

**THE KEY FACTORS INFLUENCING GENERATION Y STAFF
TO WORK ALONG WITH GENERATION X'S LEADERSHIP
STYLE IN A FAMILY BUSINESS**



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entitled
**THE KEY FACTORS INFLUENCING GENERATION Y STAFF
TO WORK ALONG WITH GENERATION X'S LEADERSHIP
STYLE IN A FAMILY BUSINESS**

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on
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.....
Miss Saranya Laohalertwatana
Candidate

.....
Assoc. Prof. Sooksan Kantabutra,
Ph.D.
Advisor

.....
Assoc. Prof. Prattana Punnakitikashem,
Ph.D.
Chairperson

.....
Assoc. Prof. Vichita Ractham,
Ph.D.
Dean
College of Management
Mahidol University

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

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Saranya Laohalertwatana

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BUSINESS**

SARANYA LAOHALERTWATANA 6249161

M.M. (GENERAL MANAGEMENT)

THEMATIC PAPER ADVISORY COMMITTEE: ASSOC. PROF. SOOKSAN
KANTABUTRA, Ph.D., ASSOC. PROF. PRATTANA PUNNAKITIKASHEM,
Ph.D., ASST. PROF. PORNKASEM KANTAMARA, Ed.D.

ABSTRACT

Human resource of companies comprises of workforce from multiple generations. Due to generational differences, conflicts at workplace may be prominent and affect the motivation at work, which will ultimately impact the productivity and profitability of the company. This study took a case study approach of a manufacturing company in Bangkok, Thailand, to evaluate the factors that could lead to conflict at work between Generation X and Generation Y through the lens of Maslow's hierarchy of needs. Guided in-depth interviews were performed with 20 employees of the company including two executive manager/owners, two managers, and 16 employees. While there are both Generation X and Generation Y interviewees in managerial positions, the remaining 16 employees were all Generation Y.

Thematic analyses were performed on transcribed material of the interview sessions. The findings of this study suggested that the prominent differences between Generation X and Generation Y were their fulfillments of self-esteem and self-actualization. This study also found minor discrepancies between the fulfillment of other needs including psychological needs, safety needs, and belongingness and love needs.

KEY WORDS: Gen Y / Gen X / Maslow's Hierarchy of Needs / Motivation

46 pages

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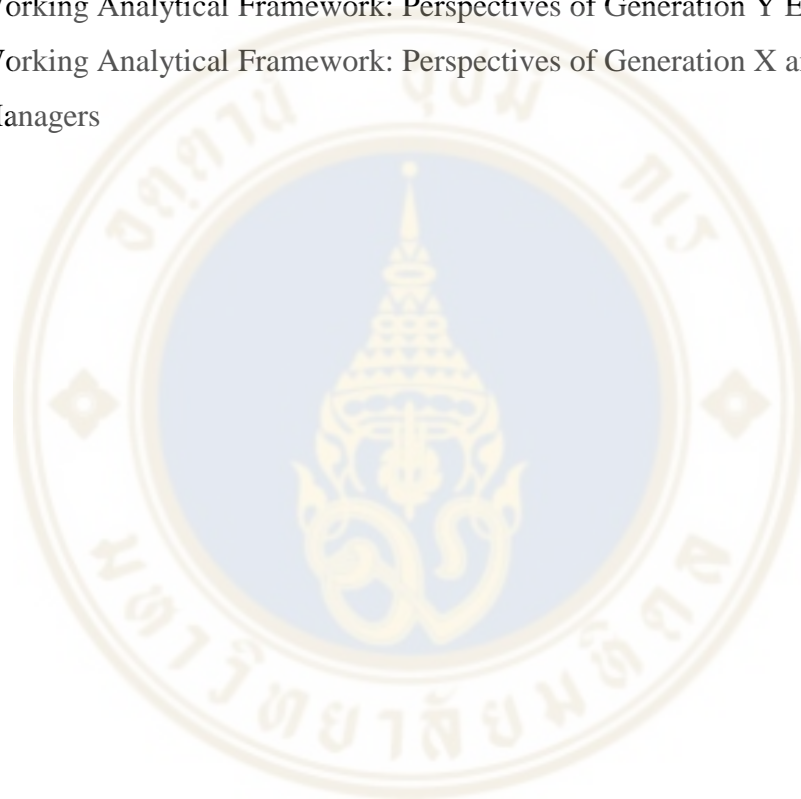
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CHAPTER I

INTRODUCTION

1.1 Background of the study

Companies are usually driven by multigenerational workforce. A multigenerational workforce has significant implications for organizations, particularly for managers and leaders, who must be able to deal with the variety in order to function effectively (Salopek, 2006). Organizational behavior has been more concerned with the significance of generational disparities as a result of recent developments. After years of development, it has become clear that generational differences have a key effect in how workers choose to be led and managed (Salahuddin, 2010). Managers are increasingly confronted with the issue of generational disparities in their respective workforces. Workplace conflicts may emerge as a result of the varied perspectives and communication styles of employees who were born in different periods. The frictions may be exacerbated by new technologies and work practices that combine people of varying ages in teams that are constantly changing. In order to make the most of the millennial generation's contributions to the workplace as they continue to grow and join the workforce, it is critical that organizations and leaders establish a knowledge of how to optimize their contribution to the workplace. It is critical for employers to understand what this generation expects from all elements of their career, as well as their preferences in terms of leadership. This study aims to evaluate the factors that could lead to conflict at work between Generation X and Generation Y. This study also explore the attitudes of Generation X and Generation Y based on Maslow's Hierarchy of needs to identify the mismatch between Generation X leadership on Generation Y subordinates. This study focuses on a case study of family-business manufacturing company in Bangkok, Thailand.

1.2 Problem statement

The company as a case for this study is dominated by Generation X leaders. Even though the company already brought Generation Y family member to help run the business, Generation Y executive members still have minimal voice in term of decision making. Moreover, the company have received multiple feedback from its employees regarding conflict at work and complaint about leadership. As such, exploration on the topic of this study is essential to identify the root cause of the problem that will ultimately lead to effective management.

1.3 Rationale and significance of the study

Past research on Generation X leadership and Generation Y employees have been perform in the setting of corporate company (Markus, 2017). None of the past study have been performed to investigate such relationship from family business perspective. In addition, research have been performed based on leadership theory not Maslow's hierarchy of needs. Being family business means that they may have limited resources to provide all the needs to the employees. As such, this study provides in-depth insight on the influences of generational differences from the perspective of family business. This study also provides practical recommendation on how to manage Generation Y employees to family business in Thailand, particularly manufacturing company, that is predominantly led by Generation X managers.

