



**THE IMPACT OF GENERATION Y'S JOB  
PREFERENCES ON EMPLOYER BRANDING**

**BY**

**MS. PROMPHAN PONGPHADUNGKIAT**

**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL  
FULFILLMENT OF  
THE REQUIREMENTS FOR THE DEGREE OF  
MASTER OF SCIENCE PROGRAM IN MARKETING  
(INTERNATIONAL PROGRAM)  
FACULTY OF COMMERCE AND ACCOUNTANCY  
THAMMASAT UNIVERSITY  
ACADEMIC YEAR 2015  
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FACULTY OF COMMERCE AND ACCOUNTANCY

INDEPENDENT STUDY

BY

MISS PROMPHAN PONGPHADUNGKIAT

ENTITLED

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BRANDING

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the degree of Master of Science Program in Marketing (International Program)

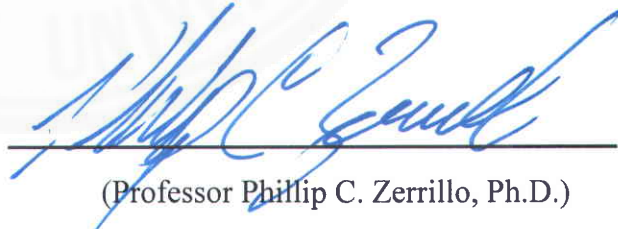
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## ABSTRACT

This report was aimed to examine the concept of employer branding in the context of Generation Y by exploring their preferences towards employers' attributes along with their behaviors and attitudes towards different communication channels, as well as to explore differences among groups of Generation Y.

As Generation Y is becoming the majority in the labour markets and is different to the previous Generation in various aspects, all companies must pay attention to them. With the data presented in this paper, various organizations in Thailand will have a better understanding of how to properly position their employer branding in order to attract up and coming talents.

This research employed qualitative research and quantitative research methods. Respondents who are Generation Y or were born during 1980 to 1994 and live in Bangkok were the group of interest.

**Keywords:** Generation Y, Employer branding, Job search

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Ms. Promphan Pongphadungkiat



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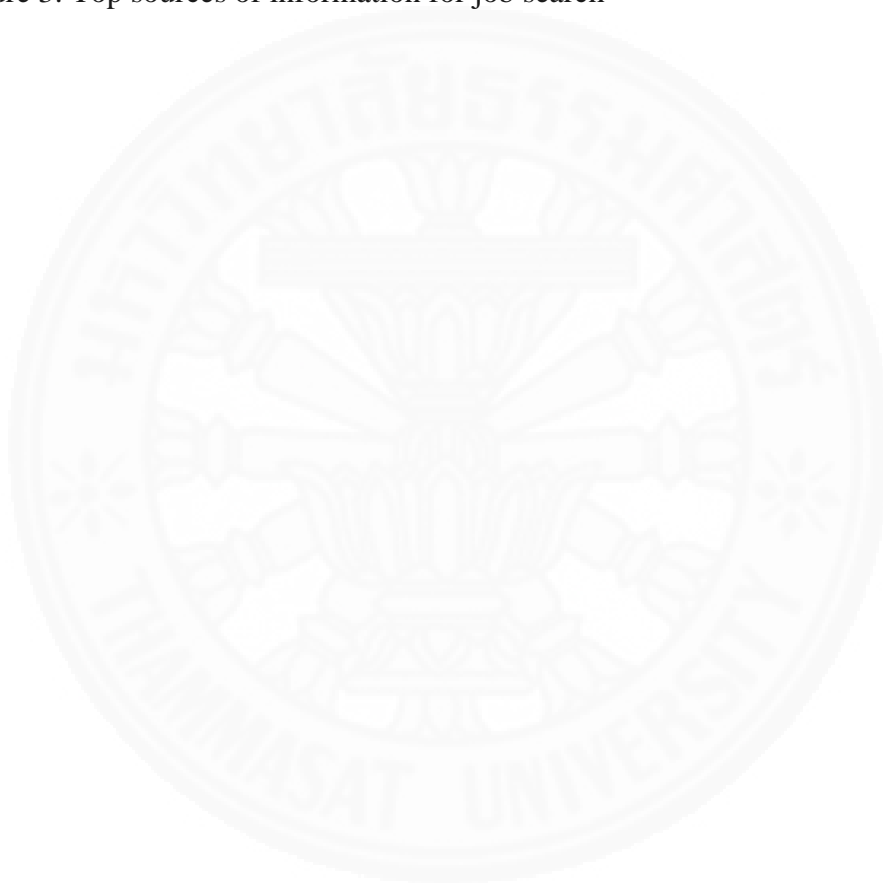
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# CHAPTER 1

## INTRODUCTION

### 1.1 Market Situation in Thailand

This paper was a study of a contemporary topic in applied marketing applied to societal issues. The purpose of this research paper was to better understand the relationship between employer attractiveness and employers branding in the context of Generation Y in Bangkok, Thailand, which currently made up roughly 33% of Thailand's working population (Chamrastarangkool, Luengroongroj, & Sahasakul, 2013). As Generation Y is becoming the majority in the labour markets and is different to the previous Generation in various aspects, all companies must pay attention to them. With this paper, various organizations in Thailand can have a better understanding of how to properly position their employer branding in order to attract the up and coming talents.

Thailand is on the brink of a shift in its workforce due to demographic changes. These changes are brought on through a rapidly aging population, declining working-age population, increasing migration within the region, and the ever increasing war for talent (Chamrastarangkool et al., 2013). Thailand is not the only country that is subjected to this movement in demographic changes, as it has become a global trend in emerged and newly emerging markets. A slowdown in population growth, 3% in 1980 to below 1% in 2015 (Countrymeters, 2015), combined with an aging workforce has created a 'war for talent' for Thailand's brightest minds. Experts predicted that the working-age population in Thailand will peak around 2020, and will gradually decline from then. To add fuel to the fire, Thailand and its neighbouring countries are about enter into the ASEAN pact, which will allow the free flow of labour within the South East Asian region. Competition for talent has never been more ferocious (Chamrastarangkool et al., 2013).

This leads to the importance of understanding the up and coming Generation Y as they will be the main labour force moving forwards. Generation Y are an interesting bunch as these individuals grew up in the digital boom of the late 90's and have a rather unique perspective of life and work. The Internet and mobile technology have enabled

people to access the web anytime and anywhere, often times blurring the lines between private and working lives. Even though sites such as Facebook, and LinkedIn have connected more people, those bonds are often less personal. This has led to the global phenomenon of Individualism. People now expect freedom and self-expression in work as much as in other aspects of life. The freedom of choice is not only granted to individuals within societies but rather it is expected. There has been a dramatic challenge of loyalty to organizations as more and more Generation Y individuals embark on non-standard career paths (Chamrastarangkool et al., 2013).

According to Broek (2015), nowadays, companies need to differentiate itself, not only their products and services, but also as an employer, in order to attract potential talents. The concept of employer attractiveness is very well known in Human Resources literature, but employer branding dimensions have not been added much in those studies. In addition, to make a company attractive, a company has to “communicate both internally and externally what makes it attractive and desirable as an employer”, i.e. “employer branding” (Broek, 2015).

## **1.2 Research Objective**

The purpose of this study was to explore and examine preferences and behaviours of Generation Y in Bangkok, Thailand, towards job search, as well as provide recommendations for the purpose of internal and external employer brand building. This paper studied the Generation Y, individuals born during 1980 and 1994, either they are newly graduated Bachelor’s degree or Master’s degree, or working for a certain period, or searching for a job for transitioning. There were three main objectives of this paper as follows.

- 1) The first objective was to explore and study the preferences of Generation Y in Bangkok to understand what factor makes employer attractive in the eyes of Generation Y, such as salary, working environment, working hours, career advancement, training and development, international opportunity, decision autonomy, work-life-balance, etc. This objective aimed to answer the question as follows:

- a. Which job, employer, or organization attributes attract Generation Y in job choices? In other words, which job, employer, or organization characteristics make that employer attractive?
  - b. Are there any different preferences on job, employer, or organization attributes among group of Generation Y based on their demographic (e.g. age, sex, and educational level) or else? (As suggested by Broek (2015))
- 2) The second objective was to explore Generation Y's behavior and characteristics of their job search either they use internet or offline channels (such as word-of-mouth or company road show to the universities). This objective aimed to answer the follows questions.
- Which channels (e.g. road show, LinkedIn, Facebook, online job boards, and company's websites) are preferred by members of Thai Generation Y, engaged in a job search?
  - What are Thai Generation Y job search processes and methods?
  - Are there any different preferences on communication channels for jobs among different demographics of Generation Y?
- 3) The last objective was to recommend employers on which attributes employers or recruitment managers should include in their communication channel in order to differentiate or attract Generation Y and which communication channels they should use to positioning or promoting their companies to be a desirable working places for Generation Y.

## CHAPTER 2

### REVIEW OF LITERATURE

#### **2.1 Generation Y, their values, and working lifestyles**

Generation Y can be known as Echo Boomers, Millennials, Millennials, Nexters, Net Generation, Generation Net, or Generation Me (Parry & Urwin, 2011; Mujtaba, Manyak, Murphy, Jr., & Sungkhawan, 2010). From various literature reviews, the specific period in which Generation Y was born are not exact, while some may be overlapped with each other. Some sources defined Generation Y, as those who were born between 1977 – 1994 (William, n.d.), or 1981 - 1993 (Chamrastarangkool et al., 2013), or 1982 onwards (Parry & Urwin, 2011). With this regard, Kertzer (1983) theorized that differences were caused by different notions of generation, such as segmentation in term of demographic sense, genealogical and family sense, historical sense, and socio-cognitive or sociological sense (i.e. generational cohort) (as cited in Guillot-Soulez and Soulez, 2013). Although there are various studies on generations, but there was no consensus on the composition of each generation among studies (Parry & Urwin, 2011). As suggested by Kertzer, with many differences generation concepts, there was only little effect on studies. Thus, this paper will not emphasize on this issue, but only provide a general over view of their structure.

For the overview of Generation Y, they often raised in dual income family or single parent. They are flexible and less brand loyalty (William, n.d.). Technology is one thing that Generation Y cannot live without as they were born during the rise of cable TV, radio, internet, mobile phones, etc. (William, n.d.; Chamrastarangkool et al., 2013). Therefore, Generation Y are tech-savvy, which means they use technology at higher rates than previous generations. They are confident, independent, and empowered as they have the most nurturing and over-indulging parenting (Chamrastarangkool et al., 2013). Moreover, Generation Y is multi-tasking, where they can listen to music, while working on the computers. They understand diversity and rarely discriminate people based on sex or race, as they are expose to different cultures either through internet, online communication, or travelling (Mujtaba et al., 2010).

With regard to their value systems and working styles, according to the Hay Group, Generation Y gives more to their life than to work, since they believe that life is short. They are multi-tasking, informed, has less employer loyalty, ambitious, and often seek autonomy in their opinion and behaviour (Chamrastarangkool et al., 2013). Therefore, nowadays, many companies have faced with high turnover of Generation Y in their work places.

For Generation Y's working styles, they have less employer loyalty and are driven to excel from a performance standpoint (Chamrastarangkool et al., 2013). According to the study results conducted in the United States during September 2014, "The 2015 Millennial Majority Workforce", 53% of managers said that finding and retaining Generation Y is difficult, while 33% and 15% of them find it natural and easy, respectively. On the other hand, 41% of hiring managers had planned to tackle this hiring problem by hiring freelancers in the next five years (Elance-oDesk and Millennial Branding, 2014). Furthermore, the findings from "Gen Y on the job" also found that Gen Y is ambitious and value opportunities for career advancement. They often take chance to learn new skills than other previous generations, such that companies need to highlight training, tuition, and mentorship to attract them (Levine, 2014). The findings also found that many millennials (twenty six percent of Millennials survey do not think workers should stay with a particular employer for more than a year). On the other hand, forty one percent of Baby Boomers said the employees should stay with employers for at least five years before changing to a new job, while only thirteen percent of Millennials agreed to this statement (Levine, 2014).

### **2.1.1 Career Preferences of Generation Y in Thailand**

For the Thai Generation Y, similar to other Generation Y in general, Generation Y in Thailand, they were born with technology, multi-tasking, and often open to foreign cultures, either western culture, Korean, or Japanese cultures through television and internet (Mujtaba et al., 2010).

According to the survey among Generation Y talents (7,000 university students) in Thailand on their career aspirations and preferences, university students showed their anxiety towards their career path after graduation as uncertainties resulting from Thai economic outlook and political instability. With these reasons, university students in

Thailand give remunerations and advancement opportunities over than other employer's qualities. However, without these uncertainties, the actual first attribute that the young Thais give priority to is people & culture of organization and job characteristics. During the uncertainties, Thai and Asian employers are more attractive to Thai university students over than western multinational companies as observed in the survey by Universum. The research found that local talents feel more confident of the local organizations, which also tend to strongly associated with job secure than those foreign organizations (Universum, 2014).

