101341.
- Sinek, S. (2019). *The Infinite Game*. Portfolio.
- Smith, T., & Nichols, T. (2015). Understanding the Millennial generation. *Journal of Business Diversity*, 15(1), 39-47.
<https://www.researchgate.net/publication/324922926>
- Sorensen, P. F., & Yaeger, T. F. (2021). McGregor, Douglas: His Human Side. In *The Palgrave Handbook of Organizational Change Thinkers* (pp. 1067-1081). Cham: Springer International Publishing.

- Srichaipanya, W., Praditbatuga, P., & Treetipbut, S. (2020). *The impact of transformational leadership on employee engagement in a Sugar factory*.
<https://repository.au.edu/server/api/core/bitstreams/3080791c-24a8-4010-b823-f8055213ae26/content>
- Sridharan, V. G. (2021). Methodological Insights Theory development in qualitative management control: revisiting the roles of triangulation and generalization. *Accounting, Auditing & Accountability Journal*, 34(2), 451-479.
- Stanley, S. M., Rhoades, G. K., & Whitton, S. W. (2010). Commitment: Functions, Formation, and the Securing of Romantic Attachment. *Journal of family theory & review*, 2(4), 243–257. <https://doi.org/10.1111/j.1756-2589.2010.00060.x>
- State, D. (2021). *Non-Governmental Organisations (NGOs) in the United States*. United States: State Department Retrieved from <https://www.state.gov/non-governmental-organisations-ngos-in-the-united-states/>
- Stephen, M. D., & Zürn, M. (Eds.). (2019). *Contested world orders: Rising powers, non-governmental organisations, and the politics of authority beyond the nation-state*. Oxford University Press, USA.
- Stephens, D. O. (2021). Strategies to Engage Millennial Employees (A Multiple Case Study). *Open Journal of Business and Management*, 9(02), 618.
- Sultana, F. (2020). Paradigm shift and diversity in finance. *Journal of Finance and Accounting Research*, 2(1), 94-113.
- Supratman, O. V., Entang, M., & Tukiran, M. (2021). The relationship of charismatic leadership, employee personality, and employee performance: Evidence from

- PT. Karya Abadi Luhur. *International Journal of Social and Management Studies*, 2(2), 17-41.
- Surucu, L., & Maslakci, A. (2020). Validity and reliability in quantitative research. *Business & Management Studies: An International Journal*, 8(3), 2694-2726.
- Sürücü, L., & Maslakçi, A. (2020). Validity and reliability in quantitative research. *Business & Management Studies: An International Journal*, 8(3), 2694-2726.
- Susita, D., Sofwan, M., Sudiarditha, I. K. R., Handaru, A. W., Busharmaidi, B., Gustiawan, D., (2021). Investigating the influence of motivation and organisational support on employee performance with employee engagement as a mediator. *Journal of Archaeology of Egypt/Egyptology* 18(4), 3116-3135.
- Suyanto, U., Mu'ah, Purwanti, I., & Sayyid, M. (2019). Transformational leadership: Millennial leadership style in industry 4.0. *Manajemen Bisnis*, 9(1).
<https://doi.org/10.22219/jmb.v9i1.9437>
- Taherdoost, H. (2016). Validity and reliability of the research instrument; how to test the validation of a questionnaire/survey in a research. *How to test the validation of a questionnaire/survey in a research (August 10, 2016)*.
- Taherdoost, H. (2021). Data collection methods and tools for research; a step-by-step guide to choose data collection technique for academic and business research projects. *International Journal of Academic Research in Management (IJARM)*, 10(1), 10-38.
- Tallberg, J., Dellmuth, L. M., Agné, H., & Duit, A. (2018). NGO influence in international organisations: Information, access and exchange. *British journal of political science*, 48(1), 213-238.

