

**A STUDY OF MILLENNIALS ATTITUDE TOWARD JOB
HOPPER GENERATION**



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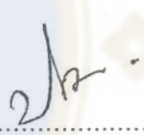
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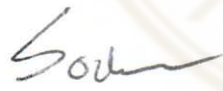
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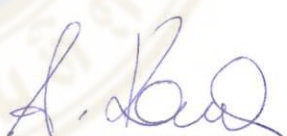
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ABSTRACT

The Millennial generation is widely perceived as job hopper generation. This research is conducted to study the fact and the reason behind the term 'Job hopper' and the relationship with Millennials. The study will mainly focus on Millennials who currently live in Bangkok and work in any industries. This selected focus group should have a plan to do different project or change job in the near future. This research will explore the factors that influence the Millennials to be perceived as 'Job hopper'. If it's true that Millennials are job hopper, further studies on the reason why it happens will also be conducted.

The qualitative research methodology was applied in this research in order to have deeper understanding through voice expression and how answers are formed. The open-ended interview questions are made for one by one interview question with 15 Millennials interviewees through LINE online call to avoid being at risk during the pandemic of Covid-19 virus.

The finding of the research showed that Millennials are a job hopper generation. However, there're various reasons behind this term. In fact, for these Millennials interviewees both hygiene and motivation factors are not successfully achieved. Life goal, benefits and organization structure, people and team, and skill development are key common requirements mentioned by the Millennials interviewees. Therefore, the unique motivation factors found in this study could be able to be adapted at all organizations in order to successfully motivate the Millennials to stay with the organization.

KEY WORDS: The Millennials/ Millennials mindset and attitude/ Job choice and organization characteristic/ Digital driven behaviour

45 pages

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CHAPTER I

INTRODUCTION

1.1 Problem Statement

“If you have Millennials working in your team, you are now dealing with an unpredictable situation. Sooner or later they will leave...”

The above statement is always mentioned among teams in all kinds of organizations around the world as well as in Thailand. According to previous studies on Millennial behaviour, the young Millennials are perceived as job hoppers who are impatient, unreliable and, difficult to engage with. There are a lot of case studies and previous literature that has stated that working with Millennials are unpredictable and it is very difficult to convince them to stay at the organization for a longer period of time. As there are concerns on Millennials working behaviour and their attitude towards the job, it may cause younger generation to face difficulty while applying for a job or feel uncomfortable with unhappy working culture and unsatisfied working condition. In fact, this research will be conducted to explore and identify the reasons on why Millennials are perceived as the job hopping generation. Do they accept that they easily quit job and change their job very often? If it is true then the researcher would like to identify the rationale behind this cause.

In fact, there could be various factors related to the reason on why employees often leave their job. It is true that Millennials are considered to be a very unique generation, want to shape their own life, and find work-life balance but it is not only about their characteristics that make them quit their job. In work life, employees in every generations could leave the job if their basic requirements are not fulfilled. In this research, Herzberg's hygiene and motivational factors theory will be applied to explain in further details on this issue. There are a lot of questions and concerns about Millennials working behaviour and attitude. Furthermore, there are also a lot of questions on why the Millennials act in this way? Will other generations have the same

turnover rate compared to the Millennials? What would be the fact and the reasons behind this issue? This research on Millennials attitude towards job hopper will study deeply on Millennials attitude and working behaviour through focus group interview.

The findings of this research may show an interesting outcome on Millennials reason behind the term 'Job Hopper'. It would be beneficial for the human resources department at organizations from any industries in terms of adapting to new organizational culture to serve particular generations.

1.2 Framework

This research will be conducted to identify how the Millennials think about the word "Job Hoppers". Are they actually accepting this stereotype and what might be the reason behind it? Herzberg's Motivation Hygiene or Herzberg's Two-Factor Theory is selected to be the research framework. This theory will be used to analyse the working motivation of Millennials as well as the key important factors for their work life.

1.3 Research Question

The area of this thematic paper is to whether "*Is it true that Millennials change job very often in Thailand?*" What are the reasons behind it or if not and vice versa?

1.4 Research Objective

The research is aimed to study the reasons, facts and effects of new working generation that is now being named as the job-hoppers generation. The study will mainly investigate on the Millennials who are currently working in Bangkok, Thailand. The study will further cover their basic background for instance their demographic factors, their past working experience, their personal reasons related to the changing job and, their motivation to quit or change their existing job. This study is conducted to provide insights int and opinion behind the idea of being called Job Hopper of the Millennials.

The result of this research might be true or not on being the Job Hopper of this young generation. However, the research would be able to explain more on the Millennials working behaviour as well as their working motivation so the company or the organization will have a better view and understanding on this generation. It could also give the ideas of how to motivate the Millennials in workplace and how to work properly together with this generation. Future working plan can be redesigned and developed for this generation.

1.5 Research Scope

The research will be focused on the Millennials who at least have a bachelor's degree and currently working in any industries in Bangkok as well as having a plan to change their job in the near future.

- a) How do the Millennials think about changing their existing job?
- b) What are the key factors affecting their decision on entering or quitting their existing job?
- c) What do they like or dislike the most at their existing job?

1.6 Expected Benefits

The expected benefits of this research are to understand Millennial working behaviour and their perception of being called the job-hoppers generation. However, the research could be able to contribute the information to be a good use for leaders and human resource departments.

CHAPTER II

LITERATURE REVIEW

2.1 The Millennials

Millennials are the name of generation of people who were born, attended school, started their job, have a family and have almost the same retirement period. This group of people usually have the same age range and time frame. Millennials are a group of people who have the same era. It is the time for new technological advance and rapid social changes (Rydewr, 1965; Kowske *et al.*, 2010). The emergence of new generation forces the new form of socialization for example, education, life structure, families and laws are reformed to align with the newcomers of the society. The newcomers are the key important factors who shape their own unique culture and share the same historical phenomena appears at the key development stages (Baltes *et al.*, 1980). The shared experience will also form unique characteristic of the generation such as attitudes, personalities and values. It is what make some generation different from another (Rydewr, 1965).

Millennials are considered as the freshest, newest and fastest growing generation of the workforce. This generation is expected to comprise half of all employees in the world and could be able to reach 38.8 million people (Toossi, 2009; Meister and Willyerd, 2010). In the United States, Millennial generations are now becoming the major share of the labour market (Deloitte, 2016). Around 44.2% of the Millennials have greater diversity than any other generations (United States Census Bureau, 2015).

Millennials always have access to technology. It is considered as part of their everyday life and it makes this generation different from another generation who are realistic generation. Positivity, diversity and autonomy are their important values (Lancaster and Stillman, 2002). The other important factors in Millennials life are social consciousness, teamwork, self-improvement, self-management, productivity,

personalised or meaningful work (Meister and Willyerd, 2010). Moreover, this generation is willing to move from one career to another with the benefit from their work experience. They are ready to travel for work, seek for meaningful job, value the differentiation in job, and find a positive work culture and environment. However, salary is not prioritized as the most important thing to consider (Henderson, 2012). There are few studies that showed that Millennial generations quickly change their job. The most effected sectors related to this quick job change are the organizations. They can experience the difficulty in retaining and motivating this young generation (Solomon, 2000).

There are some evidences in recent studies that show that Millennials are perceived as a generation with lack of loyalty (Buckley *et al.*, 2015). However, Lancaster and Stillman (2002) recommended that organizations should be able to understand the motivational factors of the Millennials and try to adapt it at the workplace. It could help to decrease turnover rate as well as increase commitment.

2.2 Personal Mindset and Attitudes

There are obvious contrast in traits attributed between Millennials and other generations. The Millennials perceived as optimistic, entitled, impatient, multitasking, work-life balance based and value teamwork while the baby boomers, for example, are perceived as workaholic, loyal, idealistic and value titled and more stabilized (Alsop, 2008). The Millennials believe that they have the potential and capabilities. Their working style will not be made as the ladder. Most of them prefer to work with small organizations in order to do hands-on role, make a bigger impact and also lead significant change (Caraher, 2015). According to the researcher, one of her recruiter quoted *“It’s not a question of whether or not they are right for the job, it’s a question of if the job is right for them”* (page 27). Millennials are now perceived to be a group that plan to change jobs very often. Actually, they want to have happy working environment.

There are two different types of Millennials in workplace according to Caraher’s (2015) study. One is called “Digital Freedom Crusaders” and other one is

named as “the Office Traditionalists”. The first group value freedom worktime at anywhere. They do not place much value on work at the office. Working anywhere else could drive more productive routine and better performance than being at the office. While the second group value office hours. From the employer’s point of view, Millennials are more demanding about work-life balance than other groups (Caraher, 2015). They are also willing to change jobs to control the meaning of good life and are very open when they have to express their needs and wants.

2.3 Job Choice and Organizational Characteristics

Each generation have their own way to form life experience, shape attitudes, working perspectives and values (Kovary & Buahene, 2005). The traditional recruitment strategies which were effective for Baby Boomers seem to be very ineffective for the Millennials (Lindquist, 2008) as they have specific requirements and different working preferences towards work (What really matters most to generation Y employees?, 2008).

However, to do effective plan to attract this generation, the strategies have to be adjusted and communicated directly to the Millennials (Kovary & Buahene, 2005). Job and organizational attributes have an impact on Millennials’ decision to work or leave job. Wide variety of job and organization characteristics are attractive to this young generation (Bell & Griffin, 2010; Carless & Wintle, 2007; Gursoy *et al.*, 2008; Hauw & Vos, 2010; Myers & Sadaghiani, 2010; Ng *et al.*, 2010; Shaw & Fairhurst, 2008; Smola & Sutton, 2002; Terjesen *et al.*, 2007; Yeaton, 2008).

