WHAT IS THE RIGHT KEY TO MOTIVATE GENERATION Y IN BEAUTY COSMETIC COMPANY

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WHAT IS THE RIGHT KEY TO MOTIVATE GENERATION Y IN BEAUTY COSMETIC COMPANY

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ABSTRACT

The purpose of this study is to gather data for investigate and understand the factors that help create employee job satisfaction in order to use those factors to bring out employee performance and potential which will effect organization performance in FMCG business and focusing on Generation Y who will become mainly workforce in the future.

This study aim to offer benefits to for employer to have better understanding of factor which effect Generation Y job satisfaction in beauty cosmetic company in Thailand and use the result for future competitive strategy and enhance company productivity.

KEY WORDS: Generation Y/ Job Satisfaction / Beauty Cosmetic Company

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CHAPTER I

INTRODUCTION

1.1 Back ground and Problem Statement

1.1.1 Change of generation of work force in organization

Nowadays, many organizations had encountered the problem to manage and motivate employee due to the diversification of employee in term of difference in generation. Current employee in the organization has divided in to three generations. Baby Boomer, the generation that was born between 1946 to 1964. Generation X or Gen X, the generation that was born between 1965 to 1980. Generation Y or Gen Y, the generation that was born between 1981 to 2000. However, in the next five to ten years, the population of employee will change. Large number of employee in Baby Boomer will retire and replace by the new generation so the majority of employee inside the organization will be Generation Y.
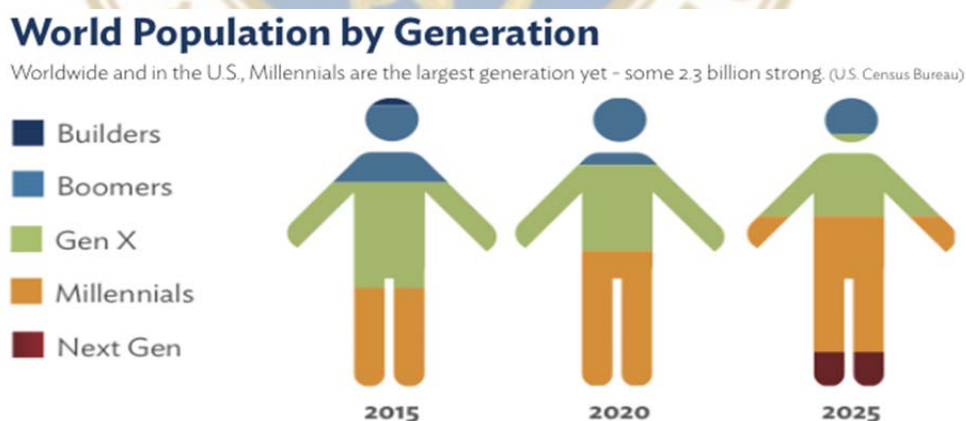
Figure 1.1 Percentage of World Workforce Population by Generation

According to the population of workforce by Generation by US Census Bureau. The trend of generation of workforce tend to change. In 2015, the majority of global workforce is Generation X. However in the next 5 to 10 years, Generation Y will become the

majority of the employee in organization. In Thailand, trend of workforce will also change in term of population of Generation Y in organization.
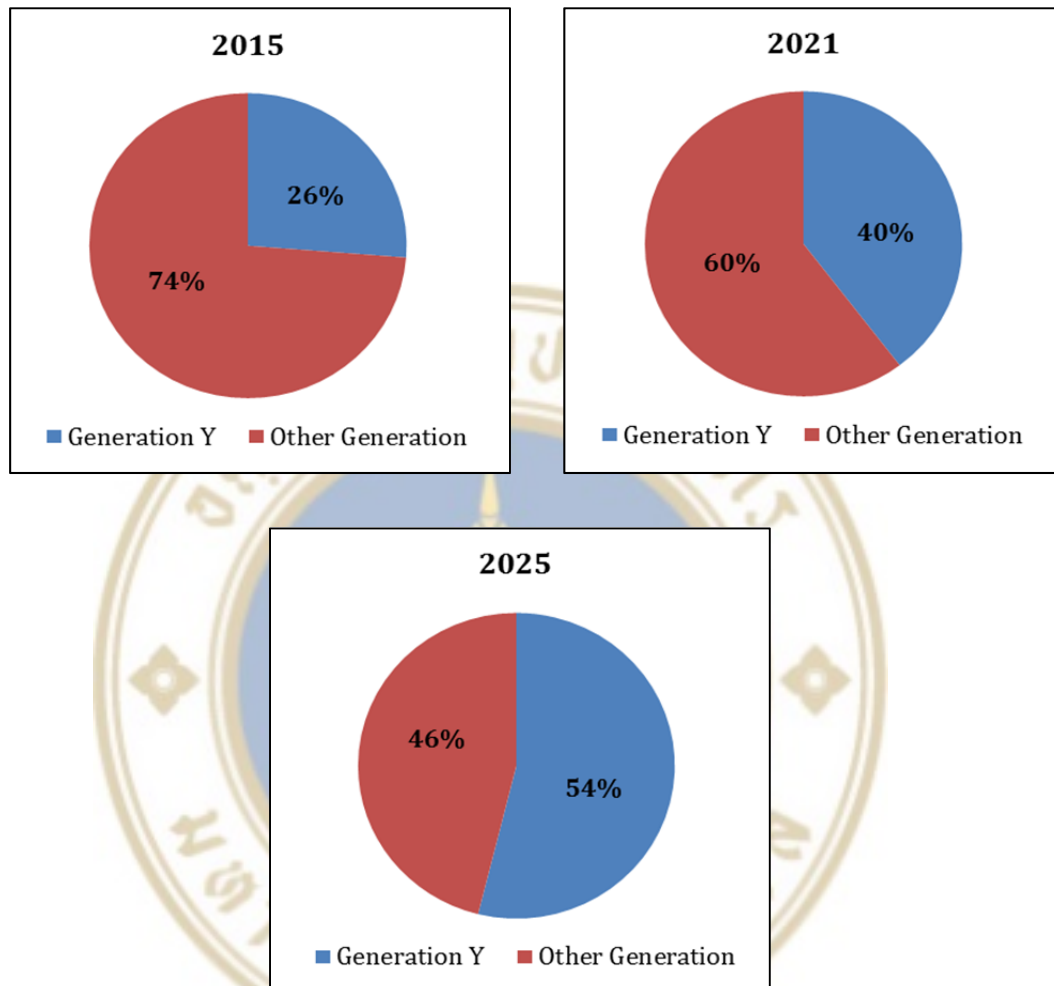
Figure 1.2 Percentage of Generation Y workforce population in Thailand
Source: Office of the national economic and social development board : Population projection for Thailand 2010 – 2040

From the graph, in 2015, the workforce population of Generation Y in Thailand was only 26% of the total workforce. However, in the next 5 to 10 year, Generation Y workforce grow larger can eventually become half or majority of the workforce in Thailand.

Every organization, especially human resource management, will face the new challenges to manage the new workforce generation (Generation Y) because "people from the same generation develop certain shared "generational characteristics" and it is believed that their characteristics affect their worldview, relationships, work ethic,

behavior and motivators" (Tomislav Hernaus and Nina Polosˇki Vokic, 2014). So, the current process, policies and strategies which use to the previous generation might not work effectively with the new generation. Therefore, by understanding the nature and behavior of the new generation of employee, organization can adjust or change their human resource management to match or align with their requirement and needs.

1.1.2 Low Employee job satisfaction

Problem that many organization need to face is the high competition of talented workforce in Thailand. It is mean that employee have many choices to choose so the power of choosing is now change. In the past, the power of choosing belong to the employer. Now, employee is the one who obtain the power of choosing. This problem cause many issue insides organization and one of the major issues are lack of job satisfaction which effect commitment to organization. In the previous generation, they would focus more on job security and tend to work with organization in a long period. However, due to the high competition in workforce market, this generation of employee tend to have more choices and choose the organization that give them the most benefits.

PricewaterhouseCoopers or PWC, one of the big four auditors and business consulting, conducted a study called 2015 Employee Engagement Landscape Study : Championing Greatness or Capturing Mediocrity with full time employees across industries and global regions.
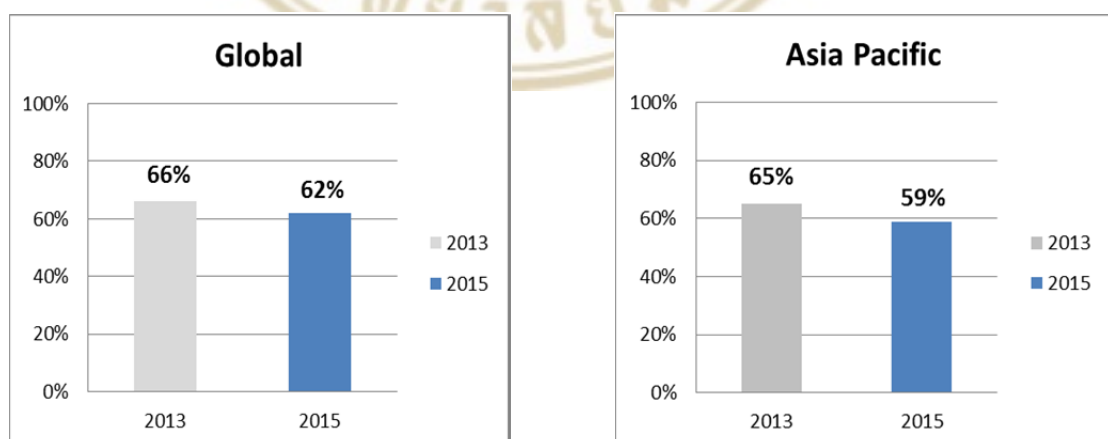
Figure 1.3 Percentage of employee engagement in Global and Asia Pacific in 2015
Source: PWC's study : Employee Engagement Landscape Study : Championing Greatness or Capturing Mediocrity, 2015

From the graph, employee engagement had drop from 66% in 2013 to 62% in 2015 in global view. In Asia Pacific also dropped from 65% in 2013 to 59% in 2015. In the studied, they mentioned about the main reasons why the engagement level is drop. It came from four different problems. First, doing work for others that is not part of my job. Second, to be included in meeting unnecessary. Third, lot of paper work. Forth, unproductive teammate. These problems can be describe as the factors that effect employee morale and create unhappiness in workplace which lead to low level of employee's job satisfaction and commitment to organization.