There are various generational researches that examine various aspects, including unique social cultural, management, marketing, branding, etc. However, most of them are the study of population in countries other than Thailand. With regard to the research of Generation, there was a study that examined Generation X and Y within the Thai culture. This study that proposed by Mujtaba, Manyak, Murphy, Jr., & Sungkhawan (2010) used Rokeach Value Survey (RVS) to study Thai 377 respondents. The results found that given Generation Y's highly values on having a prosperous life, seeing the world free from conflict, taking care of families and loved ones, being independence and mature, and having self-esteem, they are willing to be open minded, stand up for their strong beliefs, willing to forgive and work for social welfare, being intelligent and reflective. On the other hand, given Generation X's highly values on inner harmony, logical, polite, and responsible, Generation X is willing to be competent, effective, creative, consistent, rational, well-mannered, and reliable, values health, inner harmony (Mujtaba et al., 2010).

This may lead one to conclude that Thai Generation Y has their own strong beliefs and put their lives as the first priority rather than work, unlike Generation X that put their focus on work and have commitment. Further conclusion may be that flexible working hours may be one of the attractive attributes for employer. However, further employer attributes need to be explored whether which employer attribute will help attract more Generation Y.

## **2.2 Employer branding**

Employer branding is a process of building or creating an image of a company as being a great place to work in the minds of potential candidate and makes them want



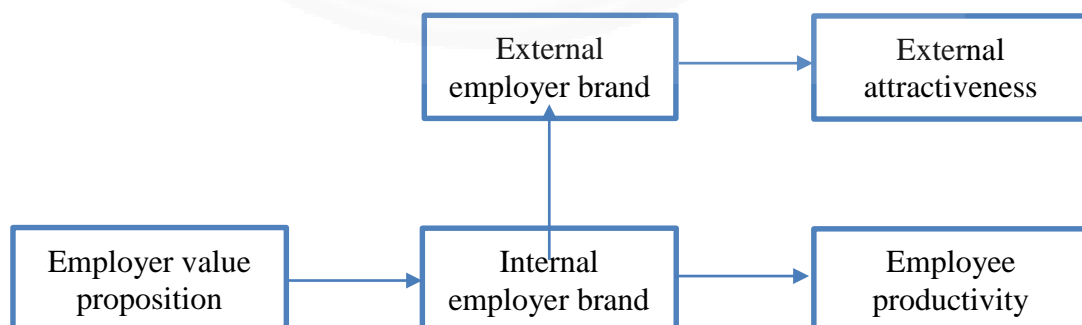
to work for company (Grunewalder, 2007). Similar defining by Lloyd (2002), Lloyd suggested that employer branding can be described as the sum of a company's efforts to communicate to existing and prospective staff that it is a desirable place to work (as cited in Berthon, Ewing, & Hah, 2005, p. 153). Employer branding is used intensively as a tool in marketing, public relation, and advertising (Grunewalder, 2007) and advertising may be a major tool of a firm to identify, acquire, and retain employees (Berthon, Ewing, & Hah, 2005).

### 2.2.1 Employer attractiveness and employer branding

Berthon, Ewing, & Hah (2005) suggested that employer's attractiveness is a closely related concept of employer branding, which has been discussed in many fields such as management, communication, and marketing. It can be defined as the envisioned benefits that a potential employee sees in working for a specific organisation, and may be thought as the more general concept of employer brand equity. For simplicity, the more attractive an employer is perceived to be by potential employees, the stronger the employer brand equity (Berthon, Ewing, & Hah, 2005).

Employer branding has two impacts, i.e. i) internal employer branding, which has an effect on employee satisfaction, loyalty, retention, employee productivity, and indirectly support the company's product brand, and ii) external employer branding, which has an effect on its own attractiveness (Arachchige & Robertson, 2013) (Figure 1).

**Figure 1: Association between employer brand and employer attractiveness**



### 2.2.2 Employer brand as a part of corporate brand

Mokina (2014) proposed the concept of employer brand as the component of corporate brand structure. The study first explained on three approaches to the



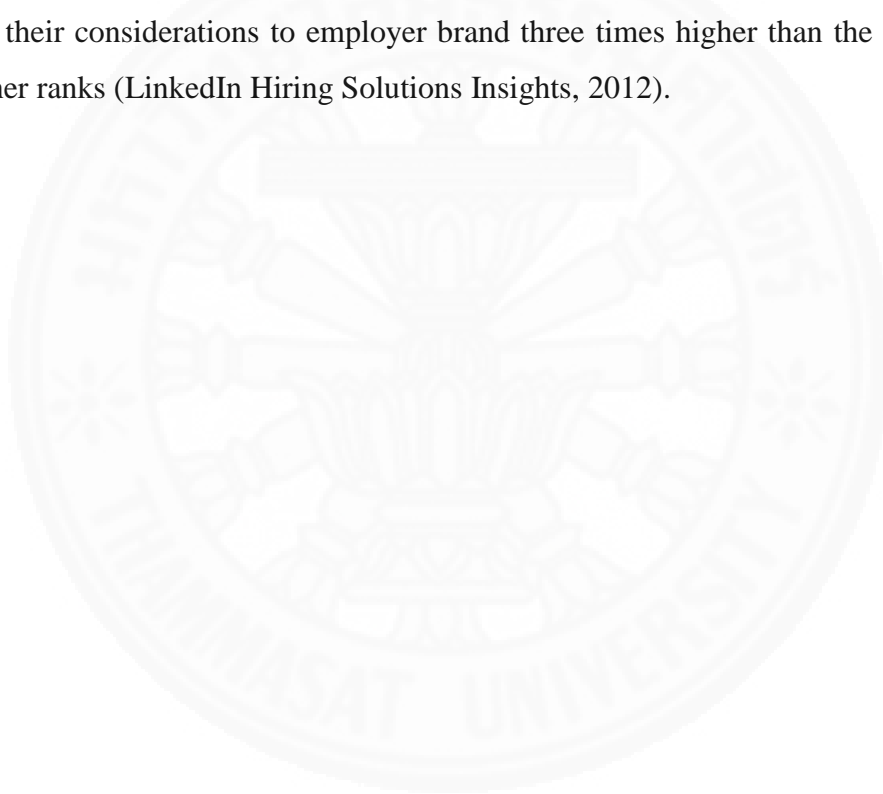
appearance of employer brand concept. The first one was the employer brand and branding in the job market. This concept was the least developed and a part of internal marketing. The second approach was the employer brand based on the internal branding as a part of corporate branding concept. The last one was the employer brand in term of personnel management, which was relating to the study of psychological contact influences organizational relationship. The paper further investigated the structure of corporate brand, while the author suggested that components of the corporate brand consists of product brand (used to communicate with customers or B2C), social brand (used to communicate with government and society or B2G), goodwill (used to communicate with other business or B2B), and employer brand (used to communicate with labor or employee). These four components represented communication of a corporate to create certain relationship with key stakeholders. Lastly, the author concluded that product brand has the greatest influence on employer brand. Stronger product brand makes company to be more attractive as an employer (Mokina, 2014).

### **2.2.3 Company brand & employer brand on job consideration**

Recently, many top companies have put in place employer brand as one of the critical things for recruiting, as recruiting and marketing become integrated. Many people are still mixing company brand and employer brand together. For a clearer picture, company brand is how people are aware of company's products or services, and their impression about those products. On the other hand, employer brand is how people area of a company as a place to work and their impression of that company as a place to work. Although both company brand and employer brand have their role in talent acquisitions (by influencing and attracting job applicants), the impacts of company brand and employer brand are different in term of effectiveness (LinkedIn Hiring Solutions Insights, 2012).

From the research by LinkedIn Hiring Solutions Insights, it studied about the co-relationship between "Impressions of company brand", "Impressions of employer brand", and "Job consideration of people in North America, Europe, Asia Pacific, and others. The result showed that company brand and employer brand have a strong positive co-relationship with each other, which means people who know about companies' products and services, will also likely to know them as an employer. The

research also showed that the company brand have an impacts on job consideration, but in a way that affect job candidates' consideration less than employer brand. A strong employer brand is likely to be linked to job consideration twice as much as a strong company brand. Therefore, companies, which also invests in employer brand, will likely to have more thoroughly impact to the recruitment and thus, save more for companies in recruiting. Lastly, the research also showed that employer brand has great impacts for the audiences that are younger (aged under 40 years old), more global, and below director level; these audiences have their job considerations highly associated with employer brand, especially employees that are below director or higher level have tied their considerations to employer brand three times higher than the employees at higher ranks (LinkedIn Hiring Solutions Insights, 2012).



## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

This research employed two research methods, namely an exploratory research method and descriptive research method. The exploratory research methods included a secondary research and qualitative research. The descriptive research method in this paper was questionnaire survey. Details of each research method are as follows.

#### **3.1 Exploratory research method**

##### **3.1.1 Secondary research method**

###### **(1) Objective of secondary research**

The secondary research included both industry overview and literature review. The main objective of this phase was to understand the whole pictures of market, industry, and the topic in general, as well as identify the possible variables or attributes that make the employers attractive in the views of Generation Y. The key research findings are explained in the Chapter 2: Literature reviews.

###### **(2) Data collection**

The secondary research was conducted through various sources, both Thai and global published sources. This included a review of past research and literatures, textbooks, online newspaper, Google Scholar, publication from major human resources companies (such as LinkedIn or Hay Group), journal articles, academic journals that are relating to the topics, etc.

##### **3.1.2 Qualitative research: In-depth interview**

###### **(1) Objective of In-depth interview**

Similar to the secondary research, the qualitative research employed in-depth interviews. They were conducted in order to initially determine or explore, which attributes make jobs, employers, or organizations attractive in the eyes of Generation Y, as well as to identify which communication channels they use when they are conducting job search.

## **(2) Target respondents**

The target respondents of in-depth interview were both male and female who live, study, or work in Bangkok. In order to obtain the key variables, the in-depth interview was conducted on the target respondents as follows:

- i. Non-generation Y – Seven respondents who were born before 1980 were interviewed. Three of them are males and the rest are female. Three of them were Baby Boomers, who were born during 1946 to 1964, while four of them were Generation X, who were born during 1965 to 1979. For Generation after Generation Y, i.e. Generation Z which born after 1995 (Wiedmer, 2015), was not interviewed as they have not fully reached the job search stage.
- ii. Generation Y: Four of Generation Y were interviewed, consisting of one male and three female.
- iii. Human resource personal: Two human resource personal were also interviewed.

## **(3) Data collection**

For qualitative research method, the sampling method was a convenience sampling method, which is a non-probability sampling technique (chance selection procedures were not used). The in-depth interview had been conducted face-to-face or through telephone call. The brief introduction on the objective and purpose of the interview were provided ahead of the interview. The interview took on average 10 to 15 minutes. The questions for in-depth interview were open-ended. After each interview, a summary of in-depth interview was recorded, intensively.

### **3.1.3 Quantitative research: Questionnaire survey**

#### **(1) Objective of questionnaire survey**

The objectives of questionnaire survey included i) to understand the factors that make employers attractive in the eyes of Generation Y; and ii) to explore Generation Y's behaviour and characteristics of their job search and the channels they use. That is,

do they use internet or offline channels (such as word-of-mouth or company road show to the universities).

### **(2) Target respondents**

The target respondents for the questionnaires were Generation Y Thais born during the period 1980 to 1994 or aged between 22 to 36 years old. This target respondents included both male and female, who live, study, or work in Bangkok. 315 respondents were the sample size of this survey.

### **(3) Data collection**

The results from the secondary research and qualitative research were used to further develop the questionnaires for this step. The initial stage involved the design of a set of questions and distribute to 10 respondents for a pilot test. The results and feedback from the pilot test were used to analyse for further improvements in the final survey instrument. Then, the official questionnaire was distributed. Finally, the data was collected for analysis and interpretation.

Similar to the qualitative research method, the questionnaires were distributed using a non-probability sampling method. The survey was distributed through online and offline channels. With regard to the online survey, the questionnaires were created on [www.surveymonkey.com](http://www.surveymonkey.com) for further distribution. The distribution channel of online surveys included E-mail, Facebook, LinkedIn, as well as network and connection, while the offline survey was distributed at Thammasat University, Sathorn, and Asoke as the main target respondents were around these areas.

### **(4) Questionnaire design**

The questionnaires survey for quantitative research comprised a set of closed-ended questions. The majority of questions employed a five-point Likert scales (e.g. 1 = Strongly disagree, 2 = Disagree, 3 = Neutral disagree, 4 = Agree, and 5 = Strongly agree). The respondents took 5 to 10 minutes on average to complete a questionnaires. The questionnaires consisted of three main parts as follows:

- 1) Screening questions: Screening questions were used to ensure the respondents were a part of the target respondents, which are Generation Y born during 1980 to 1994 and lives in Bangkok
- 2) Behaviours of respondents on job search. Information to be obtained in this section was designed to probe which source of information they normally use to find information about a job.
- 3) Preferences of respondents towards employers, ideal job characteristics and their attitude towards employer's communication channels. Information to be obtained in this section included i) which attributes of employers are attractive for Generation Y; and ii) which source of information have the highest influence for a job search in Generation Y's point of view.
- 4) Demographic of respondents: The demographic information to be obtained included birth year, gender, education, work experience, occupation, and income.