CHAPTER II

LITERATURE REVIEW

2.1 Characteristics and attitudes toward work of different generation

2.1.1 Generation X

2.1.1.1 General characteristics

Generation X has the finest academic background and worldwide experience of any generation, and they are the most influential. These individuals do not have the same individualistic tendencies that Traditionalists and Baby Boomers have. They prioritize their relationships with their families above their own needs. The members of Generation Y, particularly the younger ones, are technologically sophisticated, and there are many work perfectionists among them. They are particularly family-oriented, and they are quite fast to set up houses and establish families when compared to other cultures. While Generation X is used to being in positions of leadership, they are unimpressed by official titles (Zempke, Raines, & Filipczak, 2013). Members of Generation X are said to be suspicious since they grew up at a period when both of their parents became workaholics and only saw prominent institutions called into question, from the huge unemployment rate produced by the United States Corporation to the 1987 stock market meltdown. Gen X is characterized by a lack of faith in organizations and a concentration on individual performance as a result of their life experiences. Personal aspirations are likewise significantly more important to Generation X than professional ambitions. They are considerably more likely to quit an organization in search of a position that is more ambitious and demanding, or one that pays better (N. Wong & Chin, 2016).

2.1.1.2 Attitudes toward work

According to Zemke, Raines, and Filipczak (1999), Gen Xers embrace variety, global thinking, balance, technoliteracy, fun, informality, self-reliance, and pragmatism as essential values. This group was formed when being a kid was frowned upon. It was the birth of the latchkey kid. It was a period when America's

youngsters had to discover things for themselves. Gen X was raised to be self-sufficient, and they carry that trait into the workplace (Zemke, Raines, & Filipczak, 1999). The main difference between them and past generations was that they understood that a job was just that: a job, and that there was a life outside of work. Gen Xers grew up seeing their parents lose their employment as a result of business downsizing. As the Xers entered the workforce, they evolved into a highly versatile and nomadic corporate worker, hopping from entry level job to entry level job and sneering at the phrase "company loyalty". For Xers, company loyalty isn't even a consideration; all they know is that they must care after themselves since no one else would. Real job experience was the stepping stone to the next level, and the increase in internships for graduating seniors (3 percent to a full third) demonstrated this generation's need for hands-on experience (Jiri, 2016). In term of money, Generation X are relatively conservative. They usually spend their money cautiously and focuses on saving (Jelinkova & Jirincova, 2015). In term of work ethic and value, generation X focuses on self-reliance and desire for structure and direction (Jelinkova & Jirincova, 2015).

2.1.2 Generation Y

2.1.2.1 General characteristics

General Y, also known as the Millennial generation, grew up in the digital era. As such, the generation is known to be technologically savvy (Liesem, 2017; Rony, 2019). Generation Y has grown up in a world where the generational and cultural environment is constantly shifting. Growing up in this technologically advanced age has equipped the generation with notions such as "just do it", and "live for today" among others (Montana & Petit, 2008). Generation Y has a tight connection with their parents, who are often members of Generation X or Baby Boomers, and vice versa. The parents have supported their children financially, educationally, physically, and emotionally (Broadbridge, Maxwell, & Ogden, 2007). They have also nourished and protected them, which has resulted in people of Generation Y having high expectations and a strong need for recognition and reward from others, despite the fact that they put up little work on their own. Generation Y is often on the lookout for mentors who will develop them and provide them with counsel and safety (Broadbridge et al., 2007). Generation Y is often under the impression that their employment is unreal and

transient, which results in a diminished feeling of dedication and devotion to their company. People from Generation Y like to work in groups, particularly with one or more mentors on the team. It has been said that the ideal work environment for Generation Y is similar to "a community rearing a kid" (Arora & Dhole, 2019). In another words, the generation grew up during the welfare era and received a great deal of attention from their relatives. As a consequence of the protective upbringing and constant praise, this generation is known for being self-assured and self-sufficient in their own right. They genuinely, from time to time, result from conquering challenging issues and become overly reliant on other people's help and support. The fact that they were reared by parents who were too fond of them may have contributed to this (Civelek, Cemberci, Asci, & Oz, 2017).

In terms of importance, Generation Y feels that self-expression is more essential than self-control in terms of personal development. These individuals understand how to advertise and brand themselves, and they see self-expression as a means of distinguishing themselves from one another. Generation Y plans their finances, but they save for lifestyle pleasure rather than for financial gain. Their respect is not dependent on seniority or power; rather, it is earned through hard work and dedication (Hopkins & Stephenson, 2014). In addition, Generation Y views the world from a global viewpoint, which implies that they are more accepting of others and less judgmental of others than past generations have been (Clausing, Kurtz, Prendeville, & Walt, 2003). In the meanwhile, they remain closed off and depend heavily on their family in order to escape any difficulties in life (Broadbridge et al., 2007). These seemingly conflicting characteristics of Generation Y are feasible because of their proclivity for fast adaptability and flexibility, as well as their demand for change and new challenges (Clausing et al., 2003).

2.1.2.2 Attitudes toward work

The Y Generation is entering the workforce with a distinct perspective on conventional organizational techniques, favoring hierarchical cooperation and social circles over flat hierarchies and formalized hierarchies (Broadbridge et al., 2007). In the opinion of Y Generation, older generations have higher educational possibilities than younger and older individuals, and they have more options to be a high-salaried worker than they do. The Y Generation is more confident about

their professional future than prior generations, but they are more gloomy about their financial future than past generations (Center, 2007). In addition to the previously provided facts, Generation Y's attitude toward labor varies from that of previous generations in a number of ways.

First and foremost, the millennial generation has high expectations of its workers. Generation Y supervisors should be fair and straightforward, and they should be fully interested in their employees' professional growth. They are not frightened to labor, but they want to be recognized for their efforts. For Generation Y, the principle of fairness is very essential. They are a demanding generation that expects to be able to communicate with their supervisors at all times (Reeves & Oh, 2018). Second, the younger generation places a high priority on lifelong learning. This generation seeks challenges as well as a job in where they may continually expand their knowledge base. They want to be in charge of and have ownership over their own job. Third, the younger generation has high expectations of themselves, and they strive to work more quickly and efficiently than their predecessors (I. Wong, Wan, & Gao, 2017). Generation Y is also motivated by a need for quick responsibility, which means they anticipate receiving rapid pleasure. This generation want the chance to thrive in their jobs and to have a significant effect on the lives of others on a daily basis. This is a consequence of their self-assurance and ability to react quickly (Kamau, Ngau, & Wanyagi, 2014). As a result, Generation Y want to begin with a top-tier position and anticipates climbing the corporate ladder to a high-level position in a very short amount of time (Susaeta, Idrovo, Espejo, & Belizon, 2013). Finally, they place a high priority on maintaining a healthy balance between their professional and personal life. It is critical for this generation to have a healthy work-life balance in order to be productive. In addition, Generation Y expects a bigger quantity of input than is often provided by businesses, as well as more flexibility and freedom to carry out projects after they have been allocated to them by their employers (Solnet, Kralj, & Kandampully, 2012; Zempke et al., 2013). These disparities across the generations demonstrate that Generation Y has different demands and objectives than their predecessors, and that they need different motivational strategies than their predecessors.

