



# Millennials & The Digital Marketplace

HOW TO KEEP MILLENNIALS PRODUCTIVE IN THE  
WORKPLACE

# Introduction

Enhancing employee productivity should be a top priority for employers. As the workplace continues to evolve, a number of global trends are being adopted and currently taking centre stage in some African markets too.

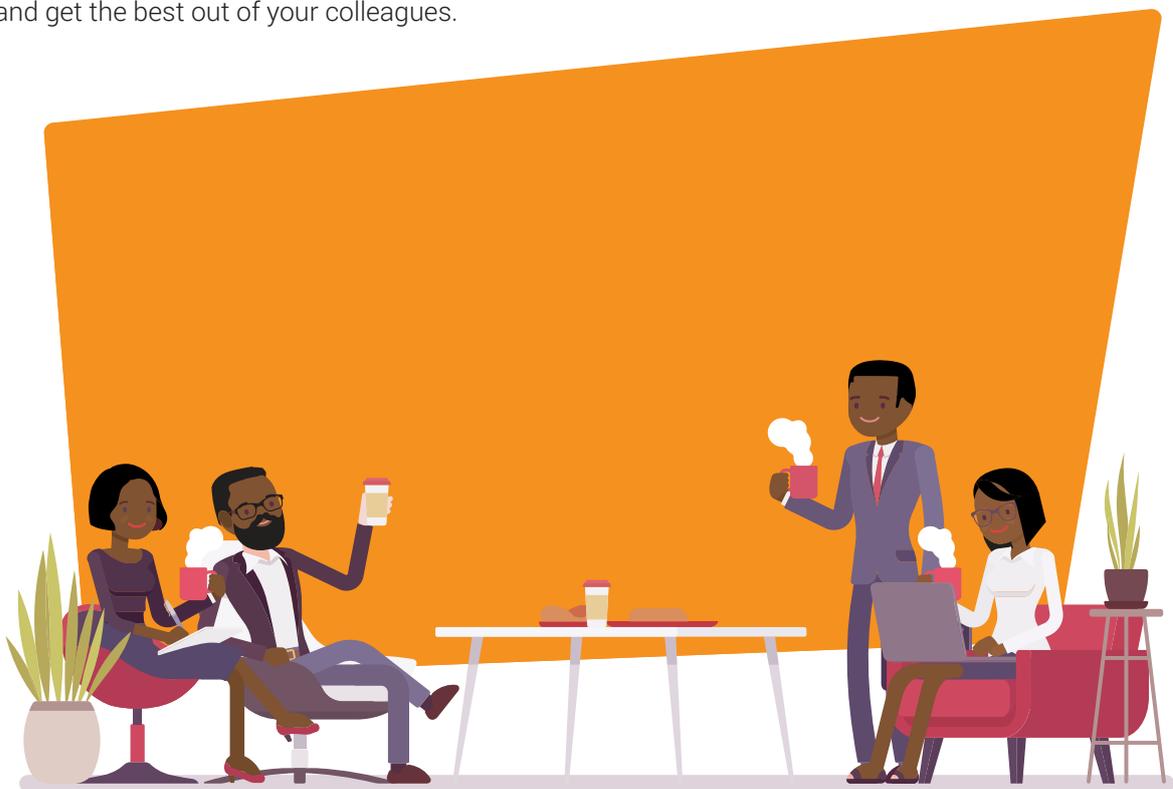
Millennials now occupy a larger portion of the workplace, and in today's age it is essential for employers to create an employee-centric culture that fosters productivity amongst this expanding demographic.

For this paper, we used Pan-African technology company, Andela, as our case study since their brand embodies factors we have identified as crucial to ensuring productivity amongst the millennial cohort. Their mission is to “advance human potential by empowering today's teams and investing in tomorrow's leaders” through their famed ‘EPIC’ values which represent the acronym: Excellence, Passion, Integrity, and Collaboration.

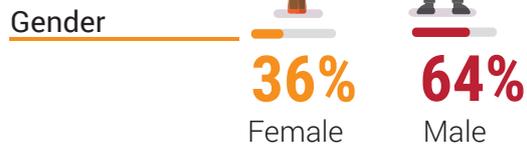
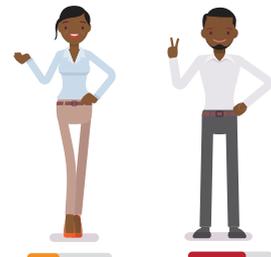
Keeping millennials productive in the workplace does not have to be a daunting task, hence this issue explores the factors that are necessary to ensure optimum productivity amongst millennials, detailing the importance of each and illustrating how employers can implement them. The five focus areas are: **Work Culture, Sense of Pride, Diversity & Inclusion, Training & Development Opportunities** and **Tools**.

To better understand millennials and productivity in the workplace, we surveyed 945 Tanzanian candidates, and their responses are specifically reflected in our survey results section. Furthermore, we interviewed key management staff and numerous developers from Andela, as well as gathered data from our internal database at BrighterMonday Tanzania and from external research.

With this paper, we hope there are learnings that you can take back to your company, implement and get the best out of your colleagues.