Therefore, Millennials also find imperative for organizational attraction. According to the scholars, they don not agree that only few specific characteristics of job and organization could influence the Millennials. Actually, the factors that Millennials are considering before applying for a job represents a broad consensus. Millennials uniquely choose to work at organizations that have the following characteristics:

1. Meaningful and Challenging Assignments

The organization or work which can also provide meaningful or challenging experiences will be attractive to Millennials (Hauw & Vos, 2010; Ng *et al.*, 2010; Terjesen *et al.*, 2007). The Millennials place value on organization's value and mission. They will consider if the organization strives to follow its value and mission properly or not (Ng *et al.*, 2010). Millennials also want to be a part of big challenging projects at work (Kohut *et al.*, 2010; Ng *et al.*, 2010). The millennials seek high-impact task to complete and also place high value on professional growth (Behrens, 2009; Bell & Griffin, 2010; Ng *et al.*, 2010; Shaw & Fairhurst, 2008; Terjesen *et al.*, 2007)

2. Work-life balance

The Millennials value work-life balance. They seek a balance between work and personal lives. The Millennials try not to repeat the mistakes their previous generation had made, for example, spending entire life at work and seek for stable job (Bannon *et al.*, 2011). The need for work-life balance has increased in Millennials. According to Deloitte survey, this young generation pay a lot attention on work-life balance and it is voted to be the most important factor (Generation Y: Changing with the times, 2011). However, what make Millennials satisfied the most at work are certain concerns such as, vacation time, onsite care, and adoption assistance (Bannon *et al.*, 2011, p. 64).

Work is not considered as their life but it is a way to earn for a living and pay for their lifestyles (Generation Y: Changing with the Times, 2011). The example of leaders that are very attractive to the Millennials are Orbitz, Google, and Morningstar. These companies have done their commitment on flexible working hours and more free time for employees (Bannon *et al.*, 2011).

3. Team and social environment

The Millennials place value on teamwork and they do not want to have an isolated job (Behrens, 2009; Bell & Griffin, 2010; Hauw & Vos, 2010; Hershatter & Epstein, 2010; Shaw & Fairhurst, 2008). They expect to interact with human being in the form of face-to-face communication, instant messages, e-mail, or

through social networks (Sujansky & Ferri-Reed, 2009). The organization assumes that Millennials want to solely communicate through online at work (Sujansky & Ferri-Reed, 2009). Even though technology makes the communication easy and fast for Millennials, they still are interested to have face-to-face communication (Luscombe *et al.*, 2013; Sujansky & Ferri-Reed, 2009). Work environment can help to create attractive working experience for Millennials. It encourages the interaction in the team and social life (Gursoy *et al.*, 2008; Hershatter & Epstein, 2010; Martin, 2005; Shaw & Fairhurst, 2008). Millennials want to maintain a strong relationship with co-workers as well as with immediate managers (Hershatter & Epstein, 2010; Lancaster & Stillman, 2002; Martin, 2005; Ng *et al.*, 2010). This generation also want an open and instant feedback from their team leader (Gursoy *et al.*, 2008; Hershatter & Epstein, 2010; Martin, 2005; Shaw & Fairhurst, 2008; Sujansky & Ferri-Reed, 2009)

4. Job Training and Career Path

Job development and career opportunities are the attractive factors to be considered for Millennials (Behrens, 2009; Bell & Griffin, 2010; Ng *et al.*, 2010; Shaw & Fairhurst, 2008; Terjesen *et al.*, 2007). This generation expect rapid career advancement and some critics say Millennials are not interested in following the corporate job ladder (Ng *et al.*, 2010). In their work life, Millennials have quick job rotation. They want to be at a new position after completing six months at a job (Terjesen *et al.*, 2007). Millennials are performance based generation. They do not want to work with a company that place values on age, position, or length of service (Sujansky & Ferri-Reed, 2009). The opportunities in career advancement is the important indicator for Millennials (Luscombe *et al.*, 2013). Many experts say Millennials have high expectation for work. They consider rapid advancement as a benefit. They are also considered to be the needy with high maintenance from employer's point of view (Thompson & Gregory, 2012). The Millennials needs in career growth can be an opportunity to re-consider the company training and career development. The specialised design work program should be set and targeted directly to this generation. The top three attributes that work well for Millennials are care about their employees as individuals, invest heavily in the training and development of their employees, and clear 52 opportunities for long-term career progression, as stated by Terjesen *et al.*, (2007).

Moreover, this generations are likely to work with the organization that has significant growth in career advancement and learning opportunities Terjesen *et al.*, (2007). In fact, Millennials can easily quit a job if there is a better job offer or opportunity available elsewhere (Ng *et al.*, 2010).

2.4 Digital Driven Behaviour

Millennials were born and live with technology. They also expect to see up-to-date online system and technology at workplace (Hauw & Vos, 2010; Hershatter & Epstein, 2010; Ng *et al.*, 2010; Shaw & Fairhurst, 2008; Terjesen *et al.*, 2007). This generations are also called “Digital Natives” as their entire life is designed to connect with digital in almost every activities. The digital behaviour is placed at their fingertips (Hershatter & Epstein, 2010, p. 212). Millennials life is connected with technology and they are likely to utilize it 24 hours a day. It is actually every day in a week, month and year (Hershatter & Epstein, 2010). Millennials are likely to use search engine on the internet more than other alternatives. They will search immediately without finding additional sources (Hershatter & Epstein, 2010). This generation relies on technology in almost every aspect of their lives. However, the digital adaptation mindset can benefit organizations (Myers & Sadaghiani, 2010). Millennials are very capable in utilizing technology in their communication. Information technologies such as cloud computing or instant messaging can be used effectively among the team and co-workers to solve problems (Bannon *et al.*, 2011). However, Millennials are the important group to lead and teach older co-workers (i.e. Baby Boomers) on the latest technological happening in an organization. Millennials are searching for companies that have an internet presence with highly functional and cutting edge technology (Sujansky & Ferri-Reed, 2009).

The digital workforce can increase the interaction with technology and develop many competencies at work (Briggs & Makice, 2012). Millennials or Digital Natives in this case, are perceived to have strong knowledge of digital fluency. They live naturally with technologies in their lives. This generation have long experience in technology and could easily predict digital fluency (Bennett, Maton, & Kervin, 2008;

Oblinger & Oblinger, 2005). The digital natives are able to utilize technology to creatively represent data, design products and new ways of working. Their digital competencies in workforce can go beyond the digital fluency in an organization.

2.5 Theoretical Framework

Herzberg's Motivation Hygiene Theory is selected to explain and analyse Millennials working motivation, behaviour and attitude on the current workforce.

2.5.1 Herzberg's Motivation Hygiene Theory

Herzberg's theory or commonly known as "Motivation-Hygiene Theory" or "Herzberg's Dual-Factor Theory (1959)" mainly explained about the difference between motivational and hygiene factors. Both factors also known to have an impact on job satisfaction. Motivation factors are considered more important to job satisfaction than hygiene factors. Hygiene factors are likely to be connected with the need to avoid unpleasantness. According to the theory, motivation factors are the most important factors that lead to job satisfaction because it is related to 'the need of an individual for self-growth and self-actualisation'. It is widely used to explain the phenomena of job satisfaction (Dion, 2006).

Motivation Factors Include:

Achievement, the work itself, recognition, relationship with supervisors, interpersonal relations, salary, and working conditions

Hygiene Factors Include:

Company policies and administration, relationship with supervisors, working conditions, interpersonal relationships and salary

The difference between two factors are about the job. Motivation factors lead to positive attitude towards the job, while hygiene factors are all about doing the job (Herzberg *et al.*, 1959; Stello, 2011). Motivation factors are also described as intrinsic factors to the job. It only operates to increase and improve satisfaction in a job.

While hygiene factors are described as extrinsic factors of a job and it works to reduce job dissatisfaction. The table in Figure 1 displays the difference between motivation and hygiene factors.

Table 2.1 Summary of the Factors in Herzberg's Theory

Motivation Factors	Hygiene Factors
Advancement	Interpersonal relationship
Work itself	Salary
Possibility of growth	Policies and administration
Responsibility	Supervision
Recognition	Working conditions
Achievement	

Motivation Factors

Motivation is about how to drive a person to do something by offering or providing something for them (Ruthankoon & Ogunlana, 2003, p. 333). It is strongly related to job satisfaction. Motivation could encourage employees to work and drive satisfaction in a job. Factors related to motivation are career advancement, the job itself, possibility for growth, recognition and achievement, and responsibility (Herzberg, 1966).

Career advancement is the positive and growth status of an employee at their workplace.

Job itself are the tasks or assignments which could drive positive or negative effect on employees. Job characteristics (easy or difficult) can impact satisfaction or dissatisfaction of employees

Possibility of growth is the opportunities for a person to be promoted and climb up the ladder in a workplace. It increases the chance to experience new skills, professional training technique and knowledge

Recognition and achievement can happen when positive rewards or praise are made after specific goals, in which difficult tasks are accomplished. Negative

recognition and achievement can also happen when criticism and blame are made after work failure or poor decision in a job that has been done.

Responsibility is related to job satisfaction. It started when tasks were given to a person then he/she has freedom to make a decision. Negative impact can happen when there is a gap between responsibility and authority and it leads to dissatisfaction.

Hygiene Factors

Dissatisfaction in a job and hygiene issues are preventable. Hygiene factors are related to the level of job dissatisfaction. It is the opposite to motivation factors which directly drive employee's motivation and satisfaction. According to Herzberg, if proper hygiene factors are presented, it could prevent dissatisfaction at a job. It reacts directly to the environment and workplace for 'the need to avoid unpleasantness' (Herzberg, 1966, p. 75). Hygiene factors are the important part that help to decrease employee's job dissatisfaction and are directly related to the context of work. Factors related to hygiene are working conditions, interpersonal relations, salary, company policies and administration, and relationship with supervisors (Herzberg, 1966).