Please refer to Appendix A for the full set of questionnaires.

### **(5) Data analysis**

In this study, 315 questionnaire surveys were collected. Of these, 261 respondents actually completed all questions in the survey. All data had been input into the Statistical Package for the Social Sciences (SPSS) for further analysis.

## **CHAPTER 4**

### **RESULTS AND DISCUSSION**

#### **4.1 Qualitative research findings**

Before conducting quantitative research, the in-depth interview was conducted on 15 interviewees. The result and finding of in-depth interview are as follows.

- 1) With regard to their preferences, there was significant different between interviewees who were born during 1980 to 1994 (i.e. Generation Y) and interviewees who were born during 1946 to 1964 (i.e. Baby Boomers). Baby Boomer interviewees looked for stability in his/her job and benefits for himself and family (e.g. health insurance and retirement fund). On the other hand, Generation Y interviewees did not care much about salaries, but were more focused on the companies with reputation, good career advancement, as well as opportunity of international exposures. For interviewees born during 1965 to 1979 (i.e. Generation X), they had looked for job stability and a good working environment.
- 2) With regard to the job search method, Baby Boomers believe newspapers are credible and influential source of information for job searches for them. Generation X preferred references from their friends or acquaintance. Generation Y preferred online sources, especially online job boards.
- 3) The initial conclusion that can be made was that age or period of lives have an affected over preferences of each cohort, i.e. Baby Boomers and Generation X who have numbers of work experiences would like for place to settle down for a long run, while Generation Y who have some experience would like to explore new things and have more opportunity for advancement.
- 4) With regard to the findings from the interview with the human resource manager, it was suggested that nowadays, Generation Y is looking for companies with good brand reputation in term of a good working place and good working opportunity. For company reputation, Generation Y would look for companies that are the best in the industry in term of products and services. Then, they further dig down which companies provides the best working opportunity in term of knowledge

development, training, and good remuneration. For freshly graduate, the communication channel would tend to be the company's road show to the targeted department in the University to get big numbers of candidates. For experience hiring with 1 to 3 year work experience, it suggested that online job board such as JobsDB.com, can best reach the target prospects. Lastly, for high experience hiring, website like LinkedIn is the best to attract and approach.

## **4.2 Quantitative research findings**

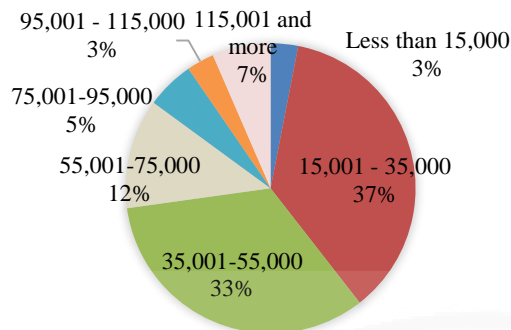
In this section, the analysis and results are discussed separately in 3 sections as follows:

### **4.2.1 Demographics of respondents**

315 respondents had submitted questionnaire surveys. Of these 261 questionnaire survey had been successfully completed (n=261). According to the data set, out of 261 respondents, there were 94 male and 167 female (which made up 36% and 64% of total respondents, respectively). In term of marital status, 13% of them were married, while 87% of them were single. In term of age, 61 respondents or 30% aged between 32 to 36 years old (or born during 1980 to 1984), 124 respondents or 48% aged between 27 to 31 years old (or born during 1985 to 1989), and 76 respondents or 29% aged between 22 to 26 years old (or born during 1990 to 1994). There were 129 respondents or 49% graduated from Bachelor's Degree, while 132 respondents or 51% graduated from Master's Degree. Please see summary of respondent's characteristics on gender, age, and education in Appendix B.

Based on the data collected, 5% of all respondents had less than one year work experience, 34% of them had one to three years of work experience, 41% had four to six years of work experience, and 15% of them had seven to nine years of work experience. 4% of them had work experience more than 10 years. In term of occupation, 18% of respondents were owner of business, 66% of them were employees, 2% of them were government officers, 6% were freelancer, and 8% were unemployed. Please see summary of respondent's characteristics on gender, age, and education in Appendix B.



**Figure 2: Monthly income of respondents**

The majority of respondents had monthly income between THB 15,000 to THB 75,000, which totally made up to 82% of all respondents. 15% of them had monthly income more than THB 75,001, while 3% of them had income less than THB 15,000. Please see more details in figure 2.

#### 4.2.1 Preferences of Generation Y

Based on in-depth interviews and a literature review, there were 18 attributes which make employers attractive to Generation Y. These 18 were identified and included in the questionnaire to explore preferences of Generation Y towards employers' attributes. The question was "To what extent, the following characteristics of company/employers/job position are important for your job search". The type of question was posed using a five-point Likert response scales (e.g. 1 = Not at all important, 2 = Slightly important, 3 = Somewhat important, 4 = Very important, and 5 = Extremely important). While 261 respondents successfully completed all questions within the questionnaires, there were 278 valid survey results for this question. An ANOVA test was employed to identify preferences of Generation Y within Group, based on sex, income, educational level, and working experiences. Only results that showed significant differences between groups are reported below.

##### (1) Age group

Based on table 4, the mean scores for preference of Generation Y on employers' attributes were quite high in various categories (i.e. Majority of them have mean scores higher than 3.50). In all age group, there were mean scores higher than 4.00 on six aspects, which are on companies that has i) good opportunity for career progression, ii) friendly working environment, iii) competitive wages and other financial incentives, iv) good benefit package, v) work-life balance, and vi) convenient location. As observed, Generation Y respondents also gave important to companies with employers'

attributes such as good opportunity for career progression, friendly working environment, and work-life-balance as much as they rated on the financial incentives aspects.

There was a statistically significant difference across age groups as determined by one-way ANOVA on attributes as follows:

- 1) Industry of interest: There was a statistically significant difference between groups as determined by one-way ANOVA ( $F(2,275) = 3.362, p = 0.036$ ). A Tukey post-hoc test revealed that people aged between 27 to 31 years old (mean<sub>27-31</sub> = 4.13) rated companies that situated in the industry of interest significantly important than people aged between 32 to 36 years old (mean<sub>32-36</sub> = 3.79) for their job search. The significance value was  $p = 0.028$ , which was less than 0.05.
- 2) International opportunity: There was a statistically significant difference between groups as determined by one-way ANOVA ( $F(2,275) = 8.916, p = 0.000$ ). A Tukey post-hoc test revealed that people aged between 22 to 26 years old (mean<sub>22-26</sub> = 3.72) and 27 to 31 years old (mean<sub>27-31</sub> = 3.94) rated companies that provide international opportunity significantly important than people aged between 32 to 36 years old (mean<sub>32-36</sub> = 3.28) for their job search. The significance value were  $p = 0.000$  and  $p = 0.27$ , respectively, which were less than 0.05.
- 3) Excellent training/development programs: There was a statistically significant different between groups as determined by one-way ANOVA ( $F(2,275) = 5.284, p = 0.006$ ). A Tukey post-hoc test revealed that people aged between 27 to 31 years old (mean<sub>27-31</sub> = 4.14) rated companies that provide excellent training and development program significantly important than people aged between 22 to 26 years old (mean<sub>22-26</sub> = 3.81) and 32 to 36 years old (mean<sub>32-36</sub> = 3.84). The significance value were  $p = 0.011$  and  $p = 0.044$ , respectively, which were less than 0.05.
- 4) Friendly working environment: There was a statistically significant difference between groups as determined by one-way ANOVA ( $F(2,275) = 3.164, p = 0.044$ ). A Tukey post-hoc test revealed that people aged between 27 to 31 years old (mean<sub>27-31</sub> = 4.55) rated companies that provide excellent training and

development program significantly important than people aged between 32 to 36 years old (mean  $_{32-36} = 4.31$ ). The significance value was  $p = 0.44 < 0.05$ .

- 5) Professional work ethics: There was a statistically significant difference between groups as determined by one-way ANOVA ( $F(2,275) = 11.952$ ,  $p = 0.000$ ). A Turnkey post-hoc test revealed that people aged between 27 to 31 years old (mean  $_{27-31} = 4.47$ ) rated companies that have professional work ethics significantly important than people aged between 22 to 26 years old (mean  $_{22-26} = 4.07$ ) and 32 to 36 years old (mean  $_{32-36} = 3.97$ ). The significance value were  $p = 0.001$  and  $p = 0.000$ , respectively, which they both were below 0.05).
- 6) Financial incentives: There was a statistically significant difference between groups as determined by one-way ANOVA ( $F(2,275) = 5.222$ ,  $p = 0.006$ ). A Turnkey post-hoc test revealed that people aged between 27 to 31 years old (mean  $_{27-31} = 4.62$ ) rated companies that offers competitive wages and other financial incentives significantly important than people aged between 32 to 36 years old (mean  $_{32-36} = 4.31$ ). The significance value was  $p = 0.009 < 0.05$ .

Please refer to table 5 for a Turnkey post-hoc test in Appendix C.

In summary, statistically, age does affect the preferences of Generation Y. There were also significant different preferences among different age stage of Generation Y, itself. This matched with the results from the earlier qualitative research. However, this may also imply that different ages have varied experiences, including life experiences and working experiences, and this experience also affects preferences of people.

## **(2) Education level**

Based on the table 6 in Appendix C, the mean scores across educational level of preference of Generation Y indicated that Generation Y respondents who had Bachelor's Degree and Master's Degree weighted quite similar important on each aspect of employers' attributes. However, Generation Y respondents with Master's Degree gave important highly to companies that have good opportunity for career progression (mean = 4.50) and that offer competitive wages and other financial incentives (mean = 4.57) (i.e. their mean scores were above 4.50).

Based on the t-test statistics, there was a statistically significant difference in the scores of Bachelor's Degree and Master's Degree with significance level 0.05 as follows:

- 1) Respondents with Master's Degree (mean = 4.11) rated a company with a good reputation significantly important. While respondents with a Bachelor's Degree exhibited a lower preference (mean = 3.78). Thus there was a significant difference between the groups, ( $P < 0.05$ ) for their job search
- 2) Respondents with a Master's Degree (mean = 3.65) rated a company that is a global company significantly more important than respondents with Bachelor's Degrees (mean = 3.35), at significance level of 0.05, for their job search.
- 3) Respondents with Bachelor's Degrees (mean = 4.10) rated employers that encourage creativity and innovation as a significantly important characteristic than respondents with Master's Degree (mean = 3.91), at significance level of 0.05, for their job search.
- 4) Respondents with Master's Degree (mean = 3.85) rated companies that provide international opportunities, as a significantly important characteristic more often than respondents with Bachelor's Degrees (mean = 3.59), at significance level of 0.05, for their job search.
- 5) Respondents with Master's Degree (mean = 4.09) rated "excellent training and development programs" significantly more important than respondents with Bachelor's Degree (mean = 3.88), at significance level of 0.05, for their job search.
- 6) Respondents with Master's Degree (mean = 4.36) rated "professional work ethics" significantly more important than respondents with Bachelor's Degree (mean = 4.09), at significance level of 0.05, for their job search.
- 7) Respondents with Master's Degree (mean = 4.57) rated "competitive wages and financial incentives" significantly more important than respondents with Bachelor's Degree (mean = 4.40), at significance level of 0.05, for their job search.

Please refer to table 7 for comparison of means between educational levels (t-test) in Appendix C.

In summary, educational level does seem to affect preferences of Generation Y. Respondents with a Master's Degree would like to work in the companies with a good

reputation, offering international exposures, providing better training programs, and offering competitive financial incentives. These findings were statistically different than those who had only graduated from a Bachelor's Degree. This may be because they graduated at a higher education level compared to Respondents with Bachelor's Degree and their career options were greater. Therefore, those in Generation Y with Master's Degree may expect more from employers more than those with Bachelor's Degree do. On the other hand, respondents with Bachelor's Degree gave important to employers that encourage creativity and innovation significantly important than respondents with Master's Degree.

### **(3) Work experience**

Based on mean scores by working experience in table 8 in Appendix C, all Generation Y groups with working experience weighted companies that have a good opportunity for career progression and friendly working environment highest (i.e. all group had mean scores over than 4). Other than that, the mean scores in all groups that had mean above 3.8 were companies that offer competitive financial incentives and allow work-life-balance. There were also other aspects of attributes.

