

**JOB SATISFACTION OF THAI GENERATION Y ENGINEERS IN
BODY DESIGN DEPARTMENT IN TOP JAPANESE
AUTOMOTIVE COMPANY**



CHANCHARAT CHERAVATTANA

**A THEMATIC PAPER SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR
THE DEGREE OF MASTER OF MANAGEMENT
COLLEGE OF MANAGEMENT
MAHIDOL UNIVERSITY
2017**

COPYRIGHT OF MAHIDOL UNIVERSITY

Thematic paper
entitled
**JOB SATISFACTION OF THAI GENERATION Y ENGINEERS IN
BODY DESIGN DEPARTMENT IN TOP JAPANESE
AUTOMOTIVE COMPANY**

was submitted to the College of Management, Mahidol University
for the degree of Master of Management

on
April 29, 2017



.....
Miss Chancharat Cheravattana
Candidate

.....
Simon Zaby,
Ph.D.
Advisor

.....
Asst. Prof. Astrid Kainzbauer,
Ph.D.
Chairperson

.....
Duangporn Arbhasil,
Ph.D.
Dean
College of Management
Mahidol University

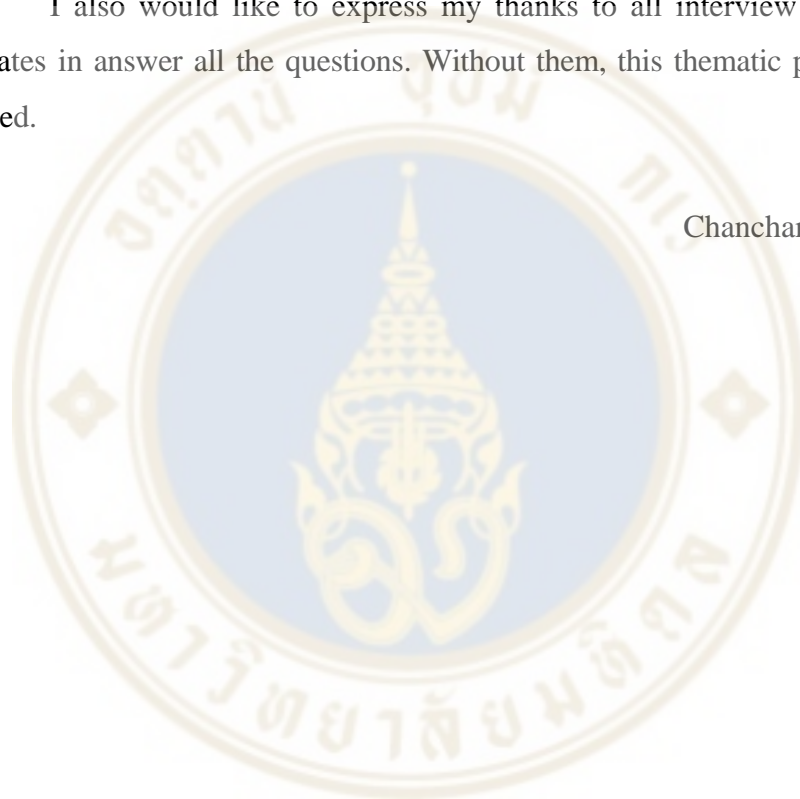
.....
Asst. Prof. Pornkasem Kantamara,
Ed.D
Committee member

ACKNOWLEDGEMENTS

I would like to express my sincere thanks to my thematic advisor, Dr. Simon Zaby, for support and comments throughout the course of this thematic paper. I am most grateful for all advices provided.

I also would like to express my thanks to all interview candidates who participates in answer all the questions. Without them, this thematic paper will not be completed.

Chancharat Cheravattana



JOB SATISFACTION OF THAI GENERATION Y ENGINEERS IN BODY DESIGN DEPARTMENT IN TOP JAPANESE AUTOMOTIVE COMPANY

CHANCHARAT CHERAVATTANA 5849145

M.M. (LEADERSHIP AND HUMAN RESOURCES MANAGEMENT)

THEMATIC PAPER ADVISORY COMMITTEE: SIMON ZABY, Ph.D., ASST. PROF.
ASTRID KAINZBAUER, Ph.D., ASST. PROF. PORNKASEM KANTAMARA, Ed.D.

ABSTRACT

The purpose of this study was to create job satisfaction for Generation Y engineers working in Body Design Department in top Japanese automotive company. According to research, each generation should share same habits, culture, and tradition. And different generations should have different characters, different ambitions and expectations toward working style.

The result of this paper mainly focused on Generation Y engineers who showed similar characteristics with other research studies. They valued good communication, demanded work life balance as well as work flexibility, needed support from technology, wanted prompt feedback and good recognitions, and liked challenging work to move up along the career path. The improvements needed for this case study department were work life balance, work flexibility, and challenge. Recommendations were provided in the conclusion section.

KEY WORDS: Job satisfaction/ Generation Y

29 pages

CONTENTS

	Page
ACKNOWLEDGEMENTS	ii
ABSTRACT	iii
LIST OF TABLES	v
LIST OF FIGURES	vi
CHAPTER I INTRODUCTION	1
CHAPTER II LITERATURE REVIEW	2
2.1 What Is Generation?	2
2.2 Four Generations in Workforce	2
2.3 Thai Generation Y	5
2.4 Strategies to Work with Generation Y	6
CHAPTER III RESEARCH METHODOLOGY	8
3.1 Instrument	8
3.2 Participants and Procedures	9
3.3 Interview Structures and Topics	11
CHAPTER IV DATA ANALYSIS	14
4.1 Overall Ranking Scores	14
4.2 Communication	15
4.3 Work Life Balance	17
4.4 Work Flexibility	19
4.5 Technology and Gadgets	20
4.6 Feedbacks and Recognition	21
4.7 Challenges, Growth, and Motivation	22
CHAPTER V CONCLUSION AND RECOMMENDATION	25
REFERENCES	27
BIOGRAPHY	29

LIST OF TABLES

Table	Page
2.1 Thai Generation Distribution in 2015	5



LIST OF FIGURES

Figure	Page
3.1 Shell and fitting parts	9
3.2 Interior parts	10
3.3 Exterior parts	10
3.4 Function parts	10
4.1 Score Chart for All Factors	15



CHAPTER I

INTRODUCTION

As high competitive market, it is necessary for all company to deliver the attractive products or services to customer to be able to survive in market nowadays. And most important resources of each company are existing employees. It is necessary to develop employees to be capable of doing the job well to deliver competitive products or services. In contrast with the past, employees change job more often. Most of company tries to retain employees inside as much as possible. To employ new employees and to train them to be as capable as the old one is time consuming and is costly for company. How to sustain employee through making job satisfaction will be explained in this paper. An example of a body design department of top Japanese car manufacturers located in Samutprakarn province in Thailand will be selected as a company for case study.