Working conditions are involved in the physical surroundings of the job. Space, ventilation, amount of work, tools, safety and temperature all are included in the working conditions. Good working environment can increase employee's job satisfaction.

Interpersonal relations are represented through personal and working relationship among the employees or colleagues at any levels. Social discussions, work environment, job reactions, and break times are included in this topic.

Salary is included in all categories of work. The increasing or decreasing of salary have an effect on unfulfilled expectations of employees. The increasing of salary, hospital policy, and bonuses should be clear at the workplace.

Company policies and administration are mainly about organizational management and guidelines. Good or poor organization can be described through the organizational policies affecting the employees for example, some organization might lack of delegation of authority, procedures, or communication.

Relationship with supervisors reflect company management style. Supervision is related to fairness or unfairness of the top level. It is about willingness to take responsibility, teach job knowledge or to be fair. It is important that organizations have good supervisors. It can help to enhance the level of job satisfaction among employees. Poor supervision management might decrease employee's satisfaction.

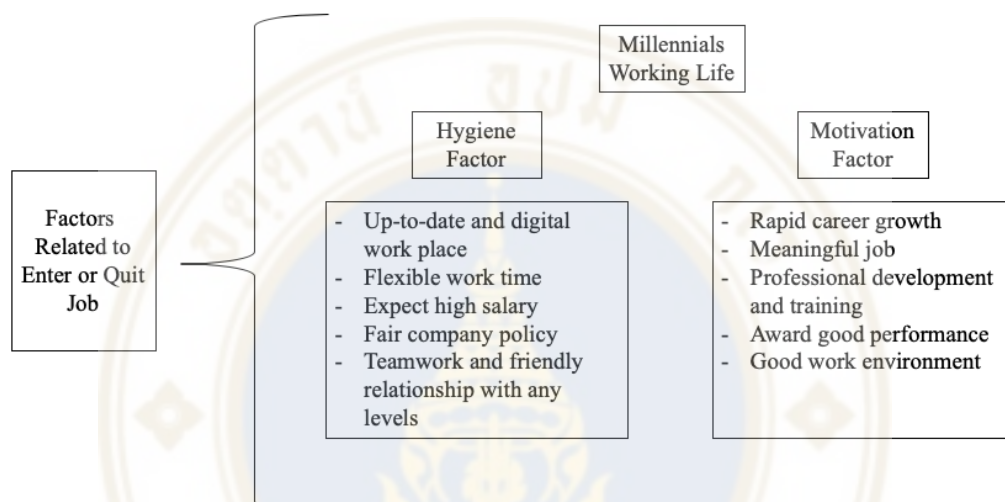


Figure 2.1 Millennials Motivation Framework

Herzberg's Motivation Hygiene Theory can be explained and analysed Millennials working behaviour as shown in figure 2. Millennials Working Motivation Framework. It is true that Millennials have unique way to search for a job. Most of interesting factors are related to motivation. Motivation to maintain a daily living and work should be aligned. Motivation drives Millennials interest and attraction to choose work more than hygiene factors. The hygiene factors actually play an important role in Millennials working decision but they would rather prefer meaningful job to fulfil their lifestyle.

2.6 Proposition Summary

P1: Rapid technological change and life lesson from previous generations affect Millennials working behaviour

Millennials were born in the era of transformation. They live in a rapidly changing technology which possibly affects their way of living. Staying with baby boomer parents also reflect a tiresome and hard-working lifestyle. The Millennials do not want to repeat the same parents routine so they create their own unique living culture as well as working culture. They place value on work-life balance and always seek for better opportunities in life. Millennials working behaviour is unpredictable because they have different ways of living their own life.

P2: Self-confident, the meaning of good life and high demanding affect decision to stay or leave the job

Personal attitude and mindset are the influential factors on why Millennials are called 'Job Hoppers'. Their action, lifestyle, and reason to live possibly represent how this generation work. This young group take quick decisions and want to lead significant change at their workplace (Caraher, 2015). They are looking for the right job to fulfil their meaningful life not only the job that can only meet the hygiene factors. Millennials possibly have the same working behaviour as their everyday routine which are driven by their personal attitude and mindset. Millennials believe that they can work productively everywhere. They are very capable and always seek for a room to grow.

P3: The job itself, organizational mission and vision, and working motivation have to meet Millennials expectations

According to Millennials characteristics and life experience, it is important that life should have value. They are likely to find activity or job that fit for their personal lifestyle. In fact, it's the job itself that has to be right for them. Millennials value hygiene factor as standard requirement at work. They expect to see value from the work that are passionately involved. They look for the meaningful work to fulfil their needs. Most of them look for a happy job and prefer to have good work environment. Unsatisfied

working style and traditional working policies cause negative effect on Millennial decision to stay or leave the job. It is not only about the Millennials who decide to change their job very often, but also is about how workplace environment is shaped to fit with the current working generation.

P4 : Spending almost 24 hours online and have high access on digital platform affects Millennial decision making

Fast development of technology and digital age force the way of acting and thinking of this generation. Everything is on their fingertips and all information will be delivered to them within only a few seconds. Mostly, Millennials have higher potential from their co-workers, which are considered to be baby boomers. It creates frustration and uncomfortable working culture. Technology transforms social and business structure. It will go beyond the plan and expectations. Millennials expect to see professional and fast move in any aspects of the organization. If it did not meet their expectations, it affects the decision to stay or leave the work.

CHAPTER III

METHODOLOGY

3.1 Data Collection Method

This research is conducted to explore and study Millennial's attitude towards job hopping generation. The study is aimed to identify how do the Millennials think about the term "Job Hopper" and why their generation are perceived to be in this category. The literature review in past studies explained Millennials behaviour and lifestyle in the same way. Most of them mentioned about self-confidence, needy, impatient, and high demanding. This research will go through Millennial thoughts and identify on agree or disagreement factors on this term 'Job Hopper'. Why it occurs and why it should not occur.

The research will be conducted in qualitative approach which will align with the nature of this study and enable the researcher to collect data more efficiently in depth and detail (Zikmund, Babin, Carr, & Griffin, 2010). The data collection method used in this research will be individual interviews.

Online and phone call interviews will be conducted instead of face-to-face interviews to avoid being at risk due to the pandemic of Coronavirus. There will be a total of 15 Millennials who currently have a plan to leave or change their job. All interviewees will have to be Millennial generation and work in Bangkok in any industries. Sampling selection of candidates will have at least a bachelor's degree to ensure a higher validity and reliability of this study.

The interviews will be lasting approximately 10-20 minutes. Online and phone call interviews will be made in the evening to make sure that all interviewees are free, relaxed and comfortable to answer all questions. There will be a total of 10 questions in the online and phone call interviews.

3.1.1 Population

Targeted group of interviewees are people who considered the Millennials currently working in any industries in Bangkok and have a plan to leave or change the job. Age range of this group is in between 27 to 38 years old.

3.1.2 Sample Selection

The interview will be conducted in qualitative method in order to gain in-depth information. Qualitative research will be able to explain feelings, personal details, voice tone and pause moment of the interviewees. The interview will be made through online and phone calls to 15 Millennials in Bangkok.

3.1.3 List of Interviewees

Table 3.1 List of Interviewees

Code	Work Type	Nationality	Position in the company	Work experience (years)	Number of job changes	Age	Gender
1	Family Business	Thai	Production Manager	6	0	28	F
2	Real Estate	Thai	Project Co-ordinator	5	0	28	F
3	Start-up Tech	Thai	UX/UI Marketing	5	2	28	F
4	Airlines	Thai	Cabin Crew	6	4	28	F
5	Packaging	Thai	Marketing Communications	6	0	28	F

Table 3.1 List of Interviewees (cont.)

6	Art and Entertainment	Thai	Lead Artist	6	5	28	F
7	Retail	Thai	Senior Marketing Executive	6	2	28	F
8	Online Agency	Thai	Social Planner	7	3	28	M
9	Retail	Thai	Marketing Officer	5	2	27	F
10	Food and Beverage Services	Thai	Marketing Assistant	5	3	28	F
11	Logistics	Thai	Marketing Analyst	6	4	28	F
12	Production Small Business	Thai	Planning	5	1	29	F
13	Fashion	Thai	Assistant Department Manager	6	6	29	F
14	Graphics Design	Thai	Freelance Design Editor	4	0	25	F
15	Retail	Thai	Marketing Executive	6	3	28	F

3.2 Research Instruments

Open-ended question interview is used as research instrument, which consists of personal background and basic list of questions in order to understand unique characteristics of Millennials interviewees and give them flexibility in their answers. The questions will cover all conceptual framework related to Herzberg's Hygiene and motivation factor theories. The interview questions are designed in open-ended way to closely validate the personality of each interviewees and to understand their behaviour and attitude towards life and work.

The interview session will start with basic information of the interviewees which include current job and position, work experience, personal thought and attitude towards job and how they see the current working culture. After the opening questions, the interview will move to detailed conversation and probing questions related to the Millennials attitude and working characteristics. All interviewees are required to provide related answers regarding the Millennials working framework. The main questions are designed to control the theme of interview session and gain effective findings that are stated below.

Finding Factors: Millennials working behaviour and personal attitude

1. Do you often change your job? If yes, then what are the reasons?
2. How long do you normally work at one particular company?
3. How many times have you changed your job in your entire career?
4. Are you willing to change your job if there is a better offer or opportunity?

If you think, then why? If not, then what are the reasons?