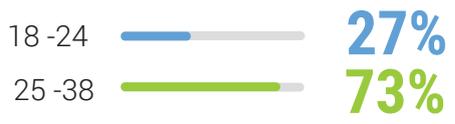
# Who Are Millennials



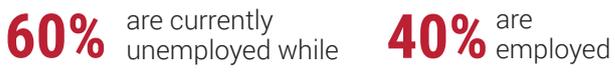
## Generation Group

Generation Y also known as Gen Y. Born between early 1980s and early 2000s

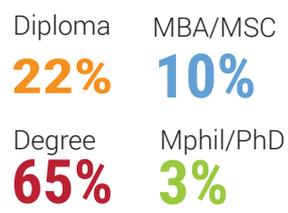
## Age



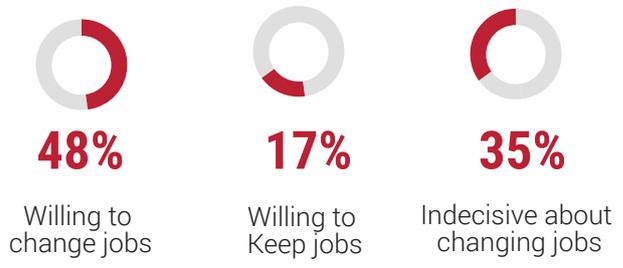
## Employment Status



## Education Levels



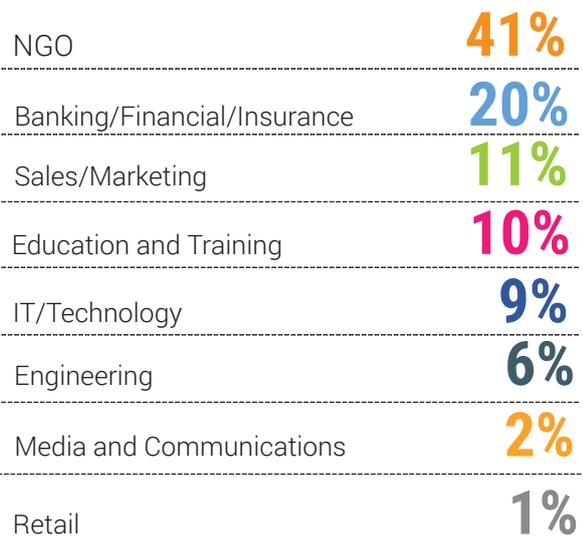
## Flight Risk: Possess high flight risk



## Top 3 traits they value in a company

- Work-Life Balance
- Job Security
- Good Pay

## Industry they think has the best working conditions



## Characteristics/Traits

Tech-Savvy, Digital Natives, Can-do attitude. Diverse, Global Citizens, Entrepreneurial, Multi-taskers, Risk-takers, Not fond of rigid working environment, Productivity-oriented, Most connected generation in history

## Forecasting/Projection Trends

By 2020, they will represent 50 percent of the entire global workforce

# WORK CULTURE

Work culture refers to shared beliefs, values, ideologies and traditions of an organization. Unlike outdated rigid work cultures; developing a positive employee-centred work culture is important as it boosts employee engagement and productivity in the workplace.

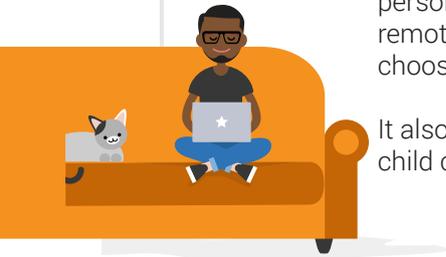
For instance, at Andela, every employee is responsible for shaping the workplace culture, because it allows ownership and autonomy in terms of shaping their future hence they're empowered to be part of the culture.





# Working Remotely

Working remotely enables millennial cohort to integrate life between work and their personal life, as well as achieve balance in both. However, there's more to working remotely than just letting employees work from home; they should be given a choice to choose what location works best for them.



It also reduces commuting time, traffic frustrations/stress and for parents, it reduces child care costs as hours are minimized.

## Our Findings

Where they prefer to work from when they have tight work deadlines



66%

At work



11%

Library



3%

Coffee shop



20%

Home

When asked why do you think you are more productive working from home and not at the office, respondents said

15%

Less distractions

4%

Less frequent meetings

3%

Not having to travel

66%

I am not productive working from home

12%

Less interruptions from colleagues

While working from home may be a popular factor in global markets as well as at Andela, it's a bit different in African/local market, from our findings, 5.3% voted working from home/remotely. This could be attributed to a lack of certain tools such as the internet.



**At Andela:**

*"We have a flexible working policy, so if I wake up in the morning and do not feel well, the first thing I'm going to evaluate is, if I go to work today, will I be able to be efficient and effective and if I don't, then I call my team to say I will work from home. And that's something that's not seen as a bad thing, and that's great for my well-being." Akonam Ikpelue, People Operations Manager Andela,*



**Research says:** A 2016 study by US staff monitoring company, **Hubstaff** found that remote workers are more productive, they log more hours, take less sick leave, perform better, and in general are more engaged at work.



Reference:

"Are remote workers more productive? We've checked all the research so you don't have to". **Hubstaff, 2016.**

# Flexible Hours

Develop flexible work schedules where employees are not restricted to conventional 9-5 working hours and are free to choose the best suitable times. It enables work-life balance that fosters a better quality of life as well as mental and physical wellness which reduces unplanned and unwanted absenteeism.



## Our Findings



# 49.8%

Of respondents say flexible working hours is a factor that motivates them the most to accomplish their tasks at work

Even though working remotely is not hotly contested by African millennials, flexible working hours are. They highly rate flexible time schedules as a productivity booster.

### “ “ At Andela:

*Flexible hours are part of Andela's work culture. At the time of the interview, Folusho advised that he had not started work yet, and was working remotely, but would be starting at the best time that suited him. "Flexible work times are super important because of the nature of Lagos (Lagos traffic). My role is not a 9-5 job due to flexible working hours. The remote aspect is very important to me", he elaborates.*

*Florence says Andela's flexible working hours are vital as they give her enough time to go home if she wanted to and finish off from there. And she's not held back by fatigue, she has more time to relax, and make sure that the production of her work is of quality because she's not under so much pressure. In other words, flexibility and autonomy play a vital role in improving employee performance.*



Research says: A 2017 joint report by ILO and Eurofound entitled, 'Working anytime, anywhere: The effects on the world of work' found that home-based teleworkers are more productive because they experience fewer interruptions than office-based workers. Secondly, their boost in productivity is also partly due to an increase in actual working time.



#### Reference:

"Working anytime, anywhere: The effects on the world of work". ILO and Eurofound, 2017.

# Group Recreational Activities

Creating an environment that allows time for fun activities at work can give millennial employees the boost they need to perform their job whilst happy at it, and happiness encourages employees to perform. Adopting a 'Work Hard; Play Harder' strategy creates a fun workplace culture.