- Teresi, J. A., Yu, X., Stewart, A. L., & Hays, R. D. (2022). Guidelines for designing and evaluating feasibility pilot studies. *Medical care*, 60(1), 95-103.
- Terrell, S. R. (2021). *Statistics translated: A step-by-step guide to analyzing and interpreting data*. Guilford Publications.
- Terrell, S. R. (2022). *Writing a proposal for your dissertation: Guidelines and examples*. Guilford Publications.
- Thanh, N. H., Quang, N. V., Anh, N. N. (2022). The relationship between leadership style and staff work engagement: An empirical analysis of the public sector in Vietnam. *Humanities & Social Sciences Communications*, 1-12.
<https://doi.org/10.1057/s41599-022-01354-7>.
- Tichy, N. M., & Devanna, M. A. (1986). *The Transformational Leader: The Key to Global Competitiveness*. John Wiley & Sons.
- Tortajada, C. (2016). Nongovernmental organisations and influence on global public policy. *Asia & the Pacific Policy Studies*, 3(2), 266–274.
<https://doi.org/10.1002/app5.134>
- Tran, T. B. H., & Vu, A. D. (2021). Transformational leadership versus shared leadership for team effectiveness. *Asian Academy of Management Journal*, 26(2), 143-171.
- Tsan, M.-F., & Nguyen, Y. (2019). Improving compliance with institutional review board continuing review requirements. *Journal of Empirical Research on Human Research Ethics*, 14(4), 365-371.
- Turbanti, G. (2023). Classical Theories of Organizations. In *Philosophy of Communication* (pp. 229-248). Cham: Springer International Publishing.
- Turner, T. (2020). *Human resource strategies used to retain Millennials in hospitals* [Dissertation Walden University]. Walden University.

<https://scholarworks.waldenu.edu/cgi/viewcontent.cgi?article=9611&context=dissertations>

Ugochukwu, C. (2024). *Transformational leadership style: How to inspire and motivate*. <https://www.simplypsychology.org/what-is-transformational-leadership.html>

UN, T. (2022). *Civil Society*. United Nations. Retrieved Oct 19th 2022 from <https://www.un.org/en/civil-society/page/about-us>

Valldeneu, M., Ferràs, X., & Tarrats, E. (2021). Effect of transformational behavior on millennial job satisfaction. *Problems and Perspectives in Management*, 19(3), 421.

Vallerand, R. J. (2021). Reflections on the legacy of self-determination theory. *Motivation Science*, 7(2), 115.

VanDyk, L., & Frederickson, K. (2018). *Transforming Leadership: New Vision for a Church in Mission*. Wm. B. Eerdmans Publishing Co.

Vansteenkiste, M., Ryan, R. M., & Deci, E. L. (2020). Basic psychological need theory: Advancements, critical themes, and future directions. *Motivation Science*, 6(3), 295-312.

Varpio, L., Paradis, E., Uijtdehaage, S., & Young, M. (2020). The distinctions between theory, theoretical framework, and conceptual framework. *Academic Medicine*, 95(7), 989-994.

Veale, D. (1996). Mentoring and coaching as part of a human resource development strategy: an example at Coca-Cola foods. *Leadership and Organisational Development Journal*, 17(3), 16-20.

<https://doi.org/https://doi.org/10.1108/01437739610116948>

- Verdinelli, S., & Scagnoli, N. (2013). Data display in qualitative research. *International Journal of Qualitative Methods*, 359-381.
<https://journals.sagepub.com/doi/pdf/10.1177/160940691301200117>
- Wanasida, A. S., Bernarto, I., Sudibjo, N., & Pramono, R. (2021). Millennial transformational leadership on organizational performance in Indonesia fishery startup. *The Journal of Asian Finance, Economics and Business*, 8(2), 555-562.
- Wawira, N. C. (2022). *Effect of leadership on operational efficiency of Non-governmental organisations in Nairobi County, Kenya*. (Unpublished Thesis, University of Nairobi).
- Weinstein, N., & Ryan, R. M. (2010). *Human Motivation and Interpersonal Relationships: Theory, Research, and Applications*. Springer.
- Weisburd, D., Wilson, D. B., Wooditch, A., Britt, C., Weisburd, D., Wilson, D. B., ... & Britt, C. (2022). Multiple regression. *Advanced Statistics in Criminology and Criminal Justice*, 15-72.
- West BT, Zhang S, Wagner J, Gatward R, Saw H-W, Axinn WG (2023) Methods for improving participation rates in national self administered web/mail surveys: Evidence from the United States. *PLoS ONE* 18(8): e028969
- Willmer, M., Westerberg Jacobson, J., Lindberg, M. (2019) Exploratory and Confirmatory Factor Analysis of the 9-Item Utrecht Work Engagement Scale in a Multi-Occupational Female Sample: A Cross-Sectional Study. *Frontiers in Psychology*, 10(2771), 1-8. <https://doi.org/10.3389/fpsyg.2019.02771>
- Wonu, N., Victor-Edema, U. A., & Ndimele, S. C. (2018). Test of significance of correlation coefficient in science and educational research. *International Journal of Mathematics and Statistics Studies*, 9(2), 53-68.

