



EE489: Seminar in Industrial Economics
“ATTITUDES OF GENERATION Y
TOWARD THEIR CAREER PATHS”

Presents

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Abstract

The main purpose of this study is to examine the attitudes of people in Generation Y or the Millennials toward their career paths. There are four key hypotheses in this paper. Hence, I am going to find the top factors included in job selection process, top factors which can push up their work productivity, top factors which involved in their university selection and the rationales behind those factors of people in Generation Y. The methodologies for this research are to conduct online survey with 248 people as sample groups who are fourth year students in different faculties from four competitive Thai universities. I decided to choose competitive universities because it will be easier to conclude, analyze and narrow the scope of the study. Furthermore, I have done one-on-one interview and used the cross tabulation tables and economic theories to analyze the results in order to make the readers understand clearer and see better picture of the whole story.

To sum up, it can be concluded that people in different faculties have different perspectives towards factors in the jobs' issues and money is not the one and prior factors people take into account when they choose the work place. Due to the fact that people in different faculties do different jobs, they value the various factors regarding the working productivities and work place differently. For example, some think that the company's reputation is essential while some disagree that this factor is important. More details will be discussed in the following of this paper.

1. Introduction

Employee is one of the most important elements which makes the company become successful. Good and effective workers can create productive working outcome, positive working environment, fine company's reputation and strong relationship with the firm's customers and suppliers. Since members in Generation Y are considered to have unique and complex characteristics and attitudes, salary is not the one and prior incentive for them to select the jobs. This paper aims to figure out the top factors included in job selection process and the right working incentive behind Generation Y's working behaviors, the top factors included in their university's preferences and the rationales behind those issues.

Generation Y can be referred to the certain generation who was born between the 1980s and early 1990s. In the other words, the Generation Y or Millennials are the generation proceeding of Generation X. The members in this generation have been brought up within the time period where a reach in technology becomes fast and easy. Internets, computer and smartphones have been accessible and become an important part of this age. For their characteristics and attitudes, people in this generation are said to be ambitious and self-confident. This kind of people has a high expectation. They usually seek for the new challenges and they are skeptical because they are not hesitating to ask questions if something happens unclear. For Generation Y, the job is something which has different meaning for them that it did to their parents and grandparents. From their perspectives, they do not want to work as hard as their parents but they want to live their lives in a purposive way. (Puybaraud, 2009)

Since the attitudes toward work and career of the Generation Y are quite complicated, this paper is going to examine the top factors included in job selection process, top factors of real working incentive, the top factors involved in their university selection and the rationales of

these issues of people in this generation by using 248 senior students in diverse fields and 4 different competitive universities as my case study. Even though there are some common senses of reasons which people have on their mind about the real incentives behind workers' working behaviors such as setting up the minimum wages which is a helpful tool which when the government value redistributions toward low wage workers and those minimum wages should be associated with in-work subsidies (Lee & Saez, 2008) or provided appropriated facilities such as residents or meals are enough to persuade their working incentives, you have to rethink because there are something more than money and facilities which could impact their job selecting decision and their working actions. To clarify, company's reputation, firm's owner, organization structure, cooperation's norms and cultures and more. Moreover, since education is one thing usually impact people's career path because good education can signal the way people work and somehow can gain great preference from employers when people apply for jobs. Thus, the impact of education will also be tested whether it affect in people's career paths or not.

In general, I expect that the explanations of these issues will help the employers in every industry to know the correct factors included in their job selection process and working incentive. Hence, the employers can be able to attract good people to apply and work with the firm and finally, the whole company can benefit from having the right person who can create the great work results

2. Research Objectives

1. In order to know the top factors included in the job selection process of Generation Y.
2. In order to figure out the top working incentives of Generation Y which can result in the greater work efficiency and better working outcome
3. In order to find out the top factors and rationale behind Generation Y's university preferences
4. In order to understand the rationales behinds factors in three previous questions

3. Research Questions

1. What are the top factors involved in career selection process of people in Generation Y?
2. What are the top factors could lead to higher productivity and working outcome of the Millennials?
3. What are the top factors behind Generation Y's university preference?
4. What are the rationales of factors in three previous questions?

4. Literature Reviews

Generation Y members or recognized as Millennials are the freshest group to enter the workforce and most of the members hold entry-level positions. In the work places, as other generations, money is one of the most important reasons which makes this generation to apply for the position. However, there are many other elements which can actually attract those people who have unique characteristics to apply for that job. For example, reward strategies, promotions or relationships with their co-workers. Nonetheless, how the Millennials rate the important of each factor is still ambiguous. (Nikrawan, 2014)

Apart from that, there are several ways which the employers can use to motivate Generation Y to work in the most productive way. For instance, the firm can facilitate the technology into the office or workplace or create a fine working environment to strengthen the relationship between members in this generation and their employers or co-workers. Besides, the organization can reduce the chain of command, one kind of company's norms, in order to make their employees become more comfortable with their works. (Robert Half, 2007)

There are a lot of positive characteristics of people in this generation that are still unclear to many people including the employers. Since the members in this group have enjoyed parental supports and involvement so they are eager to take responsibility. Next, they have a great understanding on global market places and life experiences because they can get into the information around the world and their real world experiences of being consumers can benefit an organization. Not only can this group of people be easy going with the increasingly different of jobs and client bases, but also make other people such as their colleagues feel comfortable while working with them. In contrast, there are also a number of detrimental sides of Generation Y in workforce. For instance, they are lazy, selfish, they have a little respect for their employees, they are not very committed to works and they are not really loyal to their employers (Megginson, 2015).

Since education is a major private and public investment for the many people including Generation Y and the education was viewed as an input which when added to labor can enhance worker's capability to produce, the middle-to high income people including many members in Generation Y tend to make an investment in education in order to gain higher wages. Hence, the workers or the employees with more schooling maybe more 'trainable' and more 'disciplined' for having passed time in an organization that shapes the members into those behaviors patterns

(Cassen, McNally, Vignoles, 2015). The economic value of education depends on the position that people improve their skills and capabilities as consumers and producers by investing themselves and schooling is the largest investment in human capital. More schooling can just give the bosses some signals that the smarter, harder working and more highly dedicated to works people have the splendid qualities enough for the managers who are willing to pay higher salary (Schultz, 1963).

There is one research which claims that Generation Y has other preferences rather than the money in the workplace. Since this generation has very outstanding personalities and characteristics than previous generations, Millennials seek constant skills building and personal development opportunities because they place little faith in anyone who managing their career and they know that to achieve their goals. Thus, employers need to create appropriate and correct incentives in order to motivate the people in Generation Y to work in the most efficient ways. (Schweyer, 2015)

According to the employer's side, the Job Market Signaling reports that if one has a good education, he tends to have a good productivity only when the cost of achieving education is lower for highly productive employees which will lead to a higher chance that the manger will hire him. The writer states that a notion of signaling power of education, job experiences, race, sex and personal characteristics can be used as a signal for an employer to select the most appropriate employee. This signal can be named as Market Signaling which means an indication or information which passes passively between the participants in the market. In this situation, the participators in the market are such as employers and employees. A tremendous numbers of topics have been discussed in this paper. To illustrate, applicant signaling, a signaling equilibrium, optimizing choice of education and more. Overall, it can be clearly seen that a

higher and better level of education can make a consequent on better chances of job hiring and earnings (Spence, 1973).

5. Hypotheses

- A. Hypothesis 1: Money (salaries received) is not one and prior reason behind career paths of people in Generation Y. (Seager, 2014)
- B. Hypothesis 2: Besides from salary, the organization's norm and working environment is the top factor which encourages the Millennials to apply for the position in a firm. (Ashgar, 2014)
- C. Hypothesis 3: The desire to gain work experiences and the good relationship with colleagues are the most relevant working incentive factors which engage the people in Generation Y to work and produce the most effective working outcomes. (Itani, 2015)
- D. Hypothesis 4: The members in Generation Y entered the competitive university like Thammasat or Chulalongkorn because they believe in university's fame and they want to benefit their future career paths. (Cassen, McNally, Vignoles, 2015)

6. Theory and Hypotheses

This section of the papers will discuss about the economic theories which related to my issues and the hypotheses or the expected answers of my research questions.