In order to solve this problem, organization need to adapt in change of competition and find the solution in employee satisfaction and commitment and one of the factor that would help to increase in employee satisfaction and commitment to their job is motivation. Motivation is one of the most important factors that effect human performance in their willingness that want to achieve something. Motivation had been discussed by many researcher. Wregner and Miller (2003) "described motivation as something that energizes individuals to take action and which is concerned with the choices the individual makes as part of his or her goal-oriented behavior". Saraswathi (2011) "defined motivations the willingness to exert high levels of effort, toward organizational goals, conditioned by the effort's ability to satisfy some individual need. Three key elements in the definition are further provided as effort, organization goal, and need". From the mentioned research, motivation is the one of the factor that drive the level of individual needs to achieve something or even organization goal or target. If organization use it wisely, it'll create employee willingness to perform their job. Employee will give their best each day, committed to their organization goals and values. This will also lead to organization success.

Fast-moving consumer goods or FMCG is also one of the business segment that effect with the problem of new generation and employee satisfaction. FMCG is a business segment that focus on consumer goods such as shampoo, soap, food, skin care, etc. In this market, there are many brands and organizations which provide the same product. For example, in skin care category, there are so many brand (L'Oreal Paris, Ponds, Ganier, Nevia, etc.) that compete with each other. It mean that every product and be substitutable and consumer have a varieties of brands to choose. In order to become the leader in the market, every organization need to have talented people who can superbly

execute in marketing, sell, demand and supply planning or even the support system inside the organization. Therefore, organization need compete to attract talented employee to come to work with them. However, with the issue of low satisfaction and employee commitment, talented employee tend to change the organization easily base on high benefits provided which also effect the overall organization performance.

It is important for the organization to understand the characteristic of employee by using motivation as a solution because employee with high motivation toward the organization tend to stay longer. Especially in Generation Y who will become the majority of workforce in the future.

1.2 Purpose of Study

The purpose of this study is to gather data for investigate and understand the factors that help create employee job satisfaction in order to use those factors to bring out employee performance and potential which will effect organization performance in FMCG business and focusing on Generation Y who will become mainly workforce in the future.

Company L is one of the leading company in FMCG. They provide consumer varieties of product in beauty care cosmetics. They focus on 4 difference market sections which are Mass market, Luxury market, Professional or Salon market and Active cosmetic market. The majority of the employee is Generation Y. With the issue of high competition in the market, the company and management face the problem of high employee turnover. So, it would be useful to understand the factor that help motivate the employee and help in reducing employee turnover.

1.3 Objective

1. To investigate motivation factors that effect Generation Y job satisfaction in company L.

2. To study relationship between motivation factor and job satisfaction of Generation Y in company L.

3. To provide future recommendations from Generation Y's perspective to improve job satisfaction level in organization.

1.4 Study Question

What are the motivation factors and job satisfaction in Generation Y in company L ?

1.5 Expected BENEFITS

1. To transfer the research results into the part of implementation in the organization.

2. To be the guidelines to suggest the management for understanding the employees' motivation.

3. To attract high performers to enter as the part of organization and retain talent and successor in the company.
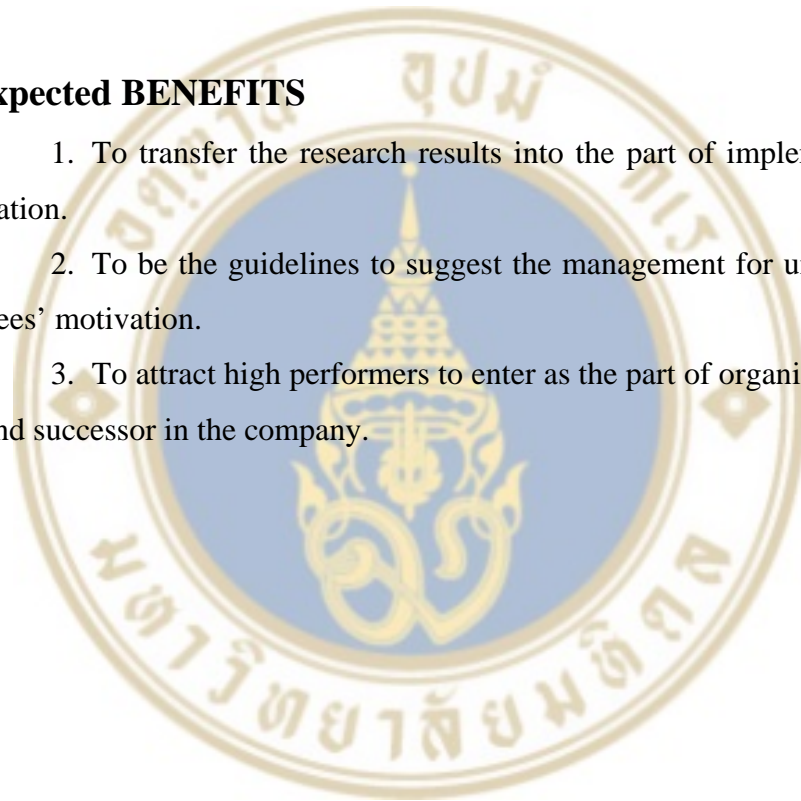
CHAPTER II
LITERATURE REVIEW

This chapter is the review of theory of motivation that will use in this study and meaning of Generation Y. This chapter will also include pervious researches and studies that related to Generation Y work motivation.

2.1 What is Generation Y ?

Generation Y or Millennials (William Strauss and Neil Howe, 1987) the person who was born between 1981 to 2000. This generation, technology was given and integrated in to everyday life. They born with cable television, cellular phones, pagers, laptop computers and video games (Herman Miller Research, 2010). "Technology has always been part of their lives, and they are not intimidated in the least by technological innovation. Members of the Net Generation are as much at ease with their laptops as they are with their hairdryers"(Junco and Mastrodicasa, 2007 book called connecting to net.generation).

With their past experience with technology, Generation Y feel comfortable with innovation. "It is allow them to move fast and efficiently, whether they're searching the Internet, taking photographs, sending text messages, watching YouTube" (Herman Miller Research, 2010).

2.2 What is Job Satisfaction ?

The definition described by Cambridge Dictionaries, job satisfaction is the feeling of pleasure and achievement that you experience in your job when you know that your work is worth doing, or the degree to which your work gives you this feeling.

The below are example of the definition or meaning of job satisfaction by many researcher.

Hoppock defined job satisfaction as a mix of psychological, physiological and environmental circumstances that effect a person and truthfully to say I am satisfied with my job (Hoppock, 1935).

"A pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke,1976).

Armstrong (2006) described it as the attitude and feeling of people toward their job. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction.

Bernstein & Nash (2008) explained it as job satisfaction has emotional, cognitive, and behavioral components. The emotional component refers to job-related feelings such as boredom, anxiety, acknowledgement and excitement. The cognitive component of job satisfaction pertains to beliefs regarding one's job whether it is respectable, mentally demanding / challenging and rewarding. Finally, the behavioral component includes people's actions in relation to their work such as tardiness, working late, faking illness in order to avoid work.

From the above definition of job satisfaction by many researcher, we can define job satisfaction as positive and negative feeling and attitudes from psychological and physiological of employee toward their job which effect the level of happiness and willingness of employee to do their job.

2.3 What is Motivation ?

According to Merriam-Webster's Learner's Dictionary, motivation can be defined as the act or process of giving someone a reason for doing something, the act or process of motivating someone, a force or influence that causes someone to do something. Cambridge English Dictionary & Thesaurus also explained it as enthusiasm for doing something, the need or reason for doing something.

Motivation also have many difference meaning from many researcher and studies. The below are some examples from difference people.

Jeff Nevid (2013) described it as factors that activate, direct, and sustain goal-directed behavior. Motives are the "whys" of behavior - the needs or wants that

drive behavior and explain what we do. We don't actually observe a motive; rather, we infer that one exists based on the behavior we observe.

"Motivation may be defined as the degree to which individuals commit effort to achieve goals that they perceive as being meaningful and worthwhile" (Johnson & Johnson, 2003).

Burger (2008) defined motivation as the driving force in all human tasks which is aimed at goal accomplishment. In shorts, motivation has actually also been defined as the determination and zest with a type of excitement that makes one to sustain and stand firm in order to reach higher heights. In regard to human life, the source of the driving force (motivation) comes either from an internal source or external source. It has been noted that, motivation is dynamic and keeps changing from time to time. In this sensation, achievement of one goal provides a brand-new drive to aim to a greater goal and the process on goings throughout an individual's life.