Start by identifying your employees' hobbies, then decide on activities based on their interests. Activities like Family Lunch, Birthday Celebrations, Casual/Dress Down Day, Competitions, Team Building etc.



### Our Findings

# 6.1%

Say regular fun activities motivate them to accomplish their tasks

while

# 5.2%

Said taking regular breaks from their desk

Theoretically, group recreational activities are a productivity booster, however, regular fun activities and regular breaks from their desk are important despite receiving marginal votes out of all the identified Work Culture factors.



#### At Andela:

*When asked what makes Andela different from other companies, Ikpelue said, "Make the workplace fun. As much as we are big on feedback and meeting our targets and timeline, when we are designing our spaces we talk to the employees if they want to volunteer or support and what that does is to help us understand what motivates employees and what makes them come to work everyday." She adds that they may not meet everyone's needs but they try to cater to everyone's interests to the best to their ability.*

*Folusho, the developer mentioned the PS4 facility as one of his favourite fun things at Andela. It allows him to have some play time and relax his mind off work for a bit while enjoying good company with his colleagues. Other fun activities at Andela include, weekend getaways for fellows to recreational parks, parties at the office alongside quarterly parties at the Andela subsidised house.*



**Research says:** A study conducted by the **University of Warwick** revealed that happiness made people around 12% more productive. Bright HR's 'It Pays To Play' report also found that fun at work can reduce absence, increase productivity and lower levels of stress.



#### Reference:

New study shows we work harder when we are happy." **University of Warwick**. "It Pays To Play". **BrightHR**.

# Health Programs



A healthy body equals a healthy mind; therefore prioritizing health and wellness programs using practices such as promoting healthy eating, fitness facilities, nutrition programs, work sports teams, free medical assessments is paramount as it not only boosts productivity, but also minimizes absenteeism, fatigue and stress among employees.

Other comprehensive ways to promote health consciousness in the workplace include: Having an in-house health professional, Health screening sessions, Health insurance, Occupational health, and Competitions that offer rewards for achieving certain health goals such as company's biggest loser or best health advocate etc.

## Our Findings



# 33.6%

Voted health and wellness facilities as the number one motivator to accomplish their tasks at work

Ideally, health programs are not only a no brainer in the workplace but also personally, however, out of the four identified factors under Work Culture, (working remotely, flexible hours, group recreational activities and health programs); our survey outcome revealed flexible hours to be the most sought after than health programs. This could also mean that having flexible working hours establishes control in their lives, which in turn reduces issues such as stress, hence leading to a positive impact on their overall mental wellbeing.



### At Andela:

*For example at Andela, every second quarter of the year they have health awareness programs lined up for employees to come and learn how to improve their health. Programs that emphasize psychological health, where they get an opportunity to talk to psychological health experts, and are encouraged to improve and maintain their psychological, emotional and social health.*

*In addition to Mental Health and Wellness, Andelans are provided with on-site counselling on a weekly basis in all their African offices, a nap room and health checks by medical professionals. The company also provides breakfast, lunch, snacks, and fruits to their employees.*



**Research says: The World Health Organization (WHO)** lists increased productivity, improved staff morale, reduced stress, reduced staff turnover and reduced absenteeism among benefits of workforce health promotion.



#### Reference:

<sup>1</sup> Workplace health promotion." **World Health Organization.**

# SENSE OF PRIDE

Sense of Pride refers to things that drive admiration amongst employees, and once they relate to the factors that make their organization revered, they're motivated to promote the company which in turn has a lasting impact on customer satisfaction and their organization's reputation.

Your employees are your biggest marketing channel, and when your company encompasses things that matter to them, it encourages them to remain productive and impactful.



## SENSE OF PRIDE

# Strong/Relatable Company Values/Goals

Millennials connect with mission and purpose. A well-defined organizational mission and purpose will appeal to Millennials on a social and emotional level.

This dynamic generation finds it important to connect with a company that shares their own values and priorities, which in turn, motivates them to put their best foot forward as they're working towards a common goal.

For example, company values should not only be enshrined in company hand book but also emphasized in meetings, plastered on office boards and employee hardware.



### Our Findings

# 36.1%

Of the respondents said a company's mission and values are most important to them

Results from our survey show that millennials take company values and goals very seriously.

#### “ “ At Andela:

*Folusho says, "There's an explicit and very loud emphasis on company culture and making sure that Andela is an environment that is nourishing, that encourages productivity, and that will be a place where, when everybody wakes up in the morning to go to work they actually look forward to it. They ensure that everybody enjoys every single day at work."*

*He further leverages on Andela's 'EPIC' values, "Integrity is a very refreshing value. And knowing every single person you work with is a person of integrity. The other thing about the Andela brand, it is prominent, I belong to a company where the very best of the best work. A brand I'm proud to be associated with."*

*Taiwo says, "At Andela, we ensure that everyone lives and breathes their mission and values; right from the recruitment stage when we are sourcing for potential candidates. And even beyond our recruitment process, we emphasize them in general meetings and placing them across the office as a constant reminder."*

” ”

**Research says:** According to learning technology specialists, **Group Engineering**, "Over a third of people work harder if they understand how their job benefits society. What's more, when employees support the company's mission they are more likely to communicate it to customers and boost customer satisfaction."



#### Reference:

"Why Your Employees Should Know The Business Mission." **Group Engineering**.

## SENSE OF PRIDE

# Social Responsibility (CSR)



A corporate company image not only enhances your company's brand to outsiders but also plays a pivotal role in shaping your employees' perceptions and respect for you.

Being involved in meaningful work, supporting great causes and projects that drive change are important to millennials, because there ought to be purpose in the work they do. Employers need to have authentic CSR activities as millennials tend to pick up insincerity; therefore social causes must reflect authenticity.

Examples of CSR projects that employers can take part in include but not limited to: corporate foundations, employee volunteer programs, sustainability-focused social initiatives among others.