Recent graduates are an important source of new hires of this selected body parts design department of top three Japanese manufacturers. Generation Y has gradually entered the workforce within last ten years, which making them the majority in workforce. They are working together with the older generation such as Baby Boomer and Generation X. Generation Y has characteristics that are significantly different than other older generations. The purpose of this research is to gain better understanding about differences of characteristics and how working method should be done to suit those characteristics. Also, to create job satisfaction for them to retain them in today's competitive market.

In Chapter II, an overview of both preceding Generations and Generation Y are presented. This literature review also summarizes how each generation's characteristics are different. Details of how to manage Generation Y are also listed.

In Chapter III, it will briefly describe how to observe characteristics of Generation Y in the selected body design department of top Japanese car manufacturers. The results of the observations are done by breaking down into different factors (communication, work life balance, work flexibility, and etc.) shall be explained in preceding chapter.

CHAPTER II

LITERATURE REVIEW

In this chapter, literature review about generations at work will be explained. How many generations had been there in the past and generation's characteristics and also reasons why their characteristics are that way shall be described. Also, how managers should manage each generation will be also mentioned.

2.1 What Is Generation?

It was mentioned by Arsenault (2004) that Karl Mannheim introduced generations in sociological theory in the 1950s. The meaning of generation was that people in the same time period should share the same habits, culture, and tradition (Eyerman and Turner, 1998).

There are differences among generations influence generations' characteristic and how individual in different generations wants to see in leaders and how their leader should lead. Overall, these differences might influence organizational success. Studies on how generations differ in work place will provide many organization's opportunities such as increasing productivity, employee satisfaction, and reducing employee turnover rate (Salahudding, 2010).

2.2 Four Generations in Workforce

Al-Asfour & Lettau (2014) named the first generation in work force (1922-1943) as **Veterans**. Many events like Great Depression, World War II during that time period influence them to have many characteristics such as dedicated, hard work, and respect for authority. While Eisner (2005) named to this generation as **Traditionalists**, Children of Depressions and World War. They like to socialize, love hard working, value their family, and high loyalty toward their country.

Next generation in workforce can be referred to as “**Baby Boomer**” who was born from 1960 to 1994 (Al-Asfour and Lettau, 2014). Due to high fertility rate at that time, this generation was named as “Baby Boomer”. There is more secure feeling for Baby Boomer generation than Traditionalist (Eisner, 2005). They believe in growth and change; therefore, they put full effort in their works. They are willing to work nonstop to show that they want to challenge themselves to become better. Retirement is not preferred by them. They are competitive and like to work long hours to show loyalty. Unlike their parents, they tend to have good social skills and lack of technological skills. They value free expression and social reform. Therefore, it is normal that they seek consensus in workplace.

Our top managements and elders in workplace are **Generation X** or **Gen X**, was born during 1961-1981 and began emerging in 1960's. Both of parents of generation X children have to work hard so they are always left alone at home; therefore, they are called as “*latchkey kids*”. They always use their personal instinct as mentioned by Rickes (2016). Also, described by Eisner (2005) that Gen X is opposite from Baby Boomer because Gen X is lacking of social skills but tend to have strong technological skills. Social skill is any skill involving interaction and communication with others. Example of social skill can be seeking consensus among team members, motivating others to change their opinions, or communication between family members to decide on an agreement. As mentioned that Gen X is self-reliance, individualistic, lacks in loyalty, and prefers work life balance. They love freedom and rooms to grow. This was repeated by Eisner (2005) that Gen X do not stay hired by a single company for a long time; which is opposite of Baby Boomers who are loyal and tend to be employed by one company for their whole life. From Rodriguez, Gree, and Ree (2003), they also mentioned that Gen X would not stay employed at the same place for more than five years. Eisner (2005) also mentioned that with good leadership and high educational skills, this generation always able to complete tasks by smart techniques and responded well to coaching management style. Rodriguez, Gree, and Ree (2003) also said that Gen X could finish a challenging task by just within a workday.

Generation Y or **Gen Y** or **Millennial Generation** was born from 1981-2000 and was the latest group of generation to enter the workforce nowadays. They are now majority in workforce at this time. As of 2017, they were in the age range of

17 to 37. Generation Y was raised in the time of economic expansion and prosperity. They share similar some values of Traditionalists like strong sense of morality, patriotic, love fighting for freedom. They are sociable people and also are having high level of education and high technological skills (Eisner, 2005). Generation Y is also having high self-confidence, likes to be rewarded by compliments, likes to be self-reliant and depending on individual.

Gen Y represents the first true “*natives*” of the Information Age because of strong relationship with technology such as social media like Facebook, Instagram, or You-tube. Personal computer is available in every household as basic equipment like rice cooker or television. Cell phone is necessary every day and everyone owns one at least (Ricketts, 2016). Gen Y has very high technological skills, but also wants good relationship among work colleagues (Dulin, 2008). Gen Y utilizes online social media not because wants to communicate but to extend human relationships. Gen Y is web-savvy individuals and is considered to be at the center of wise, powerful networks (Mora and Balda, 2011). Technology influences Gen Y in how they learn, grow, and think (Martin, 2005).

Ricketts (2016) mentioned many characteristics and reasons why they are that way. First characteristic is specialness. The reason is because they often are rewarded for even small success. They are over protected by parents. Gen Y or Millennial is both *confident and team oriented*. They socialize well and love teamwork. Millennial is *more conventional and risk averse*. They can do multi-tasking and able to complete many tasks at a time. They are not shy to ask for help; therefore, they have high demand for support. Lastly, they are also best-educated generation to date.

Furthermore, Eisner (2005) mentioned more about Gen Y likes opportunities and challenges. Gen Y has been raised with independent since parents are always at work. They tend to be goal-oriented and interest in how to improve them through self-development. They have high expectation toward own success and like to make own decisions or be in control. They always say that “work hard, play hard”. Therefore, they will feel that work is interesting and important even though they know so little about it. Gen Y did not want to move slowly along career path. Instead they feel that they have more to offer and can grow fast if just someone give them enough supports and good opportunities (Dulin, 2008).

Comparing to Gen X, some of Gen Y characteristics may make it easier to manage. Gen Y tends to prefer teamwork and fairness. They are sociable, talented, and collaborative; which make Gen Y easier to adapt to new people, places, and circumstances (Martin, 2005).