"Motivation is generally understood to denote the strength of a person's desire to attain a goal" (Schmidt, Palminteri, Lafargue, & Pessiglione, 2010).

Moutinho, 2000 stated it as a state of need or a condition that drives an individual towards certain types of action that are realized as likely to bring satisfaction.

From the above definition which many researcher had been studied about motivation. We can consolidate meaning of motivation as a factor that drive people behavior and individual willingness to achieve their goal. It is a power that come from mental desire which lead to physical action plan to achieve that desire.

2.4 Importance of Motivation

According to Mercer, one of the global leader HR consultant, survey in 2011 to 30,000 workers worldwide, which showed that between 28% and 56% of employees in 17 spots around the globe wanted to leave their jobs.

In 2014, Right Management, global leader in talent and career management workforce solutions, ran the online survey between 7 Nov to 11 Dec with 665 employees in the US and Canada. The result found that 86% of the workers surveyed said they intend to actively seek a new position in 2015, up from 83 % who said so in a similar survey a year ago.

In 2015, Mercer conducted a survey called Inside Employees' Minds to 3,000 people representing a complete cross-section of the US workforce.
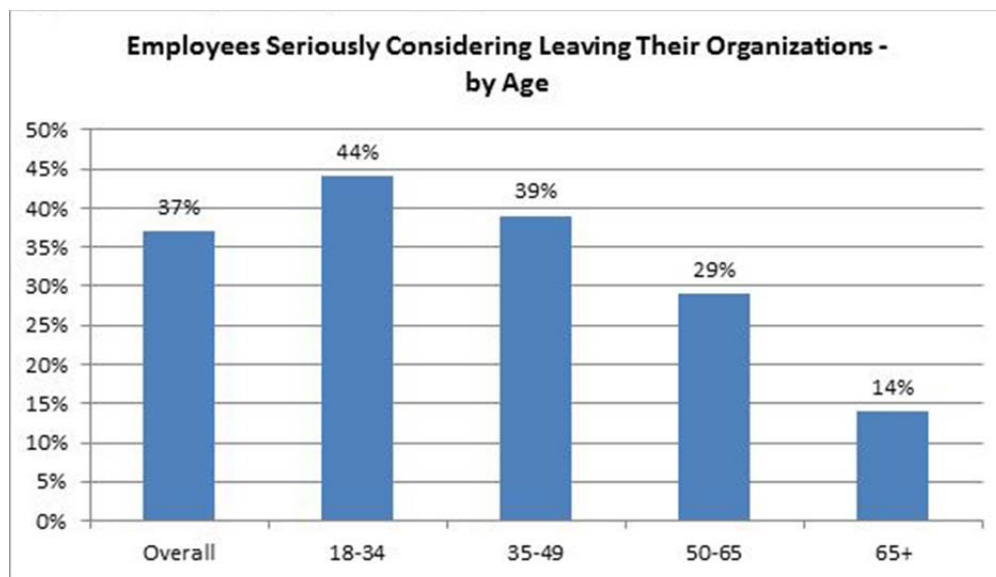
Figure 2.1 Percentage of employee who seriously consider leaving organization by age
Source: Mercer's survey : Inside Employees' Minds (2015)

From the survey, there is a topic related to employee turnover who seriously consider leaving their organization. The result show that overall of 37% of employee in the organization consider leaving, If you look into more detail which had been categorized by age, the highest number of group with 44% who is consider leaving the organization was age between 18 to 34.

By understanding your employee motivation toward their work. Organization can use the result to apply in workplace. This will help to increase level of employee satisfaction and their commitment to the organization. Motivated employee will have willingness to achieve their goal or individual KPI which mean they will do anything with their abilities to meet their goal. Even along the way of working, they found that they lack of skill or knowledge, they will have willingness and find a way to develop themselves, self-development, in order to complete their job and will lead to job satisfaction. It will also effect on overall organization performance. If all employee achieve their goal or KPI, It mean that organization will also achieved and we can say that having

motivated employee can increase the overall organization performance and competitiveness in the market.

2.5 Motivation Theory (Herzberg's Two factors Theory)

The two factors Theory also known as Herzberg's motivation-hygiene theory and dual-factor theory. This theory published in 1995, the book called The Motivation to Work, by psychologist Frederick Herzberg. He collected data with 203 engineers and accountants in the Pittsburgh area.

"Briefly, we asked our respondents to describe periods in their lives when they were exceedingly happy and unhappy with their jobs. Each respondent gave as many "sequences of events" as he could that met certain criteria—including a marked change in feeling, a beginning and an end, and contained some substantive description other than feelings and interpretations.

The proposed hypothesis appears verified. The factors on the right that led to satisfaction (achievement, intrinsic interest in the work, responsibility, and advancement) are mostly unipolar; that is, they contribute very little to job dissatisfaction. Conversely, the dis-satisfiers (company policy and administrative practices, supervision, interpersonal relationships, working conditions, and salary) contribute very little to job satisfaction" (Herzberg, 1964).

From the studied, he found that the root of having job satisfaction were difference from job dissatisfaction. In order to explain the result more clearly, he developed it in to Two-factor theory. The first factor called motivators which are the factors the related to job satisfaction. The second factor was hygiene factors or factors that link to job dissatisfaction.

Table 2.1 Factor effecting job attitude by Herzberg, 1959

Job Dissatisfaction (Hygiene)	Job Satisfaction (Motivators)
• Company Policy • Supervision • Relationship w/ Boss • Work condition • Salary • Relationship w/Peers	• Achievement • Recognition • Work itself • Responsibility • Advancement • Growth

Source: Internet center for Management and Business Administration, Inc.

Herzberg explained that because of factor which effect job satisfaction are difference from those that causing job dissatisfaction. the two feelings couldn't simply be treated as opposites of one another (Herzberg, 1959).

According to the Two-Factor Theory, (Herzberg, 1959) combined them in to 4 possible combinations.

1. High Hygiene + High Motivation

The ideal situation where employees are highly motivated and have few complaints.

2. High Hygiene + Low Motivation:

Employees have few complaints but are not highly motivated. The job is viewed as a paycheck.

3. Low Hygiene + High Motivation:

Employees are motivated but have a lot of complaints. A situation where the job is exciting and challenging but salaries and work conditions are not up to par.

4. Low Hygiene + Low Motivation:

This is the worst situation where employees are not motivated and have many complaints

It is important for organization to understand two types of factors try to fulfill both types of need for employee to be truly satisfied with their job. Once the Hygiene factors have been satisfied, it will not create further motivation but not satisfying them may cause de-motivation On the other hand, the Motivation factors where organization may not fulfill all of them but the workers may still feel motivated. Many organizations

have recognized this situation when designing their methods of reward and recognition (Herzberg, 1959).

2.6 Previous research and Studies

Table 2.2 Summarize of Generation Y motivation factors from previous research

No.	Topic / Author	Method	Factor that motivate Generation Y
1	**Generational differences in personality and motivation: Do they exist and what are the implications for the workplace?** (Melissa Wong, Elliroma Gardiner, Whitney and Lang Leah Coulon, 2008)	Quantitative	- Career progression and advancement
2	**Generation Y in Workplace** (Sky Brown, Britt Carter, Michael Collins, Christopher Gallerson, Grady Giffin , Jon Greer, Ray Griffith, Emily Johnson, Kate Richardson, 2009)	Quantitative	- Flexibility - Challenging tasks - Job Benefits
3	**Generation Y in the Workforce: Managerial Challenges** (Justin Meier, 2010)	Quantitative	- Education - Responsibility - Flexibility - Personals goals - Compensation - Their manager
4	**Generation x and Y and their work motivation** (Tan Shen Kian and Wan Fauziah Wan Yusoff, 2012)	Quantitative	- Promotion - Recognition - Achievement
5	**A STUDY ON GENERATION Y BEHAVIOR AT WORKPLACE** (Syahira Binti Sa'aban, Noraisah Binti Ismail, Mohd Fitri Bin Mansor, 2013)	Quantitative	- Flexibility - Teamwork

Table 2.2 Summarize of Generation Y motivation factors from previous research (cont.)

No.	Topic / Author	Method	Factor that motivate Generation Y
6	**Essential elements for recruitment and retention: Generation Y** (Jenna Luscombe and Loni Lewis Herbert C. Biggs, 2013)	Quantitative	- Gen Y are like to consider as important (recognition) - High expectation from organization
7	**Sufficient challenges and a weekend ahead – Generation Y describing motivation at work** (Susanna Kultalahti and Riitta Liisa Viitala, 2014)	Quantitative and Qualitative	- Work conent - Flexibility - Possibility to learn and develop - Atmosphere in the communirt of work
8	**Work design for different generational cohorts : Determining common and idiosyncratic job characteristics** (Tomislav Hernaus and Nina Pološki Vokic, 2014)	Quantitative	- Challenged by work - Received Interdependence - Accountabilities
9	**Generation Y-Challenging clients for HRM?** (Susanna Kultalahti and Riitta Viitala, 2015)	Quantitative and Qualitative	- Opportunities to develop - Variety of working day (work-life balance), not to demanding (Flexibility) - Social relation - Supervisor behavior
10	**Accountability, entitlement, tenure, and satisfaction in Generation Y** (Mary Dana Laird, Paul Harvey, Jami Lancaster, 2015)	Quantitative	- Accountability - Entitlement

From previous studies and research, it shown similar pattern in Generation Y motivation factor. Generation Y would prefer working in with accepted accountabilities or responsible. They want to work with challenging and have flexible in their work. Flexible can be working hours, place to work or day to work in each week. They also want to be recognized by others including room or chance to develop themselves.