The first hypothesis is that I assume money (salary received) is not one and prior reason behind the job selection process of Generation Y. From their complicated attributes, money may not be the one and prior factor when Generation Y takes into consideration when they do the job selection process. According to my perspective, there are other essential determinants that encourage the Millennials to apply for the certain organizations. To illustrate, company

reputation, organization's norms, firm's owner's fame, working environment, friends and family's opinions and many more. So, I suppose that the members in Generation Y will not think that money is the one and prior factors for their job selection process. For the second hypothesis, I assume that besides from salary, the organization's norm and working environment is the top factor which encourage members in Generation Y to apply for the position in specific company because if ones want to work in the long run in that company, organization's norm is what makes them happy and stay in that position for a long time. What is more, I also assume for the third hypothesis that the desire to develop one's ability and the strong relationship with the co-workers are two most relevant factors which can push up people's working productivity. Since people need to interact with their co-worker about the work almost every day, a great relationship can help people to produce the good work outcome. In addition, I think that people who just finished their bachelor's degree want to develop their own ability in the work place.

For the last hypothesis, I assume that the members in Generation Y enter the competitive university like Chulalongkorn and Thammasat because they want a greater preference from their employers when they do the job selection process (they want to benefit their career paths) and they believe in university's reputation. In the other words, I imply that the fame of university and how that university benefits people's career paths are top factors when they take into account when people select to apply for the university. According to the Job Marketing Signaling by Spence, the educational institutional such as schools and universities is one of the signals that the employers use to decide whether to infer about each worker's ability and productivity. For the situation of Thailand, it is obvious that the highly competitive and well-known universities such as Thammasat, Mahidol, Kasetsart and Chulalongkorn Universities usually gain a higher level of

preference for the employers in the job selection process. One of the most relevant reasons which explains why the student who graduate from the reputed educational institutions receive a greater acceptance from an organization because people view those student as they are more disciplined, highly dedicated to work and more trainable. As a result, these people can produce the most effective working outcome and that will lead to a higher level of company's revenue, a better company environment and a rise in customer's satisfaction. Apart from that, most of the prestigious universities will be able to educate them well because those universities mostly have high standard curriculums. (Guo,2009)

All in all, there are four main hypotheses which will be tested together with two economic theories which are the theory of utility maximization theory of human capital. For utility maximization theory, people tend to be motivated by what is best for them (Kaplan, 2012). As human beings have unlimited wants and needs, satisfying those wants and needs is a pleasurable thing to do. In this case, hypothesis 1-3 can apply with this theory because people choose their jobs or value the importance of each factor which can push up their working productivity based on their highest level of happiness. To illustrate, people consider other factors apart from money when they experience those job issues. For human capital theory which is apply for hypotheses 4, people make the investment decisions in education compare the attractiveness of alternative future salary and consumption patterns, some of which offer enhanced future income, in exchange for better present training costs and deferred consumption (Marshall, 1998). Education imparts people's abilities to work across genre and culture, it gives people healthier lifestyles and living and it also generates the economic growth of a country. It can be said that by having an education means that when people invest their time and money in education or people invest in a human capital, a measure of the economic value of an employee's

skill set. Additionally, the concept of human capital also recognized that all of the labors are not equal and the quality of employees can be improved or developed by investing their time and money in learning. (Fitzsimons, 1999).

In addition, the literature reviews are very consistent with the hypotheses. For example, the literature reviews mentioned about how education can actually affects job issues of people in Generation Y and there are other factors apart from money which impact those job issues. Also, the hypotheses are derived from what the past papers have done.

7. Methodology

The research will be conducted by doing an online survey to ask people in Generation Y about their personal characteristics, backgrounds, top factors involved in their job selection process, working incentives and most relevant factors involve in their university's preferences and the rationales of those factors. I have come up with the factors in those questions by asking for the opinions of some of my fourth year friends in various fields in different 4 competitive universities and I have looked through some researches on the internet about those job issues (Sorauren, 2000) (Semuel, 2014). Additionally, I am going to do one-on-one interview to figure out more of the reasons behind those factors in the job issues and conduct the cross tabulation tables which show the relationship between 2 variables of the three main questions and apply 2 economic theories to analyze the results more

There will be a list of 10 questions (Appendix A) which will be answered by 248 fourth year students from four competitive universities (Chulalongkorn, Thammasat, Kasetsart and Mahidol Universities) in various fields of studies. For instance, Economics, Law, Arts, Engineer, for example.

Short Lists of the questions and answers

Number	Questions	Sample of Answers
1	Gender	Male, Females
2	Age	21,22,23
3	Student's monthly expenses	8,000-10,000 Baht
4	Field of studying	Law, Economics, Engineering
5	University	Thammasat, Chulalongkorn
6	Does salary considered to be the most important factors for career selection?	Yes, No
7	Please rank the importance of factors in job selection process	Firm's reputation, CEO's attitudes
8	Please rank the importance of factors which can push up working outcome	Employee's welfare, Colleagues
9	Please rank the importance of factors which affect university's decisions	University's fame, Curriculum
10	What is your expected answer when you finish your bachelor's degree?	15,000-25,000 Baht

Additionally, a utility maximization theory and human capital theory will be added in this paper to make the interpretation become easier and clearer to the readers to see the whole story. The questions are going to ask about the basic general background information such as student's gender, age and monthly expense and the questions which related to the focus topic which will be 3 questions. First of all, the question will ask them to give score from 1 to 5 (5 = the most important, 1 = the least important) to each factor in order to see the overview of Generation Y's opinions when they select the work places. Secondly, the question will ask them to give the score from 1 to 5 about some factors which could increase their working productivity and greater working results. For instance, colleagues, company facilities, working environment and extra employee's welfare. Thirdly, the question will ask them, again, to give the score from 1 to 5 for each factor which encouraged them to apply for their current universities. In addition, the one-on-one interviews will be conducted with 7 students from various faculties and universities to understand the deeper detail of the three questions mentioned earlier and I am going to use the cross tabulation table which is a research method used for analyzing and comparing the relationship between 2 or more variables. In this case, I am going to provide average, standard deviation and total frequency of each factor and the utility maximization and human capital theories will be applied to analyze those three key questions.

Following this, the cross tabulation table, which is a statistical method of boiling down statistical data into a form that is easier to analyze, will be conducted in this paper in order to show the relationship between variables in the three main question stated earlier. The table arranges a way of analyzing and comparing the outcomes for single or more variables with the results of another (or others). In this case, I am going to show the relationship between factors in the three main questions and people's current faculties.

Finally, I am going to apply 2 economics theories which are utility maximization theory and human capital theory. Since people are likely to maximize their utility which means that they tend to choose things which is best for them because the best thing can push up their lives' qualities or makes them gaining the highest level of happiness. Furthermore, by investing in human capital, people can benefit from having more good opportunities in lives or their career paths or it means that people can increase their income or output by investing their time and money in education or human capital. Thus, these theories are related to my issues and helped me to analyze the results easier.

In a nutshell, the methodologies will begin at the step of listing some questionnaires which included the Generation Y's background information and the topic related questions which will focus on the top factors included in job selection process, incentives for their working behaviors, the most relevant factors involved in their university's preferences and also the reasons behind those factors. After that, the questionnaires will be posted online and I am going to do one-on-one interview by asking some members of generation Y on the phone in order to understand more about Generation Y's perspectives towards the issues mentioned earlier and the interview will be only on one side which implies that I am going to interview only people in the Generation Y not the employers. Lastly, economic theories which are the utility maximization

and human capital theory will be used to analyze the research questions to make clearer picture and better understanding of the whole story for the readers and the cross tabulation tables will be conducted to present the data of the entire group of survey respondents. The theories and cross tabulation tables will be discussed in the later part of this paper.