2.3 Thai Generation Y

Thai Gen Y is making up of 32% of Thai population of about 68 million and ratios are increasingly closer to Gen X. Similar to global counts, Thai Gen Y makes up majority of the world's population and population of Thailand too. Gen Y in 2015 are about 22,000 thousand people in Thailand. Numbers of male and female population are quite equally populated. Table below can show the distribution of generation of Thai people based on Thai Health Report in 2016 (Fernquest, 2017).

Table 2.1 Thai Generation Distribution in 2015

	Years of Birth (Based on Thai Health Report 2016)	Male	Female
Baby Boomer	1943-1960	5,616	6,159
Gen X	1961-1981	11,371	11,629
Gen Y	1982-2005	10,982	10,850
After Gen Y	2006 onward	4,022	3,813

Unit: 1,000 people/ Source: World Population Prospect, UN

As lifestyle perspective, Thai Gen Y is tech savvy and dependent on community. Because Gen Y grew up using technology devices like computers, Internet, social media and mobile technology, this made them to have confidence in using technology every day; referring as tech savvy. Thai Gen Y is the early generation who starts using technology and always connected socially to share knowledge through Internet (Aseanup, 2017). Fernquest (2017) also stated that Thai Gen Y is tech savvy, eager for promotion, individualistic, and embracing globalization through boundless online channels. They tend to be online by using social media averagely of more than 8 hours per day. The article further described that Thai Gen Y could be named as “Me Generation” because

they thought more of themselves than other people. And they always want what is best for “me” than other previous generations.

Thai Gen Y tends to strive for fast promotion and love work-life balance. This might made them have higher turnover rate than other generations by moving from jobs to jobs to gain growth in career path. Different from Thai Gen Y, Western Gen Y prefers to start own business and becomes entrepreneurs more (Aseanup, 2017). Thai Gen Y still relies on private company to hire them. Western Gen Y is more independent especially from their parents. Most of graduates from university move out of their parent’s house and stay on their own. Because of being more self-reliance, Western Gen Y could be more risk taking and feel more confidence to start own business than Gen X.

As for spending point of view, Thai Gen Y is a big spender. Thai Gen Y is an info-driven and is a smart shopper. Before actual purchase of products, Thai Gen Y always checked for past experiences of other users or different buying channels’ price through many methods utilizing technology. Thai Gen Y is choosy, demanding, prefers high convenience, and needs fast service. With money support from parents (Gen X), they have no concern about how to spend money; therefore, causing no saving habits. While Western Gen Y might not has any parental support on finance; therefore, becoming more careful in spending and more of a saver. As for financial aspect, Thai Gen Y is selective and likes to invest in high-risk financial instruments like stock market based on knowledge shared through Internet and social media (Aseanup, 2017). No empirical research paper about Western Generation Y spending behaviors and other financial aspects could be found.

2.4 Strategies to Work with Generation Y

Al-Asfour and Lettau (2014) said that leadership for Generation Y is quite similar to Generation X. But it is recommending giving continuous and prompt feedback right away. Generation Y prefers to have full respect with authority. Also, they prefer to utilize the technological tools for communication such as emails or messages from smart phone rather than traditional communication styles. They like to be involved and given information regularly and keep them in communication loop. They ignore traditional media channels like watching TV or radios and rather watch DVDs than listed TV

programming. They spend more than 6 hours per day in online world rather than in real world (Eisner, 2005).

Additional strategies for Generation Y can be having fun and comfortable working environments, which can be like flexible working hours or not stressful and convenience office environments. They want to know the truth about what they do well or not well. They like to be acknowledged and rewarded for their well doing. Therefore, management should treat Gen Y with honesty, flexibility, challenge, and giving empowerment. Challenges can be projects rather than routine-based work. Clear boundaries such as output image, expectation level, and exact datelines shall be defined. Gen Y preferred learning and development opportunities as well as immediate feedback for their actions about how to improve themselves (Al-Asfour and Lettau, 2014).

As explained by Eisner (2005), other managing strategies for Gen Y are described. They should be treated fairly and professionally meaning that their voices and opinion should be treated with respect and importance. They should be given meaningful and fun work with intellectual challenges not repeated boring work. They are goal-oriented for both at work and personal life. Therefore, always clarify big picture and timeline. They should be assigned responsible projects in team and allowed to have freedom to accomplish the assigned work. Training should be done strategically through digital tools like e learning and not by traditional classroom.

In additional to above strategies, two-factor theory (also known as Herzberg's motivation-hygiene theory) states that job satisfaction in workplace will depend on many factors. Two-factor theory separates between hygiene factors and motivation factors clearly. Hygiene factors are mostly extrinsic conditions that do not actual give higher motivation but if not available then might be more job dissatisfaction. Herzberg suggested that hygiene factors can be about work conditions, compensations, rules and regulations, and relationships between peers and superiors. Motivation factors could give positive job satisfaction. They are intrinsic conditions like recognition, achievement, or personal growth; which are more difficult to satisfy. Ways to increase satisfaction through motivation factors improvement could be such as giving chances to do challenging work such as big project responsibility, recognition for achievement, opportunities to do meaningful things, involving in important decision making, and sense of important support for organization (Robbins and Judge, 2015).

CHAPTER III

RESEARCH METHODOLOGY

3.1 Instrument

The chosen instrument to study about this paper's topic was by doing interviews. Interviews are conducted at a body design department in top Japanese automotive company located in Samutprakarn province in Thailand. Company started to employed Thai employees since 2002. For body design department, as of 2017, there were about 150 people, who are mostly male engineers than female engineers. More than 70% of staffs have age ranges from 25 to 35 years old, which belongs to Generation Y. Top managements of this department are Japanese managers with age ranges from 45 to 60 years as Generation X.

The rational toward selecting this method can be explained differently. Through one to one communication, it is known that true answers can be obtained. Feelings expressed during interviews could not be expressed by questionnaires on paper. Responses are accurately gained. Also, due to time limitation, interview method is less time consuming than doing surveys. Interviews are done during break times, which are available every day. There is no time required for counting answers and analyzing the meaning of those answers too. And with personal relationship available, interviews are conducted very easily. All interviewees are opened and are cooperative to give answers. Interesting comments and feedbacks can be obtained.

The company and population selected in data collections are very relevant. With working in this company for the past 10 years, it is known that working satisfaction level for everyone is not good comparing with other departments. Employee engagement survey results of past years show less than 50% of satisfaction level commented by majority of employees. Many improvement strategies and activities had been arranged to increase employee satisfaction but the survey still show worse results. Also, there are high turnover rate of engineers. More than 5 high experienced engineers leave annually; which is considered as high turnover rate comparing with other departments.