There was a statistically significant difference across work experience as determined by one-way ANOVA on attributes as follows:

- 1) Professional work ethics: There was a statistically significant difference between groups as determined by one-way ANOVA ( $F(5,255) = 2.723$ ,  $p = 0.020$ ). A Turnkey post-hoc test revealed that respondents with 4 to 6 year work experience (mean<sub>4-6</sub> = 4.27) and 7 to 9 year work experience (mean<sub>4-6</sub> = 4.3) rated companies that have professional work ethics significantly important than respondents with 10 to 12 year old (mean<sub>4-6</sub> = 3.44). The significant values were  $p = 0.031$  and  $p = 0.022$ , respectively, where were below 0.05.
- 2) Competitive wages/other financial incentives: There was a statistically significant difference between groups as determined by one-way ANOVA ( $F(5,255) = 3.363$ ,  $p = 0.003$ ). A Turnkey post-hoc test revealed that respondents with 7 to 9 year work experience (mean<sub>7-9</sub> = 4.67) rated companies that offer competitive wages and other financial incentives significantly important than respondents

with 10 to 12 year work experience (mean<sub>10-12</sub> = 3.89) for their job search. The significance value was 0.018, which is below 0.05).

- 3) Good benefits package: There was a statistically significant difference between groups as determined by a one-way ANOVA test ( $F(5,255) = 3.088, p = 0.010$ ). A Turnkey post-hoc test revealed that respondents with 1 to 3 year (mean<sub>1-3</sub> = 4.42) and 7 to 9 year (mean<sub>7-9</sub> = 4.44) work experience rated “good benefits package” as significantly more important than respondents with less than one year work experience (mean<sub><1</sub> = 3.71). The significance value were 0.020 and 0.36, respectively, which were above 0.05.
- 4) Convenient location: There was a statistically significant difference between groups as determined by one-way ANOVA ( $F(5,255) = 2.801, p = 0.018$ ). A Turnkey post-hoc test revealed that respondents with 1 to 3 year work experience (mean<sub>1-3</sub> = 4.47) and 4 to 6 year work experience (mean<sub>4-6</sub> = 4.33) rated “located in the convenient location” significantly more important than respondents with 10 to 12 year work experience (mean<sub>10-12</sub> = 3.56). The significance value were 0.019 and  $p = .028$ , respectively.

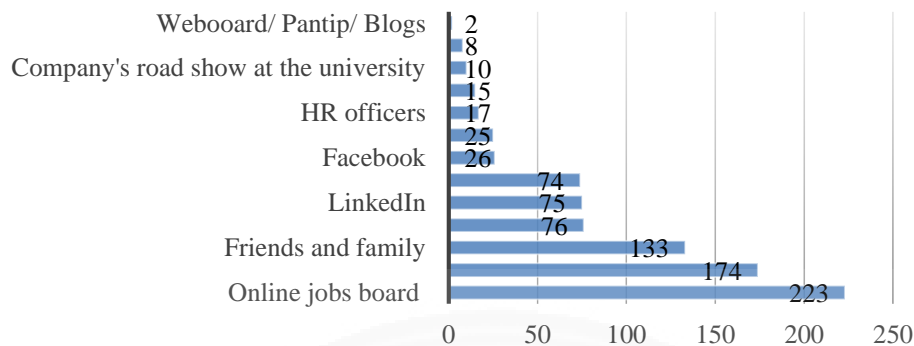
Please refer to a Turnkey post-hoc test in table 9 in Appendix C.

#### **4.2.2 Job search behaviors and attitude of Generation Y**

##### **(1) Job search behaviors of Generation Y in Bangkok**

When asking respondents to select top three sources of information they employed for job search, online job board, which had the highest frequency, was their top source of information. This followed by company’s official website, friend and family, search engine, LinkedIn, and so on. Please see figure 4.2 for details results.



**Figure 3: Top sources of information for job search**

### **(2) Different across group of Generation Y on communication channel for job search**

Based on in-depth interview and secondary research, 13 sources of information for a job search were identified and included in the questionnaire to explore which sources of information have the most influences on Generation Y when conducting job search. The resulting question in the questionnaire was “To what extent do the follow sources of information influence your job search.” The type of question was five-point Likert scales (e.g. 1 = Not at all influential, 2 = Slightly influential, 3 = Somewhat influential, 4 = Very influential, and 5 = Extremely influential). There were 269 valid survey results for this question. The ANOVA test were employed to test and identify whether are there any differences across group of Generation Y, based on ages, sex, income, educational level, and work experience on sources of information that influenced their job search. Only results that showed significant different between group are reported below.

#### ***i. Age group***

Based on mean scores test in table 1 below, respondents aged between 22 to 26 years old (mean = 3.53) and 27 to 31 years old (mean = 3.50) as of 2016 weighted company’s website as influential source of information for their job search (i.e. their mean scores were above 3.50). On the other hand, all age group weighted friend and family as the highest influential source of information for their job search. Mean scores of each group under friend and family were the highest in all categories (i.e. mean<sub>22-26</sub> = 3.59, mean<sub>27-31</sub> = 3.73, and mean<sub>32-36</sub> = 3.59).

**Table 1: ANOVA test across age group on influential job search channel**

	32 – 36 years old (1980 - 1984)	27 – 31 years old (1985 - 1989)	22 – 26 years old (1990 – 1994)	<b>F</b>	<b>Sig.</b>
	Mean	Mean	Mean		
Q09.1) Company's website	3.38	3.50	3.53	.450	.638
Q09.2) Facebook	2.41	2.30	2.49	.809	.446
Q09.3) LinkedIn	3.07	2.46	2.51	6.333	.002
Q09.4) HR	3.05	2.98	3.08	.274	.761
Q09.5) Search engine	3.21	3.23	3.24	.012	.988
Q09.6) Online job board	3.31	3.41	3.21	.877	.417
Q09.7) Web board / Blogs	2.72	2.86	2.81	.308	.735
Q09.8) Company's road show at the university	2.26	2.79	2.69	4.530	.012
Q09.9) Friend and family	3.72	3.73	3.59	.472	.625
Q09.10) Head hunter	3.43	2.87	2.85	7.614	.001
Q09.11) Newspaper	2.36	2.34	2.13	1.313	.271
Q09.12) Job fairs	2.82	2.46	2.70	2.600	.076
Q09.13) University's posting or announcement	2.25	2.34	2.64	2.608	.076

There was a statistically significant difference across age groups of Generation Y on source of job search information as determined by one-way ANOVA on source of information as follows:

- 1) LinkedIn: There was a statistically significant difference between groups as determined by one-way ANOVA ( $F(2,266) = 6.333, p = 0.002$ ). A Turnkey post-hoc test revealed that people aged between 32 to 36 years old (mean = 3.07) rated LinkedIn as influential sources of information for their job search significantly different than people aged between 22 to 26 years old (mean = 2.51) and 27 to 31 years old (mean = 2.46). The significance value were  $p = 0.012$  and  $p = 0.002$ , respectively, which were less than 0.05.
- 2) Company's road show at the university: There was a statistically significant difference between groups as determined by one-way ANOVA ( $F(2,266) = 4.530, p = 0.012$ ). A Turnkey post-hoc test revealed that people aged between 27 to 31 years old (mean = 2.79) rated Company's road show at the university as influential sources of information for their job search significantly different than people aged



between 32 to 36 years old (mean = 2.26). The significance value was  $p = 0.009 < 0.05$ . Nonetheless, mean scores for all group in this categories were below 3 or average, which were considered as low.

- 3) Head hunters: There was a statistically significant difference between groups as determined by one-way ANOVA ( $F(2,266) = 7.614, p = 0.001$ ). A Turnkey post-hoc test revealed that people aged between 32 to 36 years old (mean = 3.43) rated head hunters as influential sources of information for their job search significantly different than people aged between 22 to 26 years old (mean = 2.85) and 27 to 31 years old (mean = 2.87). The significance values were  $p = 0.001 < 0.05$  and  $p = 0.002 < 0.05$ , respectively.

Please refer to table 13 for a Turnkey post-hoc of sources of information on job search and age group in Appendix D.

In summary, based on ANOVA tests, there are differences across age groups within Generation Y in terms of information for job search. Generation Y, who are between 32 to 36 years old, are more influenced by information from LinkedIn and head hunters than are Generation Y aged between 22 to 26 years old and 27 to 31 years old. On the other hand, company's website and friend and family are sources of information that influence all groups.

### *ii. Educational level*

Based on the mean scores presented in the table 2, both Generation Y's respondents with Bachelor's Degree and Master's Degree rated friends and family as influential sources of information for them on job search (mean = 3.57 and mean = 3.84, respectively). In addition, respondents with Master's Degrees also rated a company's website as an influential source of information as well (mean = 3.54) (i.e. their mean scores were above 3.50).

**Table 2: Mean score across educational level on job search channel**

	Bachelor's Degree	Master's Degree
	Mean	Mean
Q09.1) Company's website	3.43	3.54
Q09.2) Facebook	2.29	2.47

	Bachelor's Degree	Master's Degree
	Mean	Mean
Q09.3) LinkedIn	2.63	2.59
Q09.4) HR	3.11	2.95
Q09.5) Search engine Google/Yahoo	3.30	3.18
Q09.6) Online jobboard (JobsDB, Jobstreet)	3.40	3.27
Q09.7) Webboard (Pantip) / Blogs	2.81	2.84
Q09.8) Company's road show at the university	2.67	2.62
Q09.9) Friends and family	3.57	3.84
Q09.10) Headhunter	3.02	2.98
Q09.11) Newspaper	2.32	2.26
Q09.12) Job fairs	2.74	2.50
Q09.13) University's posting or announcement	2.52	2.30

There was a statistically significant difference across educational level of Generation Y on source of job search information as determined by t-test. Respondents with Master's Degree (mean = 3.84) rated friend and family as influential sources of information for job search significantly different than respondents with Bachelor's Degree (mean = 3.57), at significance level of 0.05.

Please refer to table 14 for comparison of means score between Generation Y respondents with Bachelor's Degree and Master's Degree (t-test) in Appendix D.

### *iii. Working experience*

Based on mean scores presented in the table 3, Generation Y respondents with less than one year work experience rated highly on influential communication channel in many aspects, i.e. mean scores were above 3.50 on company's website, Facebook, Human resource officer, search engine, online job board, friend & family, head hunter, and job fair. Generation Y respondents' with one to six year work experience rated influential source of information for job search highly on company's website and friend & family (their mean scores were above 3.50). For respondents with 7 to 9 year work experience, friend & family is the most influential source of information for job search (mean = 3.51). Lastly, for respondents with experience of more than 10 years, they rated human resource officers as an influential source of information for job search. In addition, respondents with more than 12 years experiences also rated head-hunters as the most influential source of information for job search (mean = 4.00).

**Table 3: ANOVA test across working experience on job search channel**

	< 1 year	1-3 years	4-6 years	7-9 years	10-12 years	> 12 years	F	Sig.
	Mean	Mean	Mean	Mean	Mean	Mean		
Q09.1) Company's website	3.86	3.66	3.53	2.85	3.22	4.00	5.095	.000
Q09.2) Facebook	3.50	2.49	2.29	2.05	2.11	2.33	5.094	.000
Q09.3) LinkedIn	2.57	2.63	2.71	2.51	1.78	2.33	1.186	.317
Q09.4) HR	3.71	3.12	2.86	2.87	3.44	3.67	3.004	.012
Q09.5) Search engine	3.93	3.33	3.30	2.82	2.67	2.33	4.280	.001
Q09.6) Online job board	3.86	3.49	3.24	3.15	3.00	3.33	1.827	.108
Q09.7) Web board/ Blogs	3.29	3.06	2.69	2.62	2.44	2.67	2.092	.067
Q09.8) Company's road show at the university	3.43	2.80	2.56	2.49	1.78	2.00	3.186	.008
Q09.9) Friends and family	3.57	3.87	3.78	3.51	2.33	3.33	3.819	.002
Q09.10) Head hunter	3.64	2.92	2.91	3.21	2.78	4.00	2.514	.030
Q09.11) Newspaper	2.29	2.42	2.22	2.21	2.11	2.33	.522	.759
Q09.12) Job fairs	3.57	2.78	2.55	2.13	2.67	2.33	4.454	.001
Q09.13) University's posting or announcement	3.07	2.74	2.31	1.74	2.11	2.33	6.140	.000

There was a statistically significant difference in working experiences across Generation Y on source of job search information as determined by one-way ANOVA as follows:

- 1) Company's website: There was a statistically significant difference between groups as determined by one-way ANOVA ( $F(5,255) = 5.095, p = 0.000$ ). A Tukey post-hoc test revealed that people with less than 6 year work experiences (i.e. <1 year work experience (mean = 3.86), 1-3 year work experience (mean = 3.66), and 4-6 year work experience (mean = 3.53) rated Company's website as influential sources of information for job search significantly different than people with experiences for 7 to 9 years (mean = 2.85). The significance values were  $p = 0.008 < 0.05$ ,  $p = 0.000 < 0.05$ , and  $p = 0.002 < 0.05$ , respectively).