2.2 Generational Cohesiveness and Conflict at work

Other writers take a slightly different tack on the subject of generational conflict. Unquestionably, there are actual differences, misunderstandings, and conflicts among employees who were born in different times - but the assumption of vast divides and conflict is often overstated (DiRoumualdo, 2006). Survey respondents' interactions with coworkers of different generations was investigated by DiRoumualdo in 2006. The overall picture, according to DiRoumualdo (2006), was that the top five responses showed a good trend in terms of quality. Workers of various generations are working really well together, taking use of their diverse views and abilities to get the job done more efficiently and learning from one another in the process, according to these comments (DiRoumualdo, 2006). There was, however, some signs of tension among those who answered the survey questions. Some examples include the fact that there is disagreement between workers of different generations about acceptable work hours, communication breakdowns between workers of different generations have occurred, employees have stated that workers from other generations are either too reliant on technology, nor are they too dependent, employees from different generations take others less seriously, and employees from other generations do not respect them in a way that they consider positive. In the study, it was discovered that there were significant disparities in work values and communication styles (DiRoumualdo, 2006).

Researchers Wesner and Miller (2008) asserted that stereotypes associated with the four generational cohorts currently in the workplace fail to hold up to closer scrutiny and that the motivation of workers, regardless of the generational cohort to which they belong, has remained remarkably stable over time. Their study concentrated on the mindsets of Baby Boomers and Millennials, which they found to be comparable for their different eras, according to their findings. Baby Boomers and Millennials both joined the workforce with higher levels of education than their parents and grandparents did (Wesner & Miller, 2008). They were both dissatisfied with authority and did not hesitate to forge their own paths. Both generations have embraced technology, with Baby Boomers being more likely to change employment than Traditionalists, just as Millennials are more likely to change professions than prior generations in the United States. Both Baby Boomers and Millennials are looking for meaningful employment that will allow them to make a difference in the world. The authors of Wesner & Miller

(2008) came to the conclusion that there is no empirical data to indicate that there are significant disparities in workplace expectations and incentives between the newest generation of U.S. employees and more mature employees.

That being said, multiple studies have found generation disparities that causes certain conflict at work. A study was performed in the electronic retail sector in a non-Western culture and found that Generation X and Generation Y have different personality traits, which resulted in different conflict handling styles (Wesner & Miller, 2008). The association between the integrating conflict style and extraversion was mediated by generations X and Y, according to the findings. X, on the other hand, had a stronger moderating impact than Y. Generation Xers are more likely to favor an integrating style of conflict resolution since it is the most constructive of the conflict resolution methods and may result in mutual advantages for both parties. Generation X is recognized for banding together in order to find a workable solution. They also have a strong regard for their own and other people's best interests. They are more adaptable and loyal than generation Y (Wesner & Miller, 2008). All of these traits make it easier for them to interact with people and circumstances, which is a definition of extroversion. Individuals from Generation Y, on the other hand, like to work independently and quit when a better opportunity arises. Furthermore, the survey discovered that people from generation X are more prepared to give up something in return for something else than those from generation Y, who are seen as more selfish and sheltered. Individuals from generation X, in contrast to generation Y, seem to be more inclined to compromise since they exhibit self-control and conduct responsibly, both acknowledged characteristics of conscientiousness (Wesner & Miller, 2008). These findings were also supported by numbers of studies (Borges, Manuel, Elam, & Jones, 2010; Mukundan, Dhanya, & Sraswathyamma, 2013).

2.3 Related theory: Hierarchy of Needs theory

Motivation Theories are based on the concept that individuals of all ages have aspirations and needs that drive them to fulfill their goals and needs. These desires and needs might be examined in order to interpret a person's conduct (Lussier & Achua, 2007; N. Wong & Chin, 2016). One of the well-known motivation theories is the

hierarchy of needs proposed by Abraham Maslow. The psychologist, established five types of fundamental needs that are universal. Maslow depicted the five needs as a pyramid, with the lowest needs at the bottom and the greatest needs at the top (figure 2.1)

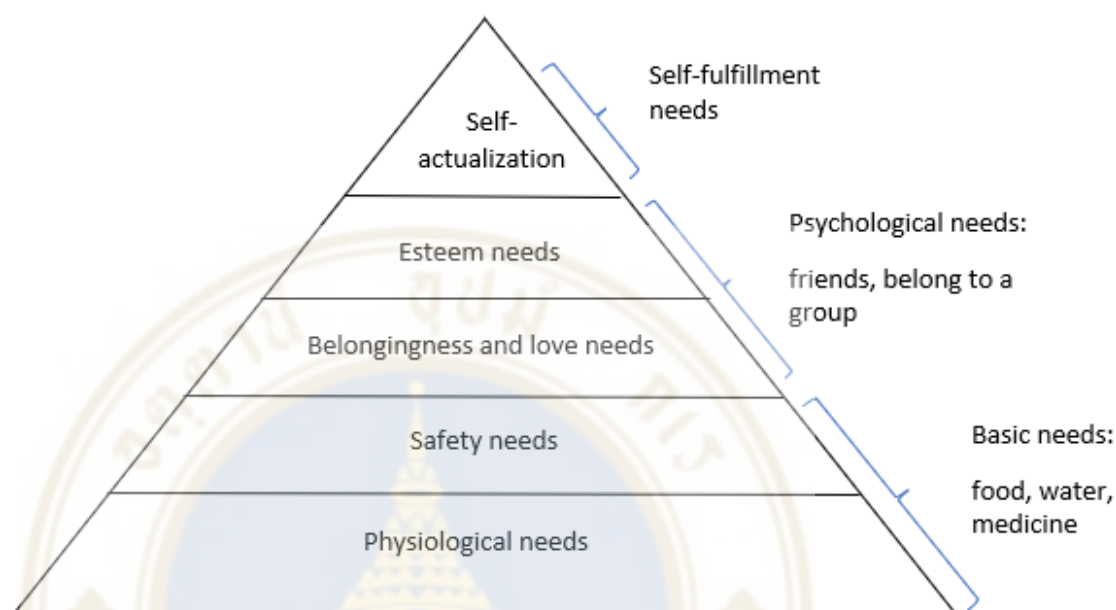


Figure 2.1 Maslow's Hierarchy of Needs

According to Maslow, the lower levels of requirements must be met before the next level may be effectively motivated. Basic requirements are represented in the bottom two levels of Maslow's hierarchy of needs, while psychological and self-fulfillment needs are represented at the next and higher two levels, respectively (Gordon, 1965; Maslow, 1943). Physiological requirements are the most basic demands that all humans share. These are biological requirements for oxygen, food, drink, warmth, and rest. These are the most pressing wants, as if a person were devoid of all others; physiological demands would be the first to be satisfied (Maslow, 1943). Human life depends on certain physiological requirements. Safety is the second degree of necessity. Following the satisfaction of one's physiological demands, one will be motivated to pursue safety and security. The term "safety" refers to a situation in which individuals are not in danger physically, emotionally, or intellectually. People who have a low degree of concerns and anxieties have a sense of security (Jerome, 2013). The