Finding Factors : Attitude towards ‘Job Hopper’

1. When you think of Millennials, what characteristic do you think of (in terms of working)?
2. Do you think you have the same characteristics as other Millennials?
3. Do you think why your generation is being named as ‘Job Hopper’? Is it true based on your experience?

Finding Factors : Expectation on job or organization

1. What factors do you consider when you want to enter or quit from your job?
2. What can be done to make you stay with the organization for a longer period of time?
3. What makes you feel comfortable/uncomfortable at your work?

4. What is your ideal job looks like?

Probing Technique

Probing technique is used in the interview session to ensure the validity of data. This technique is to look deeper into the subject. The replies of the interviewee will be used to ask related questions (McDaniel & Gates, 2015). The additional question will be about the real experience, result or reason of the given answers. In this case, two-way communication is used to be able to adapt to this technique.

3.3 Interview Process

Interactive online and phone call interview are used for this research during the Covid-19 pandemic. Line call, Facetime audio and phone calls were selected to be the communication channels as it was the easiest, fastest and safest way to conduct the interview. Evening time was the proper time to make a phone call. It was a comfortable time for interviewees to conduct the interview. All interview sessions were made after the interviewees reached home or finished their works in order to make sure everyone are in a relaxed mood and at their comfort zone. Doing online interview is not as smooth as planning due to poor internet connection but it still delivered good results. It is difficult to guess interviewees face expression so most of the emotions came from voice, breath and paused moments. Only phone call interview conversations can be recorded while online interview have the difficulty to keep the noise under control and poor connection is one of the most important factors for the recording.

Taking notes is used along with the voice recording in order to keep all details. The interview agenda includes small talk, introduction, and open-ended question. Probing technique is used along with the open-ended questions. The interview took approximately 15 minutes in each session.

3.4 Data Analysis

The qualitative data analysis will be conducted by applying simple ‘Thematic Analysis’ method after the data collection is completed. The analysis process is made through simple excel spreadsheet to summarize data, categorize common answer patterns, and key findings (Bree & Gallagher, 2016). The thematic analysis method will be adapted and modified in this case study in order to answer the research questions effectively and discover most related findings. Firstly, the interview data will be transcribed and placed on a spreadsheet in order to easily identify the common patterns and categorize similar groups of answers. The common interview data will be analysed based on conceptual framework elements which are related to hygiene and motivational factors.

After grouping all data into spreadsheet tables, the common answers will be scored to identify the important information and the linkage between Millennials working motivation factors and the reason to stay or leave the job or being called as job hoppers (Analysing Qualitative Data, n.d.). Moreover, the list of common Millennial characteristics and perceptions on current working motivation and cultures will be derived from this thematic analysis in excel spreadsheet. The analysis is also used to identify the expectation on basic working requirements of the Millennials. Last, the research finding will be summarized to answer the case study on Millennials’ attitude toward job hopper generation.

3.5 Working Analytical Framework

Research Questions

1. Do you often change your job? Why is that?
2. How long do you normally work with one company?
3. How many times do you change your job in your entire career?
4. Are you willing to change your job if there is a better offer or opportunity? why? why not?
5. When you think of Millennials, what characteristics do you think of (in terms of working) ?

6. Do you think you have the same characteristics as other Millennials?
7. Do you think why your generation is named as 'Job Hoppers' ? Is it true based on your experience?
8. What factors do you consider when you want to enter or quit job?
9. What can be done to make you stay at the firm for a longer period of time?
10. What makes you feel comfortable/uncomfortable at your work?
11. What is your ideal job looks like?



3.5.1 Hygiene Factors

Table 3.2 Working Analytical Framework for Hygiene Factors

Interviewee No.	Herzberg Hygiene Factors					Consequences	
	Working conditions	Interpersonal relations	Salary	Company policies and administration	Relationship with supervisors	Millennials change job because of their characteristic	Hygiene factors affect reason to stay or leave job
	Relevant interview quotes	Relevant interview quotes	Relevant interview quotes	Relevant interview quotes	Relevant interview quotes	Relevant interview quotes	Relevant interview quotes
1	I want nice office space but as of now it's my home office so I just wish for it	I don't have any problem with the team. I feel happy as we work as a family	I can accept my current salary. I know I work for my family business	it's a very small family business so there's no strict policy but just to make everything work well	I work with my family so it's all good	We are different from our parents. They provide us everything so we don't have to think a lot when we want to enter/leave job	benefit, organization culture and career path are the most important factors
2	I don't care much about the job. I only consider benefit	I have good relationship with everyone but I sometimes have a problem with my boss	It's just ok but if new place offer better benefits, I would consider to go	-	I like one of my boss but I don't like my second boss. I don't want to work with him	I don't think I'm a job hopper. This is my first job and I'm still here	I work for a living. I work for money and benefit so if I got better offers, I'd go for sure
3	Working here is multitasking which is very good but the workplace is not so impressive	All co-workers are good. I see teamwork here except for the boss. I think we don't have clear direction and it affects how we work	this is my last year here I think. Work is load compared to the benefit. I'm now looking for better offers at new place	I don't think they have well-structured policy. Everything can change depends on the task. It's both good and bad	I'd prefer more active and attentive boss. I felt uncomfortable when the team lost direction. It's difficult to drive us to the goal.	Hmm.. I think it's true that we are unique generation. We want some motivation in life as well as work. However, it depends	I consider job task, organization and benefit when I apply for a job
4	I'm happy with any working condition but co-workers are very important	I quit my previous job because I can't get along with the team. We are so different. I also choose here because I know a lot of people	it's not the main factor to be considered for me. I want to work with people I love and meaningful job	-	I love working with people who are the same and I think here is good. Supervisor and co-workers are nice	Our generation is different from our parents. We look for challenge. We want to live life and find work-life balance.	I work because I love the job. Job and team have to meet my expectation.
5	I'm ok with my workplace right now because they offer good benefits and I have a chance to rotate within the company	hmm.. For me it's fine. I work here for long so I have good co-workers.	Benefit here is very good. The organization is also well-known and stable. If I have to change job, I'll still look for the job within the same company	-	I feel comfortable working here. I don't want to move because benefit, position and career path are very good. But I just look for more chance to rotate.	I don't change job very often. I work for benefit and I consider career growth	My ideal job should offer career development for people. The organization has to be well-structured. Also, good benefit is very important.
6	I like my current job because I think I have value in doing all tasks. It's really fulfilled my need	People here are so kind to me. They respect each other and have a good way to comment when you did something wrong. I'm so depressed when I work and people keep blaming on me no matter what	salary is not the first thing to be considered. I work because I love the job. The job itself make me feel valuable. Working here is like bringing out my inner talent on art.	-	I have very good relationship with the owner. I'm so glad to work with him even though this job is not that stable and it didn't give you a lot of money. I've learnt a lot from the owner and I think I can't find it anywhere else	I think it's true about our generation. I change job very often. I think our generation have good family support so we can easily decide what to do	It's common factor that we all have to consider. For me, Job function and how the team place value to people are very important

Table 3.2 Working Analytical Framework for Hygiene Factors (cont.)

Interviewee No.	Herzberg Hygiene Factors					Consequences	
	Working conditions	Interpersonal relations	Salary	Company policies and administration	Relationship with supervisors	Millennials change job because of their characteristic	Hygiene factors affect reason to stay or leave job
7	All good. Job is good. I have a chance to do so many things and I have the ability to make a decision on my own project	I actually have some conflict with some managers and it's frustrated. I want to move and I actually have an interview with new company	Salary, benefit and career path are very important. If I have to consider one job, all above will have to meet my expectation	-	I have some conflict with my manager so I don't know how can I say. Anyway if they will promote me this year and I move to different sector, it'd be better	our generation seeks for challenge task. We want to achieve our goal and have job ownership. I can leave job now if there's better offer available	Job function, benefit and career path are the first thing to consider. When I apply for a job
8	I'm ok with my job right now. I'm happy that I have my preferred job and it fits to my requirement. I don't mind if I have to work hard because I like the job	I'm a people person. It's very important for me to have a good team. I want to know in advance how the team works and how's the office atmosphere.	I consider job function before anything else. Benefits come after but it has to meet my expectation so I decide to work	I love my company policy because they are a performance based structure. I don't have to come to work on time or leave on time. I just have to finish my task and follow timeline	I'm happy with my boss. He is nice and kind. He always believes that everyone has potential to achieve the goal.	I am one of them. One of the Millennials. I often change job because my needs and expectation in job are not fulfilled. I always want to learn new thing and I don't like routine task	the work and job are the first thing I consider. I think I have to work with nice people. I want to pay attention to work rather than dealing with co-workers.
9	it's because I want to work in marketing field but I don't have any related experience in this field so this job is very useful for me. I change job 2 times and this is my second job	Team is just fine. I don't have deep relationship with the team in this company. I only work here for only a year	Honestly, benefit is not so good. I only work here to gain experience and I'm now thinking about the new job. I want to increase my salary	I almost work 7 days here. Work is load and I don't they have fair benefit for employee	It's ok but I felt uncomfortable sometime. I can't resist the pressure from my boss. It's stressful	I think our nature affects how we choose to work and how long we will work. I didn't change job very often. I only change job because I have to study abroad.	I look for good benefit and flexible job. that's all
10	I really like my job now. I change job more than 3 times but here is the best. It's all about the job characteristic and work task	It's very small business so I have to deal and connect with everyone. If there's a problem, we will go directly to the point and solve so I don't have any problems with the team.	I don't mind about the benefit and salary. I care about the experience I'll have from the job. I want to learn as much as I could because I think it'd be useful for my future	-	It's very small business and there are only a few people working here. I work very close to the owner and we sometimes have a conflict. I have a plan to move soon if I have better offer	our generation is very unique. Everyone has their own style and way of life. We have more choices and opportunities to try new things. It affects how we work also	I have to love that job. it has to be meaningful for me even though the pay off didn't seem so good. I want to work where I feel comfortable and enjoy like my current job. However, I plan to move for new things soon
11	My work is ok. It's different from my two previous jobs. I think I've learnt some new skills here even with this small company	it's a small company so I know everyone and seem not to have a problem.	I look for better job offer and better benefit. I know I get bored easily and I don't know how long I'll be here. After the crisis is end, I might look for new stable job.	It's not complicated here. We work flexibly and everyone just has to finish task on time	Well... I think I'm fine. There's nothing much to say about the boss.	It's me hahahah...I'm not that patient. I can't work at one job for more than one year. I change job often because I want to improve myself. I like to learn new skill and seek for stable organization	I think it's very simple. The organization should provide proper benefit compared to the work assignment. If it's overload, I'd have to talk to the manager
12	I quit my previous job because I'm bored. The job itself has nothing to do with. However, I enjoy my work right now because it's a part of my family and it's very flexible.	Here is small company. Everyone is so close and we all work like family and I'm quite ok	Everything is good but benefit here didn't meet my expectation. I'm thinking what I should to and where I should go	-	-	I don't know but I might have Millennials mindset. I change job because I'm done with what I'm doing at that moment. It might be my character. I like flexible job	My current job didn't pay me well but I still don't know where I have to go next. If I get better benefit from outside, I will consider
13	I change job very often. It's like one year for one job. I easily get bored when it comes to the routine task. I'd rather move to do something new than stay at the same place and learn nothing	I'm ok with co-workers and I don't have any problems with this issue. I only consider the job and how far can I go.	Benefits are important as well as the professional development and training. I also change job because I want to increase my salary and position	My current company has very traditional management structure. It takes so many steps to approve some projects. I don't know how long I will be with this company but I might have to think a lot because I'm about to 30 years old	-	I think I'm 100% Millennials. I easily get bored and I think one year working at the same field is enough for me. I always want to seek for new opportunity to learn.	My concern is about benefit, organization and growth. Now I'm getting older so I look for stable organization to work with