As a manager who has more than 10 people working under, it is vital to realize how to make the job satisfaction better. With many experience engineers resigned and to get new manpower, it is time consuming and decreasing job efficiency to start to train them. Also, it requires time to build up experiences to be able to work independently. Therefore, it is crucial to retain these Generation Y engineers by increasing their satisfaction levels and as a result work's efficiency and quality can be improved along the way.

3.2 Participants and Procedures

Ten of engineers from body design department of top Japanese car automotive company are asked. Total of 8 male and 2 female candidates are selected. Age ranges from 24 years (newly graduated) to about 35 years old.

The department structures are divided into four main groups, which can be describe below. Pictures of parts below can give better description of each group.

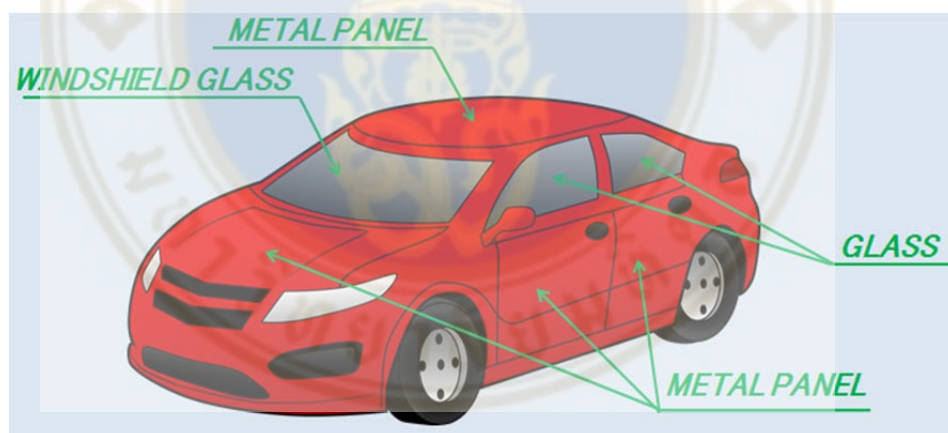


Figure 3.1 Shell and fitting parts

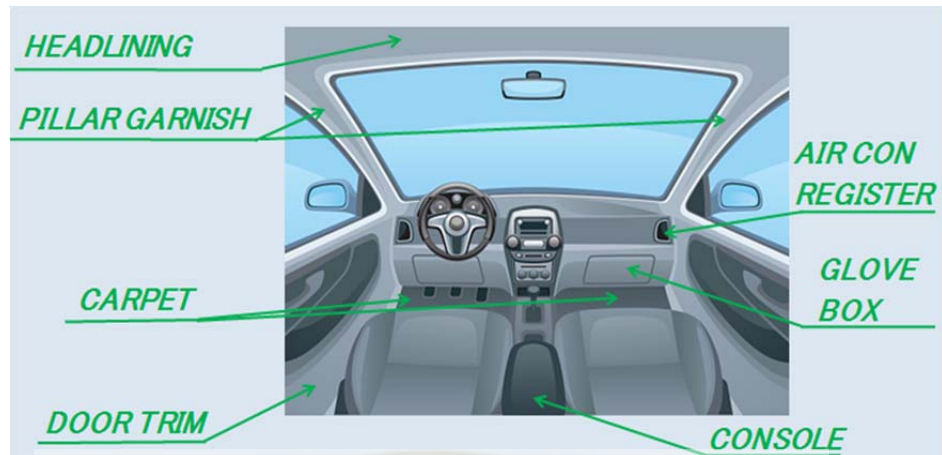


Figure 3.2 Interior parts

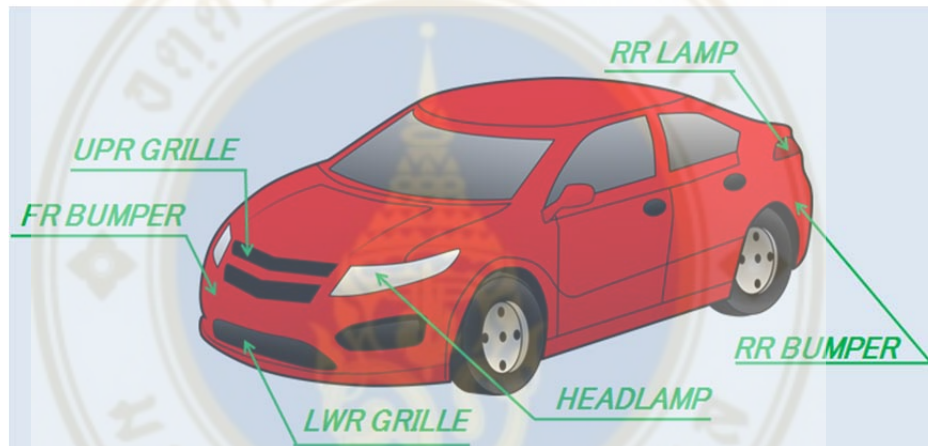


Figure 3.3 Exterior parts

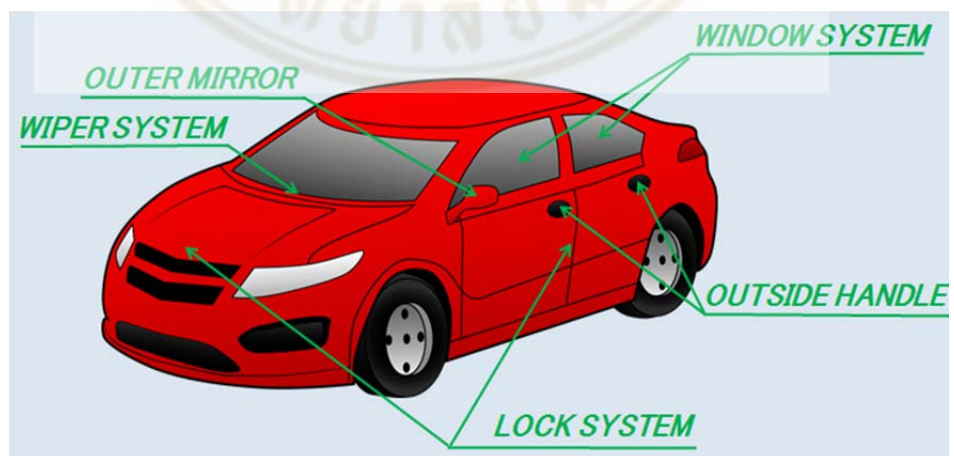


Figure 3.4 Function parts

Candidates from each of those groups are selected and interviewed. The ranking also varies from newly entered engineers to 10 years of experienced engineer with assistant manager position. Female and male members are both included. To analyze if family size or responsibility toward family obligations will have any effect on the job satisfaction or not, interviewees with different family size (single, married, married with children) are asked.