fundamental needs of humans are physiological and safety requirements. Belonging and love needs are the third degree of needs. Humans, according to Maslow, desire to overcome loneliness and alienation. These needs may be addressed via fulfilling connections with friends, family, classmates, peers, and other persons with whom people engage in society. Acceptance is felt in satisfying partnerships (Jerome, 2013). Needs for esteem are the fourth degree of needs. Individuals might acquire good feelings of self-esteem or self-worth if their belongingness and love requirements have been addressed sufficiently. Self-esteem is defined as the act of fostering pride in one's work and in oneself as a person. Individuals will feel weak, inferior, useless, and powerless if these requirements are not met. Maslow's hierarchy of requirements includes two psychological wants: a need for love and belonging and a need for self-esteem. Needs for self-actualization, which are at the summit of the pyramid, are the last needs. Self-actualization is defined as a person's desire to become all he or she is capable of and to make full use of one's abilities, capabilities, and talents. Self-fulfillment needs are another term for the degree of needs (Maslow, 1943). Past study performed to investigate Generation Y's perceptions of needs (N. Wong & Chin, 2016). The study found that Generation Y perceived belongingness, self-esteem, and self-actualization as equally important. On the other hand, the generation also perceived at safety and physiological needs are in order at the bottom of the pyramid just like the original model of Maslow's hierarchy of needs (N. Wong & Chin, 2016).

Another researcher that expanded Maslow's hierarchy of needs is Herzberg in which he called the three upper levels of Maslow's hierarchy as motivators. In contrast, the lower two level are known as dissatisfiers. This division is known as two-factor theory (Herzberg, 1987). Responsibility, success, acknowledgment, promotion, and development, according to Herzberg, build inspiration from the job's challenge. The maintenance elements, which reflect those lower-level requirements that workers expect would be effectively addressed, are the source of any dissatisfaction. Decent working environment and a good supervisor are two examples of such requirements. Few managers or professionals would agree that these employment elements are the most motivating. However, if a boss or working circumstances become a primary worry, elements like intriguing job content and promotion opportunities lose their motivating effect. In other words, successful work performance is contingent on both motivation

and maintenance requirements being met (Herzberg, 1987). According to past study conducted based on Herzberg's theory, the principal motivators that are the same between Generation X and Generation Y include respect for oneself as a person, good pay, chance for promotion, opportunity to do interesting work, and opportunity for self-development and improvement (Montana & Petit, 2008). In contrast, Generation X was found to be motivated by the sense that their job is important while Generation Y was found to be motivated by good relationship with colleagues and others people at work (Montana & Petit, 2008).

2.4 Conceptual framework



Figure 2.2 Maslow's Hierarchy Conceptual framework

CHAPTER III

METHODOLOGY

The third chapter regards research methodology of this study. The chapter covers study approach, instrumental development, data collection, data analysis, and limitations of the study.

3.1 Study approach

In order to obtain in-depth information, this study adopted qualitative research approach. Qualitative research often involved the collection of people's experiences, opinion, and perspective, usually in their own words. The most common method used to obtain people's words as data is through in-depth interview (Bruan, Clarke, & Rance, 2014). In-depth interview involved researcher asking a series of listed questions, usually on interview guide, and unplanned or spontaneous questions to the participants who will answer in their own words. There are several advantages of in-depth interview. First, interview allows researcher to ask follow-up questions, as well as, probe for additional information. This ability of interview means that researcher could get very detailed information about a certain topic. Interviews also allows researcher to keep track of tone and word choice used by the interviewees, which could provide deeper insight that is crucial for the interpretation of the data. Unlike other qualitative research method likes focus group, in-depth interview poses no peer-pressure dynamics, which could cause bias in the data collection. The disadvantages of an interview is that it is relatively time consuming (Steber, 2017). Weighing on the pros and cons of in-depth interview, this research still believe that in-depth interview is the most suitable approach to this study.

3.2 Instrumental development

The interview questions were formulated based on Maslow's Hierarchy of needs (Maslow, 1943). The questions are divided into questions for employee, which are generation Y employee, and questions for manager/management team, which are mainly generation X.

3.3 Data collection

3.3.1 Sampling technique and sample size

The organization is a manufacturing company that is specialized in production of snack made from pure fish as the main ingredient. The products of the organization are currently being sold at Tops supermarket, and Tesco Lotus across Thailand. There are a total of 102 employees at the organization, including upper management positions. There are 6 upper management position at the organization including the owner who works as a general manager of the company. There are a total of 7 managerial positions including human resources manager, procurement and logistic manager, marketing manager, accounting and finance manager, warehouse manager, sale and customer relation manager, and production manager. The remaining 89 employees are working level employee. Sampling in qualitative research is often purposive. This is because such sampling technique will enable researcher to obtain in-depth information on relevant topic (Vasileiou, Barnett, Thorpe, & Young, 2018). Unlike quantitative research where there are multiple formula that can be used to perform sample size estimation, determination of sample size in qualitative research is unclear (Vasileiou et al., 2018). Past study suggested that the adequate sample size for interview-based study is 20 to 30 interviewees (Creswell, 2007). This is further confirmed by another study, which found that 20 interviewees are enough for a qualitative study as the sample size was able to achieve data saturation with no new themes emerging (Vasileiou et al., 2018). With reference to this information, this study adopted a purposive sampling technique. In this sense, it is important for the study to obtain insights from both Generation X and Generation Y across all levels of employee. The sample size of this study is 20 interviewees, which include two executive manager/owner, two managers, and 16 employees. One of the two executive

manager/owner is Generation X while another person is Generation Y. Similarly, one of the two manager is a Generation X individual while the other interviewee is Generation Y. All of the sixteen working level employees are Generation Y.

3.3.2 Collection of data

Interview sessions were done over a telephone call, line call, zoom call or face-to-face with all of the interviewees. The selected communication channel depends on the availability and convenience of the interviewees. The interview session were audio-recorded and prepared for analysis through a process of transcription. Since the interview sessions were performed in Thai, the transcription was translated prior the analysis. Transcription involved translating the sound and speech from the audio-recording into a written record of the interview.

3.3.3 Validity test

One of the ways to test the whether or not the interview questions is suitable to the aims and research objectives of this study is through face validity (Holden, 2010). This type of validity test is similar to content validity; however, this method is more subjective and informal. Questions lists were given to university professor to review the suitability of the questions and whether or not it will help researcher achieve the research objective. Moreover, the researcher visited the manufacturing company to talked to one manager (Generation X) and one employee (Generation Y) to see whether or not the questions listed were understandable. Moreover, the interactions also enable researcher to assess whether or not probes for each questions enable the researcher to receive necessary information or not.

3.4 Data analysis

There are two common strategies to analyze qualitative data likes transcribed interview. The first strategy is to identify recurrent patterns or features across transcribed interview. The second strategy is to see how peoples say things (Wetherell, Taylor, & Yates, 2001). This study adopted a thematic analyze to identify recurrent pattern across the interviews collected from the employees. This study adopted

a deductive way of thematic analysis, which is where coding and theme development are based directly on the existing concepts or idea (Braun & Clarke, 2013).