Table 3.2 Working Analytical Framework for Hygiene Factors (cont.)

Interviewee No.	Herzberg Hygiene Factors					Consequences	
	Working conditions	Interpersonal relations	Salary	Company policies and administration	Relationship with supervisors	Millennials change job because of their characteristic	Hygiene factors affect reason to stay or leave job
14	I like my job. I don't like working with big company because it's not flexible and free. I'm sure that I'll deliver good work on time and it's been proved by many of my customers	It's good. I interact with all my customers. I have no problem with communication but it's obvious that I don't have team work experience. I like that I'm my own boss and have the work ownership	It's unpredictable but I'm fine. I like working anywhere anytime. I don't like getting struck at the office. I think if we work hard enough, we'll have good money	-	-	It's our nature. We were born in big digital change age. I think it affects our life. We think fast and we can't wait for long. We look for new option very quickly if we can't have what we want right now	As a freelancer, I enjoy what I'm doing right now. It's about the job and the benefit that have to go together. I place value on performance driven task rather than the feeling.
15	I like my job even though it's sometime complicated. I've learnt a lot from last two jobs and I'm about to move to the next step	I think it's quite good. Team work is fine but for now, there's new boss and I don't think I'll get along	Apart from the job itself, benefit and salary are my second motivation to work. Good benefit, good work, good people are perfect	I want to work with the adaptive company. I mean...when time changes, they have to try to adjust new things to the structure. But here at my company, we work hard with a lot of document stuffs	-	It's different. I think we have good back up from family so we are able to decide freely on what we want to do. I don't think a lot about the stability. I care about the job and how can I improve or learn new skill from that job	basic consideration for me is benefit, opportunity to grow and skill development. If they have all those offers plus interesting motivation, I'll call it the ideal job

3.5.2 Motivation Factors

Table 3.3 Working Analytical Framework for Motivation Factors

Interviewee No.	Herzberg Motivation Factors					Consequences	
	Career advancement	Job itself	Possibility of growth	Recognition and achievement	Responsibility	Millennials change job because of their characteristic	Motivation factors affect reason to stay or leave job
	Relevant interview quotes	Relevant interview quotes	Relevant interview quotes	Relevant interview quotes	Relevant interview quotes	Relevant interview quotes	Relevant interview quotes
1	everyone wants to grow including me. If I have to apply for a job and they offer good career development, I'd consider to work with them	I might have less opinion on the value of the job. I work because I have to. It's not my passion or meaningful job. I work to make it grow	If I have to apply for a job and they offer good career development, I'd consider to work with them	-	I work with my family and as the production manager, I'll have give right direction for all my staffs. It's good but it also comes with huge responsibility	We are different from our parents. They provide us everything so we don't have to think a lot when we want to enter/leave job	I work here because I have to. I think my only motivation is to grow this family business. I always find new way to run a job and make the new working routine
2	I want to grow. I work for a living and I look for stability. I don't think I have to have a challenge job	I don't care much about the job function. If it's fine and not that difficult to do, I'll do it.	I always look for a chance to be promoted or work in higher position. If new company offers high salary and better position, I'll be very happy to leave	-	I work in small team so everyone will have to help each other to achieve the goal. It's not that I alone can make it	I don't think I'm a job hopper. This is my first job and I'm still here	I only work for money to earn for a living. I don't have any criteria on job preference. It just has to be close to my home so I have time for other stuffs in life. Actually, I seek for work-life balance

Table 3.3 Working Analytical Framework for Motivation Factors (cont.)

Interviewee No.	Herzberg Motivation Factors					Consequences	
	Career advancement	Job itself	Possibility of growth	Recognition and achievement	Responsibility	Millennials change job because of their characteristic	Motivation factors affect reason to stay or leave job
	Relevant interview quotes	Relevant interview quotes	Relevant interview quotes	Relevant interview quotes	Relevant interview quotes	Relevant interview quotes	Relevant interview quotes
3	it's the fact that we all want to move to higher position and have better benefit. It's including me as well. If I still have no chance to grow or develop, I will move	Job function is important. I can do anything related to my skill and experience. However, working here is open up the new opportunity to learn which is good	I think I place value on job task and how I can learn new skills. I think working culture here is different. You might not move to higher position but you have more task and new function to try all the time	-	I'm happy with the current job as I act like I'm my own boss. I have a chance to make decision, to create new project and it's very easy to get approval from the CEO. I consider this point as a plus.	Hmm..I think it's true that we are unique generation. We want some motivation in life as well as work. However, it depends	I want to work with good people. The leader of the team is very important. For example, I might like my company working style. It's very flexible and reachable but I will decide to quit if the boss is too hang loose and have unclear direction
4	I don't consider a lot about the benefit or the position in company. If I feel comfortable and the team are good, I'd work there for long	I work because I have the same type of people around. I'm happy if I have friend in workplace.	If the benefit and team are good, I have no reason to leave. I think my career path is different from any other kind of jobs.	Compliment from co-workers, boss and customers are very meaningful for my jobs. I felt like I have a value while working	Working as cabin crew, everyone has to be very responsible in their position and assignment. Mistake could mean life of everyone. It's very serious for me	Our generation is different from our parents. We look for challenge. We want to live life and find work-life balance.	My ideal work should be surrounded with good people. I love working with friends.
5	I expect to grow and move to higher position. I work here for more than 5 years and I have very good career opportunity	I'm ok with my job. It's nothing to deal with. It's internal communication. However, here is a big company so I've been rotated to different job function and it's good	I still have no plan to quit this company but I want to move to different sector which offer higher benefit and new position	-	It's teamwork. I have good support because it's very big organization.	I don't change job very often. I work for benefit and I consider career growth	my preferred job should provide good benefit and I want to be surrounded with good team. The policy and work task have to be fair for all employees
6	I choose work based on my preference. I didn't expect to see high reward or high position in my career path. I work to gain experience and fulfill my needs	Job characteristic is important for me. I'm happy with my current job as it helps me to get rid of fear in public speaking. It allows me to slowly develop my skills that can't be found anywhere else.	-	Co-workers reaction, boss compliment and student progress make me feel so good on my self. It's a lovely motivation in life. I felt so good even the company I work with is very small and unstable	I think my everyday tasks are a big responsibility. I felt good in what I'm doing. My student progress is my responsibility	I think it's true about our generation. I change job very often. I think our generatio have good family support so we can easily decide what to do	I like the meaningful job. I think there must be value or something in what I'm doing. Most importantly, I have to be happy when I work in that job.
7	I expect to see job funtion, benefit and career path. I have to make sure that there're opportunities to grow	Job description is very important. I want to know if the job matches with my skill and experience. The current job is fine. I work here for around 3 years and I've been doing so many things in different sections	I'm about to be promoted to manager position. This is what I expect since I applied for the job. However, If they don't offer this position, I'd leave. Actually I already have new company in mind	-	I've done so many things here. I love the variety and the authority of the job. Even though it's global brand, I still have a chance to make decision on big project. It helps me to grow and sharpen my decision making skills	our generation seeks for challenge task. We want to achieve our goal and have job ownership. I can leave job now if there's better offer available	I prefer to work with well-structured organization. I also want to have the jobs that match to my experience. I think my working life drives by good benefit and professional development.
8	career path is not the first thing that I consider. I care about the job function and how can I improve myself from working in that company. I'd happy if I have good team that support each other	I care about the job function and how can I improve myself from working in that company. I want to make sure that I'm a good fit in the position I was offered	I will expect to see growth if I work for long. I only work here for almost a year so I don't have deep view on this. However, I quit my last job because I see no opportunity to grow and the team drives me crazy	I think compliments among co-workers are very good. It makes us feel comfortable and we will not afraid to share mistake or problem in work	I think everyone should be very responsible in their tasks. In my work, it's very important to keep track on timeline. If somebody is lost or delay, all work will be affected.	I am one of them. One of the Millennials. I often change job because my needs and expectation in job are not fulfilled. I always want to learn new thing and I don't like routine task	I have to make sure that the job is a good fit. I also want to know the team and how their working culture looks like. For me, good teamwork is the best

Table 3.3 Working Analytical Framework for Motivation Factors (cont.)