2.7 Conceptual Framework

Hygiene Factor

- Company Policy
- Tools
- Flexibility
- Salary
- Benefits
- Relationship with colleagues
- Relationship with Boss and their supervision

Generation Y

Job satisfaction

Motivators Factor

- Achievement and Recognition
- Challenging responsibilities
- Advancement and Growth
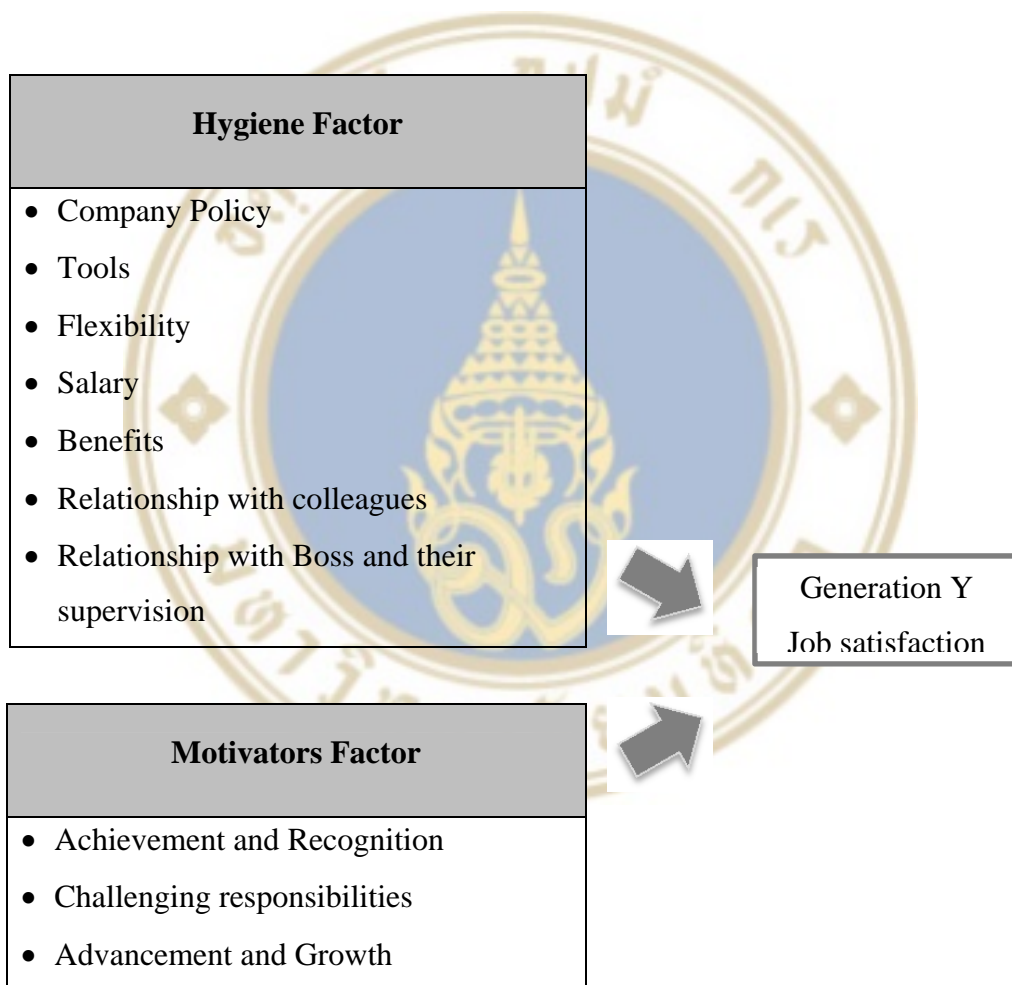
Figure 2.2 Conceptual framework of independent factor

2.8 Independent factors definition

2.8.1 Hygiene Factor

1. Company Policy: Standard for how a procedure and rule that should be followed across the organization.

2. Tools: IT technology and office equipment.

3. Flexibility: Work location and working hours.

4. Salary: Regular payment made by an employer to employee from doing their work.

5. Benefits: Something extra than monthly payment, Ex. Medical insurance, Vacation, Fitness provided or support, product discount, etc.

6. Relationship with colleagues: Your social relationships with your peer. Acceptance, praise, respect or admiration by your peers.

7. Relationship with Boss and their supervision: The way your boss treat you, coaching, supervise, etc.

2.8.2 Motivators Factor

1. Achievement and Recognition: Successful in your work, acceptance, respect, admiration by others (boss, peers, subordinates).

2. Challenging responsibilities: Challenge in job or responsibilities that has been assigned by the company.

3. Advancement and growth: Being raised to a higher rank or position and opportunity to learn new knowledge or skill.

CHAPTER III
RESEARCH METHODOLOGY

This chapter will describe about method that will in this study in order to collect the data for the Generation Y.

3.1 Methodology

Generation Y has been familiar with the technology since they were a children so in order to match with their life style and behavior. This study will be using the mix of qualitative via online questionnaire and will be using open-ended question as a tool to be able to have deeply understanding about their thinking.

Company L's is multinational company in Thailand which imported and distribute products that related to beauty cosmetic. Company L considered in Fast-moving consumer goods market which is very dynamic and high competitive environment. Therefore it is impact the organization working environment to be fast and high focusing with their work.

Behavior of people in the organization tend to focus with their work, attend the meeting and seeing customer during working hours so it might be a bit difficult to organize an interview session with the targeted respondents.

From the above characteristic of Generation Y and Company L's culture. This study will be selected online questionnaires as a method to collect data in order to provide convenient and easy understanding method from the targeted respondents. This approach allows the respondents to answer the question by selecting the answer in multiple choice question and open-ended answer to understand and investigate what are the factors that create job satisfaction in Generation Y.

Hygiene Factor
- Company Policy   - Tools   - Flexibility   - Salary   - Benefits   - Relationship with colleagues   - Relationship with Boss and their supervision

Motivators Factor
- Achievement and Recognition   - Challenging responsibilities   - Advancement and Growth

Generation Y Job satisfaction
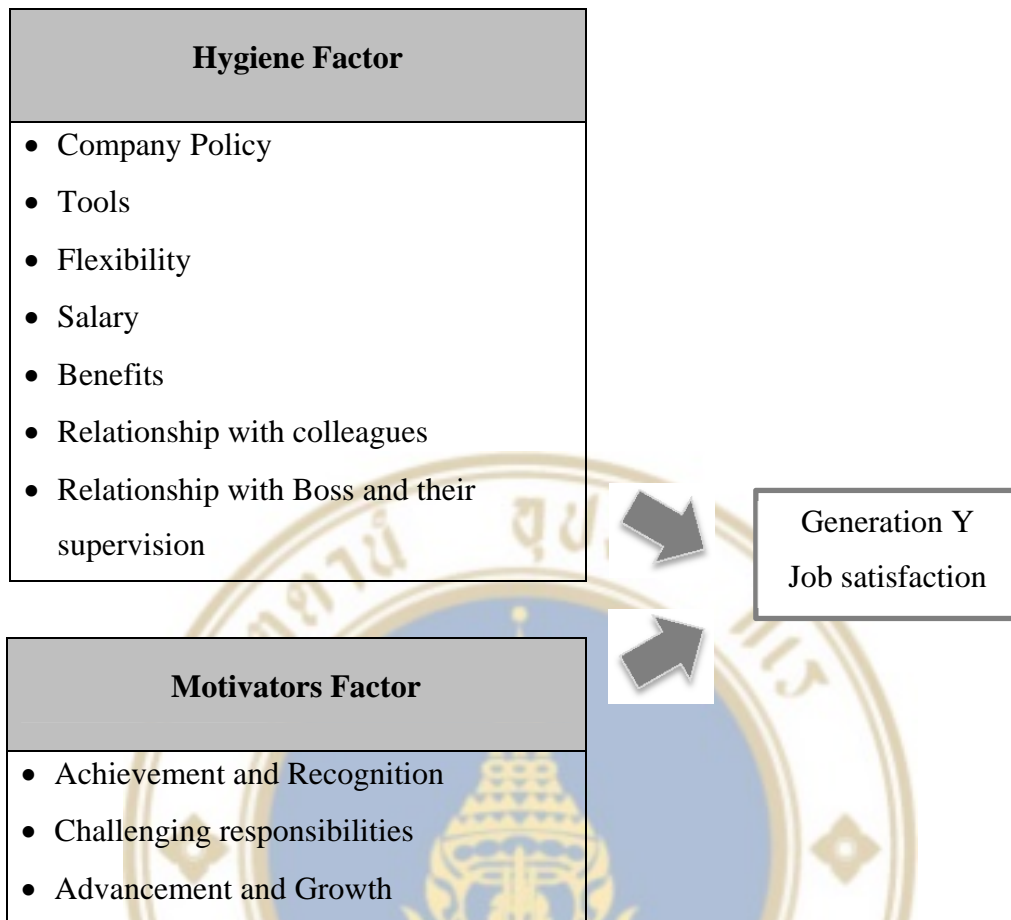
Figure 3.1   Conceptual framework

The above are factors which using Herzberg's Two factors Theory as a core principle and past studies as a guideline. These factors to will be use as factors to determined Generation Y work motivation that lead to job satisfaction.