Table 3.1 Analytical Framework

Maslow's framework	Interviewee	Example Question	Example Answer	Interpretation
Physiological needs	Employee	Do you think this job provide enough basic needs for you daily life?	<i>"Yes, me and my family have good quality of life with a proper place to stay and enough money to support our daily expenses"</i>	Fulfilled
	Gen Y superior	As a manager/management position, do you think your company provide enough basic needs for your employees' daily life?	<i>"I think we do. Our salary matches recommendation standard of the government. We also provide free lunch at our cafeteria for our employees."</i>	Fulfilled
Safety needs	Employee	Do you think your life is secure while working for this company?	<i>"If you talk about our working environment, I think it is ok. However, I think health insurance should improve to cover accident that can happen"</i>	Not fulfilled
	Gen Y superior	As manager/management position, do you think your company provides suitable health insurance or subsidy to your employee?	<i>"Yes, we registered every one of our employees under social security scheme"</i>	Fulfilled

Table 3.1 Analytical Framework (cont.)

Maslow's framework	Interviewee	Example Question	Example Answer	Interpretation
Belongingness and love needs	Employee	How would you describe your relationship with your colleague? How does the context of your work influence the relationship?	<i>"I am very closed with only a few of my colleague. Our company has a rotating shift in my department, so I often work with new people, and it is harder for me to make friend"</i>	Not fulfilled
	Gen Y superior	As a manager/management position, do you think you have good relationship with your employee?	<i>"I am not sure. I am not particularly closed with any of the employee."</i>	Not fulfilled
Esteem needs	Employee	Do you think you have enough freedom to express your opinion at work?	<i>"I think yes. I can provide feedback to my superior any time. I also feel recognized because I can see that my superior took my opinion and feedback to do something for us."</i>	Fulfilled
	Gen Y superior	Do you think you provide enough recognition to your employees?	<i>"At our annual party we have reward giving to various employee such as always on time employees, no error employees, and more"</i>	Fulfilled
Self-actualization needs	Employee	Do you think this job inspire you in anyway?	<i>"I just go to work just to earn money for my daily expenses. I don't fill any think inspiring"</i>	Not fulfilled

Table 3.1 Analytical Framework (cont.)

Maslow's framework	Interviewee	Example Question	Example Answer	Interpretation
	Gen Y superior	Does your company offer clear and suitable career path to your employee?	<i>"We do have various CSR and community- based project to inspire our employee"</i>	Fulfilled

3.5 Limitations of the study

Since this study is a case study of a manufacturing company, the first limitation of this study is the generalization of the data. Findings of this study may not be applicable to all companies due to varying organizational culture of different types of company. Moreover, data obtained from the interview may be bias as interviewee may distort the information through selective perception, recall error, or their desire to please interviewer.

CHAPTER IV

RESULTS

4.1 Interviewees' information

With reference to Table 4.1, which illustrated the demographic information of the interviewees, there were four interviewees from management level (abbreviated as M) and 16 interviewees from employee level (abbreviated as E). There was a total of nine male participants and eleven female participants. The interviewees include the owner of the company and an executive manager. The other managerial positions among the interviewees include a production manager and warehouse manager. The employees came from all departments of the manufacturing including human resources department, procurement and logistic department, marketing department, accounting and finance department, sale and customer relation department, and production department. Majority of the employee level interviewees were from production department as the department comprises the largest proportion of the employees in the company.

Table 4.1 Demographic Information of Interviewees

Interviewee	Age generation	Gender	Position/department
M1	Generation X	M	Owner
M2	Generation Y	F	Executive manager
M3	Generation X	M	Production manager
M4	Generation Y	M	Warehouse manager
E1	Generation Y	F	Human resources
E2	Generation Y	M	Procurement and logistic
E3	Generation Y	M	Procurement and logistic
E4	Generation Y	F	Marketing
E5	Generation Y	M	Marketing
E6	Generation Y	M	Accounting and finance
E7	Generation Y	F	Accounting and finance
E8	Generation Y	F	Sale and customer relation
E9	Generation Y	F	Sale and customer relation
E10	Generation Y	F	Sale and customer relation

Table 4.1 Demographic Information of Interviewees (cont.)

Interviewee	Age generation	Gender	Position/department
E11	Generation Y	M	Production
E12	Generation Y	F	Production
E13	Generation Y	F	Production
E14	Generation Y	F	Production
E15	Generation Y	F	Production
E16	Generation Y	M	Production

4.2 Perspectives of Generation Y employees

Table 4.2 shows that psychological needs are being fulfilled among employees from many departments. The need hierarchy is fulfilled mainly by adequate salary that enable employees to support their living and cover their expenses. However, the needs is unfulfilled by employees from marketing department as there are too much work, which led to restlessness. In addition, the sale and customer relationship department also felt that the need is not met due to inadequate salary while production department employees felt that they need to work multiple shifts to earn enough salary.

Table 4.2 Working Analytical Framework: Perspectives of Generation Y Employees

No.	Element of Maslow's hierarchy of needs	Supporting Coded Data	Informant	Need Fulfilled	Need Unfulfilled	Supporting evidence
1	Physiological needs	<i>"For me this job provides me enough income to support my daily life"</i>	E1	/		Adequate salary
		<i>"...I earn enough to support expenses of my own"</i>	E2	/		Adequate salary
		<i>"In my opinion the pay is good in comparison to</i>	E3	/		Adequate salary

Table 4.2 Working Analytical Framework: Perspectives of Generation Y Employees (cont.)

No.	Element of Maslow's hierarchy of needs	Supporting Coded Data	Informant	Need Fulfilled	Need Unfulfilled	Supporting evidence
		<i>other company so I can support myself and my family"</i>				
		<i>"The salary I earn is ok in term of the money itself, but in comparison to the workload the pay is a little low. I have too much work to do and often have less time to sleep ..."</i>	E4		/	Work overload
		<i>"... there is too much work to do, and I became restless"</i>	E5		/	Work overload
		<i>"This job allows me to have good quality of life"</i>	E6	/		Good quality of life
		<i>"For me, salary given by this company is enough to support my daily life"</i>	E7	/		Adequate salary
		<i>"Our baseline monthly salary is relatively low ... we occasionally earn commission for the sale deal, but overall, I wouldn't say the salary itself alone can support me and my family"</i>	E8		/	Inadequate salary

Table 4.2 Working Analytical Framework: Perspectives of Generation Y Employees (cont.)

No.	Element of Maslow's hierarchy of needs	Supporting Coded Data	Informant	Need Fulfilled	Need Unfulfilled	Supporting evidence
		<i>"For my alone my quality of life is ok, but now that I am planning to get married and start a proper family ... hmmm ... it is a bit difficult to cover all the expenses ..."</i>	E9		/	Inadequate salary
		<i>"The workload is reasonable for the pay ... I just wish that we can earn more because the salary can barely cover my family expenses"</i>	E10		/	Inadequate salary
		<i>"To earn enough to cover all the expenses I have I needs to work multiple shifts ... so I am usually restless"</i>	E11		/	Adequate salary
		<i>"I think I have good quality of life. I earn enough to pay for my accommodation, bills, and send some money home"</i>	E12	/		Adequate salary
		<i>"Well ... me and my husband both work in the production"</i>	E13	/		Adequate salary

Table 4.2 Working Analytical Framework: Perspectives of Generation Y Employees (cont.)