Interviewee No.	Herzberg Motivation Factors					Consequences	
	Career advancement	Job itself	Possibility of growth	Recognition and achievement	Responsibility	Millennials change job because of their characteristic	Motivation factors affect reason to stay or leave job
	Relevant interview quotes	Relevant interview quotes	Relevant interview quotes	Relevant interview quotes	Relevant interview quotes	Relevant interview quotes	Relevant interview quotes
9	I only want to have work. I just graduated so I only look for a job that match to my qualification. It should also support my skill development	I think my current job is ok. It's a good fit with what I'm looking for. I want to have more experience in marketing field as well as adapt my knowledge in real life	I have a plan to move if working condition is not improved. I don't know about how they promote people but I still don't see any changes.	I think I've been worked in any functions here but I didn't see what's good of doing this. I'm a bit confused with my current position and job task	It might be good....I don't know. I take care of everything for now. It seems like a multitask job that force me to work during the weekend. However, I can't be in this situation for long	I think I'm 100% Millennials. I easily get bored and I think one year working at the same field is enough for me. I always want to seek for new opportunity to learn.	I want to do something on my own. I mean my own business. I might open some coffee shop or small café. My current work is too stressful to handle but I have to work to earn for a living
10	I didn't expect high benefit or career growth. I work because I like the job.	My current job is best fit with my passion and what I'm looking for. If I have to change job, I'd consider the same type of job but in different aspects.	I don't know what to expect. I work with very small business. The good thing is I have to do everything in all positions. I like that I have a chance to learn so many skills here.	I felt good when customers are happy with my work. That's all. It's service industry so the best thing to motivate me to work is good compliment from both customers and boss	I felt like I have full work ownership. I plan, I create, I do and I sell by myself. I'm glad that I could be able to practice and gain experience from here	our generation is very unique. Everyone has their own style and way of life. We have more choices and opportunities to try new things. It affects how we work also	I like the job that helps me to improve my skills. I want to gain more experience and learn new stuffs as I think it's useful for my future. I have a plan do open my own business but now it's time to study and learn in real life
11	I do consider the opportunity to grow. I used to change job very often but now I'll to find more stable works.	Job is not that important but the benefit and how can I develop myself from that job are more important. I think I'll move soon because the work begins be a routine task	I still didn't see how far I can go with this company. I want to have better career path but I still don't have exact plan	-	I work with small company and my job function is related to number and analysis so I only have to focus on what I was assigned. Anyway, I get bored sometime	It's me hahahah....I'm not that patient. I can't work at one job for more than one year. I change job often because I want to improve myself. I like to learn new skill and seek for stable organization	I want a fair job. Job description and real work have to go together. I expect to see higher benefit and promotion if I work for long time or I'll leave for good
12	it's very difficult to tell how the promotion process will be in my job hahahaha.....but I don't take it seriously	Job itself is fine. I have no pressure or feel stress working here. However, it's not that challenging and it's very simple and normal. I think I work here because of my family and just to earn for a living	-	it's work-life balance job. I feel comfortable with anything here because I work with friend and family. We always support each other and it's fine for me	I'm a planner so I have the 100% ownership in my job. it's quite good for me as I have freedom in creating by plan and working guideline	I don't know but I might have Millennials mindset. I change job because I'm done with what I'm doing at that moment. It might be my character. I like flexible job	If I have to change job, money, benefit and possibility to grow will be the top priority. I don't have a lot of motivation right now as my current job only offer small benefit

Table 3.3 Working Analytical Framework for Motivation Factors (cont.)

Interviewee No.	Herzberg Motivation Factors					Consequences	
	Career advancement	Job itself	Possibility of growth	Recognition and achievement	Responsibility	Millennials change job because of their characteristic	Motivation factors affect reason to stay or leave job
	Relevant interview quotes	Relevant interview quotes	Relevant interview quotes	Relevant interview quotes	Relevant interview quotes	Relevant interview quotes	Relevant interview quotes
13	If it's for now, I'd say I want to be stable in job. It's true that I change job very often but I'm about to be 30 years old so stable job, good career path and well-structured organization are important	It's half half. If I can learn something from that job and I can also rotate to different position, it'd be perfect	As of now, I want to be stable and I also want to grow. Honestly, I don't know if I can a job if I apply for a new one. I know I change job very often and I'm afraid it might affect the HR consideration.	I didn't have a chance to run big project. It's traditional and very big organization. I do my part and achieve the goal...that's it. I always get bored	now it looks like I'm working in routine job. I do the same thing and repeat. I'm thinking about moving but I'll see where can I go	It's true and I think I'm so Millennials. I easily get bored and I think one year is enough to earn working experience at one place. I have 6 years working experience and I change job 6 times	hmm... actually the basic factors have to be achieved before anything else. I think it affects how people decide to stay or to move. For example, if job characteristic didn't meet my expectation, I'd find another job
14	I don't have any idea about career advancement. I only consider how can I create a good work and develop my skills. I believe good work will bring good money. I mean, in my job and situation	I like my job. It's not routine because I have different customers from different industries. I enjoy working anywhere but the office. I think I will work only for the job I like and it'll have to match with my experience and knowledge	I think I'm growing every times my tasks are completed and delivered to customers. I think it depends on how you look at work and how you can grow yourself from what you have	My happy moment is when I finished the job on time and my customers love it. To be honest, I get well paid if my customers love my job.	As a freelancer, it's not independent or something. You have to have high self-discipline to control your life and get things done on time. No one will tell you what to do but you have to force yourself harder than people who work in the organization.	I think it's true but it's not for everyone. I don't change job because my jobs are very various. I'm motivated by many things. For some people, it's a must or they have no choice so they	I choose this job because I don't want to get stuck or rely on other people. I think I can do it on my own and create my flexible rule. However, if the job is not interesting and no room to grow and improve, I might change or quit my the job. I'm driven by the job I love and I have to be happy with it
15	Benefit and career growth are my first priority. Even though I really love the job but the benefit is too low, I might not be happy to work there	It's my basic consideration when applying for a job. The job characteristic have to be interesting and match to my experience. However, at the end, benefits will help me to decide if I should work there or not	I have my own criteria when it comes to career growth. I think the promotion should be made in 1-2 years of working. At least I should see some improvement and chance to grow from my current position	I'm happy when the team is happy. My project connects to everyone. I need everyone to get involved so teamwork is very important. I think it's good when	Everyone in the team work as project manager of their own project. Everyone has to stick to the team timeline. It's a tough task for me but big responsibility helps me to improve a lot. I'm happy that my boss trusts me and let me do some solo project	Yes, it's true but it's not only our generation right? If you ask people from Baby Boomer generation, there must be someone who leaves the job because they think they are not a good fit. I think it depends..... I change job purely because there's no opportunities to grow even if I work there for long	Benefit, job function, possibility to grow are my main working motivation. If all of those are not met my expectation, I'd rather quit. Most of my friends are driven by the same things. Some of them might drive by the stability in life and well-structured organization

CHAPTER IV

RESEARCH FINDINGS

4.1 Research results

This research paper is conducted based on the scope of the case study to identify the answers for the qualitative research questions on the reasons behind 'Job Hopper' generation and why the Millennials are perceived in that way. The interview process of this case study is held via online call as a one-by-one interview. The session involves 15 Millennial workers who had experience in changing jobs or about to change job in near future. After the data summary process is done, the major information revealed various aspects of Millennials as the job hopper generation. It is true that Millennials often change their job but according to the assumptions constructed in the conceptual framework stating that the basic working requirements are not successfully achieved. There are a gap in both hygiene and motivation factors which affect the reason to stay/leave the job of Millennials. The majority factors such as proper benefit, working time, professional development and career growth are mostly mentioned among the Millennial interviewees. However, it is not only because being Millennials that influence the motivation to work or to leave but it is also about the hygiene and motivation factors that do not meet employee expectation.

4.1.1 Background Information and Demographic

The interviewee characteristics are analysed and compared with the literature on Millennial's personal behaviour, mindset, and attitude. The average age of interviewees were 28 years old. There was only 1 out of 15 interviewees who were 25 years old. There was no interviewees who were older than 29 years old. It is basically because all interviewees were in Millennial group.

The total number of interviewees were 15 and only 1 out of 15 was male. All interviewees currently work at middle and management level. The interviewees

came from various working field. Most of them work in marketing and media. However, some of them have very interesting job function, for example, there is one lead artist, one flight attendant, and one tech start-up UX/UI designer. All interviewees were Thai nationals, currently working and living in Bangkok.

4.1.2 Characteristics, Mindset, and Attitude

All interviewees believe that they are different from the previous generation and their parents. They feel that they are more comfortable to take decision, change or take action on any issues.

“We are unlike our parent’s generation. We take quick decisions. We are allowed to do what we want because honestly, because our parents have strong support for us. We do not have to try hard. We are not having the struggle to earn for a living, therefore we have more opportunity and time to try new things.”

Production Manager, Family Business

Almost everyone agreed that they have Millennial characteristics. Their goal is to have a work-life balance. They believe that their life should be different from their parents. They do not dedicate half of their life for work.