8. How the Millennials give score to each factor?

This part of the paper is going to examine three main questions of the research by using the cross tabulation tables as tools (Appendix B) and further provide detail information of each question. In brief, there are 248 samples who are the fourth year students who is now studying in diverse faculties in four competitive universities (Thammasat, Chulalongkorn, Kasetsart and Mahidol Universities) with the cross tabulation showing relationship between current faculties and factors involved in the job selection process for question number 7, relationship between current faculties and factors which could create better work outcome for question number 8, relationship between current faculties and factors included when the students decided to apply to specific university for question number 9 and the summary of average value, standard deviation (SD) and frequencies of those relationships. In addition, the words of factors in the blanket represent the words which I used in cross tabulation tables and the words which I called for short in this part. Due to the space limitation, I am going to give examples with explanation of some factors for each question and present the rest with the tables which can make the reader understand clearer about the interpretation of each cross tabulation table.

Summary of survey data statistics

University	Number of students
Thammasat	99
Chulalongkorn	51
Kasetsart	48
Mahidol	50
Total Students	248

Gender	Number of People
Male	98
Female	150
Total	248

Faculty	Number of Students
Architecture	7
Commerce and Accountancy	28
Communication Arts	15
Economics	66
Education	10
Engineering	37
Fisheries	4
Law	10
Liberal Arts	27
Medicine	16
Others	16
Science	9
Social Science	3
Total	248

Furthermore, the 4 hypotheses which will be explained deeper in the next section. From online survey, it is found that money or salary is not one and prior reason behind the job selection process of people in Generation Y. From an online survey, there are 163 people disagree that money is the most essential factor for choosing the job while the others of 85 agree that money is the most important factor for selecting the career. Overall, for question 7, it is clear that most of the samples agree that organization's norm and working environment is one of the top factors which encourage the Millennials to apply for the position. For question 8, relationship with colleagues and a desire to develop one's ability offered by the company provides to the employers are the most relevant working incentive factors which engage the people to work and produce the most effective working outcomes because those samples give score of 'develop one's ability' and 'strong relationship with colleague' most. Lastly, for question 9, I found out that the Millennials enter the competitive university like Mahidol or Thammasat because they value the fame of the university and the beneficial of their career path most because they give they score of these two factors most. More details of these questions will be analyzed further in the next paragraph.

To begin with the first question, question number 7 which asks the target group to give a score to each factors which included in their job selection process (5 = the most important, 1 = the least important). There are 7 main factors which are company reputation (reputation),

organization's norm and working environment (norm), CEO or a company's owner's attitudes and fame (CEO), family and peers' perspective towards the firm they are going to apply (opinion), employee's welfare (welfare), salary (salary) and how close the company to your place (place). For Norm which people gave average mean of 3.93, many people who study in commerce and accountancy, engineering and liberal arts faculties think that the Norm is a very crucial factor they take into consideration. They rate it 4.1 while others rate this actor at around 3.5. For the standard deviation, people who studies communication arts have wide range of perspective ($SD = 1.40$) while the ones who learn social sciences ($SD = 0.57$) usually have the same point of view towards this factor and the average SD for people is 0.93 which implies that people usually have same perspectives. In the other words, it can be said that people usually take this factor in consideration asides from salary received because the mean score that they give to norm (3.939) is slightly lower than the mean score they give to money (4.024). On the other hand, most of the students agree that opinion is not very important since they give a total average score of 3.2 which is the lowest score compared to other factors in the question. Moreover, the students who are in faculty of architecture give the lowest score of 2.42 for this factor and the SD of this factor is considered to be relatively low. The average SD is only 1.04 which means that the people usually have the same opinion for this factor.

Turning to consider the question number 8 which asks the people in Generation Y to give the score to each factors which can push up their work productivities, (5 = the most important, 1 = the least important). There are 10 key factors which are colleagues (colleagues), organization's norm and working environment (norm), to gain work experiences/ develop one's abilities and advance their career paths (experiences), relationship with the authorities or employers (authorities), employee's welfares (welfares), salary (salary), rewards (rewards), the level of

working challenges (challenges), availability of technological devices in workplace like computer or tablet (technology) and unexpected positive experiences such as free lunch or birthday gift (positive). For the Experiences, most of the students who are educated in faculty of commerce and accountancy, economics and liberal arts see that this factor is very essential because they give the score 4.1. Apart from that, students in other faculties also think that this factor is very important too because overall average mean is about 4.08. The total average SD for this factor is roughly 0.82 which implies that most of the students are likely to agree for the importance of this factor. The exception is only for the ones who are studying in architecture faculty. In the other words, they have diverse opinions toward this factor with the SD of 1.34. Also, for the good relationship with their colleagues, most people give the average score of 4.00 which is quite high compared to the rest factors and the SD for this factor is not very high. It is only 0.89. In contrast, most of the students think that the positive is the factor which is not very important because they give the average score only 3.34. To illustrate, most students from faculty of architecture give the mean score for this factor only 2.85. Finally, the SD for this factor is about 1.00 which is quite high compared to other factors.

Last but not least, the question number 9 which asks the students in Generation Y's to give the score of the factors they take into account when they chose their current universities. (5 = the most important, 1 = the least important). There are 5 important factors which are fame of the university (fame), preferences toward the curriculum of faculty which you want to apply (curriculum), benefit the future careers (future), family and peer's opinions toward the university you want to apply (opinion) and close to your place (place). One example is the university's reputation. Most of the students, especially those who study economics and commerce and accountancy and economics, give the total average score of 4.2 which is the greatest number

compared to the rest factors and the SD for this factor is approximately 0.9 which is relatively low compared to other factors in the question. Another factor is the place which majority of the students agree that it is not very crucial. The average score is about 2.9 which is the lowest compared to the others. Again, students from the faculty of architecture give the low score of 2.28 to this one. The SD for this factor is about 1.2 which is quite high compared to other factors.

Note that I have conducted the overview of 248 people online survey and the cross tabulation table of the relationship between factors in each question and people's current universities (Appendix C) and I found almost no differences in the four universities because the means of 4 universities are relatively close to each other. For example, question 9, the mean of universities and future are listed as following. Chulalongkorn is 4.09, Kasetsart is 3.96, Mahidol is 4.02 and Thammasat is 4.14. To conclude, it is implied that most of the time students in competitive university usually have the almost the same point of view but what make differences are the relationship between faculties and factors in each question.

9. Overview of the results

This section is going to show the overall picture of results from cross tabulation tables. To start with, the tables below show the overall picture of total average mean, total average standard deviation (SD), maximum and minimum of total average mean and SD and total frequency. It has been noticed that the frequencies in each question are not equal because some people who do the survey missed some of the questions.