No.	Element of Maslow's hierarchy of needs	Supporting Coded Data	Informant	Need Fulfilled	Need Unfulfilled	Supporting evidence
		<i>department and together we make enough money to raise our children”</i>				
		<i>“Hmm I could say that this job provides enough basic needs for my daily life ... what I mean is that the salary covers my food, accommodations, and bill ...”</i>	E14	/		Adequate salary
		<i>“I have a lot of expenses because my parents have debt that they took from a loan shark. So I have to pull on more shifts than others to cover those expenses ...”</i>	E15	/		Adequate salary
		<i>“... The salary I made allow me to cover basic expenses, but it might not allow me to have a fancy luxurious life all the time.”</i>	E16	/		Adequate salary
2	Safety needs	<i>“The working environment at this company is relative safe.”</i>	E1	/		Safe working environment
		<i>“... the company provides social</i>	E2	/		Social security program

Table 4.2 Working Analytical Framework: Perspectives of Generation Y Employees (cont.)

No.	Element of Maslow's hierarchy of needs	Supporting Coded Data	Informant	Need Fulfilled	Need Unfulfilled	Supporting evidence
		<i>security, so I feel confidence and safe working here ...</i>				
		<i>"... provide suitable health insurance as the company registered us under the government social security program"</i>	E3	/		Social security program
		<i>"Working environment is good because we also have security guard on the facility and employees needs to have employee card to enter the premises"</i>	E4	/		Safe working environment
		<i>"... I feel safe working here not only because of the security of the facility, but also because I know that the company do not lay off their staff without good reason ..."</i>	E5	/		Safe working environment No lay off policy
		<i>"...the company registered all of us under social security program so I don't have to</i>	E6	/		Social security program

Table 4.2 Working Analytical Framework: Perspectives of Generation Y Employees (cont.)

No.	Element of Maslow's hierarchy of needs	Supporting Coded Data	Informant	Need Fulfilled	Need Unfulfilled	Supporting evidence
		<i>worry about my health</i>				
		<i>"I feel safe working here. I have hypertension and hyperlipidemia, which required regular medical checkup and medication. The company registered me in social security, so my medical fee is covered."</i>	E7	/		Social security program
		<i>"In my opinion, the working environment at the company is safe."</i>	E8	/		Safe working environment
		<i>"I feel that my life is relatively secure working here as we have social security"</i>	E9	/		Social security program
		<i>"... I feel that my health is secured being an employee of this company because we are covered by social security"</i>	E10	/		Social security program
		<i>... I feel somewhat safe because of social security, but the working environment in my</i>	E11		/	Unsafe working environment

Table 4.2 Working Analytical Framework: Perspectives of Generation Y Employees (cont.)

No.	Element of Maslow's hierarchy of needs	Supporting Coded Data	Informant	Need Fulfilled	Need Unfulfilled	Supporting evidence
		<i>department can be improved"</i>				
		<i>"Safeness is compromised at my department due to old machine"</i>	E12		/	Unsafe working environment
		<i>"Well ... I feel relatively safe because of social security"</i>	E13	/		Social security program
		<i>"The social security help with the sense of me being secured, but I think the safeness of our department can be much better"</i>	E14		/	Unsafe working environment
		<i>"I feel a little bit unsafe due to the working environment. The machine is relatively old"</i>	E15		/	Unsafe working environment
		<i>"I feel kind of safe due to social security program"</i>	E16	/		Social security program
3	Belongingness and love need	<i>"I like working at this company because I have good colleagues. We are very close"</i>	E1	/		Good relationship with colleagues
		<i>"I am happy with the relationship I have with my family, friends and colleagues"</i>	E2	/		Good overall relationship

Table 4.2 Working Analytical Framework: Perspectives of Generation Y Employees (cont.)

No.	Element of Maslow's hierarchy of needs	Supporting Coded Data	Informant	Need Fulfilled	Need Unfulfilled	Supporting evidence
		<i>"I strong relationship with my colleagues make work more enjoyable"</i>	E3	/		Good relationship with colleagues
		<i>"This job allows me to have enough free time with my family"</i>	E4	/		Good relationship with family members
		<i>"... My team has good relationship with one another ..."</i>	E5	/		Good relationship with colleagues
		<i>"I would say that the good relationship with my colleagues motivate me to come to work every day"</i>	E6	/		Good relationship with colleagues
		<i>"... I feel belong to this company because my team is very welcoming and understanding"</i>	E7	/		Good relationship with colleagues
		<i>"I don't think the relationship with my team is good. We often argue to get the most potential customer so that we are more likely receive the commission"</i>	E8		/	Bad relationship with colleagues
		<i>"I have good relationship with"</i>	E9		/	Bad relationship with colleagues

Table 4.2 Working Analytical Framework: Perspectives of Generation Y Employees (cont.)

No.	Element of Maslow's hierarchy of needs	Supporting Coded Data	Informant	Need Fulfilled	Need Unfulfilled	Supporting evidence
		<i>my family and that inspire me to work harder for them, but I don't like some of my colleagues because they are selfish"</i>				
		<i>"Although I am relatively new to the company, I can feel the tension between the members of my team and that make me feel bad about working here."</i>	E10		/	Bad relationship with colleagues
		<i>"I feel belong to the company and my manager value us a lot."</i>	E11	/		Good relationship with superior
		<i>"I feel that the relationship with my superior is good, but I don't have that many friend at work because of the shift work"</i>	E12		/	Shift work
		<i>"... I am only close with two of my colleagues because we often take the same shift ... even though I might not be so close with other employees"</i>	E13	/		Good relationship with colleagues

Table 4.2 Working Analytical Framework: Perspectives of Generation Y Employees (cont.)

No.	Element of Maslow's hierarchy of needs	Supporting Coded Data	Informant	Need Fulfilled	Need Unfulfilled	Supporting evidence
		<i>we still support each other at work”</i>				
		<i>“I like to come to work because employees at my company are very welcoming”</i>	E14	/		Good relationship with colleagues
		<i>“... I think our team support each other very well ...”</i>	E15	/		Good relationship with colleagues
		<i>“I feel belong to the company because both the manager and colleagues support me”</i>	E16	/		Good relationship with colleagues Good relationship with superior
4	Esteem needs	<i>“I always respect my colleagues whether they are from the same department as me or not, but I don't think my superior value my opinion ...”</i>	E1		/	Lack of respect from superior
		<i>“I have received enough recognition at work especially by my superior”</i>	E2	/		Respect from superior
		<i>“ I have enough freedom to express my opinion with my team and superior ...”</i>	E3	/		Respect from superior and team members

Table 4.2 Working Analytical Framework: Perspectives of Generation Y Employees (cont.)