- 2) Facebook: There was a statistically significant difference between groups as determined by one-way ANOVA ( $F(5,255) = 5.094, p = 0.000$ ). A Turnkey post-hoc test revealed that people with less than one year work experience (mean = 3.50) rated Facebook as influential sources of information for job search significantly different than people with experiences for 1 to 6 year work experience (i.e. 1 to 3 year work experience group (mean = 2.49), 4 to 6 year work experience group (mean = 2.29), 7 to 9 year work experience group 2.05), and 10-12 year work experience group (mean = 2.11)). The significance values were  $p = 0.005, p=0.000, p=0.000,$  and  $p = 0.013,$  respectively (all less than 0.05).
- 3) Human resource officer: There was a statistically significant difference between groups as determined by one-way ANOVA ( $F(5,255) = 3.004, p = 0.012$ ). A Turnkey post-hoc test revealed that people with less than one year work experience (mean = 3.71) rated human resource officer as influential sources of information for job search significantly different than people with 4 to 6 year work experience (mean = 2.86). The significance value was  $p = 0.026 < 0.05$ .
- 4) Search engine: There was a statistically significant difference between groups as determined by a one-way ANOVA ( $F(5,255) = 4.280, p = 0.001$ ). A Turnkey post-hoc test revealed that people with less than one year work experience (mean = 3.93) rated Search engine as an influential source of information for job search significantly different than people with 7 to 9 (mean = 2.82) and 10 to 12 year (mean = 2.67) work experience. The significance values were  $p = 0.004 < 0.05$  and  $p = 0.030 < 0.05$ .
- 5) Company's road show at the university: There was a statistically significant difference between groups as determined by one-way ANOVA ( $F(5,255) = 3.186, p = 0.008$ ). A Turnkey post-hoc test revealed that people with less than one year work experience (mean = 3.43) rated company's road show at the university as influential sources of information for job search significantly different than people with 10 to 12 year work experience (mean = 2.00). The significance value was  $p = .010 < 0.05$ . This should be because respondents with

10 to 12 year work experience graduated for a long time. Therefore, information from Company's road show are out of their reached.

- 6) Friend and family: There was a statistically significant difference between groups as determined by one-way ANOVA ( $F(5,255) = 3.819, p = 0.002$ ). A Turnkey post-hoc test revealed that people with 1 to 3 year (mean = 3.87), 4 to 6 year work experience (mean = 3.78), and 7 to 9 year work experience (mean = 3.51) rated friend and family as influential sources of information for job search significantly different than people with 10 to 12 year work experience (mean = 2.33). The significance values were  $p = .001 < 0.05$ ,  $p = 0.002 < 0.05$ , and  $p = 0.038 < 0.05$ , respectively.
- 7) Job fair: There was a statistically significant difference between groups as determined by one-way ANOVA ( $F(5,255) = 4.454, p = 0.001$ ). A Turnkey post-hoc test revealed that people with less than one year work experience (mean = 3.57) rated job fair as influential sources of information for job search significantly different than people with 4 to 6 year work experience (mean = 2.55) ( $p = .001 < 0.05$ ) and people with 7 to 9 year work experience (mean = 2.13) ( $p = 0.002 < 0.05$ ). A Turnkey post-hoc test also revealed that people with 1 to 3 year work experience (mean = 2.78) rated job fair as influential sources of information for job search significantly different than people with 7 to 9 year work experience (mean = 2.13) ( $p = .020 < 0.05$ ).
- 8) University's website posting or announcement: There was a statistically significant difference between groups as determined by one-way ANOVA ( $F(5,255) = 6.140, p = 0.000$ ). A Turnkey post-hoc test revealed that people with less than one year work experience (mean = 3.07) and 1 to 3 year work experience (mean = 2.74) rated university's website posting or announcement as influential sources of information for job search significantly different than people with 7 to 9 year work experience (mean = 1.74) ( $p = 0.001$  and  $p = 0.000$ , respectively). This should be because the university's website posting and announcement are out of reach of respondents with 7 to 9 year work experience as they graduated for a long time.

Please refer to table 15 for a Turnkey post-hoc of sources of information on job search and working experience in Appendix D.

In summary, it can be concluded as the following points:

- Based on the mean scores, respondents with experience of less than one year, rated nearly all communication channels as being influential to them compared to other group.
- If we excluded a group of respondents with less than one year work experience, it was identified that respondents with 1 to 3 year work experience (mean = 3.66) and 4 to 6 year work experience (mean = 3.52) rated company's website as influential significantly different from respondents group that have 7 – 9 year work experience (mean = 2.85).
- Respondents with working experience of 1 to 3 years (mean = 3.87), 4 to 6 years (mean = 3.78), and 7 to 9 years (mean = 3.51) rated friend and family as more influential for them significantly different to respondents with 10 to 12 year work experience.
- Respondents with working experience of 1 to 3 years rated job fair (mean = 2.78) and university posting or announcement (2.74) on the influence of communication channel significantly different to respondents with 7 to 9 year work experience (mean<sub>job fair</sub> = 2.13 and mean<sub>university</sub> = 1.74). However, mean scores of all group were below 3.5, it can be concluded that job fair and university posting are not that influential communication channel for all the group.

## CHAPTER 5

### CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 CONCLUSION AND RECCOMENDATION

Based on the in-depth interview, Generation Y (who born during 1980 to 1994) not only give importance to financial incentives, but also to companies with a good reputation, good career advancement, as well as those employers that provide opportunities for international exposures. However, based on interviews with various groups of interviewees, both Generation Y and Non-Generation Y, the preferences of each generation and among Generation Y themselves, varied based on their age, stage of lives (single and married), their experiences, etc. Based on the in-depth interview with human resource officers, they suggested that for fresh graduates, the communication channel would tend to be the company's road, while for experienced job seekers with 1 to 3 year work experience, an online job board is the best place to reach the targeted prospects. Lastly, for high experience hiring, websites such as LinkedIn offer the best approach.

Based on the in-depth interview, researchers had conducted the next step, i.e. quantitative research, based on assumption that preferences and behaviors of Generation Y are not homogeneous and varied based on their age, stages of life, education, and experiences. Therefore, the quantitative research is aimed to explore and identify whether there are any differences among various group of Generation Y themselves.

With regard to the quantitative research, the questionnaire survey was designed and distributed. 315 respondents responded back and 261 surveys were successfully completed. The questionnaires had two main parts to answer this paper objectives as follows

***1) Are preferences of Generation Y on employers' attributes homogeneous?***

To answer this question, ANOVA and t-test were conducted on various aspect of respondents' demographic, including age, income, educational level, work experience, etc. The analysis showed that there were difference of preferences among groups of Generation Y on various aspects as follows:



- *Age group:* The mean scores for preference of Generation Y on employers' attributes were quite high in various categories (i.e. Majority of them have mean scores higher than 3.50). In all age groups, there were mean scores higher than 4.00 on six aspects, which are on companies that has i) good opportunity for career progression, ii) friendly working environment, iii) competitive wages and other financial incentives, iv) good benefit package, v) work-life balance, and vi) convenient location. As suggested by qualitative research, it was also observed that Generation Y respondents also gave importance to companies with employers' attributes such as good opportunity for career progression, friendly working environment, and work-life-balance as much as they rated on the financial incentives aspects. The ANOVA test showed various differences among these three age group. Nonetheless, respondents aged between 27 to 31 years old showed various statistically different to respondents in the other two age group. Respondents aged between 27 to 31 years old put more importance than other groups on international opportunity, financial incentives, as well as training.
- *Educational level:* The mean scores across educational level of preference of Generation Y indicated that Generation Y respondents who had Bachelor's Degrees and Master's Degrees demonstrated a similar importance on each aspect of employers' attributes. However, Generation Y respondents with Master's Degree gave high importance to companies that have good opportunities for career progression and can offer competitive wages and other financial incentives (i.e. their mean scores were above 4.50). Based on the t-test, educational level does affect preferences of Generation Y. Respondents with Master's Degree would like to work in the companies with good reputation, offering international exposures, providing better training program, and offering competitive financial incentives statistically different than those graduated from Bachelor's Degree. This maybe because they graduated at a higher level compared to those with Bachelor's Degree. Therefore, Generation Y with Master's Degree may expect more from employers than respondents with Bachelor's Degree do. On the other hand, respondents with a Bachelor's Degree gave importance to employers that encouraged creativity and innovation significantly more than respondents with Master's Degree.



- **Work experience:** All work experience group of Generation Y weighed companies that have good opportunities for career progression and friendly working environment highest (i.e. all group had mean scores over than 4.00). Other than that the mean scores in all group that had mean above 3.8 were companies that offer competitive financial incentives and allow a good work-life-balance. ANOVA test also showed there were statistically differences amongst work experience groups. Respondents with experience between 7 to 9 years gave importance to companies that offer competitive wages and other financial incentives significantly more than respondents with 10 to 12 year work experience for their job search. While respondents with 1 to 3 year work experience and 7 to 9 year work experience rated companies that offer good benefits significantly more than respondents with less than one year work experience when conducting job search. Lastly, respondents with 1 to 3 year work experience and 4 to 6 year work experience weighed the company's work location significantly more important than respondents with 10 to 12 year work experience when conducting job search.

This matched with the results from qualitative research. Nonetheless, further investigation may be needed for further understanding.

***2) Do various demographic groups of Generation Y influenced by each communication channel differently?***

Based on ANOVA and t-test, there were differences amongst demographic groups of Generation Y on source of influential information on job search as follows:

- **Age group:** Based on mean scores, respondents aged between 22 to 26 years old and 27 to 31 years old as of 2016 weighted company's website as influential source of information for their job search. On the other hand, all age group weighted friends and family as the highest influential source of information for their job search. Based on ANOVA test, there are differences across age group among Generation Y in term of information for job search. Generation Y aged between 32 to 36 years old, is more influenced by information from LinkedIn and head hunters than Generation Y aged between 22 to 26 years old and 27 to 31 years old. On the other hand, company's website and friend and family are sources of information that influence on all group.

- Educational level: Based on the mean scores, both Generation Y's respondents with Bachelor's Degree and Master's Degree rated friend and family as influential sources of information for them on job search. In addition, respondents with Master's Degree also rated company's website as influential source of information as well. Based on t-test, respondents with Master's Degree rated friend and family as an influential sources of information for job search significantly different than respondents with Bachelor's Degree.
- Working experience: Based on the mean scores, respondents with less than one year work experience, rated nearly all communication channel as influential to them compared to other group.
- Generation Y respondents' with 1 to 6 year work experience rated influential source of information for job search highly on company's website and friend & family. If excluding the group of respondents with less than one year work experience, it was identified that respondents with 1 to 3 year work experience and 4 to 6 year work experience rated a company's website as an influential source of information. While, respondents with working experience of 1 to 9 year work experience rated friend and family as more influential for them than those with 10 to 12 year work experience.

Human resource officers are faced with continuous changes in the labor markets, especially with Generation Y stepping into the labor market. Due to increasingly higher turnover of Generation Y labors as well as the scarcity of skilled labor, human resource officers need to change their strategies and tactics in recruiting new talents. The recommendation and suggestion for companies and human resource practitioners are as follows:

- Offering good financial incentives is not enough, nowadays, new generation of employees are not only looking at financial incentives only, but on experiences they would face when working. This was as indicated under qualitative and quantitative section of this paper. Therefore, based on general finding on this paper, companies or human resources officers need to investigate in their corporate value and try to bring out their values that matched with Generation Y, such as professional work ethics, challenging works, or etc.

- In order to showcase the companies' values and communicate to Generation Y, companies need to ensure that internal communication to its existing employees is consistent to the external communication to potential prospects. As this research paper suggested, all sub-groups of Generation Y (based on age group) were highly influenced by their friend and family. Therefore, companies need to ensure that messages were consistently communicated internally and externally.
- Generation Y's preferences, behaviors, and attitudes of them are not homogeneous. Companies and human resource officers need to understand different groups and able to communicate a specific message to them in different channels. Successful communication includes including the right words that attract and arouse potential prospects and encourage them to participate in the recruiting process (Backhaus, 2004). This is in order to better attract new one and retain existing one.
- Focusing only on current recruiting channels (e.g. online job board, job fair, or newspapers, company's road show) would not be oriented to changing attitudes and behaviors of Generation Y. Since Generation Y is tech-savvy, companies can rely more on online channels. This is especially for true for a company's websites, which companies can also focus on as suggested by the research results. Company's website is not just to educate consumers about products and services, but now can also communicate about values of companies to employees as a good place for work, and also to accept their resumes. More importantly, friends and family, through referral programs, can be both a valuable and effective sources of recruiting that companies can ensure high quality of employees.

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**APPENDICES**

## APPENDIX A

### Questionnaire survey



#### Questionnaires Survey

#### The job search behaviors and attitudes of Generation Y in Bangkok Master Degree Program in Marketing (MIM) International Program, Thammasat University

This questionnaire is a part of MK703: Independent Study 2, MIM, Thammasat University. The objective of this research is to study about Generation Y's behaviors and attitudes towards job search in Bangkok, Thailand. The survey takes around 3 to 5 minutes to complete. All information provided by respondents is for academic purposes only. We ensure that all information provided will be kept strictly confidential and would not be used for any commercial purposes.

We truly appreciate your valuable time and would like to thank you for your kind cooperation.

Should you have any queries, please do not hesitate to contact Miss Promphan Pongphadungkiat at 0813567381 or Email: [promphan.pong@gmail.com](mailto:promphan.pong@gmail.com).