### Our Findings

# 17.3%

Of the respondents voted corporate social responsibility as the most important value in a company

Out of Sense of Pride as a whole, from our survey, social responsibility is perceived as important although strong relatable company values/goals is the most coveted factor.



#### At Andela:

*"One of the things I love about Andela is their Social Responsibility. The drive to do things not just business but being able to have a positive impact on society is very crucial. Paying close attention to the impact the company is making on the community and that's more important to me", Folusho on what makes it so great to work at Andela.*

*Andela ensures authenticity in their CSR activities through encouraging ownership and partnering with Tech-focused NGOs with whom their mission and vision are aligned.*



**Research says:** According to the **Harvard Business Review**, "Research has shown that various forms of prosocial incentives (workers get rewarded not with money, but with the firm engaging in some act to benefit society) indeed increase productivity in simple and complex tasks, increase retention, and even lower employees' wage demands."



#### Reference:

"Stop Talking About How CSR Helps Your Bottom Line." **Harvard Business Review**, 2018.

# Open Communication Channels



Employers need to develop an efficient, timely and transparent feedback system. A healthy open door policy that allows input makes employees feel part of the company thus contributing towards its goals and objectives.

It could be in form of group feedback, individually or by means of a survey/suggestion box. Millennials want to know where they stand with their performance hence regular reviews/assessments are vital for their productivity because critique is important to them.

## Our Findings

**9.2%** Voted feedback from their employer as the most important value.

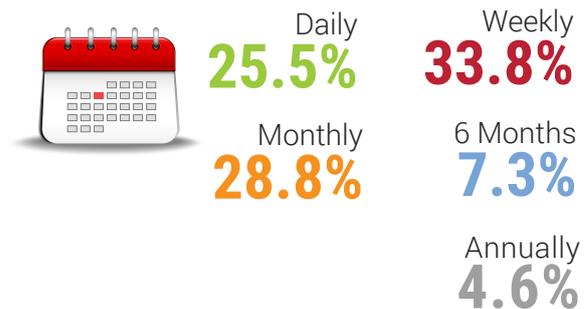
In addition

**97.1%** Think getting feedback from their employer makes them productive.

while only

**2.9%** Said No

How often they prefer getting feedback from their employer



Regular and frequent feedback from their employer is of great importance to millennials.

### At Andela:

For example Andela's 'ASK' Feedback mantra which stands for (Actionable, Specific, Kind).

Actionable; the feedback you're giving needs to inform the person of what their desired outcome should be like, Specific; when something is specific it's telling you where the pinpoint/the problem is, Kind; the Kind aspect is saying, "look, I know you're capable of doing/executing this based on the feedback."

"We have an open door policy. I can walk to the country director and express my feelings. They'll ask, is there a problem, let's try and fix it. That affects me when I'm put into consideration when decisions are being made and how my well-being feeds back in the well-being of the organization." ~ Akonam Ikpelue.

Florence says Andela's Rich feedback culture comprises of Performance Improvement Plan (PIP).

Research by Growth Engineering says: "Regular feedback engages employees and boosts performance."



#### Reference:

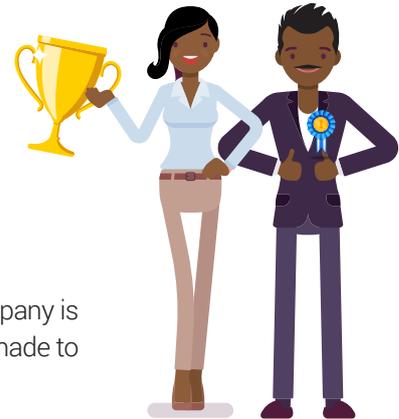
"The Right Balance: Positive Vs. Negative Feedback At Work." **Growth Engineering.**

## SENSE OF PRIDE

# Reward and Recognition

It is essential to cultivate a culture that embodies employee reward and recognition.

Acknowledging and honouring employees' valuable contribution to the company is a fundamental morale booster and in turn increases productivity as they're made to feel like their contribution to the company is meaningful and matters.



## Our Findings

From our survey

Reward and Recognition received

# 23.3%

# 14.1%

and voted financial stability

Under sense of pride, Reward and Recognition alongside Financial Stability are still considered as productivity enablers in the workplace despite strong relatable company values/goals being the most voted factor.



### At Andela:

*Andela sends out regular acknowledgement to its employees in form of Shout Outs via Slack, Email, Twitter etc.*

*For example at Andela's end of year function, they not only reward the best performer for their contribution to the company but also fun categories like 'best dressed', 'slack troll of the year'. Additionally, they also offer performance bonuses.*

*Andela also uses employee surveys., where their employees are asked whether they feel valued and appreciated or not.*



**Research says:** US research-based global performance-management consulting company, **Gallup**, says recognition increases productivity and loyalty to the company, leading to higher retention.