No.	Element of Maslow's hierarchy of needs	Supporting Coded Data	Informant	Need Fulfilled	Need Unfulfilled	Supporting evidence
		<p><i>"My company provides adequate support for marketing department to achieve their work. For example, we have quarterly training with the outsource company to update us on new marketing trend and new features of social media platforms ..."</i></p>	E4	/		Adequate support from company
		<p><i>"... Although there are a lot of work to do in my department, all of our work is being recognized ..."</i></p>	E5	/		Adequate recognition
		<p><i>"I feel that both my colleagues and superior respects me"</i></p>	E6	/		Respect from superior and team members
		<p><i>"... our department often received praise from executive officer, so I think they respect us and recognize our work"</i></p>	E7	/		Adequate recognition
		<p><i>"I don't think my colleagues respect me at all. I heard"</i></p>	E8		/	Lack of respect from colleagues

Table 4.2 Working Analytical Framework: Perspectives of Generation Y Employees (cont.)

No.	Element of Maslow's hierarchy of needs	Supporting Coded Data	Informant	Need Fulfilled	Need Unfulfilled	Supporting evidence
		<i>rumor about them talking behind my back before ...</i>				
		<i>"...my superior never listen to what I have to say about client list ..."</i>	E9		/	Lack of respect from superior
		<i>"We have freedom to express about opinion, but I don't think what I say matter at all"</i>	E10		/	Inadequate recognition
		<i>"I am grateful that my superior and colleagues respect me"</i>	E11	/		Respect from superior and team members
		<i>"I always respect my colleagues and superior and I think they do the same"</i>	E12	/		Respect from superior and team members
		<i>"... I know that I am being respected by my colleagues and superior because they support my proposal to the executive board about purchasing new machine"</i>	E13	/		Respect from superior and team members
		<i>"I feel that the company just say that we can express our opinions, but</i>	E14		/	Lack of respect from executive officers

Table 4.2 Working Analytical Framework: Perspectives of Generation Y Employees (cont.)

No.	Element of Maslow's hierarchy of needs	Supporting Coded Data	Informant	Need Fulfilled	Need Unfulfilled	Supporting evidence
		<i>whether or not they actually listened is another story because we never heard any feedback from them”</i>				
		<i>“... I think I am being respected by my colleagues and superiors, but not executive officers. I have never seen them in person before”</i>	E15		/	Lack of respect from executive officers
		<i>“I somewhat feel respected, but only by my colleagues not my superior and company owner”</i>	E16		/	Lack of respect from executive officers and superior
		<i>“I don't feel like this job inspire me in any way”</i>	E1		/	Lack of inspiration from the job
5	Self-actualization needs	<i>“We do not have clear career path. I mean I could be promoted to a manger position, but it is unlikely because there is a manager already in that position and I doubt that another manager is necessary”</i>	E2		/	Lack of career path

Table 4.2 Working Analytical Framework: Perspectives of Generation Y Employees (cont.)

No.	Element of Maslow's hierarchy of needs	Supporting Coded Data	Informant	Need Fulfilled	Need Unfulfilled	Supporting evidence
		<i>"I don't feel like this job inspire me in any way"</i>	E3		/	Lack of inspiration from the job
		<i>"This job sort of inspire me that marketing has impact on sales. If I have enough experience maybe I could one day start my own business with my marketing skill"</i>	E4	/		Inspiring job
		<i>"There is no clear career path from where I stand"</i>	E5		/	Lack of career path
		<i>"There is no career growth with my current position"</i>	E6		/	Lack of career path
		<i>"There is no career growth with my current position"</i>	E7		/	Lack of career path
		<i>"... I think you don't have to mention about inspiration I earn from this job. I am just trying my best to get commission every month"</i>	E8		/	Lack of inspiration from the job
		<i>"There is no clear career path from where I stand"</i>	E9		/	Lack of career path
		<i>"There is no career path for"</i>	E10		/	Lack of career path

Table 4.2 Working Analytical Framework: Perspectives of Generation Y Employees (cont.)

No.	Element of Maslow's hierarchy of needs	Supporting Coded Data	Informant	Need Fulfilled	Need Unfulfilled	Supporting evidence
		<i>sale person like us</i>				
		<i>"Well ... we don't really have time to think at work. So, I don't think I have any inspiration from it"</i>	E11		/	Lack of inspiration from the job
		<i>"I am just trying to get through each day without making any mistake"</i>	E12		/	Lack of inspiration from the job
		<i>"I don't think there is career path unless the company build another factory and let me be manager hahaha"</i>	E13		/	Lack of career path
		<i>"There is no clear career path from where I stand"</i>	E14		/	Lack of career path
		<i>"Being on production line every day is not that inspiring for me"</i>	E15		/	Lack of inspiration from the job
		<i>"For me, I don't think there is any growth in my career"</i>	E16		/	Lack of career path

In term of safety, Table 4.2 shows that this hierarchy is fulfilled mainly due to the presence of social security program. However, the product department still perceived that the need is unfulfilled. Regarding belongingness and love needs, the

findings shows that this level of need is majorly fulfilled by the interviewees except the sale and customer relationship employees. The results also suggested that there is an inadequate fulfillment of esteem needs among sale and customer relationship department mainly due to inadequate recognition and lack of respect from colleagues. Similarly, the need is unmet among employees working in production department as they felt the lack of respect from executive officers. Lastly, the finding shown in Table 4.2 evidence the unfulfilled self-actualization needs demonstrated by the lack of inspiration from work and lack of clear career path perceived by employees across all departments.

4.3 Perspectives of Generation X And Generation Managers

Perspectives of managers showed that all of them believed that they fulfilled physiological needs of the working level employees through adequate salary and free lunch (Table 4.3). Likewise, all of the them also perceived that the company fulfilled safety needs of all employees via safe working environment and presence of social security program. Owner and executive officer do not have direct relationship with the working level employees, thus, the belongingness and love needs were unmet. All the managers perceived that the self-esteem needs were met through adequate recognition, and respect employees' opinion. Lastly, none of the managers perceived that the company fulfilled the self-actualization needs. Some of the interviewees perceived that this hierarchy of needs is essential or relevant to the company.

Table 4.3 Working Analytical Framework: Perspectives of Generation X and Generation Managers

No.	Element of Maslow's hierarchy of needs	Supporting Coded Data	Informant	Need Fulfilled	Need Unfulfilled	Supporting evidence
1	Physiological needs	<i>"I think my company provide enough basic needs for the</i>	M1	/		Adequate salary Free lunch

Table 4.3 Working Analytical Framework: Perspectives of Generation X and Generation Managers (cont.)

No.	Element of Maslow's hierarchy of needs	Supporting Coded Data	Informant	Need Fulfilled	Need Unfulfilled	Supporting evidence
		<i>employees. My company offer good salary above that of government mandatory salary ... my company also provide free lunch to all employee ...</i>				
		<i>"For me yes, we provide salary that enable our employees to live well"</i>	M2	/		Adequate salary
		<i>"I received good salary and so do the employees. We can also take multiple shifts that recommended to earn extra money if we want to"</i>	M3	/		Adequate salary
		<i>"... The pay is good I think ... and it also help cover expenses"</i>	M4	/		Adequate salary
2	Safety needs	<i>"I think my company provide safe working environment. So far there has been no harm or injury at workplace"</i>	M1	/		Safe working environment

Table 4.3 Working Analytical Framework: Perspectives of Generation X and Generation Managers (cont.)