The importance of each factor in the job selection process

Factors	Total Average Mean	Total Average SD	Total Frequency
Reputation	3.685	0.972	248
Norm	3.939	0.931	248
CEO	3.603	0.913	247
Opinion	3.209	1.043	248
Welfare	3.633	0.984	248
Salary	4.024	0.896	247
Place	3.311	1.01	247

Maximum total average mean	4.024 (Salary)
Minimum total average mean	3.209 (Opinion)
Maximum total average SD	1.043 (Opinion)
Minimum total average SD	0.896 (Salary)

The importance of each factor which can push up people's working productivity

Factors	Total Average Mean	Total Average SD	Total Frequency
Colleague	4	0.895	243
Norm	3.845	0.843	246
Experience	4.085	0.829	247
Authority	3.963	0.826	245
Welfare	3.502	0.943	245
Salary	3.828	0.888	245
Reward	3.508	0.94	244
Challenge	3.662	0.882	246
Technology	3.813	0.854	247
Positive	3.344	1.003	247

Maximum total average mean	4.085 (Experience)
Minimum total average mean	3.344 (Positive)
Maximum total average SD	1.003 (Positive)
Minimum total average SD	0.826 (Authority)

The importance of each factor which affects their university's selection

Factors	Total Average Mean	Total Average SD	Total Frequency
Fame	4.231	0.92	246
Curriculum	3.865	0.999	246
Future	4.072	0.885	247
Opinion	3.489	1.031	247
Place	2.923	1.248	247

Maximum total average mean	4.231 (Fame)
Minimum total average mean	2.923 (Place)
Maximum total average SD	1.248 (Place)
Minimum total average SD	0.885 (Future)

In accordance with the cross tabulation tables in each question, the table below provides information regarding the top factors in each question. By looking at total average mean in each factor, it is found that factors mentioned in below table give the highest average mean and number in the blanket is the total average mean of each factor. (See Appendix B for further information in the cross tabulation tables)

Question	The top factors in each question (Total Average Mean)
7	Company's norm and working environment (3.939) and salary (4.024)
8	Relationship with colleagues (4.000) and desire to gain work experience/develop one's ability (4.085)
9	Fame of university (4.231) and the beneficial aspects for their career paths (4.072)

The tables below show averages maximum and minimum score of the factors in each question given in term of faculties in order to make the reader see the better and clearer picture of the outcome of every main question.

The importance of each factor in the job selection process

Factors	Faculty/ Maximum Mean	Faculty/ Minimum Mean
Reputation	Commerce and Accountancy /4.035	Science /3.222
Norm	Liberal Arts /4.185	Social Science /3.333
CEO	Law /3.900	Fisheries /3.000
Opinion	Communication Arts and Fisheries /3.750	Architecture /2.428
Welfare	Engineering /3.918	Architecture and Social Science /3.000
Salary	Engineering /4.324	Architecture /3.428
Place	Education /3.900	Architecture /2.285

The importance of each factor which can push up people's working productivity

Factors	Faculty/ Maximum Mean	Faculty/ Minimum Mean
Colleague	Commerce and Accountancy /4.285	Architecture /3.142
Norm	Commerce and Accountancy /4.071	Social Science /3.333
Experience	Others /4.250	Fisheries /3.500
Authority	Commerce and Accountancy /4.214	Architecture /3.285
Welfare	Social Science /4.666	Architecture /2.714
Salary	Commerce and Accountancy /4.107	Architecture and Social Science /3.000
Reward	Medicine /3.687	Architecture /2.571
Challenge	Medicine /4.000	Education /3.400
Technology	Engineering /4.111	Architecture /3.285
Positive	Law /3.900	Architecture /2.857

The importance of each factor which affects their university's selection

Factors	Faculty/ Maximun Mean	Faculty/ Minimum Mean
Fame	Law /4.500	Architecture /3.420
Curriculum	Law /4.300	Communication Arts /3.533
Future	Commerce and Accountancy /4.464	Education /3.400
Opinion	Commerce and Accountancy /3.821	Architecture /3.821
Place	Science /3.111	Architecture /2.285

NOTE: Others mean the other faculties such as faculty of archaeology, faculty of psychology, faculty of veterinary science, faculty of political science, faculty of pharmacy, faculty of sport and science and faculty of nursing.

10. What do these people actually think?

Since the information from the cross tabulation table is inadequate to analyze the full detail of Generation Y's perspective towards the three questions stated earlier, I have done one-on-one interview with 7 people who study in various fields in different universities. Their information is shown in below table.

Faculty	University
Faculty of Economics (International Program) or BE	Thammasat
Faculty of Economics (International Program) or BE	Thammasat
Faculty of Arts (International Program) or BALAC	Chulalongkorn
Faculty of Veterinary Science	Chulalongkorn
Faculty of Engineering	Kasetsart
Faculty of Business Administration (Department of Accounting)	Kasetsart
Faculty of Information and Communication Technology (ICT)	Mahidol

These people have almost exactly the same perspective of majority of the factors but there are some factors which they have different point of view. I will begin by talking about the factors in each question which most of them usually agree on and the elements which they have diverse perspective will be discussed after that. In general, everybody in the group interview remarked that money or salary is not the one and prior factor they take into account when they decide to select the job because there are some other factors which sometimes equally important for them to be successful in their career path and gain the high level of happiness in their working lives.

First of all, question 7, most people in the group think that company's reputation and firm's norm and working environment are very crucial factors in the career selection process. The one who studies account at Kasetsart claims that the reputation is very important because they show the company's stabilities and it is one indicator for people in the society to judge whether you have a career advancement or not. In the other words, she said that she wants to be accepted by the society and her parents can be proud of her. For the companies norm and working environment, the one from BE states that in order to work in that company in the long run, this factor is very crucial because it can determine your level of happiness in working. For instance, surrounded by comfortable office can bring the feeling of delight. In contrast, working in poor environment can discourage you to come to work. The exception is for the one who study veterinary. The students said that the firm's reputation is not very important but location of the work place because she said that working on this field mostly depends on one's ability and anyone who works in the field can become successful no matter where he or she works. Additionally, she said that the distance between work place and her residence is quite important because even though working with the livestock gain more money, the vet needs to travel to the country side. Thus, she chooses to work in the city with pets (cats or dogs) instead. For the one from BALAC, she states that she cares more about the level of happiness in working environment than the level of salary. She mentioned that some stress jobs pay a huge of salary mean nothing if the working environment is too competitive. On the other hand, everyone except the students from faculty of veterinary agree that the distance between your work place and residence are the least important because if the work place is too far from their home, they can rent a house to live nearby the company.

Secondly, question 8, most of them agree that relationship with colleagues and desire to develop one's ability are top factors which could lead to productive work outcome. They said that people usually have co-worker and they work as a team and they need to interact and share ideas all the time. Thus, a strong relationship with their colleague can lift up the working outcome. Furthermore, the one from ICT also said that good working context can create the feeling of happiness in the office. Hence, people are likely to produce a splendid working outcome in fine surroundings. In addition, some people like the one who studies engineering at Kasetsart states that the level of working challenges is very important because it push up people's ability to achieve something while the others think that this factor is not very essential. Most of the students said that hard work usually discourages their ability to produce a great work. For example, a student from BE said that if she is given to do some hard works, those works can create the feeling of unhappiness and she might finally produce inefficient work results. She also thinks that if she just finishes her bachelor's degree, one thing that she wants most is that she wants to develop her own ability because she expect that the experiences which she receive from the firm will benefit her in the future in some ways. Apart from that, most of them think that employee welfares and unexpected positive experiences (company pays you a free lunch or give a birthday gift) have low level of importance. The student from BALAC said that she already have what the company providing for them like free fitness center and the positive experiences only make they have positive attitudes toward the company. However, another one from BE said that those positive experiences can lift up employee's moods and then she can produce better working results.

Finally, question 9, everyone said that the university's reputation and career advancement are the most important factors when they decided to enroll for their current universities. The one

from ICT claims that since the university has a long and strong reputation, it must provide excellent teaching standards for the students. Besides, the students from BE and ICT believe people can gain a greater preference from their employers when they do the job selection process if they come from the competitive university because Thai firms usually believe that the students who come from the famous university can work effectively. In addition, the one who study account from Kasetsart and veterinary from Chulalongkorn thinks that it would be great if people have studied in prestigious universities because it can benefit you will gain the sublime acceptance from the society and it will surely benefit your future occupation. Nevertheless, they agree that the distances between university and residences and others' opinions toward that university do not really matter. The one from BALAC said that her parents wanted her to study in the faculty of law but she insisted to study in her current faculty. The BE students also stated that she did not care what other thinks because she wholeheartedly believe in her passion in studying at Thammasat. Lastly, all of them said that the distances between the university and their residences are not a big deal as long as that university is worthy. They can stay in a dorm or rent an apartment instead travel in a long distance to that university.