- Woosnam, K. M., Strzelecka, M., Nisbett, G. S., & Keith, S. J. (2019). Examining Millennials' global citizenship attitudes and behavioural intentions to engage in environmental volunteering. *Sustainability*, 11(8), 2324.
- Yadav, L. K., & Seth, M. (2021). Invigorating team processes through transformational leadership: A theoretical proposition. *Abhigyan*, 38(4), 30-43.
- Yeshitila, B. & Beyene, A. (2019). The Mediating Effect of Employee Engagement between Transformational Leadership and Job Performance in the Commercial Bank of Ethiopia. *European Journal of Business and Management*, 11(25), 33-43. DOI: 10.7176/EJBM Vol.11, No.25, 2019
- Yizhong, X., Baranchenko, Y., Lin, Z., Lau, C. K., & Ma, J. (2018). The influences of transformational leadership on employee employability: Evidence from China. *Employee Relations*.
- Zaki, N. A. B. M. & Norazman, I. (2019). The relationship between employee motivation towards green HRM mediates by green employee empowerment: A systematic review and conceptual analysis. *Journal of Research in Psychology*, 1(2), 6-9.
- Zehir, C., Gurol, Y., Karaboga, T., & Kule, M. (2016). *Strategic human resource management and firm performance: The mediating role of entrepreneurial orientation* 12th International Strategic Management Conference, Turkey.
- Zeijen, M. E. L., Petrou, P., Bakker, A. B., & Gelderen, B. R. (2020). Dyadic support exchange and work engagement: An episodic test and expansion of self-determination theory. *Journal of Occupational and Organisational Psychology*, 93, 687–711. DOI:10.1111/joop.12311687

- Zelege, B., & Obang, P. (2021). The Relationship between Leadership Styles and Employees' Job Satisfaction at Gambella Teachers' Education and Health Science College. *The Ethiopian Journal of Education*, 41(2), 131-174.
- Zemlyak, S., Gusarova, O., & Khromenkova, G. (2022). Tools for Correlation and Regression Analyses in Estimating a Functional Relationship of Digitalization Factors. *Mathematics*, 10(3), 429.
- Zhao, C., Tian, G., Wen, Z., & Gao, X. (2021). Charismatic leadership and Millennial employee innovation performance relationship mediated by employees' leadership, professional, and organisational identification. *Social Behaviour and Personality: an international journal*, 49(1), 1-11.
- Zhou, Y. & Son, J. (2019). How and when matter: Exploring the interaction effects of high-performance work systems, employee participation, and human capital on organisational innovation. *Human Resource Management*, 58(3), 253-268. <https://doi.org/10.1002/hrm.21950>
- Zuberbuhler, P. M. J., Salanova, M., & Martínez, I. M. (2020). Coaching-Based Leadership Intervention Program: A Controlled Trial Study. *Frontiers in psychology*, 10, 3066. <https://doi.org/10.3389/fpsyg.2019.03066>

APPENDICES

Appendix A: Informed Consent Form

Dear respondent,

You are being requested to participate in a research study by Lucas Mburu of Pan Africa Christian University, Nairobi Kenya. The purpose of the study is to evaluate the role of transformational leadership and soft human resource approaches in Millennial Workforce engagement.

Your participation is voluntary and you have the right to know what you will be asked in order to make a decision on whether to participate or not. The study will involve use of an electronically administered questionnaire or involvement in a focus group discussion with like-minded participants in your organisation. The estimated time duration is 30 minutes for the questionnaire and one hour for the group discussion.

The benefits of your participation in this study will be in form of making a significant contribution to the body of academic knowledge in the area of Millennial Workforce within the NGO sector. There are no direct financial compensation for your participation although some form of appreciation may be extended where applicable including being treated to meals and refreshments.

Your personal details and responses during the study will be treated with utmost confidentiality and there will be no expectation to have the same revealed for publication.

I have read and fully understand the requirements and extent of my participation in this study and hereby do confirm that I am at least 18yrs of age.

Signature

Date

Appendix B: Questionnaire to Millennials

Instructions

You are encouraged to provide honest responses and share insights openly. There is no requirement for you to provide name or personal identification information and every effort will be made to ensure your responses are discreet and will be treated with utmost confidentiality.