No.	Element of Maslow's hierarchy of needs	Supporting Coded Data	Informant	Need Fulfilled	Need Unfulfilled	Supporting evidence
		<i>"Of course, we ensure safety among our employees"</i>	M2	/		Safe working environment
		<i>"Our company is relatively safe. Although I have heard complaints from my subordinates that the machine is relatively old"</i>	M3	/		Safe working environment
		<i>"I think it is safe. We also do not have to worry about the medical expenses due to social security program"</i>	M4	/		Social security program
3	Belongingness and love needs	<i>"... I only work close with the manager, but not the employee level ... so I wouldn't say I have good direct relationship with them"</i>	M1		/	Lack of direct relationship with working level employee
		<i>"I have good relationship with all the managers. I also know and recognized some of the working level employees,"</i>	M2		/	Lack of direct relationship with working level employee

Table 4.3 Working Analytical Framework: Perspectives of Generation X and Generation Managers (cont.)

No.	Element of Maslow's hierarchy of needs	Supporting Coded Data	Informant	Need Fulfilled	Need Unfulfilled	Supporting evidence
		<i>but definitely not all of them."</i>				
		<i>"The relationship with my subordinates is good, I think. They listen to me and respect me"</i>	M3	/		Good relationship with subordinates
		<i>"Our department has a good relationship."</i>	M4	/		Good relationship with subordinates
4	Esteem needs	<i>"I welcome all opinion of all my employees"</i>	M1	/		Respect employees' opinion
		<i>"We have KPIs that measure employees' achievements. We also try to promote their skills by offering workshops"</i>	M2	/		Offering workshop
		<i>"I always tried to recognize all of my employees work and achievement"</i>	M3	/		Adequate recognition
		<i>"I always have monthly meeting with my team to update each of them on their performance and listen to their opinions"</i>	M4	/		Adequate recognition Respect employees' opinion

Table 4.3 Working Analytical Framework: Perspectives of Generation X and Generation Managers (cont.)

No.	Element of Maslow's hierarchy of needs	Supporting Coded Data	Informant	Need Fulfilled	Need Unfulfilled	Supporting evidence
5	Self-actualization needs	<i>"I don't think inspiration is relevant to my company. I am not trying to inspire anyone."</i>	M1		/	Does not value inspiration
		<i>"I want to be an inspiring leader, so I want to try more hand-on work, but my parents said that it is unnecessary..."</i>	M2		/	Does not value inspiration
		<i>"We don't have career path for each employee just KPIs that they have to achieve"</i>	M3		/	Lack of career path
		<i>"There is not career growth of employees at this company"</i>	M4		/	Lack of career path

CHAPTER V

DISCUSSION AND CONCLUSION

5.1 Discussion and conclusion

The findings of this study evidenced conflicts in perceived fulfillment of each of the Maslow's hierarchy of needs. The finding of the study is consistent with past study who also evidence the differences in perception and attitudes of employees who were born in different time (DiRoumualdo, 2006; Wesner & Miller, 2008). Physiological need is the fundamental needs of every individual, according to Maslow's Hierarchy of needs. While the management team believed that they have fulfilled this need particularly through the provision of adequate salary, some employees still believe that their needs have not been fulfilled. This is one of the mismatches between the employee and management team identified in this study. Another minor mismatch between the perception of management team and the employee is the unfulfilled safety needs among production department where employees have a concern non the safety of machinery. One of the major differences is that Generation Y employees perceived that self-actualization needs is valuable to them. However, the company does not have any policy or practice in place that will be able to fulfill this hierarchy of needs. The major reason that could explain the perceived invaluable of inspiration at work among Generation X leader in this study is that Generation X is unimpressed by official titles (Zempke et al., 2013) and the lack of faith in organization. Moreover, Generation X also believes in personal aspiration more than professional ambitions (N. Wong & Chin, 2016). This attitude toward work of Generation X also led to diminished interaction between Generation X leaders and their Generation Y subordinates in this study. In another word, Generation X employees believes that job is just a job and there is a life outside of work (Jiri, 2016). Thus, they perceived that it is unnecessary for them to work closely with the employees rather only form relationship with direct subordinate i.e. the managers. This attitude of work could also explain the lack of clear career path that

would help fulfilled the lack of self-actualization needs found in the company being studied in this study.

Since, Generation X perceived that family and life outside of work is more important than work itself, leadership under Generation X management is usually characterized by inadequate recognition (Zempke et al., 2013). This is consistent with the finding in this study where esteem need is unfulfilled among Generation Y employees particularly the sales and customer relationship employees and production employees. Past study, on the other hand, suggested that Generation Y have high expectations and required recognitions at work (Broadbridge et al., 2007; Civelek et al., 2017). The generation also felt the needs to express themselves (Hopkins & Stephenson, 2014). The findings of this study also confirmed the result of previous study. That being said, this study also suggested that the company was also to fulfill some needs of the employees. The first levels of need, which is known as psychological needs is fulfilled among employees from nearly all department. The need is fulfilled predominantly through adequate salary. This finding corresponded with finding of other study who found that generation X will choose to work for company that offer a better pay (N. Wong & Chin, 2016). Past study shown that Generation X value salary as such the Generation X leader of this company tend to offer the pay that will satisfy and adequate for their employees.

5.2 Practical recommendations

This study found that the company still needs to improve on multiple hierarchy of needs. This finding showed that physiological needs of sale and customer relationship employees are still lacking. It is recommended that the company enhances its incentives and benefits for this group of employees instead of increasing the baseline salary. The baseline salary should stay the same, however, the company could give various incentives that can save employees' costs associated with work. For example, petrol credit and pocket money for meal can be given to sale and customer relationship who needs to travel to meet the customer. Moreover, the company could build an in-house cafeteria for all employees to improve their physiological needs. This recommendation is particularly helpful during COVID-19 where infected employee can

disrupt the operation of the company. In term of safety needs, the company could discuss the possibility and feasibility of purchasing new machine. If the option is not feasible, the company should practice regular maintenance and check-up of the machinery so that the employees, particularly the employees working in production department, are assured about the safeness of their working environment. Regarding, belongingness and love needs, the company should develop new commission policy that foster teamwork rather than individuality performance of the sale and customer relationship department as a whole. This recommendation would be able to help with the unfulfilled belongingness and love needs among sale and customer relationship employees. This study evidenced the unfulfilled esteem needs as demonstrated by the lack of inadequate recognition. As such, the company could conduct quarterly executive meets employees meeting to listen to employees' opinion, give out award and recognition, and give feedback to the employees to fulfill the esteem needs. This recommendation will also improve the relationship of the executive employees and the working level employees and in turn enhance the belongingness and love needs. Lastly, the employee could engage in more hand-on work in order to be create inspiration among the employees and eventually fulfilled their self-actualization needs.

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