11. Look deeper into their rationales

This part of the research is going to examine the theories related to the choices behind Generation Y's job selection process, working productivity and university's preferences. I am going to apply utility maximization theory and human capital theory to analyze research results from on-one-on interview part. To begin with, the utility maximization is the procedure of achieving the greatest level of utility from goods or services consumption. The main objective of maximizing utility is an essential assumption underlying consumer behavior. Consumers are assumed to make choices, especially concerning the purchase of goods, such that they obtain the

highest possible level of satisfaction. It is apparent that people are typically stimulated to do what is best for them, to buy the most delighted products, to make the decisions that provide more benefits than drawbacks, to develop their whole living standards and well-being. In the other words, they aim to maximize their utilities. For this situation, people also choose their best opinion relating to their highest level of happiness. To illustrate, most of the sample group choose the company's norm and working environment as their prior factors when they apply for a job because they view that the working environment and norm can make they work happily in that firm in the long run. Moreover, the company's norm and working environment are what encourage them to work in that position in the long run. For example, the organization which has transparent and open communication will attract more employees to apply for the specific position.

This theory also applies for when people decide about factors included to push up their working productivity. The majority of people agree that the relationship with their colleagues and the ability to develop one's abilities are top two factors which can lead to better work results. Since people need to interact with their colleagues all the time, it is necessary to have a good relationship with their co-workers. Thus, they tend to create a greater work outcome in a well environment. Additionally, for the ones who just finished their bachelor's degree, they expect to develop their own skills or seek to develop their own ability because they want to use or apply those skills for their career path advancement. So, they are likely to produce a great work result if the company trains them well.

Last but not least, for the human capital theory which based on the assumption that education is highly instrumental and essential to develop or improve people's productive capacity. Human capital theory emphasizes how education can raise the productivity and

efficiency of employees by growing the level of cognitive stock of economically productive human capability, which is a product of inborn abilities and investment in human beings. Members of Generation Y agree that they attended their current universities because they want to benefit their future career paths. In the other words, people chose their current universities because they have a strong faith in the fame and they expect that by enrolling in such prestigious educational institution will benefit their future career path. As famous universities usually have great curriculum and high quality lecturer, students can be sure that they will be able to study well-quality knowledge which they can use in their future works. Moreover, most of them think that the employers will have more preferences with the ones who graduated from competitive university rather than those who study in uncompetitive ones. All in all, factors which encouraged them to apply for their current universities are based on their future living standards.

Likewise, the outcomes of this research are in the same directions as the literature reviews. As mentioned in the literature review parts, people do not see that money is the most important factors in their job issues, in this part of the paper; it is obvious that people have value other factors in the job issues to maximize their utilities.

12. Conclusion

As I have conducted an online survey with Generation Y's students in various faculties from different universities and one-on-one interview with some of them to get the results of the top factor involved in job selection process, most relevant factors which could lift up their working productivity, top factor when they decide to choose to apply for their current universities and the rationales behind those factors by using cross tabulation tables and utility maximization theory as tools to analyze the outcome, it has been found that people in diverse study fields have different perspectives toward the jobs in the recent decades.

In accordance with the literature reviews, the outcomes of this research are relatively consistent with those literature reviews. Since the literature reviews are about other factors apart from money which these people take into consideration when they do the job issues, the results of my research go into the same direction. Moreover, it is apparent that the way people choose their current universities are related with the past paper.

All in all, majority of the people agree that money is not the one and prior factors included in their career path. Apart from money, most of them think that company's norm and working environments and salary are top factors they take into account when they select their jobs. Besides, most of them also agree that relationship with their colleague and a wish to develop one's ability are two most relevant factors which can push up their working outcome.

Finally, they applied for their current university because they strongly believe in universities' reputation and they want to benefit their future career path. However, the group samples are relatively small; they do not represent the whole population group but just some rough ideas of people in this generation. Thus, readers need to consider other factors relating to each individual as well.

For the suggestion for further research, I recommend other people to conduct more samples and compare this generation to other generations such as Generation Z to make this topic become even more interesting. Lastly, I hope that this research will benefit the employers in every industry to understand the true working habits of people in this generation and will be able to create the most suitable conditions to attract good people to apply and work with the firm well.

13. APPENDICES

Appendix A

Questionnaires

1. Gender
☐ Male ☐ Female Others _____
2. Age
☐ 21 ☐ 22 ☐ 23 Others _____
3. Student's monthly expense
☐ Less than 8,000 Baht ☐ 8,000-10,000 Baht ☐ 10,000-12,000 Baht ☐ More than 12,000 Baht
 Others _____
4. Field of studying
☐ Economics ☐ Commerce and Accountancy ☐ Liberal Arts
☐ Law ☐ Engineering ☐ Medicine
☐ Social Science ☐ Communication Arts ☐ Science
☐ Education ☐ Fisheries Others _____
5. University
☐ Thammasat University
☐ Chulalongkorn University
☐ Kasetsart University
☐ Mahidol University
6. Does salary considered to be the most important factors for career selection?
☐ Yes ☐ No
7. Please give the score of each factor which involved in your job selection process
 (5= the most important, 1 = the least important)

	Level of importance				
Factor	1	2	3	4	5
1.) Company's reputation.					
2.) Organization's norm and working environment.					
3.) CEO's attitudes and fame.					
4.) Family and friends' opinions towards the jobs you are going to apply.					
5.) Employee's welfares					
6.) Salary					
7.) Close to your place					

8. Please give the score of each factor which could lead to a better working outcome and a greater productivity
(5= the most important, 1 = the least important)

	Level of importance				
Factor	1	2	3	4	5
1.) Colleagues					
2.) Organization's norm and working environment.					
3.) To gain working experiences/ develop one's ability or To get a promotion (career advancement or long term perspective of the job)					
4.) Relationship with the authority.					
5.) Employee's welfares					
6.) Salary					
7.) Rewards					
8.) The level of working challenges					
9.) Availability of technological devices in the workplace (computers, tablet)					
10.) Unexpected positive experiences (free lunch, birthday gift)					

9. Please give the score of each factor which encouraged you to apply to study at your current university?
(5= the most important, 1 = the least important)

	Level of importance				
Factor	1	2	3	4	5
1.) Fame of the university					
2.) Preference towards the curriculum of the faculty which you want to apply					

3.) Benefit the future career					
4.) Close to your place					
5.) Family and peer's opinions					

10. What is your expected salary when you finish your bachelor's degree?

- ☐ 15,000 Baht
☐ 15,000-25,000 Baht
☐ 25,000-35,000 Baht
☐ 35,000-40,000 Baht
☐ 40,000 Baht or above

Appendix B

The cross tabulation tables

Question 7- Please give the score of each factor which included in your job selection process.

```
. tab Faculty , sum(Reputation)
```

Faculty	Summary of Reputation		
	Mean	Std. Dev.	Freq.
Architecture	3.4285714	1.1338934	7
Commerce and Accounta..	4.0357143	.92224135	28
Communication Arts	3.3333333	1.0465362	15
Economics	3.7121212	1.0490311	66
Education	3.7	.9486833	10
Engineering	3.7297297	1.0447926	37
Fisheries	3.75	1.5	4
Law	3.7	.9486833	10
Liberal Arts	3.5925926	.84394947	27
Medicine	3.8125	.91058589	16
Others	3.5	.81649658	16
Science	3.2222222	.66666667	9
Social Science	4	0	3
Total	3.6854839	.97222093	248