### Reference:

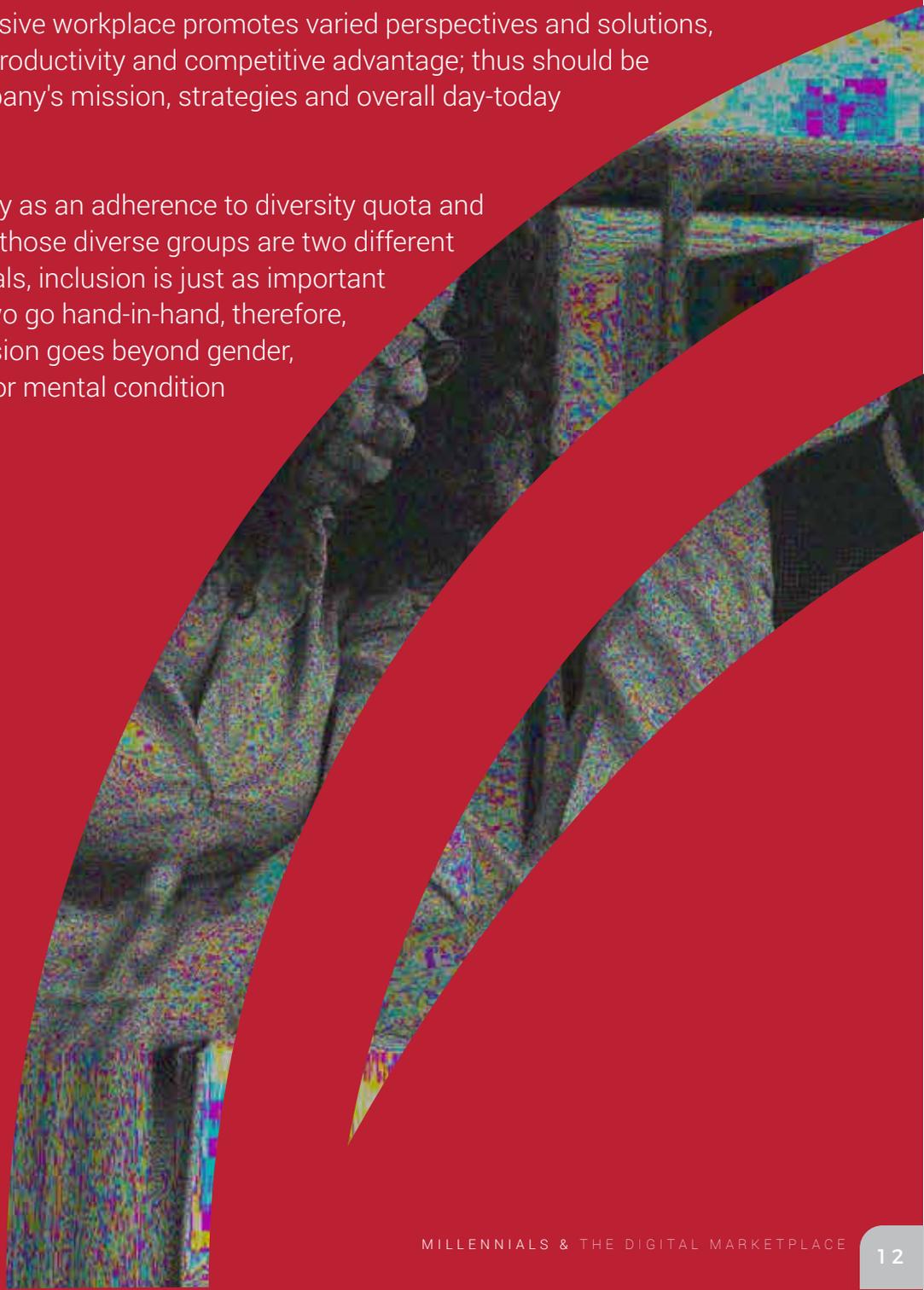
"Employee Recognition: Low Cost. High Impact. **Gallup**," 2016.

# DIVERSITY & INCLUSION

Diversity & Inclusion is about acknowledging, recognising, representing, respecting and leveraging differences within the organization.

A diverse and inclusive workplace promotes varied perspectives and solutions, which help boost productivity and competitive advantage; thus should be reflected in a company's mission, strategies and overall day-to-day operations.

Catering to diversity as an adherence to diversity quota and actual inclusion of those diverse groups are two different things. To millennials, inclusion is just as important as diversity. The two go hand-in-hand, therefore, diversity and inclusion goes beyond gender, ethnicity, physical or mental condition among others.



## DIVERSITY & INCLUSION

# Addressing the Gender Gap



Addressing gender parity in the workplace goes beyond having a certain number of women.

They should be represented in leadership positions alongside ensuring that factors such as gender pay gap, decision making are addressed, and that women are empowered with more opportunities in order to reach their full potential.

For example, be intentional by offering Strategic Assistance/ Empowerment that exposes the under-represented gender to networks and platforms which foster career growth and maximize their economic potential.

### Our Findings

**75.6%** Respondents say gender equality in the workplace is Very Important

**20.3%** Say it's Important while **4.1%** Think it's Not Important

As per results from our survey; it is evident that gender equality in the workplace is paramount to millennials.

#### At Andela:

*Ikpele: "At Andela, talent is gender neutral. You don't succeed because you're a guy or a lady, you succeed because you have talent. There's no Gender discrimination here at Andela. Everyone has an equal chance and opportunities to succeed as developers," adds Florence. She also mentions the Women in Tech initiative at Andela, which is geared towards mentoring and motivating and encouraging female developers to get into the tech space.*

*Senior Director of People at Andela, Taiwo Judah-Ajayi says, "Diversity in general as a principle brings about innovation. Because you're looking at different perspectives." She adds that 2/4 country directors at Andela are women, particularly in Uganda and Nigeria.*

*"Diversity is one of Andela's competitive advantages. Not just gender diversity but also racial diversity, diversity of thoughts and opinions etc. Identifying low participation of women in the STEM industry and deliberately addressing it through reach out programs for the underrepresented gender encouraging them to have a career in the tech industry without lowering the bar in terms of our standards of entry," adds Taiwo.*

**Other Companies:** According to a 2015 report by the African Development Bank, East Africa Breweries of Kenya, as well as two South African companies, Impala Platinum Holdings and Woolworths Holdings have the highest percentage of women on boards.

**Research says:** In 2017, the **World Economic Forum (WEF)** reported that at current rates of progress it may take another 217 years to close the economic gender gap globally. Hence, the gender gap in the workplace remains a pertinent issue that needs thorough attention. **WEF** also says everyone benefits from closing the gender gap, "Companies with more women in top management and board positions better reflect the profiles of their customers and employees, benefit from more diverse views when solving problems."



#### References:

"Closing the Gender Gap. WEF Report." **World Economic Forum, 2017.**

"Why everyone benefits from closing the gender gap." **World Economic Forum, 2014.**

"African Development Bank unveils first-ever study of female board membership in Africa." **African Development Bank, 2015.**

## Family Support

Employees knowing that you care about their family's well-being boosts morale which in turn positively affects their performance and productivity. Parental Leave not only allows parents to bond with their new babies but also enhances family values.