3.2 Questionnaires

The questionnaires which will be sending to respondents in this study will be using previous research and studies on motivation as a guideline and develop them to be convenient and easy to understand.

Table 3.1 Questionnaires

No.	Question	Method
1	**Q.) What is your gender ?** - Male - Female	Choice
2	**Q.) What is your professional expertise** - Marketing - Sale - Finance & Controller - Operations - Other please specific	Choice
3	**Q.) Which factors do you consider as a motivator in your work ?** - Company Policy - Tools - Flexibility - Salary - Benefits - Achievement and Recognition - Relationship with Boss and their supervision - Relationship with colleagues - Challenging responsibilities - Advancement and Growth	Ranking system
4	**Q.) From your ranking (1 to 3), Could you please describe the reason?**	Open-ended question
5	**Q.) In your perspective, Do you think there are other factors that you consider as motivator which were not mentioned above?**	Open-ended question
6	**Q.) From your perspective, What are factors that you consider as demotivator ?**	Open-ended question

From the above questionnaires, the topic of the question will be separate in to 3 groups. First is their gender job expertise. Second is factors of motivator at work. Third is factors of demotivator at work. The main reason is to get the information in difference aspect of Generation Y in both positive and negative factors which effect their motivation that lead to their job satisfaction. The connection between factors that defined as motivator and demotivator. Do it have impact or connection between factors or not ?. The other reason is to understand the factors of motivation in different job expertise of Generation Y.

The question also divined in to 2 methods. First is Ranking system. This method allow respondents to prioritize and rank the factors based on their important. The expected of this outcome is to understand the trend and what is the most important factor which have a impact on Generation Y motivation. The second type of method is open-ended question. This allow respondents to freely explain about the reason why they ranked or choose the above answer. The outcome of this method is to let studier have deeper understanding about the answer.

3.3 Data Source

The respondents which will be in this study are Generation Y or Millennials (the person who was born between 1981 to 2000) who are currently working with Company L. The population of respondents will be focusing on the company headquarter in Bangkok. This study will be focusing on talent employee of Generation Y. Company L defined talented employee in to 2 groups called Management Trainee and group of young Manager. The total respondent of this study will be 30 persons from these 2 mentioned group.

Management trainee program is a fast track career development program for young people who age around 23 to 28 years old. This group of selected employee will be giving 1 year development plan in each specific field (marketing, commercial , finance, etc.) with close monitoring during job learning process.

The second group is young manager who age around 27 to 33 years old in the company who had been identify as a talent by committee which have HR director and division General Manager. Criteria to identify this group will use performance

evaluation, recommendation from functional head and Division General Manager and HR Director to evaluate each proposed employee.

The survey will distribute by using e-mail and social media as a tools. For example, post in management trainee Line group. This online will stated as undisclosed and confidential in order for the respondents to feel free to answer that really are they thinking or perspective about this factors that lead to job satisfaction.

3.4 Data Analysis

This study use qualitative by distribute online questionnaire to targeted respondents. Questionnaire will be separate in to 2 parts which are geographic and factor of motivator and demotivator.

First is geographic, respondent need to select their gender and their professional expertise by choosing the provided data. The outcome will show the percentage of gender and professional expertise who response the questionnaire.

Second is factor of motivator and demotivator which is the key question. Questions in this part will be using ranking and open-ended method. First is ranking method, respondent will need to select factor that he or she consider as a motivator. The outcome will use the overall score of each factor to identify the top 3 motivator the Generation Y in company L consider as their motivator. Second is open-ended method, respondent need to describe their perspective about factor of motivator and demotivator. The result will be in descriptive which need to study, investigate and understanding the reason that respondent answer. Then conclude the key finding to support the reason why Generation Y consider these factors as motivator and demotivator.

CHAPTER IV
RESEARCH METADOLOGY

4.1 Respondents

According to the online questionnaire result, the completed response are 23 from 30 targeted response which is consider to be 76% of the total response.
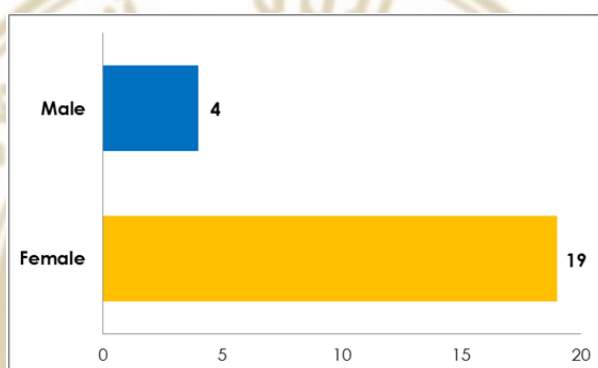
Figure 4.1 Gender of respondents

The total respondents were divided in to 4 males and 19 females which consider to be 8% and 82% of total respondents. The reason behind the significant difference in gender response is Company L is beauty cosmetic company so it is naturally attract female employee to work with. The total population of gender in Company L is 70% female and 30% male so the gap in number is very wide.
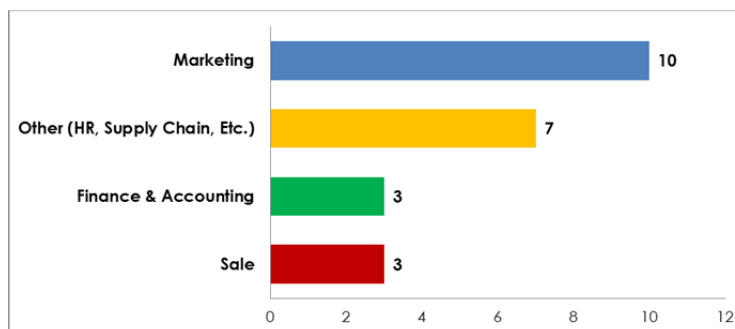
Figure 4.2 Professional expertise of respondents

Respondent professional expertise were separate in to 3 area which are Marketing, Sale, Others (HR, Supply chain, etc.). From 23 respondents, 10 out of 23 result came from Generation Y who work in Marketing field which consider 43% of total response. Followed by others expertise or people who work in back office which is 7 or 30% of total response.

4.2 Respondents

This study meant to investigate, identify and understand factor which Generation Y in Company L consider as their motivator and the relation to the job satisfaction by using Herzberg's Two factors Theory and previous studies as a guideline. This study identify 10 independent factor and divided it in to 2 groups of factor based on Herzberg's Two factors Theory.

4.2.1 Hygiene Factor

1. Company Policy: Standard for how a procedure and rule that should be followed across the organization.

2. Tools: IT technology and office equipment.

3. Flexibility: Work location and working hours.

4. Salary: Regular payment made by an employer to employee from doing their work.

5. Benefits: Something extra than monthly payment, Ex. Medical insurance, Vacation, Fitness provided or support, product discount, etc.

6. Relationship with colleagues: Your social relationships with your peer. Acceptance, praise, respect or admiration by your peers.

7. Relationship with Boss and their supervision: The way your boss treat you, coaching, supervise, etc.

### 4.2.2 Motivators Factor

1. Achievement and Recognition: Successful in your work, acceptance, respect, admiration by others (boss, peers, subordinates).

2. Challenging responsibilities: Challenge in job or responsibilities that has been assigned by the company.

3. Advancement and growth: Being raised to a higher rank or position and opportunity to learn new knowledge or skill.

Respondents need to select top 3 factor that he or she consider as motivator. After analysis the data from the online questionnaire, this study found that the factors influences motivation Generation Y in company L are shown in the below table.

4.2.2.1 Rank 1
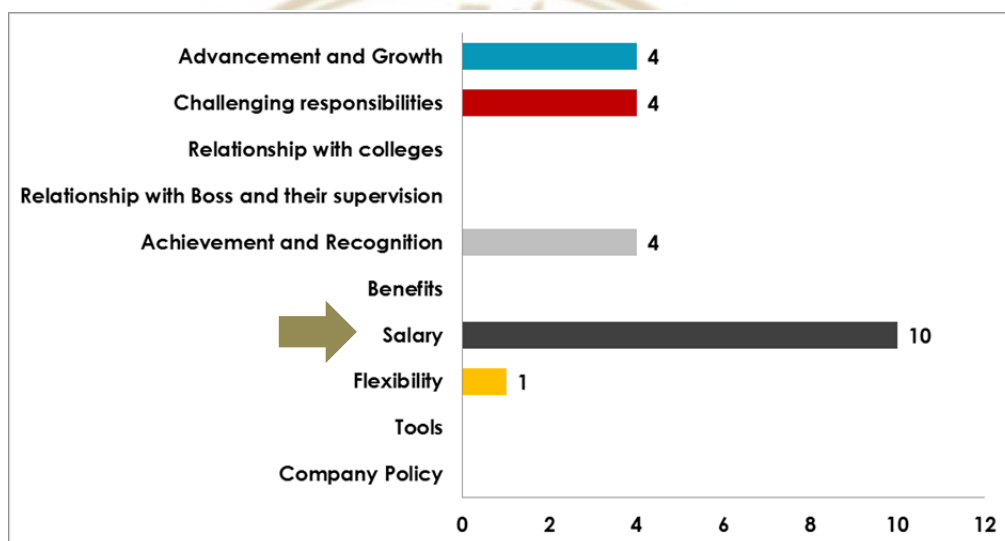
Figure 4.3   Rank 1 motivator factor

The above table show the score of each factor which Generation Y in Company L consider to be their rank 1 motivator. The result show that Salary is the rank 1 motivator factor.