. . tab Faculty , sum(Norm)

32

Faculty	Summary of Norm		Freq.
	Mean	Std. Dev.	
Architecture	4	1.1547005	7
Commerce and Accounta..	4.1428571	.70523365	28
Communication Arts	3.4666667	1.4074631	15
Economics	3.8636364	.85730102	66
Education	3.7	1.2516656	10
Engineering	4.1351351	.88701003	37
Fisheries	3.75	.95742711	4
Law	3.9	.87559504	10
Liberal Arts	4.1851852	.8786807	27
Medicine	4	.81649658	16
Others	3.6875	1.0781929	16
Science	4	.8660254	9
Social Science	3.3333333	.57735027	3
Total	3.9395161	.93100603	248

. . tab Faculty , sum(CEO)

Faculty	Summary of CEO		Freq.
	Mean	Std. Dev.	
Architecture	3.8571429	1.2149858	7
Commerce and Accounta..	3.6666667	.78446454	27
Communication Arts	3.2	.94112395	15
Economics	3.6666667	.8289629	66
Education	3.3	1.3374935	10
Engineering	3.4594595	1.0433545	37
Fisheries	3	.81649658	4
Law	3.9	.87559504	10
Liberal Arts	3.7777778	.80064077	27
Medicine	3.625	.95742711	16
Others	3.6875	1.0144785	16
Science	3.5555556	.72648316	9
Social Science	3.6666667	.57735027	3
Total	3.6032389	.9131323	247


```
. . tab Faculty , sum(Opinion)
```

Faculty	Summary of Opinion		
	Mean	Std. Dev.	Freq.
Architecture	2.4285714	1.3972763	7
Commerce and Accounta..	3.75	.84437134	28
Communication Arts	3.6	.98561076	15
Economics	2.8333333	.98579657	66
Education	3.3	1.1595018	10
Engineering	3.5675676	.95860259	37
Fisheries	3.75	.95742711	4
Law	2.7	1.0593499	10
Liberal Arts	3	1.0741723	27
Medicine	3.375	1.2583057	16
Others	3.0625	.85391256	16
Science	3.5555556	.52704628	9
Social Science	3.3333333	.57735027	3
Total	3.2096774	1.0437723	248

```
. . tab Faculty , sum(Welfare)
```

Faculty	Summary of Welfare		
	Mean	Std. Dev.	Freq.
Architecture	3	1.1547005	7
Commerce and Accounta..	3.8571429	.93151751	28
Communication Arts	3.8	.77459667	15
Economics	3.5	.91567545	66
Education	3.7	1.4181365	10
Engineering	3.9189189	.98258102	37
Fisheries	3.25	.95742711	4
Law	3.7	1.1595018	10
Liberal Arts	3.2962963	.91209036	27
Medicine	3.6875	1.1954776	16
Others	3.875	.8850612	16
Science	3.6666667	1	9
Social Science	3	0	3
Total	3.6330645	.98492457	248

```
. . tab Faculty , sum(Salary)
```

Faculty	Summary of Salary		
	Mean	Std. Dev.	Freq.
Architecture	3.4285714	.97590007	7
Commerce and Accounta..	4.3214286	.66963624	28
Communication Arts	4.0714286	1.384768	14
Economics	3.9090909	.87226095	66
Education	3.9	1.1005049	10
Engineering	4.3243243	.85160156	37
Fisheries	3.75	.95742711	4
Law	4.2	1.1352924	10
Liberal Arts	3.8888889	.80064077	27
Medicine	4.1875	.83416625	16
Others	3.625	.61913919	16
Science	4.1111111	.78173596	9
Social Science	3.6666667	1.1547005	3
Total	4.0242915	.8968197	247

```
. . tab Faculty , sum(Place)
```

Faculty	Summary of Place		
	Mean	Std. Dev.	Freq.
Architecture	2.2857143	.95118973	7
Commerce and Accounta..	3.3571429	1.1615534	28
Communication Arts	3.5714286	.75592895	14
Economics	3.3030303	.97617301	66
Education	3.9	1.197219	10
Engineering	3.1351351	1.1096086	37
Fisheries	3	0	4
Law	3.4	.96609178	10
Liberal Arts	3.037037	.93978236	27
Medicine	3.875	.8850612	16
Others	3.375	.80622577	16
Science	3.4444444	1.0137938	9
Social Science	3.3333333	.57735027	3
Total	3.3117409	1.0101033	247

Question 8- Please give the score of each factor which can push up your working productivity.

. tab Faculty , sum(Colleague)

Faculty	Summary of Colleague		Freq.
	Mean	Std. Dev.	
Architecture	3.1428571	1.069045	7
Commerce and Accounta..	4.2857143	.71269665	28
Communication Arts	3.6666667	.89973541	15
Economics	3.984375	.89959757	64
Education	3.4444444	1.2360331	9
Engineering	4.1388889	.83333333	36
Fisheries	3.75	.5	4
Law	4.2	.78881064	10
Liberal Arts	4.0740741	1.035	27
Medicine	4.0625	.92870878	16
Others	3.9333333	.79880864	15
Science	4.2222222	.44095855	9
Social Science	3.6666667	1.1547005	3
Total	4	.89535071	243

. . tab Faculty , sum(Norm)

Faculty	Summary of Norm		Freq.
	Mean	Std. Dev.	
Architecture	3.4285714	.97590007	7
Commerce and Accounta..	4.0714286	.66268653	28
Communication Arts	3.6666667	.97590007	15
Economics	3.8307692	.82099845	65
Education	3.6	1.2649111	10
Engineering	3.9166667	.73192505	36
Fisheries	4	1.1547005	4
Law	3.9	.73786479	10
Liberal Arts	4	.83205029	27
Medicine	3.75	1	16
Others	3.8125	.91058589	16
Science	3.6666667	.8660254	9
Social Science	3.3333333	.57735027	3
Total	3.8455285	.84305102	246

```
. . tab Faculty , sum(Experience)
```

Faculty	Summary of Experience		Freq.
	Mean	Std. Dev.	
Architecture	3.8571429	1.3451854	7
Commerce and Accounta..	4.1785714	.66963624	28
Communication Arts	3.6	1.183216	15
Economics	4.1515152	.72837911	66
Education	4	1.1547005	10
Engineering	4.0555556	.79082035	36
Fisheries	3.5	1.2909944	4
Law	4.3	.9486833	10
Liberal Arts	4.1851852	.78627833	27
Medicine	4.125	.71879529	16
Others	4.25	.77459667	16
Science	3.8888889	.78173596	9
Social Science	4	0	3
Total	4.0850202	.82937574	247

```
. . tab Faculty , sum(Authority)
```

Faculty	Summary of Authority		Freq.
	Mean	Std. Dev.	
Architecture	3.2857143	1.1126973	7
Commerce and Accounta..	4.2142857	.68622115	28
Communication Arts	3.4666667	.74322335	15
Economics	4.030303	.72259568	66
Education	3.8	1.0327956	10
Engineering	4.1388889	.79831171	36
Fisheries	4	1	3
Law	3.9	.73786479	10
Liberal Arts	3.962963	.89792417	27
Medicine	4.2	.86189161	15
Others	3.75	.85634884	16
Science	3.7777778	.97182532	9
Social Science	3.3333333	1.1547005	3
Total	3.9632653	.82648125	245

```
. . tab Faculty , sum(Welfare)
```

37

Faculty	Summary of Welfare		Freq.
	Mean	Std. Dev.	
Architecture	2.7142857	.95118973	7
Commerce and Accounta..	3.6785714	.94491118	28
Communication Arts	3.4285714	.64620617	14
Economics	3.5151515	.86366703	66
Education	3.6	1.2649111	10
Engineering	3.7142857	.85993942	35
Fisheries	4	.81649658	4
Law	3.7	.9486833	10
Liberal Arts	2.8888889	1.0500305	27
Medicine	3.3125	1.1383468	16
Others	3.6875	.79320027	16
Science	3.6666667	.5	9
Social Science	4.6666667	.57735027	3
Total	3.5020408	.94359137	245

```
. . tab Faculty , sum(Salary)
```