In section B to D, select the score that best describe each of the statement as far as you are concerned. The score follows Likert's measurement scale where;

1 = Not at all, 2= Once in a while, 3 = Sometimes, 4= Fairly often, 5 = Frequently if not often

Section A: Demographic Profile

1. Gender: Male ☐
 Female ☐
 Other ☐

2. Age (range) tick appropriately
 - 22-29 years ☐
 - 30-39 years ☐
 - 40-43 years ☐

3. How long have you worked in this INGO?
 - Less than 1 year ☐
 - 1 to 5 years ☐
 - 6 to 10 years ☐
 - Over 10 years ☐

4. Which of the following classification best describe the NGO that you work for?
 - Development NGO ☐
 - Human rights NGO ☐
 - Health NGO ☐
 - Environmental NGO ☐
 - Education INGO ☐
 - Relief & Humanitarian INGO ☐
 - Advocacy INGO ☐
 - Women & Gender-based INGO ☐

Section B: 4 I's of Transformational Leadership

This section requires you to describe the leadership style of your supervisor or the person you report to as you perceive it. Please answer all items on this answer sheet. Forty-five descriptive statements are listed on the following pages. Judge how frequently each statement fits the person you are describing. Use the following rating scale:

Not at all	Once in a while	Sometimes	Fairly often	Frequently, if not often	
1	2	3	4	5	
<i>THE PERSON I AM RATING</i>					
1. Provides me with assistance in exchange for my efforts	1	2	3	4	5
2. Re-examines critical assumptions to question whether they are appropriate	1	2	3	4	5
3. Fails to interfere until problems become serious	1	2	3	4	5
4. Focuses attention on irregularities, mistakes, exceptions, and deviations from standards	1	2	3	4	5
5. Avoids getting involved when important issues arise	1	2	3	4	5
6. Talks about their most important values and beliefs	1	2	3	4	5
7. Is absent when needed	1	2	3	4	5
8. Seeks differing perspectives when solving problems	1	2	3	4	5
9. Talks optimistically about the future	1	2	3	4	5
10. Instils pride in me for being associated with him/her	1	2	3	4	5
11. Discusses in specific terms who is responsible for achieving performance targets	1	2	3	4	5
12. Waits for things to go wrong before taking action	1	2	3	4	5
13. Talks enthusiastically about what needs to be accomplished	1	2	3	4	5
14. Specifies the importance of having a strong sense of purpose	1	2	3	4	5
15. Spends time teaching and coaching	1	2	3	4	5
16. Makes clear what one can expect to receive when performance goals are achieved	1	2	3	4	5
17. Shows that he/she is a firm believer in "If it's not broken, don't fix it."	1	2	3	4	5
18. Goes beyond self-interest for the good of the group	1	2	3	4	5
19. Treats me as an individual rather than just as a member of a group	1	2	3	4	5

Not at all	Once in a while	Sometimes	Fairly often	Frequently, if not often		
1	2	3	4	5		
THE PERSON I AM RATING						
20. Demonstrates that problems must become chronic before taking action	1	2	3	4	5	
21. Acts in ways that builds my respect	1	2	3	4	5	
22. Concentrates his/her full attention on dealing with mistakes, complaints, and failures	1	2	3	4	5	
23. Considers the moral and ethical consequences of decisions	1	2	3	4	5	
24. Keeps track of all mistakes.	1	2	3	4	5	
25. Displays a sense of power and confidence	1	2	3	4	5	
26. Articulates a compelling vision of the future	1	2	3	4	5	
27. Directs my attention toward failures to meet standards	1	2	3	4	5	
28. Avoids making decisions	1	2	3	4	5	
29. Considers me as having different needs, abilities, and aspirations from others	1	2	3	4	5	
30. Gets me to look at problems from many different angles	1	2	3	4	5	
31. Helps me to develop my strengths	1	2	3	4	5	
32. Suggests new ways of looking at how to complete assignments	1	2	3	4	5	
33. Delays responding to urgent questions	1	2	3	4	5	
34. Emphasizes the importance of having a collective sense of mission	1	2	3	4	5	
35. Expresses satisfaction when I meet expectations	1	2	3	4	5	
36. Expresses confidence that goals will be achieved	1	2	3	4	5	
37. Is effective in meeting my job-related needs	1	2	3	4	5	
38. Uses methods of leadership that are satisfying	1	2	3	4	5	
39. Gets me to do more than I expected to do	1	2	3	4	5	
40. Is effective in representing me to higher authority	1	2	3	4	5	
41. Works with me in a satisfactory way	1	2	3	4	5	
42. Heightens my desire to succeed	1	2	3	4	5	
43. Is effective in meeting organisational requirements	1	2	3	4	5	
44. Increases my willingness to try harder	1	2	3	4	5	
45. Leads a group that is effective	1	2	3	4	5	