Interviewees are individually questioned to allow them to express their personal feelings without any pressure or fear. They can comments without anxiety or concerns that their comments will reach their boss through gossips. Also, they are told at first that these answers would not be revealed to the company and will be utilized in the research paper only.

With good and close personal relationship with interviewees, answers are given frankly. Feelings are expressed to show what and why actions should be done to allow their working life to become better and more suitable for Generation Y. It takes about 15-20 minutes to do each interview. And all interviewees are willing to share personal information.

3.3 Interview Structures and Topics

Interview structures are designed to be semi-structured. It is an open session where more questions can be asked when needed. Topics and main questions are not too narrow and able to go into details as prefer. As reminder, important questions are listed and surely asked to all interviewees.

Topics of interviews are divided into 7 parts. Behaviors and expectations of Generation Y from reading the literatures help to sort those questions into parts. Based on Herzberg's Two-factor Theory, hygienic factors and motivational factors are asked.

For hygienic factors, topics include "*Communication*", "*Work Life Balance*", "*Work Flexibility*", and "*Technology and Gadget*". Motivational factors topics include "*Feedbacks and Recognition*" and "*Challenges, Growth, and Motivation*". How Generation Y in this department feels about their job satisfactions can be answered through the questions interviewed.

As for “*Communication*”, different questions are interviewed. How communications are done between Thai and Japanese managers are asked. Difficulties in terms of language and culture difference are also questioned. Also, during work, how did the instructions being given? Are there steps by steps instructed or individuals had to learn to develop working way on their own?

“*Work Life Balance*” topic includes many questions. It was mainly about time spent during work and personal life. Are those times balanced? Is the working hour too long and not enough to have time for personal life or not? How did Generation Y felt toward working long hours? Also, if to improve their work life balance, what do they think it how it should be done?

Next, “*Work Flexibility*” topic is questioned. This part is to continue to the previous part and would like to know if there are needs toward flexible working hours to improve work life balance or not. Location flexibility is asked too. Do engineers want to work from home? With new model design confidentiality matter, it is still prohibit to work outside of the office; therefore, does this matter to Generation Y or not?

Then, “*Technology and Gadget*” topic is inquired. As Generation Y is attracted to Internet and social medias like Facebook and LINE, did they prefer to use these technologies in their work or not? Similarly to before, it is prohibited to share work information to outside either by any ways because of confidential details in the work. Did they feel that these gadgets could increase their work efficiency or not? Also, did they felt that they were adequate or not with company provided systems and programs?

For “*Feedbacks and Recognition*”, the interviews are asked about how and how often are feedbacks and recognition given. Did Generation Y feels that those feedbacks are just right or would like to get more? With Japanese cultures differences, sometime harsh tone and comments existed in work place. Do they feel disrespected, irritated, or disappointed or not? Did they consider them as power harassment or not? In the contrast, how and how often are the appreciations and recognitions given? From long and hard work, did those compliments help them to feel stronger and support to work harder or not.

Next, “*Challenges, Growth, and Motivation*” focuses on individual developments and future career path. Is work challenging enough? Did they prefer to be given more responsibility? Looking forward 10 years in the future, how did they

imagine themselves? Will they still be remained as employee of this company or not? Are there any further studies or things that they want to grow more? How to make jobs more challenging? Motivation is to finalize and reconfirm overall feelings and expectations toward job satisfaction. Feelings toward current working life will be focused.



CHAPTER IV

DATA ANALYSIS

After interviewing 10 engineers from top Japanese car research and development company's body design departments, all findings could be summarized as follows. Based on interview topics, all details will be orderly explained. For hygienic factors, they included topics as "Communication", "Work Life Balance", "Work Flexibility", and "Technology and Gadget". Motivational factors topics included "Feedbacks and Recognition", "Challenges, Growth, and Motivation". Each topic discussion will be made.

4.1 Overall Ranking Scores

Interview results show levels of Gen Y's job satisfaction in top Japanese car company's body design departments for each of six topics stated before. Score ranking was made for each topic. The score can be ranked from 1 to 5 as lowest job satisfaction to highest job satisfaction, respectively. As for lowest score of "1", there is needed for much improvements to give allow Gen Y to continue to be employed. For highest score of "5", it is meaning very satisfied. Figure 5 can show the overall score of all factors discussed.

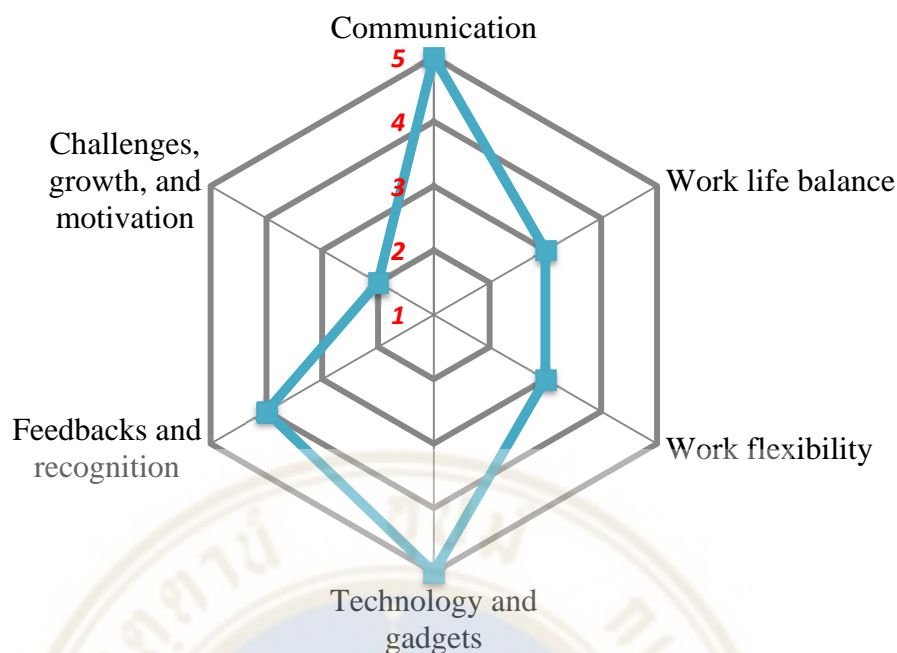


Figure 4.1 Score Chart for All Factors

Both communication and technology & gadget score can be ranked as “5”, they are very satisfied. Feedback and recognition is “4”, meaning satisfied for job. For work life balance and work flexibility, the score is “3”, which is quite neutral. Challenges, growth, and motivation topic is ranked as lowest score of “2” because most comments received are negative and need to develop ways to improve the satisfaction levels. Details about the interview results and score ranking will be explained in detail for each topic.