Faculty	Summary of Salary		Freq.
	Mean	Std. Dev.	
Architecture	3	1.1547005	7
Commerce and Accounta..	4.1071429	.87514171	28
Communication Arts	3.5714286	1.0163499	14
Economics	3.8939394	.76718843	66
Education	3.9	1.1005049	10
Engineering	4.0555556	.86004799	36
Fisheries	3.75	.95742711	4
Law	3.7	1.1595018	10
Liberal Arts	3.6153846	1.0228166	26
Medicine	3.8125	.65510813	16
Others	3.6875	.79320027	16
Science	3.8888889	.78173596	9
Social Science	3	0	3
Total	3.8285714	.88891166	245

```
. . tab Faculty , sum(Reward)
```

38

Faculty	Summary of Reward		
	Mean	Std. Dev.	Freq.
Architecture	2.5714286	.97590007	7
Commerce and Accounta..	3.75	.88715108	28
Communication Arts	3.5384615	.96741792	13
Economics	3.6363636	.88815043	66
Education	3.5	1.4337209	10
Engineering	3.5833333	.84091787	36
Fisheries	3.5	.57735027	4
Law	3.1	.87559504	10
Liberal Arts	3.3703704	.9666814	27
Medicine	3.6875	1.0781929	16
Others	3	.89442719	16
Science	3.5555556	.72648316	9
Social Science	4	0	2
Total	3.5081967	.94058822	244

```
. . tab Faculty , sum(Challenge)
```

Faculty	Summary of Challenge		
	Mean	Std. Dev.	Freq.
Architecture	3.5714286	1.3972763	7
Commerce and Accounta..	3.9642857	.69293487	28
Communication Arts	3.5	1.0919284	14
Economics	3.6515152	.85020222	66
Education	3.4	1.2649111	10
Engineering	3.75	.76997217	36
Fisheries	3.5	.57735027	4
Law	3.5	.97182532	10
Liberal Arts	3.4814815	.84899807	27
Medicine	4	.89442719	16
Others	3.5625	1.0935416	16
Science	3.4444444	.52704628	9
Social Science	3.6666667	.57735027	3
Total	3.6626016	.88293558	246

```
. . tab Faculty , sum(Technology)
```

39

Faculty	Summary of Technology		
	Mean	Std. Dev.	Freq.
Architecture	3.2857143	1.2535663	7
Commerce and Accounta..	3.8571429	.70523365	28
Communication Arts	3.9333333	.8837151	15
Economics	3.7121212	.79932956	66
Education	3.8	1.0327956	10
Engineering	4.1111111	.78477577	36
Fisheries	3.5	1.2909944	4
Law	4	.94280904	10
Liberal Arts	3.7407407	.81299979	27
Medicine	3.9375	.92870878	16
Others	3.6875	.94648472	16
Science	3.7777778	.83333333	9
Social Science	3.3333333	1.1547005	3
Total	3.8137652	.85405108	247

```
. . tab Faculty , sum(Positive)
```

Faculty	Summary of Positive		
	Mean	Std. Dev.	Freq.
Architecture	2.8571429	1.069045	7
Commerce and Accounta..	3.3571429	1.0615951	28
Communication Arts	3.8	.94112395	15
Economics	3.1818182	.90992968	66
Education	3.3	1.2516656	10
Engineering	3.5833333	.93732141	36
Fisheries	3.75	.95742711	4
Law	3.9	.87559504	10
Liberal Arts	3.1111111	1.2194997	27
Medicine	3.4375	.96393292	16
Others	3.0625	.99791449	16
Science	3.4444444	.8819171	9
Social Science	3.3333333	.57735027	3
Total	3.3441296	1.0035486	247

Question 9- Please give the score of each factor which encourage you to apply at your current university.

. tab Faculty , sum(Fame)

Faculty	Summary of Fame		Freq.
	Mean	Std. Dev.	
Architecture	3.4285714	1.1338934	7
Commerce and Accounta..	4.4642857	.74446814	28
Communication Arts	4	.9258201	15
Economics	4.4393939	.84359647	66
Education	4.2	1.2292726	10
Engineering	4.0555556	1.0404517	36
Fisheries	4.25	.95742711	4
Law	4.5	.70710678	10
Liberal Arts	4.1481481	.9885383	27
Medicine	4.125	.8850612	16
Others	4.0666667	.9611501	15
Science	4.2222222	.83333333	9
Social Science	4	0	3
Total	4.2317073	.92094158	246

. tab Faculty , sum (Curriculum)

Faculty	Summary of Curriculum		Freq.
	Mean	Std. Dev.	
Architecture	4	.81649658	7
Commerce and Accounta..	4.0714286	.89973541	28
Communication Arts	3.5333333	.83380939	15
Economics	3.8461538	1.0342686	65
Education	3.7	1.4944341	10
Engineering	3.8888889	1.0630892	36
Fisheries	3.5	.57735027	4
Law	4.3	.67494856	10
Liberal Arts	3.8888889	.97402153	27
Medicine	3.875	.95742711	16
Others	3.5	1.1547005	16
Science	4.2222222	.97182532	9
Social Science	3.6666667	.57735027	3
Total	3.8658537	.99912854	246

. . tab Faculty , sum (Future)

41

Faculty	Summary of Future		Freq.
	Mean	Std. Dev.	
Architecture	3.8571429	.89973541	7
Commerce and Accounta..	4.4642857	.69293487	28
Communication Arts	3.8666667	1.1872337	15
Economics	4.0606061	.83902485	66
Education	3.4	1.4298407	10
Engineering	4.1944444	.70990722	36
Fisheries	3.75	1.5	4
Law	4.2	.63245553	10
Liberal Arts	4.037037	.89792417	27
Medicine	4.3125	.79320027	16
Others	3.875	.80622577	16
Science	3.8888889	.92796073	9
Social Science	3.6666667	1.1547005	3
Total	4.0728745	.88503424	247

. . tab Faculty , sum(Opinion)

Faculty	Summary of Opinion		Freq.
	Mean	Std. Dev.	
Architecture	2.5714286	1.272418	7
Commerce and Accounta..	3.8214286	.90486633	28
Communication Arts	3.6666667	.89973541	15
Economics	3.5151515	.98046181	66
Education	3.3	1.7029386	10
Engineering	3.4722222	.87785814	36
Fisheries	3.75	1.8929694	4
Law	3.4	.6992059	10
Liberal Arts	3.2592593	1.1959095	27
Medicine	3.875	.8850612	16
Others	3.3125	1.0781929	16
Science	3.2222222	.83333333	9
Social Science	3.6666667	.57735027	3
Total	3.4898785	1.0314657	247

. . tab Faculty , sum (Place)

42

Faculty	Summary of Place		Freq.
	Mean	Std. Dev.	
Architecture	2.2857143	1.8898224	7
Commerce and Accounta..	3.0714286	1.2744954	28
Communication Arts	3.6	.82807867	15
Economics	2.8181818	1.1885232	66
Education	3.2	1.5491933	10
Engineering	2.75	1.3389762	36
Fisheries	2.5	1.2909944	4
Law	3	1.2472191	10
Liberal Arts	2.5925926	1.0099223	27
Medicine	3.375	1.4083087	16
Others	3.125	1.2583057	16
Science	3.1111111	1.0540926	9
Social Science	2.3333333	1.1547005	3
Total	2.9230769	1.248639	247

Appendix C

Question 7- Please give the score of each factor which included in your job selection process.