Employee felt that salary is the basic need of human to survive because they need money to fulfill their needs. Employee also explained that by receive high salary, it mean that company value them and need their skill and knowledge to achieve the job.

1. Respondent # 4

"Salary motivate me to work hard (Salary = Work Not Salary > Work)".

2. Respondent # 11

"Salary is basic human need. Everyone works to earn more".

3. Respondent # 17

"Salary is vital criteria cause I have bills and debt to pay. And salary also reflect how company valued you".

4.2.2.2 Rank 2
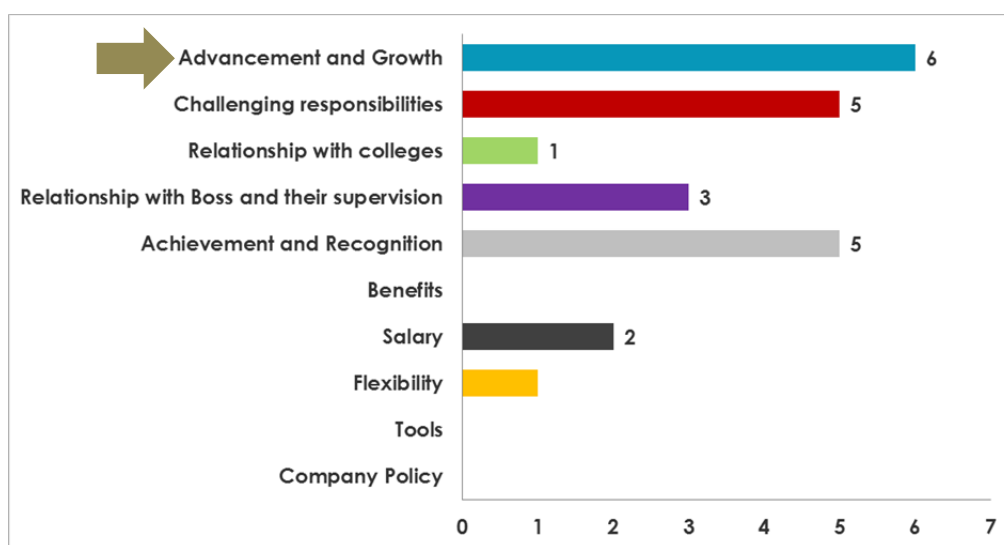
Figure 4.4   Rank 1 motivator factor

The above table show the score of each factor which Generation Y in Company L consider to be their rank 2 motivator. The result show that Advancement and Growth is the rank 2. However, in the comment from the respondents, there are other 2 factor that support Advancement and Growth which are Challenging responsibilities and Achievement and Recognition.

Employee feel that being able to moving forward and opportunity to grow in the company is very important. However, in order to have career growth you need to have supporter. The first one is Challenging responsibilities. Employee felt the work they are handle are very important and company see their value. Second is Achievement and Recognition in their work. Employee felt that they had been recognized by their manager and company to handle difficult responsibilities which require skill and knowledge

to achieve. In the end, by giving Challenging responsibilities and Achievement and Recognition the opportunity to develop themselves and create future career path.

1. Respondent # 2

"I believe seeing the goal and achievements on the work we have done and being able to have opportunity to growth is the most valuable thing. Salary could be part of the factors, but it could be payoff later on when you already have the knowledge and expertise in the job".

2. Respondent # 10

"In work everyone need advancement and growth so it is very important for motivator in job. And I think challenging responsibilities (Job that has been assigned by the company are challenge enough) is factor for advancement and growth as same as Opportunities in promotion and training".

3. Respondent # 17

"For me, giving me the challenging work and recognition in my work is really important to me. It can motivate me to work and It wasted my time to work but no clue how to growth. Career path is one of indicator of your work".

4. Respondent # 18

"Moving forward is always my passion. I strive to be the best and want to learn from the best. By assigning me challenging tasks, I can always improve myself and also my skills".

4.4.2.3 Rank 3
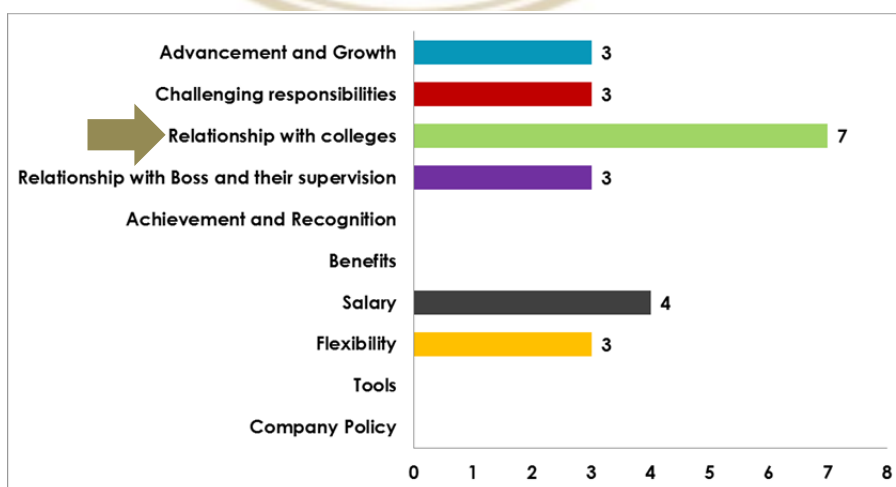
Figure 4.5   Rank 3 motivator factor

The above table show the score of each factor which Generation Y in Company L consider to be their rank 3 motivator. The result show that Relationship with colleagues is the rank 3 motivator factor.

The reason are human are social animal. They need to be in group and in order to be part of that group is to be accepted. Accepted by mean you can get along with each other, have the same understanding or have similar way of living which can create positive energy. Being socialize, it mean to communicate with each other which create more understanding and more easy to work together.

1. Respondent # 11

"Environment play important role as humans are social animals and should not live alone".
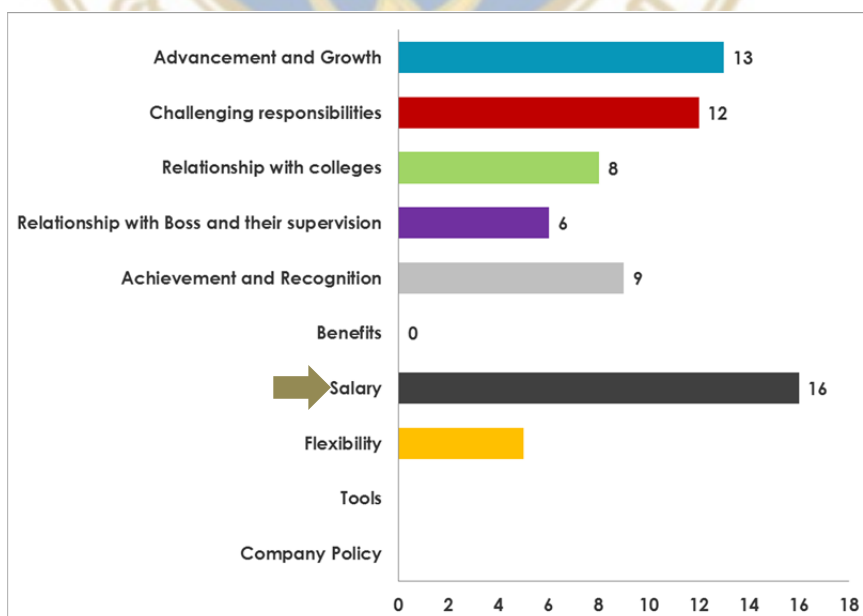
2. Respondent # 15

"I want to be accepted and beloved in all the social I am in".

3. Respondent # 23

"If you can get in / understand each other it's easy to work together".

From the respondents answer, if we count the frequency of in each rank of each factor. The result will show in the below table.

Figure 4.6   Frequency counted of each motivator factor from 3 rank

The above table shown the total score of each factor which respondents had been choose as their answer in each rank. Result had shown similar pattern with the answer which employee select in separate rank. Salary is the highest count of motivator factor in all 3 rank.

Table 4.1 Connection between respondent answer in each rank of motivator factor and frequency counted of each motivator factor from 3 rank

	Rank	Factors	Score
Rank 1 — Salary	**1**	**Salary**	16
	2	Advancement and Growth	13
	3	Challenging responsibilities	12
Rank 2 — Advancement and Growth	4	Achievement and Recognition	9
	5	Relationship with colleagues	8
Rank 3 — Relationship with colleagues	6	Relationship with Boss and their supervision	6
	7	Flexibility	5
	8	Benefits	-
	9	Tools	-
	10	Company Policy	-

The above table show the connection between respondent answer in each rank and frequency counted of each motivator factor from 3 rank. The result show that motivator that respondents choose from separate rank are align with the overall score of all counted response of all factor.

The result show that salary is the first factor that Generation Y consider as their motivator. Followed by Advancement and Growth in 2nd rank. Even though Relationship with colleagues score as the 5th rank in overall score. However the 3rd rank and 4th rank, are Challenging responsibilities and Achievement and Recognition which respondents defined it as a supporter of Advancement and Growth so Relationship with colleagues is still score as the top score of overall counted respond of motivator factor.