“I do want to have a work-life balance so I’ll have time for other stuffs in my daily life”

Project Coordinator, Real Estate

Flexibility in life is an another important factor for Millennials. They are happy to plan things in their preferred time. They are quite confident with their ability to work and have everything done on time.

“I like that I have the right to manage my own time and work. My company has flexible working hour for employees”

Marketing Communication, Packaging

In summary, almost every interviewees expressed their Millennial characteristics. All of them mentioned at least 3 important Millennial characters which are work-life balance, flexibility in life, and dare to take action.

4.2 Key Findings

After the collected data were summarized from 15 interviewees, based on the research results in part 4.1 of this study, it showed that the conceptual framework was supported by the finding of this research. The key findings of this research were grouped into four interesting topic as below.

4.2.1 The Millennial Characteristic affects Working Life, Reason to Enter/Change Job, and Job Characteristic

To understand if Millennial characteristics have an effect on their work life and why they are perceived as 'Job Hoppers', the interview has been conducted to personally discuss on this issue. Almost every interviewees mentioned that they agree with the term 'Job Hopper' even though some of them stayed at the same company for the entire life. However, there is only one interviewee who disagrees with the term 'Job Hopper'.

"I only have one job in my entire life. I just do not think that I have Millennial working mind

set. I only look for work near my home. I want to save travelling time. I work to live and I look for stability in my life. If they pay me well, I will be alright even though I do not like the job. Moreover, all of my friends only work at one company after graduation, so the term 'Job Hopper' is not suitable for me."

Project Coordinator, Real Estate

Apart from the opinion from one interviewee, All answers went to the same direction. Everyone thinks it is right to call their generation 'Job Hopper'. They are likely to change their job very often. They do not have deep relationship with the

organization but they look for better opportunity to learn, improve, and try new skills. They would rather quit if the company offer them the same task and routine which block them from being rotated to another job function.

“I think our generation was born differently. We always look for new challenges and better opportunities. Everything moves fast so we have to be adaptive and that might be the reason why we always want to try new things.”

Market Analytics, Logistic

“Millennials represent a challenging generation. They always spare room for deeper knowledge. For me, it is true that the generation concept drives the way we work. Our parents working behaviour is pretty different from us. They have dedicated their life for work and stability in life while our generation love to try, explore, and learn. I really want to try everything especially for what I have with no background knowledge on it. If I have a chance to learn new things i.e. new job function, I will not hesitate to accept it.”

Assistant Manager, Food and Beverage

Some interviewees stated that it is because Millennials do not want to follow their parents working life so they make their own way of work.

“Apparently, our generation is more comfortable compared to our parent’s generation. We do not have to work that hard. We do not have to pay attention on how to earn money and look for stability. Our parents has arranged it for us. It automatically shaped our behaviour and attitude in life. It also drives our working lifestyle as well.”

Lead Artist, Kids School

Findings about how Millennials characteristic affect the way they work are also contributed by the previous study (Millennials at work, 2015). It is true that Millennials motivation is driven by different factors and it is quite different from their parent’s generation.

According to selected theory, it is true that both hygiene and motivation factors play an important role in Millennials working behaviour. The Millennials want

to have better life compared to their parents so work-life balance becomes a part of their motivation. Working with Millennials is to be adaptive and fast. The organization should be able to provide some new working aspects to drive Millennial working motivation. Understanding the characteristics of employees is important. In this case, Millennials prefer to work with the organization that is open up for new things. It is important to be adaptive and be able to fine tune between traditional working mindset and new generation attitude. Looking at the reason why Millennials want to move from the organization through Millennials lens is another way to understand job hopping situation. However, the future research and development are required for the following proposition.

Proposition 1: Rapid technological change and life lesson from the previous generation affects Millennial's working behaviour.

4.2.2 Work Benefits and Life Goal are Connected to Working

Motivation

The interview process showed an interesting topic on the factor that drive Millennial working behaviour. All interviewees mentioned about money, opportunity to grow, and stability in life. They are concerned about these top 3 factors as it is considered as hygiene factors in life. If the 3 basic factors are not met, it will be difficult for them to decide to stay with the organization.

“The first thing I consider is benefit. In this case, benefit refers to money and how stable the organization is.”

Project Coordinator, Real Estate

“It is about the benefits, position, how far I can go, and how strong the organization is. If I got offers or new opportunities, benefit and job characteristics will be the first important factors to be considered.”

Senior Marketing Executive, Retail

“It is true that I look for stability in life but I can not stay at the same company for a longer period of time. I always look for better opportunity to develop myself, learn new skills, and most importantly increase more money. We have to consider many factors and it depends on each person as well.”

Market Analytics, Logistics

“We are a challenging generation. I also want to do new things which help to improve my skills. It is not only about money but it is about the position and job you have been assigned to.”

Senior Marketing Executive, Retail

According to Millennial’s interviewees, they place value on work benefit and life goal as well as their parents generation. However, the value for these two factors come in different aspects. Millennials want both factors to be balanced. They want to spend life while earning for a living as well. The findings showed that Millennials still want to have stable work life balance and look for good benefit. Another important value for them is about professional training and self-development. The organization could consider some aspects of Millennial workers then design new and adaptive way to work with this young generation. They are happy to stay with the organization if both hygiene and motivation factors are fulfilled. The following proposition required future research to study different aspects of Millennials.

Proposition 2: Self-confidence, the meaning of good life and high demanding affective decision to stay or leave the job.

4.2.3. Co-workers, Job Function, and Organization Culture are important for Millennials

The interview expressed various views and interests on the current working style. The common topics they have mentioned are people and work culture. The organizations have to invest more on people.

All interviewees want the opportunity to grow and develop their skills. They likely to prefer a job that allows them to rotate to different job function and be able to learn new skills. Workshop and training are a part of their consideration when they have to apply for a job.

“I admitted that I have change job very often. Basically, it is one year for a job. It is because I am not interested in that job anymore. It is not only because I am bored but it is also about the job function. I always expect to see the opportunity to learn new things and improve my working skills. I want to be rotated to different job function. I have quit my previous job because it becomes a routine work flow. I was assigned the same task for a year so I decided to leave it. I have changed my job for six times in my work life.”

Assistant Department Manager, Fashion Retail

“The most important part for me is the job itself. Job description has to match with my interest, experience, and skills. I am willing to work hard if my requirement is fulfilled. I also place value on people and teamwork. I love to be engaged with people so I would like to know how the team works before I apply. I would be very comfortable if everyone in an organization respect each other. I love good working environment. It helps to reduce stress and produce more effective working environment.”

Social Planner, Online Agency

“I have changed my job very often. I used to work for only 6-8 months at one company then I quit. For me, co-workers and working culture are important. I do not mind if I have to work hard and I do not care about workloads and I think I am patient enough. The reason I have changed my job is more about people and culture in an organization.”

Flight Attendant, Airline

“I like my job. It is flexible and free. I think I have learnt a lot from the company but I still want to leave. It is because the company growth direction is not clear

and it is very difficult to predict the future of the business as well as my future career here. The CEO has not done enough to retain his employees.”

UX/UI Designer, Tech Start-up

According to theory, this finding is linked with both hygiene and motivation factors. The Millennial interviewees are willing to work if the team and working environment are good. They try not to change the job if their work requirements are completed. It is true that Millennials change their job very often but it is because their current working culture is not what they are looking for. There are various generation working at the same place. The traditional structure is very difficult to change so it affects Millennial working behaviour. Accordingly, future study is required for the following proposition.

Proposition 3: The job itself, organizational mission and vision, and working motivation have to meet Millennial expectation.

4.2.4 Millennials Decision Making Driven by Various Factors and it is Unpredictable

After completion of all the interview sessions, it could be summarized that all interviewees have their own unique answers. Most of the answers reflected the uniqueness of this generation and it showed how they have strong self-belief and high self-confident.

“I choose work because I like it and I quit job because I do not think I can grow there. I place value on job function and job description so If I was assigned to do more than what I have expected, I will have to discuss. If we ca not get along, I would rather leave for better.”

Market Analytics, Logistics

“I have changed my job very often. It is not that I belong to a Millennial generation, but there are many factors to consider. Some people have good support from family so they can easily decide what to do. They can leave the job only because it is

done and they want to find new things. However, for me it is different. I have changed my job because I have a reason to change. I have to move on because of the time, location, and my future. I might want to stay at my old job but if I have a plan to move aboard and they require permanent working document so I have to find a new job that is a right fit for my purpose.”

Lead Artist, Kids School

Some interviewees do not place value on stability, money, and challenge. They only want to explore and learn new skills. Benefits are the last priority to consider. Referred to the theory, this finding connect with the motivational factors. This group believed that hygiene factors are basic need but not a life goal so they will look for the job that allows them to do meaningful thing.

“I only want to try and learn new things. I want to explore as much as I could. When I have to consider one job, I will look for the opportunity to learn new skills first and other factors will appear later. I do not mind if I have to work with small businesses and stay at any position. I take it as a life experience and I believe it will be very useful for me in the long run.”

Assistant Manager, Food and Beverage

The finding showed different aspects of Millennial’s attitude towards work. In fact, they have admitted that they are ‘Job Hoppers’ but there are various factors to consider. It is not only because they are impatient, digital driven, or unique but also because of the current situation at workplace that has an effect on the motivation to work. According to theory, it is true that if employees are satisfied with both hygiene factors and motivation factors, they would be happy to stay and less likely to leave a job. Even though the company tries to reach all requirements but there is still unpredictable factors that influence Millennials to leave. However, further studies are required for the following proposition. Apart from being digital driven generation, deeper study on Millennials living and working motivation could be added for more understanding.