. tab University , sum(Reputation)

University	Summary of Reputation		Freq.
	Mean	Std. Dev.	
Chulalongk..	3.9215686	.89091273	51
Kasetsart	3.6603774	.99891087	53
Mahidol	3.6136364	1.0165127	44
Thammasat	3.61	.97333126	100
Total	3.6854839	.97222093	248

. . tab University , sum(Norm)

University	Summary of Norm		Freq.
	Mean	Std. Dev.	
Chulalongk..	3.9607843	.84760331	51
Kasetsart	3.9245283	.95774287	53
Mahidol	3.7954545	1.0247982	44
Thammasat	4	.92113237	100
Total	3.9395161	.93100603	248

```
.. tab University , sum(CEO)
```

43

University	Summary of CEO		Freq.
	Mean	Std. Dev.	
Chulalongk..	3.6666667	.84063468	51
Kasetsart	3.5576923	.89472225	52
Mahidol	3.5454545	.92647232	44
Thammasat	3.62	.96169043	100
Total	3.6032389	.9131323	247

```
.. tab University , sum(Opinion)
```

University	Summary of Opinion		Freq.
	Mean	Std. Dev.	
Chulalongk..	3.2156863	.92333581	51
Kasetsart	3.4528302	1.0296758	53
Mahidol	3.3863636	1.0165127	44
Thammasat	3	1.0917505	100
Total	3.2096774	1.0437723	248

```
.. tab University , sum(Welfare)
```

University	Summary of Welfare		Freq.
	Mean	Std. Dev.	
Chulalongk..	3.8039216	.91694292	51
Kasetsart	3.8113208	1.0010879	53
Mahidol	3.7272727	.99682371	44
Thammasat	3.41	.9754046	100
Total	3.6330645	.98492457	248

```
.. tab University , sum(Salary)
```

University	Summary of Salary		Freq.
	Mean	Std. Dev.	
Chulalongk..	4.1960784	.80049005	51
Kasetsart	4.0754717	.72983287	53
Mahidol	4.0232558	.96333676	43
Thammasat	3.91	.98570592	100
Total	4.0242915	.8968197	247

```
. . tab University , sum(Place)
```

University	Summary of Place		Freq.
	Mean	Std. Dev.	
Chulalongk..	3.4313725	.98498532	51
Kasetsart	3.3962264	1.0622839	53
Mahidol	3.255814	1.0256943	43
Thammasat	3.23	.99346349	100
Total	3.3117409	1.0101033	247

Question 8- Please give the score of each factor which can push up your working productivity.

```
. tab University , sum(Colleague)
```

University	Summary of Colleague		Freq.
	Mean	Std. Dev.	
Chulalongk..	4	.76376262	49
Kasetsart	3.8653846	.88625332	52
Mahidol	4	.93704257	42
Thammasat	4.07	.9455371	100
Total	4	.89535071	243

```
. tab University , sum(Norm)
```

University	Summary of Norm		Freq.
	Mean	Std. Dev.	
Chulalongk..	3.8627451	.77510278	51
Kasetsart	3.8113208	.85612283	53
Mahidol	3.8604651	.86137751	43
Thammasat	3.8484848	.87322574	99
Total	3.8455285	.84305102	246

```
. tab University , sum(Experience)
```

University	Summary of Experience		Freq.
	Mean	Std. Dev.	
Chulalongk..	4.1568627	.80926013	51
Kasetsart	3.9056604	.79091356	53
Mahidol	3.9302326	1.0326883	43
Thammasat	4.21	.74257265	100
Total	4.0850202	.82937574	247

```
. tab University , sum(Authority)
```

45

University	Summary of Authority		Freq.
	Mean	Std. Dev.	
Chulalongk..	4.04	.78141682	50
Kasetsart	4.1346154	.7677021	52
Mahidol	3.8139535	.93237572	43
Thammasat	3.9	.82265891	100
Total	3.9632653	.82648125	245

```
. tab University , sum(Welfare)
```

University	Summary of Welfare		Freq.
	Mean	Std. Dev.	
Chulalongk..	3.627451	.95834825	51
Kasetsart	3.8679245	.87788504	53
Mahidol	3.4285714	.83059946	42
Thammasat	3.2727273	.9563769	99
Total	3.5020408	.94359137	245

```
. tab University , sum(Salary)
```

University	Summary of Salary		Freq.
	Mean	Std. Dev.	
Chulalongk..	3.9411765	.92545696	51
Kasetsart	3.9615385	.7911654	52
Mahidol	3.8333333	.79377661	42
Thammasat	3.7	.94815078	100
Total	3.8285714	.88891166	245

```
. tab University , sum(Reward)
```

University	Summary of Reward		Freq.
	Mean	Std. Dev.	
Chulalongk..	3.4901961	1.0074234	51
Kasetsart	3.5471698	.79822008	53
Mahidol	3.4878049	.9252554	41
Thammasat	3.5050505	.99358901	99
Total	3.5081967	.94058822	244

```
. tab University , sum(Challenge)
```

46

University	Summary of Challenge		
	Mean	Std. Dev.	Freq.
Chulalongk..	3.7254902	.91822506	51
Kasetsart	3.6792453	.82680071	53
Mahidol	3.4047619	.93859064	42
Thammasat	3.73	.86287047	100
Total	3.6626016	.88293558	246

```
. tab University , sum(Technology)
```

University	Summary of Technology		
	Mean	Std. Dev.	Freq.
Chulalongk..	3.7843137	.8321953	51
Kasetsart	3.9245283	.78075547	53
Mahidol	3.7209302	.90831035	43
Thammasat	3.81	.88414771	100
Total	3.8137652	.85405108	247

```
. tab University , sum(Positive)
```

University	Summary of Positive		
	Mean	Std. Dev.	Freq.
Chulalongk..	3.3921569	.93975383	51
Kasetsart	3.4150943	.96941621	53
Mahidol	3.2325581	.9471061	43
Thammasat	3.33	1.082972	100
Total	3.3441296	1.0035486	247

Question 9- Please give the score of each factor which encourage you to apply at your current university.

```
. tab University , sum(Fame)
```

University	Summary of Fame		Freq.
	Mean	Std. Dev.	
Chulalongk..	4.26	1.0063066	50
Kasetsart	4.1509434	.92811278	53
Mahidol	4	.87287156	43
Thammasat	4.36	.88214614	100
Total	4.2317073	.92094158	246

```
. . tab University , sum(Curriculum)
```

University	Summary of Curriculum		Freq.
	Mean	Std. Dev.	
Chulalongk..	3.8627451	1.0396078	51
Kasetsart	3.8301887	.99490721	53
Mahidol	3.6976744	1.0808921	43
Thammasat	3.959596	.94673652	99
Total	3.8658537	.99912854	246

```
. . tab University , sum(Future)
```

University	Summary of Future		Freq.
	Mean	Std. Dev.	
Chulalongk..	4.0980392	.87760816	51
Kasetsart	3.9622642	.8979092	53
Mahidol	4.0232558	.88609287	43
Thammasat	4.14	.88785293	100
Total	4.0728745	.88503424	247

```
. . tab University , sum(Place)
```

University	Summary of Place		Freq.
	Mean	Std. Dev.	
Chulalongk..	3.1568627	1.254951	51
Kasetsart	3.1698113	1.2969765	53
Mahidol	3.1162791	1.0956473	43
Thammasat	2.59	1.2234659	100
Total	2.9230769	1.248639	247

```
. . tab University , sum(Opinion)
```

University	Summary of Opinion		Freq.
	Mean	Std. Dev.	
Chulalongk..	3.4313725	1.0631068	51
Kasetsart	3.6226415	1.1133182	53
Mahidol	3.5348837	.79728221	43
Thammasat	3.43	1.066051	100
Total	3.4898785	1.0314657	247

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