1) Year of Birth

- |                                       |                                       |
|---------------------------------------|---------------------------------------|
| <input type="checkbox"/> Before 1975  | <input type="checkbox"/> 1994 to 1990 |
| <input type="checkbox"/> 1979 to 1975 | <input type="checkbox"/> 1999 to 1995 |
| <input type="checkbox"/> 1984 to 1980 | <input type="checkbox"/> After 1999   |
| <input type="checkbox"/> 1989 to 1985 |                                       |

2) Where do you work?

- Bangkok and adjacent areas
- Other than above >> END

3) Are you currently employed?

- Yes  No

4) Are you student?



- Yes  No

5) Have you been looking for a job during the past 6 months?

- Yes  No

6) How many times you have change your job since you start working?

- Never change a job  3 – 4 times  
 1 – 2 times  5 – 6 times  
 > 6 times

7) Please identify the top three source of information for your job search

- Company's website  Online Jobs board  
 Facebook  Friends and family  
 LinkedIn  Headhunter  
 HR  Newspaper  
 Search engine  Job fairs  
 Webboard or Blog  University's posting or announcement  
 Company's road show at the university  Other, please specify...

8) To what extent, the following characteristics of company/employers/job position are important for your job search

	Not very important	Not important	Neutral	Important	Very important
Q8.1) The Company has good reputation.	1	2	3	4	5
Q8.2) The Company is a global company.	1	2	3	4	5
Q8.3) The Company has good CSR.	1	2	3	4	5
Q8.4) The Company operates in the industry of your interest.	1	2	3	4	5
Q8.5) The Company has good opportunity for career progression	1	2	3	4	5
Q8.6) The Company has good reputation as an employer of the best and brightest people.	1	2	3	4	5
Q8.7) The job is significant and affect the Company's performance.	1	2	3	4	5

	<b>Not very important</b>	<b>Not important</b>	<b>Neutral</b>	<b>Important</b>	<b>Very important</b>
Q8.8) The Company that encourages creativity and innovation.	1	2	3	4	5
Q8.9) The Company has international opportunities	1	2	3	4	5
Q8.10) The Company has excellent training/development programs	1	2	3	4	5
Q8.11) The Company has friendly working environment	1	2	3	4	5
Q8.12) The Company has diversity in workplace	1	2	3	4	5
Q8.13) The Company has professional work ethics.	1	2	3	4	5
Q8.14) The Company offers competitive wages/other financial incentives	1	2	3	4	5
Q8.15) The Company has good benefits packages	1	2	3	4	5
Q8.16) Work-life-balance	1	2	3	4	5
Q8.17) The Company has flexible working hours	1	2	3	4	5
Q8.18) Working location is convenience.	1	2	3	4	5

9) When researching about your future employers, please indicate which channel you BELIEVE that has the HIGHEST INFLUENCE on you in finding information about the Company and the job opening on each channel.

	<b>Not at all influential</b>	<b>Slightly influential</b>	<b>Somewhat influential</b>	<b>Very influential</b>	<b>Extremely influential</b>
Q9.1) Company's website	1	2	3	4	5
Q9.2) Facebook	1	2	3	4	5

	Not at all influential	Slightly influential	Somewhat influential	Very influential	Extremely influential
Q9.3) LinkedIn	1	2	3	4	5
Q9.4) HR	1	2	3	4	5
Q9.5) Search engine	1	2	3	4	5
Q9.6) Online Jobs board	1	2	3	4	5
Q9.7) Web board or Blog	1	2	3	4	5
Q9.8) Company's road show at the university	1	2	3	4	5
Q9.9) Friend and family	1	2	3	4	5
Q9.10) Headhunter	1	2	3	4	5
Q9.11) Newspaper	1	2	3	4	5
Q9.12) Job fairs	1	2	3	4	5
Q8.13) University's posting or announcement	1	2	3	4	5
Q8.14) Other, please specify...	1	2	3	4	5

## 9) Sex

 Male Female

## 10) Education

 High school Master's Degree Vocational school Doctor's Degree Bachelor's Degree Others, please specify...

## 11) Working experience

 < 1 year 7 – 9 years 1 – 3 years 10 -12 years 4 – 6 years > 12 years

## 12) Career

- |   |   |
|---|---|
| <input type="checkbox"/> Owner of business  | <input type="checkbox"/> Freelancer/self-employed |
| <input type="checkbox"/> Employee           | <input type="checkbox"/> Unemployed               |
| <input type="checkbox"/> Government officer | <input type="checkbox"/> Other, please specify... |

## 13) Job position

- |  |   |
|--|---|
| <input type="checkbox"/> Entry level/Junior staffs | <input type="checkbox"/> Top management           |
| <input type="checkbox"/> Intermediate              | <input type="checkbox"/> Other, please specify... |
| <input type="checkbox"/> Senior                    |   |

## 14) Income

- |  |   |
|--|---|
| <input type="checkbox"/> < THB 15,000        | <input type="checkbox"/> THB 55,001-75,000  |
| <input type="checkbox"/> THB 15,001 – 35,000 | <input type="checkbox"/> THB 75,001-95,000  |
| <input type="checkbox"/> THB 35,001-55,000   | <input type="checkbox"/> THB 95,001-115,000 |
|  | <input type="checkbox"/> > THB 115,000      |

## 15) Status

- |                                  |   |
|----------------------------------|---|
| <input type="checkbox"/> Single  | <input type="checkbox"/> Divorced/separated |
| <input type="checkbox"/> Married | <input type="checkbox"/> Widowed            |

## APPENDIX B

### Demographic of respondents

**Table 4: Respondents characteristics: Gender, Ages, and Education**

		Summary measures (n)	Percentage (%)
<b>Gender</b>	Male	94	36%
	Female	167	64%
<b>Age</b>	32 - 36 years old (born during 1980 to 1984)	61	30%
	27 - 31 years old (born during 1985 to 1988)	124	48%
	22 - 26 years old (born during 1990 to 1994)	76	29%
<b>Marital status</b>	Single	228	87%
	Married	33	13%
<b>Education</b>	Bachelor's Degree	129	49%
	Master's Degree	132	51%

**Table 5: Working experiences**

	Frequency	Percent
<b>&lt; 1 year</b>	14	5%
<b>1-3 years</b>	90	34%
<b>4-6 years</b>	106	41%
<b>7-9 years</b>	39	15%
<b>10-12 years</b>	9	3%
<b>More than 12 years</b>	3	1%
<b>Total</b>	261	100%

**Table 6: Occupation**

	Frequency	Percent
<b>Owner of business</b>	48	18%
<b>Employee</b>	172	66%
<b>Government officer</b>	5	2%
<b>Freelancer / self-employed</b>	15	6%
<b>Unemployed</b>	21	8%
<b>Total</b>	261	100%

## APPENDIX C

### Test results on preference of Generation Y on employers' attributes across different groups

**Table 7: ANOVA test on employers' attributes across age group**

	Age group (as of 2016)			F	Sig.
	32 – 36 years old (born 1980 - 1984)	27 – 31 years old (born 1985 - 1989)	22 – 26 years old (born 1990 – 1994)		
	Mean	Mean	Mean		
Q08.1) Company with good reputation	3.84	4.05	3.87	2.226	.110
Q08.2) Global Company	3.38	3.58	3.45	1.116	.329
Q08.3) Company has good CSR	3.20	3.23	2.91	2.893	.057
Q08.4) Operate in industry of interest	3.79	4.13	3.99	3.362	.036
Q08.5) Company has good opportunity for career progression	4.21	4.47	4.48	3.027	.050
Q08.6) Employer of the best and brightest people	3.66	3.95	3.94	2.616	.075
Q08.7) Job is significant to Company's performance	3.85	4.14	3.95	2.915	.056
Q08.8) Employers encourages creativity and innovation	3.92	4.15	3.96	2.563	.079
Q08.9) Company has international opportunities	3.28	3.94	3.72	8.916	.000
Q08.10) Excellent training/development programs	3.84	4.14	3.81	5.284	.006
Q08.11) Friendly working environment	4.31	4.55	4.41	3.164	.044
Q08.12) Diversity in workplace	3.57	3.89	3.64	3.405	.035
Q08.13) Professional work ethics	3.97	4.47	4.07	11.952	.000
Q08.14) Competitive wages/other financial incentives	4.31	4.62	4.41	5.222	.006
Q08.15) Good benefits packages	4.31	4.26	4.22	.207	.813
Q08.16) Work-life-balance	4.16	4.33	4.11	2.125	.121
Q08.17) Flexible working hours	3.93	4.04	3.91	.694	.501
Q08.18) Convenient location	4.11	4.31	4.29	1.479	.230

**Table 8: A turnkey post-hoc test: Multiple comparison across age group**

*Please note that due to great amount of information, only results that were tested statistically significant and analyzed in this report had been presented in this table.*

Dependent Variable			Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Q08.4) Operate in industry of interest	1980 to 1984	1985 to 1989	-.34190*	.13270	.028	-.6546	-.0292
		1990 to 1994	-.20135	.14383	.342	-.5403	.1376
	1985 to 1989	1980 to 1984	.34190*	.13270	.028	.0292	.6546
		1990 to 1994	.14055	.11920	.467	-.1403	.4214
	1990 to 1994	1980 to 1984	.20135	.14383	.342	-.1376	.5403
		1985 to 1989	-.14055	.11920	.467	-.4214	.1403
Q08.9) Company has international opportunities	1980 to 1984	1985 to 1989	-.66071*	.15650	.000	-1.0295	-.2919
		1990 to 1994	-.43896*	.16962	.027	-.8387	-.0392
	1985 to 1989	1980 to 1984	.66071*	.15650	.000	.2919	1.0295
		1990 to 1994	.22175	.14058	.257	-.1095	.5530
	1990 to 1994	1980 to 1984	.43896*	.16962	.027	.0392	.8387
		1985 to 1989	-.22175	.14058	.257	-.5530	.1095
Q08.10) Excellent training/development programs	1980 to 1984	1985 to 1989	-.30787*	.12788	.044	-.6092	-.0065
		1990 to 1994	.02430	.13860	.983	-.3023	.3509
	1985 to 1989	1980 to 1984	.30787*	.12788	.044	.0065	.6092
		1990 to 1994	.33217*	.11487	.011	.0615	.6029
	1990 to 1994	1980 to 1984	-.02430	.13860	.983	-.3509	.3023
		1985 to 1989	-.33217*	.11487	.011	-.6029	-.0615
Q08.11) Friendly working environment	1980 to 1984	1985 to 1989	-.23398*	.09720	.044	-.4630	-.0049
		1990 to 1994	-.10029	.10535	.608	-.3486	.1480
	1985 to 1989	1980 to 1984	.23398*	.09720	.044	.0049	.4630
		1990 to 1994	.13369	.08731	.278	-.0721	.3394
	1990 to 1994	1980 to 1984	.10029	.10535	.608	-.1480	.3486
		1985 to 1989	-.13369	.08731	.278	-.3394	.0721
Q08.12) Diversity in workplace	1980 to 1984	1985 to 1989	-.31259	.13845	.064	-.6388	.0137
		1990 to 1994	-.06152	.15006	.912	-.4151	.2921
	1985 to 1989	1980 to 1984	.31259	.13845	.064	-.0137	.6388
		1990 to 1994	.25107	.12436	.110	-.0420	.5441
		1980 to 1984	.06152	.15006	.912	-.2921	.4151

Dependent Variable			Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
	1990 to 1994	1985 to 1989	-.25107	.12436	.110	-.5441	.0420
Q08.13) Professional work ethics	1980 to 1984	1985 to 1989	-.50248*	.11824	.000	-.7811	-.2239
		1990 to 1994	-.10338	.12815	.699	-.4054	.1986
	1985 to 1989	1980 to 1984	.50248*	.11824	.000	.2239	.7811
		1990 to 1994	.39911*	.10621	.001	.1488	.6494
	1990 to 1994	1980 to 1984	.10338	.12815	.699	-.1986	.4054
		1985 to 1989	-.39911*	.10621	.001	-.6494	-.1488
Q08.14) Competitive wages/other financial incentives	1980 to 1984	1985 to 1989	-.30974*	.10427	.009	-.5554	-.0640
		1990 to 1994	-.10029	.11301	.649	-.3666	.1660
	1985 to 1989	1980 to 1984	.30974*	.10427	.009	.0640	.5554
		1990 to 1994	.20945	.09366	.067	-.0113	.4302
	1990 to 1994	1980 to 1984	.10029	.11301	.649	-.1660	.3666
		1985 to 1989	-.20945	.09366	.067	-.4302	.0113

\*The mean difference is significant at the 0.05 level.