Proposition 4: Spending almost 24 hours online and have high access on digital platform affect Millennials decision making.

To understand every aspect of interviewees, coding technique has been adapted in the analysis process to identify common characteristics and working style of 15 Millennial interviewees voice and transcripts.

Firstly, Millennial life goal is set differently from the previous generation. They have their own thought and unique way to live their life. They prefer to design and shape their own lifestyle and it affects the reason to work as well as working motivation, behaviour, and attitude. Second, work, benefits, and the organization structure play a significant role in Millennial's working life. There is only one interviewee who is not serious about benefit and opportunity to grow but all other interviewees agree that benefits are very important for them. Thirdly, people and team are mostly mentioned in the interview. It is considered as second important factors from work task.

Everyone prefers to have good and respectful team. Everyone wants to be accepted and have the right to share opinion for better organizational development. Lastly, professional training and skill development are a part of Millennial decision making to stay or leave the job. People want to work in different fields in order to practice and improve skills. The organization should at least, provide practical professional training that can be adapted in a job function. To sum up, the findings reflected direct opinion and working motivation in the Millennial point of view. HR department of all organizations could be able to select some of the ideas to adapt with the organization culture in order to motivate Millennial employees stay longer at work.

CHAPTER V

CONCLUSION

5.1 Managerial Implications

Most of the Millennial interviewees had put a lot of efforts in their works. They always find ways to improve themselves and look for better benefits and opportunities in life. The organization is one thing to consider but it is obvious that the company or the organizational loyalty are no longer the norms for this generation. It is true that they want to work with well-structured and stable organization but it is not a commitment to stay. All of the interviewees did not even mention about how they care about the company or how much they love the company like ‘the Baby Boomers’, the previous generation did.

The most significant factors to consider when they have to enter or quit their job is money, opportunities to grow and benefit. The three (3) interesting factors are very common among these interviewees. In fact, money is actually the best driver for almost everyone. The most interesting thing is Millennials not wanting to be a ‘Job Hopper’ on purpose. According to the key findings about the Millennial’s characteristics affect working life, reason to enter/change their job, and job characteristics, they might want to work where they can feel comfortable, be visible and can contribute something valuable to the team. In this case, the organizational culture and flexible management style are required to fulfil the Millennials need and make them stay longer. Moreover, there is evidence stating that some Millennials leave the organization because of their managers (Reuteman, 2015). In fact, working culture, environment, team, benefits and organizational culture can be the reason to stay or quit their job of employees (Jauhar *et al.*, 2017).

The most important thing that organization can do to retain their Millennial workers or motivate them to work longer are to make sure that their basic requirement in life or hygiene factors are successfully achieved. The significant factors such as

money, career growth and professional development are the first priority to be considered according to this study. It is clear that they are willing to move if they get better offers from the new companies. Moreover, it is important that the management should have good understanding on how to manage people from different generation to work together. There might be some conflicts among co-workers and it might lead to unsatisfied working condition. People want to be treated nicely and in a respectful way. No one want to be left out only because they are considered too young or have low working experience.

In any organization, people are one of the most important parts. It would be waste if the company hires and trains people but they only stay for a shorter period of time. The management should consider how the organizational structure is built and how it can be adapted with the new generation and the new working trend. They need to understand employee's needs and fulfilments so they can have solid plan for all types of employees. They should know how to motivate different people from different generations. One universal plan might not work but one unique plan that fit in to each group of employees might work. In fact, the management should discuss with HR department and try to fulfil basic needs of employees then uniquely motivate them. Team is also very important for Millennials. Most of the time, people quit because of people not because of the company so the management team should work closely on how employee behaviour affect work and co-workers in order to avoid unexpected turnover.

Millennials are motivated by good quality of life, work-life balance, growth and money. All of them want to be successful in their own way so it is the company's job to design proper management plan for both people and organizational structure. It has to be made specifically for each type of employees. The baby boomers might look for stable work and have solid goal. They are happy to be in the comfort space where there are very low level of risk. However, The Millennials are the opposite. They place value in life. They are willing to take risk, work hard and also improve their professional skills. The 2 different generations require different approaches so the management should know their employees and design effective organizational plan. The

organizational culture and management attitude are very important and it will definitely impact how the employees decision to stay or quit from their job.

Referred to the findings of this study, the following Millennials working motivation framework should be adapted and applied at all organizations which currently have questions on Millennials working behaviour and why they are a 'Job Hopper'. To fulfil Millennial's need, it is important that both unique hygiene factors and motivation factors are successfully achieved. This framework is supported by four main practices mentioned in Research Finding section 4.

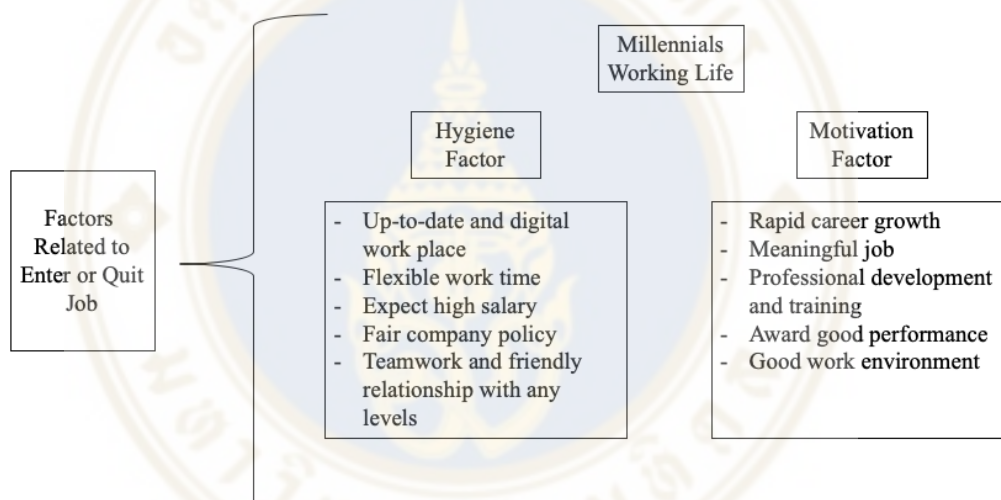


Figure 5.1 Millennials Working Motivation Framework

The framework in figure 2 showed that the standard work requirements and basic needs are connected with the reason why Millennials leave their job. They are truly admitted that they change their job very often because all those related factors are not meeting their expectation. It is better to find new job that could serve their need properly.

The findings on Millennial working behaviour could be useful for HR department at all organizations from any industries. It gives a quick understanding on this generation and influence different perspective for those who have to interview or

accept Millennials to work. For organizations, it is important that hygiene factors and motivation factors are achieved. Basic requirements such as salary, work task, or career path should be fulfilled. However, motivation to work of Millennials are driven by different factors. It is better to study Millennials employee and design proper working culture for them. It is true that the Millennials often change their job but their reasons are mostly related to work itself, organization, opportunity to grow, and benefits. To create good working environment and motivate Millennials, the organization might have to consider more on value of employees. Show how people can grow and how their skills can be developed while they are working with the company. Work-life balance is another popular motivation factor for this generation. The coming of new working characteristic could influence the organization to start adapting new culture with the traditional culture. It is a chance to see how things could change and improve. The four practices should be adapted at workplace if the organization expect to see Millennials stay and work longer.

Today many organizations have not been very successful in planning retention strategies so the turnover rate especially for the Millennials is quite high. The top management and the leaders of HR departments can use some information from this study to rethink their stereotypes and redesign organizational structure to increase continuity of employees for more than only a few years. This study might reveal Millennials working behaviour and attitude that might be useful for future study in the area of HR and organizational management.

5.2 Limitations and Future Research

Studying the Millennials through this research is to open up to a different point of view and perspective on why Millennials want to leave their the job. However, there are different opinions toward literature reviews so future research on deeper Millennial behaviour and characteristics should be conducted for further understanding.

There are some limitations while conducting this research starting from first, there is no chance to do face-to-face interview as most interviewees follow a busy schedule. It is also too risky to do direct contact during the ongoing Covid-19 pandemic.

In this case, facial expression and emotional action are not recorded and analysed. Instead, voice tone, pause moments, boredom and exiting voices are noted as a part of analysis. Secondly, the finding showed various Millennials characteristics. They all have unique ways of living their life so it is difficult to conclude the research findings in only one direction. All of them agree with the term 'Job Hopper' but everyone also added 'it depends on personal issue and life situation at that moment. Most importantly, work and organization have to meet their expectations'. Moreover, there might be some biasness on the interactions between interviewees and the researcher, as they are in the same age range and considered the Millennials generation.

However, four practices and four propositions will be benefitted for future research to study deeply on factors that affect Millennial working behaviour and why they often change their job. Hygiene and motivation factors of Herzberg have been selected to use in analysis process to focus on main motivation and basic needs. More theory can be applied in future research to explain different aspects of Millennial working behaviour and attitude towards job.

5.3 Conclusion

According to Millennial's working motivation framework, the research finding showed that Millennials interviewees are not satisfied with current working conditions. They still want to move on if the new job provide their preferred requirements and they likely to stay longer if it is the right job that match with their personality and attitude. However, the four motivation practices for Millennials are not well implemented in organizations. Both hygiene and motivation factors did not successfully meet Millennial expectation.

Based on the research outcome, the finding could be able to clearly answer the question of this research; Is it true that Millennials change their job very often in Thailand? If they do so, why or why not?. Millennials admitted that it is true about changing job very often but the organizations should at least, achieve general hygiene and motivation factors to retrain employees. Unique working motivations should be

developed to serve the need of different generations. If the four practices are adapted, it is interesting to see if Millennials still want to change their job very often or not.



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