For example, providing employees with child care assistance or creche facilities at work or nearby childcare centre.



### Our Findings

Results from our survey about support services from their employer that would increase their productivity levels at work

35%

Child Care Assistance

21%

Parental Leave

44%

Other Leave

When it comes to family support services, our respondents prefer to have extra leave days to allow them to spend more time with their family.



#### At Andela:

*Family Support Programs at Andela: At andela they think about the whole individual. They want the employee to bring their whole self to work. Their office is designed as a home away from home; Andela takes into account that they are a young community and their developers are raising families so they have an on-site creche for employees with CCTV surveillance.*

*They also provide bereavement, marriage and child birth tokens to their employees.*



**Other Companies:** According to Business Daily Africa, global brands such as Amazon, Facebook, Google, Netflix and Nestle have revised their maternity and paternity leave upwards. And in Africa; Microsoft Kenya recently increased maternity leave to five months (twenty weeks) and fathers get six weeks paternity leave.

**Research says:** The **International Labour Organization (ILO)** says such services allow employees, particularly women, to stay engaged and productive in the workplace while managing their caregiving responsibilities effectively. The **ILO** report further stipulated that an environment that supports employees' family life improves employee engagement and productivity.



#### Reference:

"Work and Family: Creating a family-friendly workplace." **International Labour Organization**.  
"Microsoft's Kenya unit staff to get six-week paternity leave." **Business Daily Africa, 2017.**

# Collaboration Over Competition



Despite the competitive nature of the corporate world, millennials are not drawn to the cut-throat method of the traditional corporate approach; hence a collaborative workplace is one where brainstorming, open discussions and promotion of teamwork help cultivate more productivity and further reaffirming that two heads are better than one.

Furthermore, collaboration enables millennials to learn from each other while maximizing their digital nativeness and connectedness to share new ideas and solve problems collectively.

However, much as collaboration is key; it should not be at the expense of individual work.

## Our Findings

45.3%

Voted collaboration as a factor that is most likely to boost their productivity at work

while

12.8%

Said they prefer competition

Millennials hold collaboration in high regard. Working with one another is imperative for their productivity and performance as opposed to competing against each other.



### At Andela:

*On the importance of collaboration, Ikpelue articulates, "The key thing for me is collaboration. Because there's something a friend of mine usually teases, that one person alone didn't build Google and yet Google is one of the amazing search engines that we have; so one human being cannot be a solo repository of knowledge. In essence; we compliment each other."*

*For example, not only is Folusho a developer at Andela but also a member of the fellowship council. He expressed that the value of collaboration is the reason why he's part of the council.*



**Research says:** A **Stanford University** study by **Priyanka Carr** and **Gregory Walton**, published in the *Journal of Experimental Psychology* found that when people are treated by others as partners working together on a task, their motivation increases – even if they worked on their own; that feeling like you're part of a team can spur you to take on challenge.



### Reference:

"Cues of working together fuel intrinsic motivation. Published in the *Journal of Experimental Psychology*." **Stanford University, 2014.**

## DIVERSITY & INCLUSION

# Creativity-friendly Environment

Avoid routines and same old ways. Be open to change in form of new ideas and innovative ways.

Creative thinking gives room for creative problem solving. A creative-friendly environment allows employees to be invested in their work and further encourages innovative thinking.

For example, brainstorming sessions, suggestion boards or by conducting ongoing research within the company where employees are free to share their ideas.

## Our Findings



In our study



# 41.9%

Voted creativity as a factor that is most likely to boost their productivity at work

Millennials are strongly motivated by creativity. They prefer a workplace that encourages and promotes their creative skills.



### At Andela:

*"We're strong on collaboration and creativity; it motivates me in a sense that 1+6 will still give me 7 and 7 x 1 will give me 7. There's different aspects to a problem. I think the beauty of it all is understanding our diverse experiences, leveraging on it and also becoming stronger with it." - Ikpelue.*

*Antonio Pinheiro, Operations Director at Andela says, "Andela's culture is born of creativity. If you think about where have you been most creative? I think for most people, it's been from a place of peace, a place where you can be yourself without judgement. What we've done is create that in the office. No strict dress code, creative office design with bright colours, overall open door policy nature, work tools. By combining all these tools and giving them the freedom to express themselves, you foster creativity."*



**Research says: Best Practice Consulting**, an Australian organizational consulting firm, mentions increased workplace problem solving and productivity as some of the benefits of a creative workplace.



### Reference:

"The benefits of a creative workplace." **Best Practice Consulting**.

# TRAINING & DEVELOPMENT OPPORTUNITIES

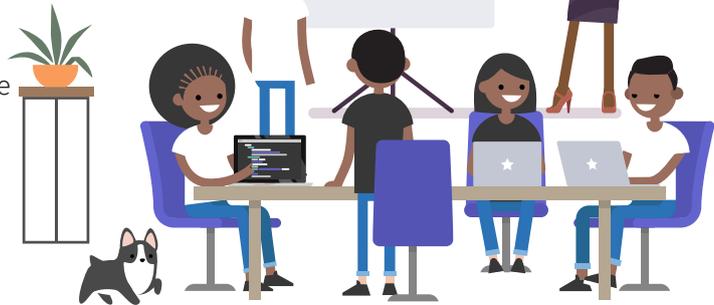
Training and Development is the process of imparting and sharing of knowledge while nurturing and guiding employees to reach and exceed their potential.

It is important because it allows employees to broaden their knowledge span as well as strengthen their skills to improve performance. It also enables employees to acquire guidance which is great for their career and personal growth.



# Experimental Environment

An environment that allows employees to explore different things empowers them to be inventive and promotes a learning culture within the workplace.



## Our Findings

From our survey

# 39.2%

Said experimenting and exposure to new knowledge appeals the most to them

Millennials are undoubtedly drawn to experimenting and trying new things.