From answer in each rank and frequency counted of each motivator factor, there are connection between the top score factor. The most important factor the employee consider as their motivator is Salary. However, from the answer that received from respondents shown that in order to get high salary. The factor which you need to have as a supporter factor are Advancement and Growth, Challenging responsibilities and Achievement and Recognition. In order to get high salary, respondents felt that by receive challenging responsibilities is a message from the company that by their has been recognized by the company and have the opportunity to have career advancement and be promoted. Being promoted mean that employee will receive higher salary which is the end goal of their most motivator factor.

The other question that had been asked is factor of demotivator which respondents were given open-ended question to describe factor which they consider to create demotivator. Respondent can choose the same factor of motivator factor or any factor that they consider to create demotivator. 18 out of 23 respondents answered this question.
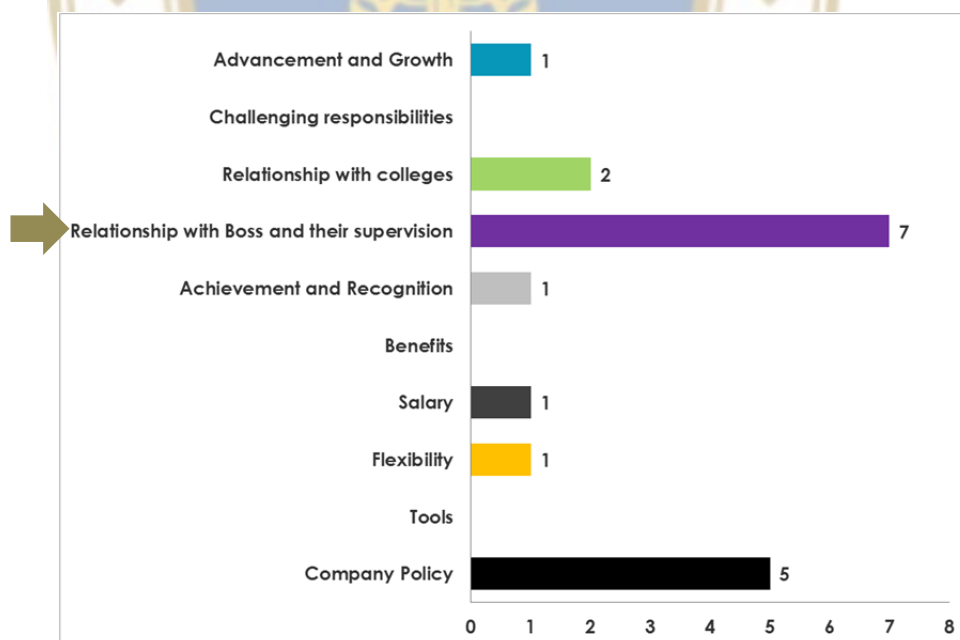
Figure 4.7 Demotivator factor

The above table show the score of factor that consider to be demotivator. 7 out of 18 who answered this question chose relationship with boss and their supervision

is demotivator factor. The main reason is manager or boss is the one who employee need to be followed. If manager or boss did not have clear guideline, processes or policy related to work. It can create complexity in work process or unclear guideline to solve the problem which can lead to irritable and create work dissatisfaction.

    4. Respondent # 17

"Some Policy or way to solve problem that depend on situation. For example with my experience, consumer need we to take care them but sometimes we treat difference way for each other. Do not base on policy. It has been change with situation but I think If we have the way to solve we will following by it strictly to ensure for our policy way".

4.3 Discussion

    The overall motivator factor which Generation Y consider as their motivator in past studies and this study has discovered were difference.

Table 4.9 Generation Y motivator factor in past studies and this study

No.	Past studies	No.	This study
1.	**Flexibility**	1.	**Salary**
2.	Challenging Responsibilities	2.	Advancement and Growth
3.	Recognition	3.	Relationship with colleagues

    The above table represent factor which generation Y consider as their motivator in past studies and this study. From the 10 studies, 6 out of 10 identify Flexibility.

    In the past studies, the reason why flexibility is the most motivation factor because of the freedom to demonstrate their thinking and authority to manage their work. Being able to manage their work include working hours, place to work and decision making. For example, "Flexibility in the workplace is also very important to Gen Y. They expect flexible summer hours, to be able to work from home, and paid time off if they were forced to work beyond their normal hours. This generation is one that is more open to working anywhere at any time compared to any generation we have seen before" (Justin, 2010). Generation Y also believe that they could deliver more productivity

with less obligation (Syahira Binti Sa'aban, Noraisah Binti Ismail, Mohd Fitri Bin Mansor, 2013). The second factor is challenging in responsibilities. In the past studies, they gave the reasons that generation Y preferred to work in challenging environment to extend their capability (Susanna and Riitta, 2015). They want challenging responsibilities to create and enhance their innovation (Jenna and Loni, 2013). By giving challenging responsibilities can help to improve and enhance their skill and knowledge. The third factor is recognition. Justin Meier described that gen Y needs be motivated through constant reward and recognition. Generation Y want to be consider as important or being recognize (Jenna and Loni, 2013). Generation Y want to be acknowledge of being somebody in the company.

Meanwhile result in this study shown that salary is the most important factor. The respondent described that salary is the a basic need of human. We have bill and needs that need to pay. Receiving high salary can also reflex that company value your skill and knowledge to perform the job. Second is advancement and growth. Career path is also important because you cannot stay there in the same position forever. You need to move forward to higher and higher position. Being in higher position can also mean higher salary which align with their most wanted motivation factor but in order to create career. The supporter which can support career path are challenging responsibilities and achievement and recognition. You need challenge responsibilities to demonstrate your performance and to bring achievement then recognized by the company which will create opportunity for career advancement. Third is relationship with colleague. Other than work, the next factor which is colleague. No matter how good your work is or how good your salary will be but human is social animal which need to be with other and work with other. Human want to be accepted by other and want to be around another person who has the similar live style or similar way of thinking. This can lead to easier and better work collaboration. All of the mentioned top 3 factors seem to be difference but it is link to each other. In order to get high salary. It must begin from receive challenging responsibilities to be able to demonstrate the result and receive recognition to get career advancement and get promoted. Social life is also important because you cannot work alone, you need to have colleague and if you cannot get along with them. It could effect negative work environment in the office. So company need to fulfilled all of the factor

to create better work motivation. Company cannot pick only the top factor because each of the factor have a linkage between each other.

The reason of the differentiation of past studies and research and this study result are past studies was conducted with foreign generation Y. However, this study is conduct with only Thai's generation Y so they might have different background and experience because of the difference in culture.

Second, this study was conduct within specific Company. Each Company have their own characteristic. Company L's is multinational company in Thailand which imported and distribute products that related to beauty cosmetic. Company L considered in Fast-moving consumer goods market which is very dynamic and high competitive environment. Therefore it is impact the organization working environment to be fast and high focusing with their work. This working environment create high pressure and expectation from employee to achieve the targeted performance. From this reason employee in Company L want to compensate of being pressured and hard working with high salary and their career advancement in the organization.

Third, target groups of this study are Young Management or middle manager level and Management Trainee who age between 23 to 33 years old. Some of them were just graduated from university or have a few year of experience of working. Young manager want fast career growth because by promote to higher position. It is mean that you will get higher pay which is their end goal. For first joiner or employee who join company L as their first job. When they were studied, their parents were the one who pay all of their bills and expenses. Therefore, they already have their fix expenses so they want to have money to pay all of the expense which their parent used to pay and saving for future purpose.

From the questionnaire, there is one question about other factor which were not mention above and respondent think that it is their factor of motivation. Some respondents mentioned one extra factor that did not mention in Herzberg's Two factors Theory and past studies and they consider as their motivator is Company product or service.

They gave the reason that by working with the company which have product or service that you are interested can create passion which create self-motivation. By having self-motivation, employee will have willingness to work, develop the business and solve the problem for business without being force from the company.

1. Respondent # 1

"Being able to work in the company that you are interested in their product can create passion and willingness to work".

2. Respondent # 20

"Passion in brand or product ".

The result also shown the connection between factor of motivator and job satisfaction of generation y in Company L responded. Their job satisfaction came from being able to be fulfilled their factor of motivators. By fulfilling their motivator can improve their motivation which impacted their morale and their willingness to perform the job. In the end, it will create job satisfaction.
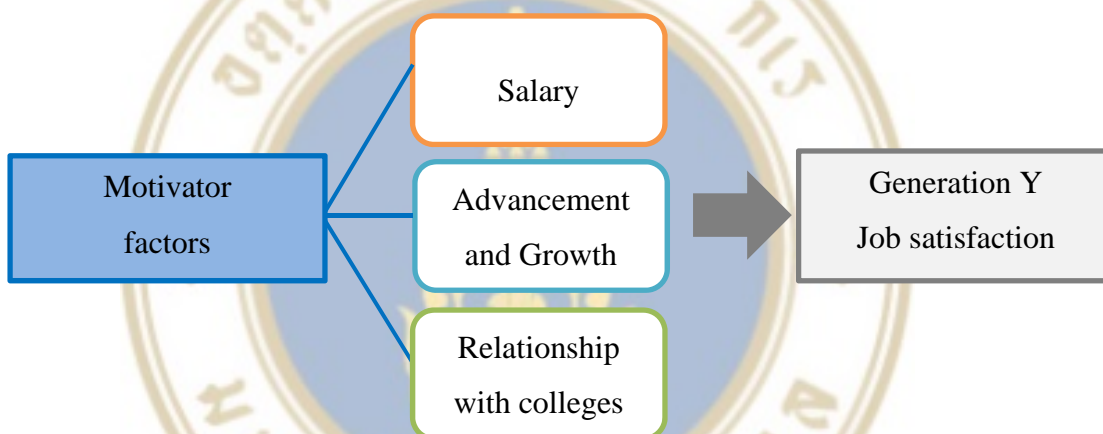
Figure 4.8 Connection between motivator factor and job satisfaction

However, company need to be aware of fulfilling motivator factors. Company need to balance it well to keep internal alignment across the company. Generation Y may be considered to be the next main workforce in the company but they are not only generation in the company so company need to balance it well and fulfilling the motivator across the company to create motivation environment with lead to employee job satisfaction. If employee is happy to do their job, It will impact on company performance in the long term.