Section C: Soft HR Approach

This section requires you to describe the HR approach used by your organisation. Twelve descriptive statements are listed on the following pages. Judge how frequently each statement fits the person you are describing. Use the following rating scale:

Not at all	Once in a while	Sometimes	Fairly often	Frequently, if not often		
1	2	3	4	5		
THE HUMAN RESOURCE APPROACH IN MY ORGANISATION						
1. Trusts me to make decisions within my designated roles and responsibilities	1	2	3	4	5	
2. Accords me independence in how I carry out my tasks and achieve my goals	1	2	3	4	5	
3. Grants me freedom to innovate and problem-solve	1	2	3	4	5	
4. Provides me with the training and tools I need to succeed in my job role	1	2	3	4	5	
5. Recognizes me for my contributions and achievements	1	2	3	4	5	
6. Provides a forum where I can share my ideas, concerns, and suggestions	1	2	3	4	5	
7. Listens to and acts on my feedback	1	2	3	4	5	
8. Includes me in decisions that affect my work and life	1	2	3	4	5	
9. Works with me as a team to achieve organisational goals	1	2	3	4	5	
10. Promotes synergy and cohesion among employees	1	2	3	4	5	
11. Shares information freely with staff	1	2	3	4	5	
12. Puts emphasis on collective efforts	1	2	3	4	5	

Section D: Millennial Workforce Engagement

The following 9 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, cross the “0” (zero) in the space after the statement. If you have had this feeling, indicate how often you felt it by crossing the number (from 1 to 5) that best describes how frequently you feel that way.

Never 1	Rarely 2	Sometimes 3	Often 4	Always 5					
1. At my work, I feel I am bursting with energy					1	2	3	4	5
2. At my work, I feel strong and vigorous					1	2	3	4	5
3. I am enthusiastic about my job					1	2	3	4	5
4. My job inspires me					1	2	3	4	5
5. When I get up in the morning, I feel like going to work					1	2	3	4	5
6. I feel happy when I am working intensely					1	2	3	4	5
7. I am proud of the work that I do					1	2	3	4	5
8. I get carried away when I am working					1	2	3	4	5
9. I am immersed in my work					1	2	3	4	5

===Thank you for your time and cooperation===

Appendix C: Interview Guide to HR Officers

Dear participant,

I would like to express my sincere gratitude for taking the time to participate in this interview. Your insights as an HR officer are highly valued and will contribute significantly towards my research on transformational leadership, soft human resource approach, and Millennial Workforce engagement in your organisation. I'm excited about this conversation and the valuable perspectives you'll bring to the table. This interview will take the shortest time possible and will be kept anonymous. With your consent, can I ask you a few questions please?

1. Could you tell me about a leader within the organisation who embodies strong ethical values and sets a positive example for others? How do their actions influence the Millennial worker's commitment and trust?

2. How does the leadership in your organisation foster a sense of enthusiasm and optimism even during challenging times? How does this attitude translate into more energized and committed employees?

3. What initiatives or practices does the organisation have in place to encourage employees to think creatively and critically about the tasks and projects they're working on?

4. In what ways does the organisation ensure that each team member's unique strengths and aspirations are taken into consideration when assigning tasks or responsibilities? How does this approach enhance team morale?

5. Can you share instances where a Millennial in the organisation has been given the authority to make decisions related to their work? How does this empowerment affect the quality of their contributions?

6. Could you provide examples of recent initiatives where Millennials were actively involved in shaping decisions or processes within the organisation? How did this involvement impact the final outcomes?

7. Can you describe a recent project or task that required collaboration between employees from different departments? How was the collaboration facilitated, and what were the results?

8. From your perspective, can you share instances or observations where employees have shown a high level of energy and enthusiasm in their work? What do you think contributes to this sense of vigor among employees?

9. Can you provide examples of employees who have demonstrated a strong emotional commitment to their roles and the organisation? What strategies or practices do you believe foster such dedication among employees?

10. Could you discuss situations you've come across where employees seemed deeply absorbed and engaged in their tasks, to the point where they lost track of time? From your standpoint, what conditions or opportunities seem to encourage this high level of absorption among employees?