**Table 9: Mean score on employers' attributes across educational level**

	Bachelor's Degree	Master's Degree
	Mean	Mean
Q08.1) Company with good reputation	3.78	4.11
Q08.2) Global Company	3.35	3.65
Q08.3) Company has good CSR	3.21	3.04
Q08.4) Operate in industry of interest	3.87	4.08
Q08.5) Company has good opportunity for career progression	4.33	4.50
Q08.6) Employer of the best and brightest people	3.83	3.94
Q08.7) Job is significant to Company's performance	4.04	3.98
Q08.8) Employers encourages creativity and innovation	4.10	3.91
Q08.9) Company has international opportunities	3.59	3.85
Q08.10) Excellent training/development programs	3.88	4.09
Q08.11) Friendly working environment	4.43	4.47
Q08.12) Diversity in workplace	3.72	3.79
Q08.13) Professional work ethics	4.09	4.36
Q08.14) Competitive wages/other financial incentives	4.40	4.57



	<b>Bachelor's Degree</b>	<b>Master's Degree</b>
	<b>Mean</b>	<b>Mean</b>
Q08.15) Good benefits packages	4.33	4.23
Q08.16) Work-life-balance	4.21	4.24
Q08.17) Flexible working hours	4.00	3.98
Q08.18) Convenient location	4.34	4.20

**Table 10: Comparison of column means by educational level (t-test) on employers' attributes**

	<b>Bachelor's Degree (A)</b>	<b>Master's Degree (B)</b>
Q08.1) Company with good reputation		A
Q08.2) Global Company		A
Q08.3) Company has good CSR		
Q08.4) Operate in industry of interest		
Q08.5) Company has good opportunity for career progression		
Q08.6) Employer of the best and brightest people		
Q08.7) Job is significant to Company's performance		
Q08.8) Employers encourages creativity and innovation	B	
Q08.9) Company has international opportunities		A
Q08.10) Excellent training/development programs		A
Q08.11) Friendly working environment		
Q08.12) Diversity in workplace		
Q08.13) Professional work ethics		A
Q08.14) Competitive wages/other financial incentives		A
Q08.15) Good benefits packages		
Q08.16) Work-life-balance		
Q08.17) Flexible working hours		
Q08.18) Convenient location		

*Results are based on two-sided tests assuming equal variances with significance level .05. For each significant pair, the key of the smaller category appears under the category with larger mean.*

*a. Tests are adjusted for all pairwise comparisons within a row of each innermost sub-table using the Bonferroni correction.*

**Table 11: ANOVA test on employers' attributes across working experience**

	< 1 year	1-3 years	4-6 years	7-9 years	10-12 years	>12 years	F	Sig.
	Mean	Mean	Mean	Mean	Mean	Mean		
Q08.1) Company with good reputation	3.71	3.93	3.98	4.08	3.44	4.00	1.293	.267
Q08.2) Global Company	3.14	3.58	3.42	3.74	3.33	3.33	1.310	.260
Q08.3) Company has good CSR	3.14	2.97	3.09	3.46	3.33	3.67	1.668	.143
Q08.4) Operate in industry of interest	4.00	3.96	4.00	4.05	3.44	4.00	.771	.572
Q08.5) Company has good opportunity for career progression	4.50	4.42	4.38	4.54	4.33	4.00	.527	.756
Q08.6) Employer of the best and brightest people	3.79	4.00	3.76	4.05	3.56	4.00	1.245	.288
Q08.7) Job is significant to Company's performance	4.00	4.04	4.00	4.13	3.33	4.00	1.385	.230
Q08.8) Employers encourages creativity and innovation	3.71	4.03	3.93	4.23	4.00	4.00	1.274	.275
Q08.9) Company has international opportunities	3.57	3.81	3.81	3.59	2.89	2.67	2.343	.042
Q08.10) Excellent training/development programs	3.64	4.01	4.01	4.13	3.67	3.33	1.405	.223
Q08.11) Friendly working environment	4.36	4.56	4.44	4.36	4.00	4.67	1.754	.123
Q08.12) Diversity in workplace	3.93	3.84	3.71	3.72	3.44	3.33	.740	.594
Q08.13) Professional work ethics	3.86	4.24	4.27	4.36	3.44	4.33	2.723	.020
Q08.14) Competitive wages/other financial incentives	4.07	4.52	4.51	4.67	3.89	4.00	3.623	.003
Q08.15) Good benefits packages	3.71	4.42	4.22	4.44	3.89	4.00	3.088	.010
Q08.16) Work-life-balance	4.07	4.27	4.23	4.26	3.89	4.33	.490	.784
Q08.17) Flexible working hours	3.79	4.01	3.98	4.15	3.56	3.67	1.005	.415
Q08.18) Convenient location	4.00	4.37	4.33	4.18	3.56	4.00	2.801	.018

**Table 12: A turnkey post-hoc test: Multiple comparison across age group across working experience**

*Please note that due to great amount of information, only results that were tested statistically significant and analyzed in this report had been presented in this table.*

Dependent Variable			Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Q08.9) Company has international opportunities	< 1 year	1-3 years	-.23968	.29256	.964	-1.0798	.6004
		4-6 years	-.23989	.28958	.962	-1.0714	.5916
		7-9 years	-.01832	.31727	1.000	-.9294	.8927
		10-12 years	.68254	.43508	.620	-.5668	1.9319
		>12 years	.90476	.64787	.729	-.9556	2.7651
	1-3 years	< 1 year	.23968	.29256	.964	-.6004	1.0798
		4-6 years	-.00021	.14596	1.000	-.4193	.4189
		7-9 years	.22137	.19522	.867	-.3392	.7820
		10-12 years	.92222	.35601	.103	-.1001	1.9445
		>12 years	1.14444	.59765	.395	-.5717	2.8606
	4-6 years	< 1 year	.23989	.28958	.962	-.5916	1.0714
		1-3 years	.00021	.14596	1.000	-.4189	.4193
		7-9 years	.22158	.19072	.854	-.3261	.7692
		10-12 years	.92243	.35356	.099	-.0928	1.9377
		>12 years	1.14465	.59620	.392	-.5673	2.8566
	7-9 years	< 1 year	.01832	.31727	1.000	-.8927	.9294
		1-3 years	-.22137	.19522	.867	-.7820	.3392
		4-6 years	-.22158	.19072	.854	-.7692	.3261
		10-12 years	.70085	.37658	.429	-.3805	1.7822
		>12 years	.92308	.61013	.656	-.8289	2.6751
	10-12 years	< 1 year	-.68254	.43508	.620	-1.9319	.5668
		1-3 years	-.92222	.35601	.103	-1.9445	.1001
		4-6 years	-.92243	.35356	.099	-1.9377	.0928
		7-9 years	-.70085	.37658	.429	-1.7822	.3805
		>12 years	.22222	.67889	.999	-1.7272	2.1717
	>12 years	< 1 year	-.90476	.64787	.729	-2.7651	.9556
		1-3 years	-1.14444	.59765	.395	-2.8606	.5717
		4-6 years	-1.14465	.59620	.392	-2.8566	.5673
		7-9 years	-.92308	.61013	.656	-2.6751	.8289
		10-12 years	-.22222	.67889	.999	-2.1717	1.7272

Dependent Variable			Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Q08.13) Professional work ethics	< 1 year	1-3 years	-.38730	.22562	.522	-1.0352	.2606
		4-6 years	-.41644	.22332	.426	-1.0577	.2248
		7-9 years	-.50183	.24467	.317	-1.2044	.2008
		10-12 years	.41270	.33553	.822	-.5508	1.3762
		>12 years	-.47619	.49963	.932	-1.9109	.9585
	1-3 years	< 1 year	.38730	.22562	.522	-.2606	1.0352
		4-6 years	-.02914	.11256	1.000	-.3524	.2941
		7-9 years	-.11453	.15055	.974	-.5468	.3178
		10-12 years	.80000*	.27455	.044	.0116	1.5884
		>12 years	-.08889	.46090	1.000	-1.4124	1.2346
	4-6 years	< 1 year	.41644	.22332	.426	-.2248	1.0577
		1-3 years	.02914	.11256	1.000	-.2941	.3524
		7-9 years	-.08539	.14708	.992	-.5077	.3369
		10-12 years	.82914*	.27266	.031	.0462	1.6121
		>12 years	-.05975	.45978	1.000	-1.3800	1.2605
	7-9 years	< 1 year	.50183	.24467	.317	-.2008	1.2044
		1-3 years	.11453	.15055	.974	-.3178	.5468
		4-6 years	.08539	.14708	.992	-.3369	.5077
		10-12 years	.91453*	.29041	.022	.0806	1.7485
		>12 years	.02564	.47052	1.000	-1.3255	1.3768
	10-12 years	< 1 year	-.41270	.33553	.822	-1.3762	.5508
		1-3 years	-.80000*	.27455	.044	-1.5884	-.0116
		4-6 years	-.82914*	.27266	.031	-1.6121	-.0462
		7-9 years	-.91453*	.29041	.022	-1.7485	-.0806
		>12 years	-.88889	.52355	.534	-2.3923	.6145
	>12 years	< 1 year	.47619	.49963	.932	-.9585	1.9109
		1-3 years	.08889	.46090	1.000	-1.2346	1.4124
		4-6 years	.05975	.45978	1.000	-1.2605	1.3800
7-9 years		-.02564	.47052	1.000	-1.3768	1.3255	
10-12 years		.88889	.52355	.534	-.6145	2.3923	
Q08.14) Competitive wages/other financial incentives	< 1 year	1-3 years	-.45079	.18820	.162	-.9912	.0896
		4-6 years	-.43801	.18628	.178	-.9729	.0969
		7-9 years	-.59524*	.20410	.044	-1.1813	-.0092
		10-12 years	.18254	.27988	.987	-.6212	.9862
		>12 years	.07143	.41677	1.000	-1.1253	1.2682
		< 1 year	.45079	.18820	.162	-.0896	.9912

Dependent Variable		Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval		
					Lower Bound	Upper Bound	
	1-3 years	4-6 years	.01279	.09390	1.000	-.2568	.2824
		7-9 years	-.14444	.12559	.860	-.5051	.2162
		10-12 years	.63333	.22902	.066	-.0243	1.2910
		>12 years	.52222	.38447	.752	-.5818	1.6262
	4-6 years	< 1 year	.43801	.18628	.178	-.0969	.9729
		1-3 years	-.01279	.09390	1.000	-.2824	.2568
		7-9 years	-.15723	.12269	.795	-.5095	.1951
		10-12 years	.62055	.22744	.073	-.0326	1.2737
		>12 years	.50943	.38353	.769	-.5919	1.6107
	7-9 years	< 1 year	.59524*	.20410	.044	.0092	1.1813
		1-3 years	.14444	.12559	.860	-.2162	.5051
		4-6 years	.15723	.12269	.795	-.1951	.5095
		10-12 years	.77778*	.24225	.018	.0821	1.4734
		>12 years	.66667	.39249	.534	-.4604	1.7937
	10-12 years	< 1 year	-.18254	.27988	.987	-.9862	.6212
		1-3 years	-.63333	.22902	.066	-1.2910	.0243
		4-6 years	-.62055	.22744	.073	-1.2737	.0326
		7-9 years	-.77778*	.24225	.018	-1.4734	-.0821
		>12 years	-.11111	.43672	1.000	-1.3652	1.1430
	>12 years	< 1 year	-.07143	.41677	1.000	-1.2682	1.1253
1-3 years		-.52222	.38447	.752	-1.6262	.5818	
4-6 years		-.50943	.38353	.769	-1.6107	.5919	
7-9 years		-.66667	.39249	.534	-1.7937	.4604	
10-12 years		.11111	.43672	1.000	-1.1430	1.3652	
Q08.15) Good benefits packages	< 1 year	1-3 years	-.70794*	.22276	.020	-1.3476	-.0683
		4-6 years	-.50270	.22048	.206	-1.1358	.1304
		7-9 years	-.72161*	.24157	.036	-1.4153	-.0279
		10-12 years	-.17460	.33127	.995	-1.1258	.7766
		>12 years	-.28571	.49329	.992	-1.7022	1.1308
	1-3 years	< 1 year	.70794*	.22276	.020	.0683	1.3476
		4-6 years	.20524	.11114	.438	-.1139	.5244
		7-9 years	-.01368	.14864	1.000	-.4405	.4132
		10-12 years	.53333	.27107	.364	-.2450	1.3117
		>12 years	.42222	.45505	.939	-.8845	1.7289
	4-6 years	< 1 year	.50270	.22048	.206	-.1304	1.1358
		1-3 years	-.20524	.11114	.438	-.5244	.1139