4.2 Communication

Starting from “Communication”, questions regarding general communication method and atmosphere are interviewed. All of engineers said that the communications are done easily with Thai seniority staffs and management staffs. It is easily discussed about personal feelings and reasons behind. During discussion with higher position, young engineers could show what and how the work should be done in their own way. The superior listened and accepted the opinions. Some of Generation X Japanese management sometimes not listens to young’s opinions and not accepting the thinking of young Generation Y. Gen X Japanese management gives direct orders on how work shall be

done. When those directions are not followed, the young Gen Y engineers are told to finish according to their instructions. After all, it is more difficult to share ideas and discuss details with Japanese Generation X than Thai Generation Y.

As from experiences, engineers sometimes feel that it is better to follow the way that senior's engineers suggested. For example, when problem in work happened, young Gen Y's idea to solve the problems might take time and become ineffective countermeasures while senior's engineer method may be fast and reactive to solve the problem. They felt that with their less experience, it might decrease their capability to judge the necessary steps to take. They felt less confident when their idea's approach took time and eventually failed. While for longer experienced Generation Y engineers, they have fluent Japanese speaking skills and know what step to take. These Generation Y engineers tend to negotiate more to do the work their own way. When the time to finish work is limited, young Generation Y engineers often follow their instruction and ask no questions. They say that they just want to get the work done the way instructed. They do not think much of how to proceed and how much they would learn.

Due to language differences between Thai and Japanese, it takes more time to communicate, which make the young Generation Y shows less opinion of their own. In contrast, for older Generation Y that is fluent in Japanese language, they tend to argue more to Japanese Generation X. Most of interviewees felt that the discussions are similar to family way like sisters and brothers.

Personal experiences could also affect to communication in work, especially building courage to speak up and confidence to express their opinion. More of longer experience Generation Y engineers realize what to say and how to say because the past experiences had taught them. Young Generation Y engineers explain that they are being scolded at when saying not thoughtful things by the Japanese Generation X. This reduces their communication level to minimum. They do not want to talk and express feeling to Japanese Generation X. In contrast, experience Generation Y engineers do not felt that way. They did not really put those fierce words into their feeling but use those comments to improve their work; which in turn help build their reliability and confident in the future. The experience Generation Y will find a way to do the work in their own way and make the management follow their leads.

Overall communication satisfaction level was very satisfied. All Gen Y mention good comments about communication and say that they do not require any changes. Language difference can cause difficulties but still not consider as problem.

4.3 Work Life Balance

Work life balance is a concept to prioritize between “work” and “lifestyle”. If good proportion of time spends during work and spends for personal life, then it can be considered as work-life balanced. Lifestyles are activities or time spends outside of company to socialize with other people. While opposite, time spends more at work and less for lifestyles are unbalanced. From interview, mostly young Generation Y feels that their work and life are balanced. In contrast, elder Generation Y feels more unbalanced. Reasons why those findings differ will be explained.

Working in design department may be periods with different work quantity, sometimes too much sometimes not very much. Some of the periods that are during development phase can result with long working hours, until midnight or more. The deadlines have to be kept and works have to be finished on time. Daily working times are challenging and long, it usually continues for about 1-2 months. The young Generation Y engineers feel responsible and want to finish their tasks so they rather spend more time at work than going out with friends. They prefer to do over time rather than to leave the office with guilt that the work is not done and others had to complete the work for them. But sometimes, they also feel that they just should not be the first one to leave. Most of them also mention that they could only resist these long hours for maximum of 3 months. If more than that, it will be too stressful for them.

With location of company at Bang Bo district in Samutprakarn province, it is quite far from Bangkok city. Average travel time from home to work for Generation Y engineers where home is in central of Bangkok is about 1-2 hours. For young Generation Y engineers that still live with their parents, they have no choice but to travel more than 2 hours every day. This is because originally their parent’s home is located in Bangkok area and can’t move due to parent’s personal reasons. Other married Gen Y engineers buy a new house near company to reduce the traveling time. Generation Y engineers mention that if leaving the company around 20.00; then they could get home about

21.30. For some of them that have home closer to company, then it would take about 45 min to 1 hour to get home. Therefore, they have better advantage to be home early and can have more time for activities before going to bed. Some of engineers that still living with their parents said that some days they went back to an empty home since it was late and their family members were all asleep. In the morning, they have to wake up early to leave before the traffic began to become severe too, which is even before their family members wake up. It is mentioned that weekends are the only time for family not normal weekday.

Company has own cafeteria that have many restaurants with different styles; which really made people working there feels convenience and leading to good life style. Engineers with Generation Y mentioned that they eat breakfast, lunch, and dinner at company every day during weekdays. This is because they had to arrive early to work and leave late at night. With variety of food, they feel happy and enjoy eating every day.

Some Generation Y engineers felt that they would like to do more of other activities outside of work. They already join running marathons, doing trails, exercising at gymnasium, and studying master degree. Some of them said that it is good to leave the office when the sun is still in the sky. Normally, they leave office when it is already dark outside and only few days that they have that chance to leave early. Young single Generation Y would like to have dinner with their friends once a week so they still keep their social relationship to friends outside of the company. While some of engineers that have family with kids just want to go home to see their family. When works are not too tense, they like to go to company's gymnasium more. Company built this gymnasium as part of employee's welfare support. It has all exercise equipment like weight training, running path, basketball court, badminton court, and even group dancing. They think that company provides good welfare about employee's health through gymnasium availability onsite of office.

In summary, the score of work life balance ranked "3" as neutral for satisfaction. With working long hours to complete the tough workload, Gen Y engineers feel too tired and do not want to continue those times for more than 2 months. They want to return to normal life without long over time working. For Generation Y with family, they tend to want more of extra time to return home while single Generation Y do not. Single Generation Y prefers to challenge themselves with tough works. Also, good

points are mentioned. Generation Y feel quite satisfied with company to provide welfares like cafeterias and gymnasium to compensate the far location of the company. These welfares really help Generation Y to have better work life balance too.