Thank you for your time and cooperation

Appendix D: Certificate of Ethical Clearance

	Certificate of Ethical Clearance	 Pan Africa Christian University Thika Road Campus / Hurlingham Road Campus P.O. Box 16675-00200 +254 730000000 +254 730000000/2 info@pacuniversity.ac.ke www.pacuniversity.ac.ke INSTITUTIONAL SCIENTIFIC ETHICS REVIEW COMMITTEE (ISERC)	
This Certificate is awarded to LUCAS N. MBURU For the research titled Transformational leadership, soft human resource approach and millennial workforce engagement in compliant international non-governmental organizations in Nairobi Kenya. Ref/PAC/ISERC/40/10/23 having complied with PAC University Institutional Scientific Ethics Review Committee's guidelines and Standard Operating Procedures for ethical clearance.			
This Certificate is issued subject to compliance with the following requirements: i. Before commencing the study, you are required to obtain a Research License from the National Commission for Science, Technology and Innovation (NACOSTI) as well as other institutional clearances as and where needed. ii. Only approved documents including research instruments and informed consent forms will be used. iii. All changes including amendments and/or deviations are to be submitted for review and clearance by PAC University Institutional Scientific Ethics Review Committee before use. iv. Any expected or unexpected changes that may increase the risks to study participants or affect the integrity of the study must be reported in writing to PAC University Institutional Scientific Ethics Review Committee within two days. v. Any request for renewal or approval must be submitted to PAC University Institutional Scientific Ethics Review Committee at least four weeks prior to the expiry of this Certificate and must be accompanied by a comprehensive progress report to support the renewal.			
Date of issue	05/10/2023	Expiry date	05/10/2024
DR. JANE KINUTHIA  Secretary PAC_ISERC			

Appendix E: PAC University Research Authorization



**Pan Africa
Christian University**

Thika Road Campus Valley Road Campus
P.O. BOX 56875 - 00200 +254 730955000 +254 730955501/2
enquiries@pacuniversity.ac.ke www.pacuniversity.ac.ke

18th October 2023

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

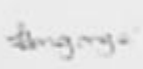
**RE: RESEARCH AUTHORIZATION & ETHICS CLEARANCE LETTER FOR
MBURU LUCAS NGIGI REG. NO: POLD/10886/0/18**

Greetings! This is an introduction letter for the above named person a final year student at Pan Africa Christian University (PAC University), pursuing a Doctor of Philosophy in Organizational Leadership (Phd).

He is at the final stage of the programme and he is preparing to collect data to enable him finalize on the dissertation. The dissertation title is *"Transformational leadership, soft human resource approach and millennial workforce engagement in compliant International Non-Governmental Organizations in Nairobi Kenya."*

We kindly request that you allow him obtain a research permit so as to proceed and collect data from compliant International Non-Governmental Organizations in Nairobi Kenya.

Warm Regards,



Dr. Lilian Vikiru
Registrar Academic Affairs
Pan Africa Christian University
Lumumba Drive, Roysambu, off Kamiti Rd, off Thika Rd
P.O Box 56875-00200, Nairobi, Kenya
Tel: +254 721-932050/0730955000/734-400694
Email: registrar.aa@pacuniversity.ac.ke
Website: www.pacuniversity.ac.ke

PAN AFRICA CHRISTIAN UNIVERSITY
REGISTRAR
P.O. Box 56875 - 00200.
TEL: 0721 932050 0734 400694
NAIROBI KENYA

Where Leaders are Made

Appendix F: NACOSTI Permit

 REPUBLIC OF KENYA Ministry of Science, Technology and Innovation National Commission for Science, Technology and Innovation Ref No: 791963	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION Date of Issue: 03/November/2023
RESEARCH LICENSE	
	
This is to Certify that Mr. LUCAS NGIGIMBI of Pan Africa Christian University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: TRANSFORMATIONAL LEADERSHIP, SOFT HUMAN RESOURCE APPROACH AND MILLENNIAL WORKFORCE ENGAGEMENT IN COMPLIANT INTERNATIONAL NON-GOVERNMENTAL ORGANIZATIONS IN NAIROBI, KENYA for the period ending : 03/November/2024.	
License No: NACOSTIP/23/0054 Applicant Identification Number: 791963	Signature of Director General Walter Mwangi DIRECTOR GENERAL NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.	
See overleaf for conditions	