### At Andela:

*Their experimental culture comes from the iterations, tests, and surveys carried out frequently to improve their processes across board. They pride themselves on being a learning organization, learning from what has worked and what hasn't.*

*Andela's developers also work on internal products as a form of experimenting.*



### Other Companies:

The Harvard Business Review cited how in 2012, a Microsoft employee working on Bing was allowed to change the way the search engine displayed ad headlines. The outcome of this experiment later proved that the change had increased revenue by an astonishing 12%; which on an annual basis would come to more than \$100 million in the United States alone without hurting key user-experience metrics.

**Research says:** According to **Science Daily**, a study by researchers, **Nico Bunzeck** and **Emrah Düzel** examined the brain's SN/VTA, also known as the "*major novelty center*", and found that the SN/VTA does respond to novelty as such and this novelty motivates the brain to explore. Meaning, the more familiar a person is with something, the less likely they are to explore. However, if they're exposed to new things, it motivates them to explore.



### References:

"Pure Novelty Spurs The Brain." **Science Daily**, 2006.

"The Surprising Power of Online Experiments." **Harvard Business Review**, 2017.

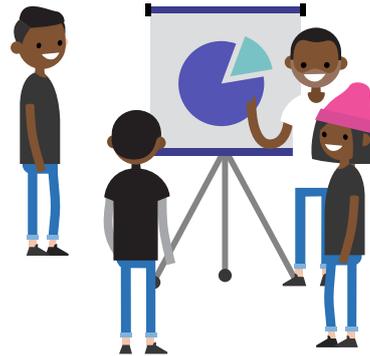
# Training Programs/Budget

Training is beneficial to both your employees and your business. It allows staff to improve their skills and broaden their knowledge. It also encourages employees to be confident and motivated while acquiring knowledge and skills to upskill in relevant fields of expertise. For example; once a year where employees are offered different courses, and other continuous learning.

### Our Findings

When it comes to opportunities in the workplace

**14.4%** voted training



As far as training and development opportunities are concerned, training programs are viewed as a great motivator for their productivity even though majority of the respondents gravitate more towards an experimental environment and interdepartmental support/exposure.



#### At Andela:

*Andela's People Operations manager adds that, "For the HR Team we have the options to get support from the organization for our certifications. Which at the end of the day, the certification might be mine but the knowledge I gain from it will still be used for the work that I do at Andela. And this automatically helps boost my performance because if I know that the firm I'm working for wants to help me upskill that tells me they're invested in me."*

*Training at Andela: when developers join Andela, they're put in boot camps where they're give an opportunity to learn from each other as well as to learn from developers from within the Andela fellowship. The boot camp facilitators help them to understand software development. Not everyone starts of as a developer, thus they want to give everyone the same opportunity to grow, to learn and to be the best that they can be.*



**Research says:** According to [LifeHack.org](#), "An employee is more likely to be productive when they understand what exactly is expected from them and they are given the training to perform such a task. Training gives confidence and confidence leads to employees that are productive."



#### Reference:

"11 Things You Can Do To Increase Employee Productivity." [LifeHack.org](#).

# Interdepartmental Support/Exposure

Learning about what other departments do offers an in-depth understanding of each department's role and also helps with understanding the organization's vision and mission; and how to move it forward.

Interdepartmental discussions and interactions promote cohesion and feedback from fellow employees in form of suggestions.

For example hosting interdepartmental sessions, where different departments are given an opportunity to learn about other departments' work, allows for exchange of knowledge and exposure in other fields of expertise other than their own.



### Our Findings

# 37.2%

Preferred learning from/working with other departments

Learning from other departments is a medium that appeals to millennials.



#### At Andela:

*They have the onboarding champs team who are representatives of each department.*

*They voluntarily help the people management team to execute ideas regarding onboarding. Each onboarding champ is given a 45 minute slot to talk about the organization, and how new hires can contact them should they need help.*



# Mentoring & Coaching

Develop mentorship and coaching programs that expose the ropes/do's and don'ts of their career.

Mentoring and coaching are great for career and personal development not to mention, an impeccable motivation booster for employees as it means their employer is invested in their growth.

For example inviting motivational speakers at your workplace to inspire employees on whichever aspects that require morale and productivity boosting or pairing senior employees with their junior counterparts to offer guidance, motivation and inspiration, in addition to an in-house development/career coach.



### Our Findings

# 9.1%

Of the respondents voted mentoring and coaching as their most preferred learning opportunity

Respondents consider Mentoring and Coaching as a learning opportunity that keeps them productive in the workplace, however, out of the four identified training and development opportunities; an experimental environment and interdepartmental support/exposure are the most rated.

#### “ At Andela:

*Andela's fellowship program is a perfect example where developers find mentors to help them get better, followed by their workshops.*

*Antonio says they are creating an environment where their employees can reach their potential.* ”

**Research says:** A case study by the **International Coach Federation** revealed that professional coaching explicitly targets maximizing potential which leads to increased productivity in form of; improved work performance, improved business management, improved time management and improved team effectiveness.



#### Reference:

"Need Coaching? The benefits coaching can have on your organization." **International Coach Federation.**

# TOOLS

Tools are things that are used to make work efficient and effective.

Lack of tools affects productivity therefore equipping employees with the right tools simplifies individual and group tasks and increases performance.



## TOOLS

# Software/Updated Technology

Software and up-to-date technology as a whole enable communication, connectivity, collaboration as well as organize and prioritize projects and are key for millennials.

Technology increases productivity when the right tools are utilized.



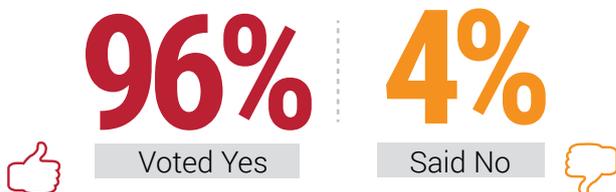
Tools such as:

- i) Seamless Communication Tools like Slack
- ii) Project Management Tools like Trello
- iii) Collaboration Tools like Google Drive which enable collaboration during projects, as well as unlimited storage in the cloud.