4.4 Work Flexibility

Work flexibility means how work allows employees to make arrangements about working conditions that suit them by themselves. Level of flexibility will depend on how much freedom or rules set up. Working conditions could include working location, time frame, and dress to work.

Engineers with Generation Y felt both ways that working in this company is flexible and not flexible enough. One of the engineers mentioned that she like it this way. When she is limited with exact time to come and leave work, she feels organized and clear with the boundary. She do not prefer flexible working time. It is her personality that made she feels this way. She says that when there is rule toward working time so she could easily deny working to her boss because it is not working time. While others majority said that it is better with flexible hours to work. They would like to be more independent and free to decide when they want to do work and when they want to leave. They would be responsible for decision of when to finish their work. They want to be evaluated with the end results rather than controlling in between. But comments like with too much flexibility, people may lose their discipline and act in wrong ways also exist.

Other than time, some engineers mention about flexible location. They would like to work from home or other place rather than company. This is mostly due to the far location of the company. They want to reduce the transportation time. But due to all secrets and confidential documents, it is quite impossible; which most of engineers understand. So, working place is not really the factor for flexibility for Generation Y working in this company.

Being flexible meaning that they can be call to work all time or not? This was questioned by one of the interviewee too. He was afraid that his personal life and work life would be mixed. He wants his time out of work to be completely personal

time. It should not involve phone calls to ask about work. By meaning flexible, it is not preferred by some Generation Y engineers too.

For work flexibility, the score ranked with “3”, which mean neutral about job satisfaction. Some Gen Y would like to be more independent and flexible. Therefore, they do not want to be restricted with exact time to come to work.

4.5 Technology and Gadgets

Most of engineers with Generation Y feel satisfied with current technology and gadgets provided by this company. Only a few improvements for future should be required. They say that sometimes loading data from servers is quite slow and it reduces the efficiency of their job. They can do their works better with those improvements being made. Other functions are quite convenience.

As for social media technology like Facebook and LINE, they are not preferred by most of Generation Y engineers. They are concerned that the boss will follow up their work through those means and interrupt them even at time after working hours. Private hours should remain private.

Some of the experience Generation Y who would like to have more time to spend after work mentioned that they want to have a system that could support them to work from home, which is not given by the company now due to confidentiality policy. Currently, only email can be access by webmail but no other system. If possible, they would like to request for a notebook or portable system that could be access from anywhere. But most of Generation Y understands that there is only little chance that it will be possible.

Working with technical information, it is necessary to know the details of different shapes to design the parts. Knowledge are still scattered and not yet concluded and not easily found. There are too many systems to access and it always time consuming to find them. It will be better if company can set up a database with the know-how knowledge gathered in one access with just a click.

The score of this topic ranked as “5” meaning that most of Generation Y working in this company is very satisfied. There are only few of comments to request

for alternatives for even higher satisfaction rate. Mostly understand that social media could not be utilized due to confidential reasons.

4.6 Feedbacks and Recognition

From interviewing Generation Y, currently they are receiving both advices and compliments every day. Most of comments are good ones. They feel appreciated from working for the company. Many rewarding systems are available. Those include twice a year evaluations for their performance appraisal. These evaluations will reflect upon their bonus meaning that if they get good evaluations that they will be rewarded more than others. With more efforts, they could be gaining more money as bonus. As company provides annual salary increasing, grading system is also available. Promotions would really depend on this grading. Also, annual salary increasing percentage will increase if one receives good grades; which was quite similar to studying in school. Some of the Generation Y commented that they already did much effort but the rewarding system was not transparent and unfair. They should have received more than been given. This is due to high competitions among the same Generation Y making the better one could not beat the best one yet. Some of them do not understand and still blame company for unfair policy.

They also prefer to be told whether they are doing good job or worst one. It is considered as chances that they could improve themselves to work better and faster. Feedbacks should be relied upon reasons and logics. And feedbacks should be given right away. No need to wait until annual appraisal interviews. There should be no emotions involved. The rational are always available for Thai Generation Y communication while sometimes lack when communications are done with higher authority Generation X Japanese management staffs. Japanese staffs are used to culture of ordering and pushing younger engineers to think and work hard so sometimes emotions are skipped. Young Generation Y would like those Generation X Japanese to have more respect and recognize their ideas more when they did good work and avoiding using power to force them to take action.

When the works are piling up and getting closer to dateline, young Generation Y engineers prefer to get feedbacks especially on how to finish those work faster.

They say that there should be training and workshops to teach them how actually do those works before they have to do it. Practices really make perfect. Sometimes the tools are unfamiliar and it takes longer time to finish. Company should provide these learning methods to increase their work quality and work efficiency.

Generation Y engineers could open up and allow to talk to management individually. If there is anything that should be express personally, it is always possible. Engineers could also approach their management if there are disappointments in the working styles. They could just walk up and ask for private consults.

Overall feedbacks and recognitions are satisfied and score can be ranked as “4”. Most of comments rely upon reasons and not involving emotions. Compliments and feedbacks are consistently received. Some of the company policy quite restricted the rewarding system to be given to only few best practitioners. Both mostly satisfied replies are available during interviews. Unsatisfied replies are about one or two Japanese Gen X who gives non-respective comments due to culture differences and old habits.

4.7 Challenges, Growth, and Motivation

With the job description as part designers, most of Generation Y engineers would like to experience to design actual car parts that would be touchable in the real vehicle in the future. During their everyday work, they feel that the jobs are full of paper works. Due to high accuracy jobs, even 0.01 mm does matter. There would be many times when they have to do checking on their work over and over again. There are no checking tools that help them to complete this kind of jobs and it is not challenging in their idea. More and more challenges are demanded.

One interviewee commented, “My job is not a choice I chose”. She is not feeling that it is challenging enough. With routing works, it becomes boring after years of doing them. Another interviewee said, “Without rotation this year, I would quit my job”. It became a boring or unsatisfied job for some engineers after working at the same tasks for many years. Most of them prefer to have rotations to other departments. With high skills need to work as part designer, most of other engineers in other departments could not replace current engineers in this department. Therefore, actual rotation available in this department is only 1-2 persons per year. To rotate engineers outside of

department would mean losing one of the manpower. With future engineer demands, it is quite impossible to lose many engineers resulting with minimum of rotations.

As for growth, many of them would like to improve their skills by doing more and more. They are open to lecture trainings and on-the-job trainings where they could obtain experience in doing things by their own. Not many would like to further involve themselves in Master degree study due to lack of time. They think that it is already enough knowledge for them if they continue to work in this company. Further learning would not contribute to their growth in this company too.