CHAPTER V
RECOMMENDATIONS

5.1 Conclusion

Job satisfaction considered to be one of the key successes of competitive company in every business categories. It is very important for every company to understand how to create employee's job satisfaction. Employee with job satisfaction is willing to perform their job with extra mile in order to help the company to achieve their goal. With job satisfaction can create in high morale which impact on company's productivity. Therefore, it is very important for company to understand the way to create job satisfaction in the company.

This study mainly focuses on job satisfaction of Generation Y in company L. Company L is one of the leading organization in FMCG. They provide consumer varieties of product in beauty care cosmetics. They focus on 4 difference markets sections which are Mass market, Luxury market, Professional or Salon market and Active cosmetic market. The majority of the employee is Generation Y. With the issue of high competition in the market, the company and management face the problem of high employee turnover. So, it would be useful to understand the factors that help motivate the employee and help in reducing employee turnover.

This study use motivation theory as a tool to identify factor that effect job satisfaction. In the previous research and studies, identify factor that Generation Y consider as their motivator to create job satisfaction is flexibly. However finding in this study is difference from the past research and studies. The result from 23 out of 23 respondents who were young manager who management committee identify as talent and management trainee in Company L shown that salary is the most factor that lead to their job satisfaction. The study use 2 methods to cross check the result from the respondents. First is ranking from 1 to 3. Second is frequency counted of each factor in 3 ranks.

Table 5.1 Factors of motivation from 3 rank and frequency counted of each factor

	Rank	Factors	Score
Rank 1 — Salary	1	**Salary**	16
	2	Advancement and Growth	13
	3	Challenging responsibilities	12
Rank 2 — Advancement and Growth	4	Achievement and Recognition	9
Rank 3 — Relationship with colleges	5	Relationship with colleagues	8
	6	Relationship with Boss and their supervision	6
	7	Flexibility	5
	8	Benefits	-
	9	Tools	-
	10	Company Policy	-

The result shown that salary is the first factor which Generation Y in company L. The respondents described that that salary is the basic need of human to survive because they need money to fulfill their needs. Employee also explained that by receive high salary, it mean that company value them and need their skill and knowledge to achieve the job. The second is advancement and growth. Respondents described that being able to moving forward and opportunity to grow in the company is very important. However, in order to create opportunity to growth, it need supporters which are challenging responsibilities and achievement and recognition. Respondents felt that to be able to have career growth. They need to get recognition from the company by given a challenging responsibilities that they can demonstrate their skills and knowledges to achieve the job. Third is relationship with colleagues. They explained that human are social animal which need acceptance of others. Acceptance mean get along with each other or have the same thinking and understanding. This impact the easier communication among the team because of you can understand each other or have the similar way of working. It can help work process to be more easier.

Although the above mentioned factors may be difference from each other. However. respondents explained that these factor have connection and linkage between each other. In order to get high salary, factors which you need to have as a supporter factor are advancement and growth, challenging responsibilities and Achievement and recognition. In order to get high salary, respondents felt that by receive challenging responsibilities is a message from the company that by they had been recognized and have the opportunity to have career advancement and be promoted. Being promoted mean that employee will receive higher salary which is the end goal of their most motivator factor which can impact to their job satisfaction. Social life is also important because if you cannot get along with your colleagues. It can impact to the atmosphere in the office which lead to uncomfortable on working with each other.
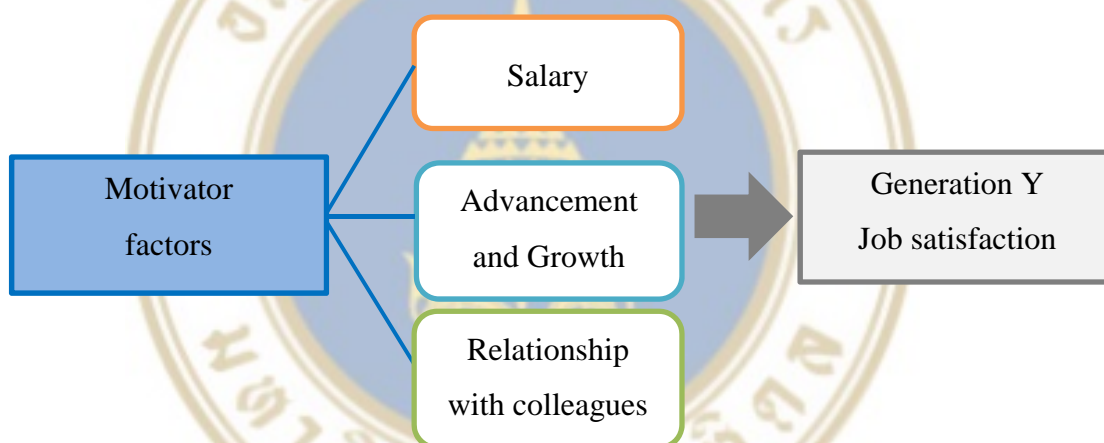
Figure 5.1   Connection between motivator factor and job satisfaction

The above table shown the connection between motivator factors and job satisfaction. To be able to create job satisfaction, company need to fulfill employee factor of motivation. By fulfilling their motivator can improve their motivation which impacts their morale and their willingness to perform the job. In the end, it will create job satisfaction and effect to company's productivity.

5.2 Recommendation

This study will have directly benefits for Company L which can apply result and finding to their company. Company can use data and finding to create plan and strategy to implement in company. From the result, Generation Y concerned about their salary so company can use this to create compensation strategy to attract them. Company can use difference strategy for difference group. They can create flexible compensation strategy for each specific group. For management trainee, company can use high based salary and low of business allowance to attract the candidate and use strictly evaluation system to evaluate their performance. This strategy is suitable for management trainee because their need to be in the 1 year program and get evaluated from time to time. To give high based salary is to attract talent candidate to join the company and to have strictly evaluation system and ensure that they are talented and demonstrate potential to become company future leader. For young manager who identify as talented from management committee. They are in the middle of their career or start for few years. Company can also use evaluation system as a tool. Company can use strictly evaluation system to evaluate employee performance. If employee achieve the targeted performance, company shall compensate with salary increase and job advancement. To use evaluation system as a tool because evaluation system is a tool that everyone in the company need to use and the system has a clear criteria and how to evaluate employee's performance.

For advancement and growth, company can also link the evaluation system to the development plan. In the process of evaluation, company shall include both employee performance and development plan. In development plan, company can use it as a tool to identify the need of employee or career aspiration. Then use the information given in the process to create individual career development plan to identify training in skill and knowledge and support their career growth. Company can also include personal interested in development plan and use it as a tool and privilege and create retention for talented employee.

In relationship with colleague, to create more social life in the office. Company need to provide channel or tool which create more activities to increase internal relationship between employee. First, company can start from office renovation can create area which employee can hangout and mingle with each other to create better relationship. Company can create activities like sport day or outing to create a chance for employee

in the organization to know each other. Once they know each other, it shall create more understanding more easier way to coordinate.

5.3 Limitations of The Study & Recommendation For Future Research

There are 2 limitations from this study in number of respondents and cultural difference in each organization and business category. There are many companies in Thailand and FMCG is one of it. Population of Generation Y is increasing every year. The answer from 23 respondents might not be able to identify and represent factor of job satisfaction in FMCG companies and all company from all market in Thailand. Therefore the future research should apply on both qualitative and quantitative methodology and apply to larger group of respondents in order to have more data to verify and get deeper and better understanding in Generation Y. Second, this study was only conducted with Company L which in FMCG market and only focus on beauty cosmetic product. Future research should cover more varies range of company in Thailand. It can be categorized by market like services, transportation, FMCG, etc. Future research can conduct survey in each specific market or type of business. This can lead to specific result in each market and business because each market has difference characteristic and environment which can lead to difference type of factor of job satisfaction. It would be great to be able to understand what are difference and what are the same in each market which lead to summary of total market Generation Y factor which lead to job satisfaction.

From above limitations, the recommendation for future research is to conduct a research using combination of qualitative and quantitative methodology and cover more in terms of market and business**.**

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APPENDICES

Appendix A: Sample of Questionnaire

This questionnaire is part of the study in order to gather data for investigate and understand the factors that help create employee job satisfaction in order to use those factors to bring out employee performance and potential which will effect organization performance in FMCG business and focusing on Generation Y.

List of questions

1. What is your gender ?

2. What is your professional expertise ?

3. Which factors do you consider as a motivator in your work ?

4. From your ranking (1 to 3), Could you please describe the reason ?

5. In your perspective, Do you think there are other factors that you consider as motivator which were not mentioned above ?

6. From your perspective, What are factors that you consider as demotivator ?