Dependent Variable		Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval			
					Lower Bound	Upper Bound		
	7-9 years	7-9 years	-.21892	.14521	.660	-.6359	.1981	
		10-12 years	.32809	.26920	.827	-.4449	1.1011	
		>12 years	.21698	.45394	.997	-1.0865	1.5205	
	7-9 years	< 1 year	.72161*	.24157	.036	.0279	1.4153	
		1-3 years	.01368	.14864	1.000	-.4132	.4405	
		4-6 years	.21892	.14521	.660	-.1981	.6359	
		10-12 years	.54701	.28673	.400	-.2763	1.3704	
		>12 years	.43590	.46455	.936	-.8981	1.7699	
		10-12 years	< 1 year	.17460	.33127	.995	-.7766	1.1258
	1-3 years		-.53333	.27107	.364	-1.3117	.2450	
	4-6 years		-.32809	.26920	.827	-1.1011	.4449	
	7-9 years		-.54701	.28673	.400	-1.3704	.2763	
	>12 years		-.11111	.51691	1.000	-1.5954	1.3732	
	>12 years	< 1 year	.28571	.49329	.992	-1.1308	1.7022	
		1-3 years	-.42222	.45505	.939	-1.7289	.8845	
		4-6 years	-.21698	.45394	.997	-1.5205	1.0865	
		7-9 years	-.43590	.46455	.936	-1.7699	.8981	
		10-12 years	.11111	.51691	1.000	-1.3732	1.5954	
	Q08.18) Convenient location	< 1 year	1-3 years	-.36667	.20850	.495	-.9654	.2321
			4-6 years	-.33019	.20637	.599	-.9228	.2624
			7-9 years	-.17949	.22611	.968	-.8288	.4698
10-12 years			.44444	.31007	.707	-.4459	1.3348	
>12 years			0.00000	.46172	1.000	-1.3259	1.3259	
1-3 years		< 1 year	.36667	.20850	.495	-.2321	.9654	
		4-6 years	.03648	.10402	.999	-.2622	.3352	
		7-9 years	.18718	.13913	.759	-.2123	.5867	
		10-12 years	.81111*	.25372	.019	.0825	1.5397	
		>12 years	.36667	.42593	.955	-.8564	1.5897	
4-6 years		< 1 year	.33019	.20637	.599	-.2624	.9228	
		1-3 years	-.03648	.10402	.999	-.3352	.2622	
		7-9 years	.15070	.13592	.877	-.2396	.5410	
		10-12 years	.77463*	.25198	.028	.0511	1.4982	
		>12 years	.33019	.42490	.971	-.8899	1.5503	
7-9 years		< 1 year	.17949	.22611	.968	-.4698	.8288	
		1-3 years	-.18718	.13913	.759	-.5867	.2123	
		4-6 years	-.15070	.13592	.877	-.5410	.2396	

Dependent Variable		Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
	10-12 years	.62393	.26838	.188	-.1467	1.3946
	>12 years	.17949	.43483	.998	-1.0691	1.4281
10-12 years	< 1 year	-.44444	.31007	.707	-1.3348	.4459
	1-3 years	-.81111*	.25372	.019	-1.5397	-.0825
	4-6 years	-.77463*	.25198	.028	-1.4982	-.0511
	7-9 years	-.62393	.26838	.188	-1.3946	.1467
	>12 years	-.44444	.48383	.941	-1.8338	.9449
	>12 years	0.00000	.46172	1.000	-1.3259	1.3259
>12 years	< 1 year	0.00000	.46172	1.000	-1.3259	1.3259
	1-3 years	-.36667	.42593	.955	-1.5897	.8564
	4-6 years	-.33019	.42490	.971	-1.5503	.8899
	7-9 years	-.17949	.43483	.998	-1.4281	1.0691
	10-12 years	.44444	.48383	.941	-.9449	1.8338

\*. The mean difference is significant at the 0.05 level.



## APPENDIX D

### Test results on influential communication channel of Generation Y across different groups

**Table 13: A turnkey post hoc tests: Multiple comparison across age group**

*Please note that due to great amount of information, only results that were tested statistically significant and analyzed in this report had been presented in this table.*

Dependent Variable			Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Q09.3) LinkedIn	1980 to 1984	1985 to 1989	.60464*	.17629	.002	.1891	1.0201
		1990 to 1994	.55307*	.19261	.012	.0991	1.0070
	1985 to 1989	1980 to 1984	-.60464*	.17629	.002	-1.0201	-.1891
		1990 to 1994	-.05156	.16149	.945	-.4322	.3291
	1990 to 1994	1980 to 1984	-.55307*	.19261	.012	-1.0070	-.0991
		1985 to 1989	.05156	.16149	.945	-.3291	.4322
Q09.4) HR	1980 to 1984	1985 to 1989	.07262	.15362	.884	-.2895	.4347
		1990 to 1994	-.02582	.16784	.987	-.4214	.3698
	1985 to 1989	1980 to 1984	-.07262	.15362	.884	-.4347	.2895
		1990 to 1994	-.09844	.14072	.764	-.4301	.2332
	1990 to 1994	1980 to 1984	.02582	.16784	.987	-.3698	.4214
		1985 to 1989	.09844	.14072	.764	-.2332	.4301
Q09.8) Company's road show at the university	1980 to 1984	1985 to 1989	-.52677*	.17701	.009	-.9440	-.1096
		1990 to 1994	-.42520	.19339	.073	-.8810	.0306
	1985 to 1989	1980 to 1984	.52677*	.17701	.009	.1096	.9440
		1990 to 1994	.10156	.16215	.806	-.2806	.4837
	1990 to 1994	1980 to 1984	.42520	.19339	.073	-.0306	.8810
		1985 to 1989	-.10156	.16215	.806	-.4837	.2806
Q09.10) Head hunter	1980 to 1984	1985 to 1989	.55904*	.15496	.001	.1938	.9243
		1990 to 1994	.57623*	.16930	.002	.1772	.9752
	1985 to 1989	1980 to 1984	-.55904*	.15496	.001	-.9243	-.1938
		1990 to 1994	.01719	.14195	.992	-.3174	.3517
	1990 to 1994	1980 to 1984	-.57623*	.16930	.002	-.9752	-.1772
		1985 to 1989	-.01719	.14195	.992	-.3517	.3174

\*. The mean difference is significant at the 0.05 level.



**Table 14: Comparison of column means by educational level on influential communication channel (t-test)**

	Bachelor's Degree (A)	Master's Degree (B)
Q09.1) Company's website		
Q09.2) Facebook		
Q09.3) LinkedIn		
Q09.4) HR		
Q09.5) Search engine Google/Yahoo		
Q09.6) Online jobboard (JobsDB, Jobstreet)		
Q09.7) Webboard (Pantip) / Blogs		
Q09.8) Company's road show at the university		
Q09.9) Friends and family		A
Q09.10) Headhu0ter		
Q09.11) Newspaper		
Q09.12) Job fairs		
Q09.13) University's posting or announcement		

Results are based on two-sided tests assuming equal variances with significance level .05. For each significant pair, the key of the smaller category appears under the category with larger mean.

a. Tests are adjusted for all pairwise comparisons within a row of each innermost sub-table using the Bonferroni correction.

**Table 15: Post Hoc Tests: Multiple comparison**

Please note that due to great amount of information, only results that were tested statistically significant and analyzed in this report had been presented in this table.

Dependent Variable		Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval		
					Lower Bound	Upper Bound	
Q09.1) Company's website	<1 year	1-3 years	.20159	.26751	.975	-.5666	.9697
		4-6 years	.32884	.26478	.816	-.4315	1.0892
		7-9 years	1.01099*	.29010	.008	.1780	1.8440
		10-12 years	.63492	.39782	.602	-.5074	1.7773
		>12 years	-.14286	.59239	1.000	-1.8439	1.5582
	1-3 years	<1 year	-.20159	.26751	.975	-.9697	.5666
		4-6 years	.12725	.13346	.932	-.2560	.5105
		7-9 years	.80940*	.17850	.000	.2968	1.3220
		10-12 years	.43333	.32552	.767	-.5014	1.3681
		>12 years	-.34444	.54647	.989	-1.9137	1.2248

Dependent Variable		Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval		
					Lower Bound	Upper Bound	
	4-6 years	<1 year	-.32884	.26478	.816	-1.0892	.4315
		1-3 years	-.12725	.13346	.932	-.5105	.2560
		7-9 years	.68215*	.17438	.002	.1814	1.1829
		10-12 years	.30608	.32328	.934	-.6222	1.2344
		>12 years	-.47170	.54514	.954	-2.0371	1.0937
Q09.2) Facebook	<1 year	1-3 years	1.01111*	.28067	.005	.2052	1.8171
		4-6 years	1.20755*	.27781	.000	.4098	2.0053
		7-9 years	1.44872*	.30438	.000	.5747	2.3227
		10-12 years	1.38889*	.41740	.013	.1903	2.5874
		>12 years	1.16667	.62154	.419	-.6181	2.9514
Q09.4) HR	<1 year	1-3 years	.59206	.27909	.280	-.2093	1.3935
		4-6 years	.85580*	.27624	.026	.0626	1.6490
		7-9 years	.84249	.30266	.063	-.0266	1.7116
		10-12 years	.26984	.41504	.987	-.9220	1.4616
		>12 years	.04762	.61803	1.000	-1.7271	1.8223
Q09.5) Search engine Google/Yahoo	<1 year	1-3 years	.59524	.27853	.272	-.2046	1.3950
		4-6 years	.62668	.27569	.209	-.1650	1.4183
		7-9 years	1.10806*	.30205	.004	.2407	1.9754
		10-12 years	1.26190*	.41421	.030	.0725	2.4513
		>12 years	1.59524	.61680	.104	-.1759	3.3664
Q09.8) Company's road show at the university	<1 year	1-3 years	.62857	.32647	.389	-.3089	1.5660
		4-6 years	.87197	.32314	.079	-.0559	1.7999
		7-9 years	.94139	.35405	.087	-.0753	1.9580
		10-12 years	1.65079*	.48551	.010	.2566	3.0449
		>12 years	1.42857	.72297	.359	-.6474	3.5046
Q09.9) Friends and family	<1 year	1-3 years	-.29524	.30862	.931	-1.1814	.5910
		4-6 years	-.21159	.30546	.983	-1.0887	.6656
		7-9 years	.05861	.33468	1.000	-.9024	1.0196
		10-12 years	1.23810	.45895	.079	-.0798	2.5560
		>12 years	.23810	.68342	.999	-1.7244	2.2005
	1-3 years	<1 year	.29524	.30862	.931	-.5910	1.1814
		4-6 years	.08365	.15397	.994	-.3585	.5258
		7-9 years	.35385	.20593	.521	-.2375	.9452
		10-12 years	1.53333*	.37554	.001	.4549	2.6117
		>12 years	.53333	.63044	.959	-1.2770	2.3437
	4-6 years	<1 year	.21159	.30546	.983	-.6656	1.0887
		1-3 years	-.08365	.15397	.994	-.5258	.3585

Dependent Variable		Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval			
					Lower Bound	Upper Bound		
		7-9 years	.27020	.20118	.761	-.3075	.8479	
		10-12 years	1.44969*	.37296	.002	.3787	2.5206	
		>12 years	.44969	.62891	.980	-1.3562	2.2556	
	7-9 years	<1 year	<1 year	-.05861	.33468	1.000	-1.0196	.9024
			1-3 years	-.35385	.20593	.521	-.9452	.2375
			4-6 years	-.27020	.20118	.761	-.8479	.3075
			10-12 years	1.17949*	.39724	.038	.0388	2.3202
			>12 years	.17949	.64360	1.000	-1.6686	2.0276
			10-12 years	1.00000	.71614	.729	-1.0564	3.0564
Q09.12) Job fairs	<1 year	1-3 years	.79365	.30547	.101	-.0835	1.6708	
		4-6 years	1.02426*	.30235	.010	.1561	1.8925	
		7-9 years	1.44322*	.33126	.000	.4920	2.3945	
		10-12 years	.90476	.45427	.350	-.3997	2.2092	
		>12 years	1.23810	.67644	.448	-.7043	3.1805	
	1-3 years	<1 year	-.79365	.30547	.101	-1.6708	.0835	
		4-6 years	.23061	.15240	.656	-.2070	.6682	
		7-9 years	.64957*	.20383	.020	.0643	1.2349	
		10-12 years	.11111	.37171	1.000	-.9563	1.1785	
		>12 years	.44444	.62401	.980	-1.3474	2.2363	
	Q09.13) University's website posting or announcement	<1 year	1-3 years	.32698	.30836	.897	-.5585	1.2125
			4-6 years	.76011	.30522	.131	-.1163	1.6365
			7-9 years	1.32784*	.33441	.001	.3676	2.2881
			10-12 years	.96032	.45858	.294	-.3565	2.2771
			>12 years	.73810	.68286	.889	-1.2228	2.6989
1-3 years		<1 year	-.32698	.30836	.897	-1.2125	.5585	
		4-6 years	.43312	.15385	.058	-.0086	.8749	
		7-9 years	1.00085*	.20577	.000	.4100	1.5917	
		10-12 years	.63333	.37524	.541	-.4442	1.7108	
		>12 years	.41111	.62993	.987	-1.3977	2.2200	
4-6 years		<1 year	-.76011	.30522	.131	-1.6365	.1163	
		1-3 years	-.43312	.15385	.058	-.8749	.0086	
		7-9 years	.56773	.20102	.057	-.0095	1.1450	
		10-12 years	.20021	.37266	.995	-.8699	1.2703	
		>12 years	-.02201	.62839	1.000	-1.8265	1.7824	

\*. The mean difference is significant at the 0.05 level.

## BIOGRAPHY

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