Many experience Generation Y engineer as “assistant manager” feel that the positional growth is blocked. There is no room for them to grow. Promotions to become “manager” are limited and only a few could get them. They do not aimed to be one in coming year. But mostly are happy as the position they are currently. As for current “manager”, it will be even more difficult to be promoted. So, it would be just day-by-day to finish work. One of the interviewee said, “Do the best for now”. Low ambitious to be higher in position is in most of Generation Y engineers in this company.

From listening to many interviewees, majority of more than 5 years of experience Generation Y engineers are in needs to improve their motivation. After working for years, jobs become demotivated and not interesting. Most of them say that they just want to finish day-to-day work and go home. Not many times when they feel that they wanted to do the work to find new things to learn.

For newly entered Generation Y engineers, the working is still fun and is attracting to learn more. They would like to get more chance to do new thing and also another time extra to finish their current responsible tasks. Without the time, then it will be impossible to learn. Motivation tends to decrease with time working at the same job. It is better to have job rotations to increase motivation. New things can be attractive and appealing for Generation Y engineers.

General Manager’s level made most of decisions. And this company has a high hierarchy of organizational structure. Vice President of department will have the final judgment of all issues. Sometimes the judgments do not agreed by some lower position engineers but they have to follow. Modifications are repeatedly made to follow those judgments causing many unnecessary extra processing redo works. Tasks are

accomplished not by self-decision. By taking orders all the times, it reduces the motivation of engineers too.

In this topic, it is the main point causing low job satisfaction and ranked as “2”. Job satisfaction tends to decrease relatively to service year (years of working). Gen Y with higher position and longer working years are demotivated by low growth of career path and unchallenging work. Individual development path is not developed to show their future. With top down approach and many levels of hierarchy to make decisions, many Gen Y engineers feel demotivated by frequent revising work.



CHAPTER V

CONCLUSION AND RECOMMENDATION

It is obviously shown from the studies that satisfactions toward job's characteristic in each generation are different in many ways. Gen Y has characteristics that may be advantage over other older generations due to Internet and technologies. Internet can connect the world so that all information can be achieved easier than before. Other technologies like mobile phone or computers also enable Gen Y to live easier and more convenience.

Gen Y characteristics toward job satisfaction can be summarized as follow. Gen Y prefer immediate feedback to improve skills, flexibility for working time to get work life balance, freedom to dress, high technology tools to complete work easily, and challenging job to create motivation to work.

For Gen Y job satisfaction in the chosen company as case study, the level of satisfaction can be concluded. From overall result of data analysis, it can be found the hygienic topics such as communication, technology, work flexibility, or work life balance are quite satisfied by Thai Gen Y engineers. Due to most of working Gen Y become friends and are mostly in same generation, communication can be done well. Team working style is clearly presented in the environment. Work flexibility is not well satisfied for Gen Y with responsibility like family to take care. Moreover, older age of Gen Y also shows the low level of satisfactions due to unbalance of work life.

Looking from motivation topics starting with feedbacks and recognition, the result shows good satisfaction. Both senior staffs and superiors support to give immediate feedbacks daily upon how to work more effectively and how to complete work faster. Compliments are repeatedly given to hard working and well-accomplished tasks. Last motivation topic is about challenge, growth, and motivation. This part is the not satisfied due to work details are sometimes repetition of work and not challenging enough. When reaching a certain job's position, it is quite difficult to be promoted. They feel that their job has no growth. Overall, these lead to lower motivation in work.

As for recommendation to increase job satisfaction level of Thai Generation Y engineers in Top Japanese Automotive Body Design department; there might be certain areas to change. First, increasing of work flexibility can help to increase work life balance. Working time frame shall not be set as rules but the result of work at dateline should be assessing upon. Task's goal should be informed for each Gen Y engineer to accomplish. Freedom to manage their work will help Gen Y to become more satisfy. Second, job rotations should be available more than currently have. New challenging task can help Gen Y to be motivated. Third, eliminate non-strategic jobs like paper work or filing jobs, which could be supports by other people or IT tools. Outsource technicians or secretaries can be hired to support to do filing or doing paper works. Artificial intelligence, technologies, or programming can support Gen Y to complete the repeated tasks that are time consuming. Lastly, career path should be clarified clearly for every Gen Y engineers. Individual Development Plan (IDP) should be done for all to let Gen Y know the future of their career.

REFERENCES

- Al-Asfour, A. and Lettau, L. (2014). "Strategies for Leadership Styles for Multi-Generational Workforces." *Journal of Leadership, Accountability and Ethic*, 11(2): 58-69.
- Arsenault, P. M. (2004). "Validating generational differences: A legitimate diversity and leadership issue." *Leadership & Organization Development Journal*, 25(2): 124-141.
- Aseanup. (2017). *Marketing to Generation Y in Thailand*. Retrieved January 28, 2017, from <http://aseanup.com/marketing-to-generation-y-in-thailand/>
- Balda, J. B. and Mora, F. (2011). "Adapting Leadership Theory and Practice for the Networked, Millennial Generation." *Journal of Leadership Studies*, 5(3): 13-24.
- Dulin, L. (2008). "Leadership Preferences of a Generation Y Cohort." *Journal of Leadership Studies*, 2(1), 43-59.
- Eisner, S. P. (2005). Managing Generation Y. *S.A.M. Advanced Management Journal*, pp. 4-15.
- Eyerman, R. and Turner, B. S. (1998). "Outline of a theory of generations." *European Journal of Social Theory*, 1: 91-106.
- Fernquest, J. (2017). *Generation Y Thailand: A new Me Generation?* Retrieved January 28, 2017, from <http://www.bangkokpost.com/learning/advanced/1038478/generation-y-thailand-a-new-me-generation->
- Martin, C. A. (2005). "From High Maintenance to High Productivity." *Industrial and Commercial Training*, 37(1): 39-44.
- Rickes, P. C. (2016). Generations in Flux: How Gen Z Will Continue to Transform Higher Education Space. *Planning for Higher Education Journal*, 44(4), 1-25.
- Robbins, S. P. and Judge, T. A. (2015). *Organizational Behavior* (16th ed), Pearson, England.

- Rodriguez, R. O., Green, M. T., and Ree, M. J. (2003). "Leading Generation X: Do the Old Rules Apply?" *The Journal of Leadership and Organizational Studies*, 9(4): 67-75.
- Salahuddin, M. M. (2010). "Generation Differences Impact On Leadership Style And Organizational Success." *Journal of Diversity Management*, 5(2): 1-6.
- Wyatt, D. (1993). *Out of the Sixties: Storytelling and the Vietnam Generation*, University Press, Cambridge, MA.