For example, employees should develop monitoring mechanisms through a dedicated Tech Team to look out for the latest software and technology trends in the market. However, in order for software and updated technology to run smoothly and utilized effectively, employers ought to maintain a high-speed, reliable network in the workplace.

## Our Findings

Is up-to-date software important for their productivity



Millennials find tools such as; Slack, Google Drive, and Trello to foster efficiency. In our survey, over 90% respondents use Slack, Trello and Google Drive.

It goes without saying, millennials are digital natives and the most connected generation so they value up to date technology, and findings from our survey are proof.

**At Andela:**  
*Folusho Oladipo: Some of the technology tools they use include; slack, emails, zoom among others. "Some technology tools are important, they just help me get things done appropriately and on time", he adds.*

*Florence Okosun: "Unlimited Access to the internet allows to complete tasks on time and Access to Power are very important because they allow me to complete my tasks on time." She also mentions Slack, Trello, Zoom for calls and all Google services as the tools they use the most at work. Measures Andela uses to ensure that their developers have up to date software/technology include: In-house technology, Internal product and IT teams that keep them up to date with the the market trends, Scaling and identifying from the latest tech trends, what's needed and implement that because not every trend should be adopted.*

**Research says:** The World Bank Group research says the use of the Internet allows firms to benefit by increasing productivity in areas ranging from supplier and customer relations to recruiting and training.



### Reference:

"The Jobs of Tomorrow. Technology, Productivity, and Prosperity in Latin America and the Caribbean." **World Bank Group.**

## TOOLS

# Flexible Hardware & Remote Access



Investing in hardware is as important as investing in software.

Employees need to have instant access to business information and all relevant work-related data at their disposal.

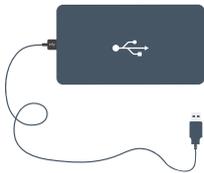
Embrace a mobile workplace over a static workplace. In order to ensure efficiency; companies need to adopt a mobility model by decentralizing their infrastructure to cater to their employees' telecommuting needs.

Enabling staff to access up to date company hardware at home or remotely, allows them to produce more and accomplish their tasks efficiently and effectively without hindrance as the right tools are easily accessible irrespective of physical location.

For example, create a schedule for regular hardware checkups.

## Our Findings

Is remote access to their company's work portal important for their productivity



78.6%

Said Yes

21.4%

Voted No



Being able to access company hardware is as highly important to millennials as up-to-date technology.

### “ At Andela:

*Andela provides computers for development purposes, mobile phones in case they want to test the applications they're building. "These things are very valuable," says Folusho.*

*Also, if Andela developers have to work remotely, they're provided a stipend depending their level and overlap hours to cover stuff like internet costs.*

*Andelan developers have backups. If anything needs to be fixed, they have in-house IT technicians to ensure that their hardware is flexible and remotely accessible.*

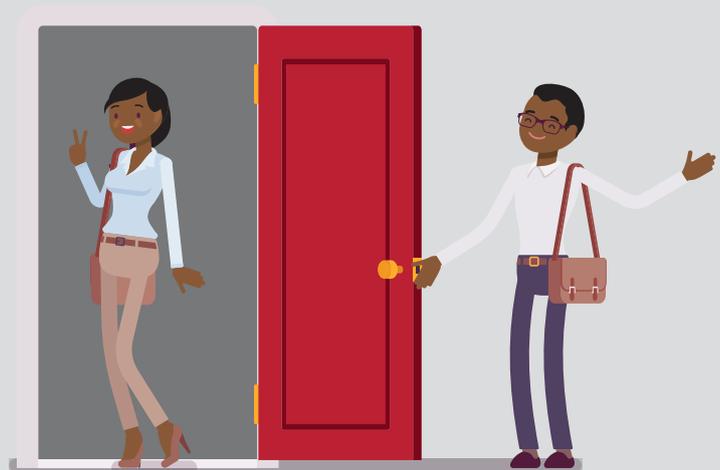


# Conclusion

It is very important to note that millennials are the most connected generation in history. For that reason, they are informed and influenced by a broad spectrum of factors in the workplace. Having so much information at their disposal allows them to know what they want and not want.

All in all, keeping the millennial generation productive is not a one size fits all. Employers must implement tailor-made employee-centered practices in order to get the best out of this dynamic demographic; by comprehensively creating and empowering diverse audiences while emphasizing an innovative flexible working culture.

Additionally, a work environment that is driven by authentic values and equipped with the right tools, followed by learning and development opportunities serves as a great competitive advantage, not only to millennials but also their employers.



## Who We Are

BrighterMonday was established in 2012 and has grown to become one of Tanzania's leading recruitment and HR services platform. We focus on making it convenient for employers to access a large pool of qualified candidates for their vacancies. We use web, mobile, social media and many more channels in reaching the most elusive of candidates. Given our deep candidate database and HR expertise, BrighterMonday Tanzania is the best and right choice to fulfill your recruitment needs.

Our vision is to be Africa's most user-centric and transparent career ecosystem while connecting the right candidates with the right opportunities.

BrighterMonday Tanzania is financially backed by globally leading private equity focused on the internet space, with portfolio investments including LinkedIn and Facebook, and is supported by experienced and highly skilled HR professionals and practitioners.

Our partners range from Danish Refugee Council, Save The Children, Reliefweb, Pathfinder International and other top organisations.

## Our Numbers

BrighterMonday Tanzania is the #1 Jobs portal in Tanzania with a long track record of happy handshakes.



**6,000+**

Registered Employers



**145,000+**

Jobseeker Profiles



**15+**

Applications per Job



**557,000+**

Job Applications

## Our Services



Profile Development  
and Boosting



Learning and  
Development offerings



Online Job Listing  
And Candidate Recruiting



Executive Recruitment



Testing & Candidate  
Profiling Capabilities

### Contact Us

[www.brightermonday.co.tz](http://www.brightermonday.co.tz)

0677 043 467

[info@brightermonday.co.tz](mailto:info@brightermonday.co.tz)

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