

Millennials on Job Hunt

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Abstract: Motivation has been identified according to millennial thought process which are work direction, personal development, social interaction, feedback-praise, and meaningful rewards. Millennials are techno wizards, not only at complete ease with today's technology but avid users more so than any generation to one before them. The purpose of our study was to find the expectations or motivational factors of the Millennial's who are next for the hunt. An online survey was conducted and data was collected from 250 students pursuing PGDM from one of the leading B school in North Delhi and fall in the category of Millennials. The data was subject to analysis through SPSS version 20 and statistical tools like descriptive analysis, factor analysis, Correlation were used to derive results. The analysis indicated a clear relevance of hygiene and motivational factors suggested by Herzberg on the millennial. Factors such as workplace working conditions, recognition among peer and other in the organization, less supervision may motivate a millennial to join a workplace and maybe lead to his long stay. Hence it is suggested corporate to design their campus hiring strategies in line with the suggestions given by the research to make millennials more satisfying and engaging.

Keywords: Motivation, two factory theory, Herzberg Motivational theory, Millennials, Generation Y, Aspirations.

Date of Submission: 18-01-2020

Date of Acceptance: 06-02-2020

I. INTRODUCTION:

Motivation is derived from the word 'motive' which means needs, desires, wants or drives within the individuals. It is the process of stimulating people to action to accomplish their goals. In the work goal context, the psychological factors stimulate the people's behaviour can be a desire for money, success, recognition, jobsatisfaction, teamwork, etc(Alshmemri, Shahwan-Akl, & Maude, 2017). In other words motivation can be the mental state of a person which relates to the direction, persistence, intensity, and termination of behaviour. Millennials are techno wizards, not only at complete ease with today's technology but avid users more so than any generation before them. They are quick learners and very resourceful, quick to look for answers from whom so ever and where ever those can be found(Kamalanabhan, 1987).Most of their upbringing and educational experiences were in groups as was the bulk of their social experience. One of the most defining characteristics of this generation is their significant need for constant praise at work. They want rewards that are meaningful and exciting to them when they have done good work or an outstanding job.However, not all goes well in favour of Millennials, there are a lot of challenges working with them. They tend to have an inflated opinion of themselves and are overconfident, especially given their limited work experience. They expect to have meaning and purpose in their jobs from the very first day of work and look to be challenged(Porter, Gerhardt, Fields, & Bugenhagen, 2019).

The current research paper helps to find the expectations or motivational factors of the Millennial's who are next for the hunt. What are the new motivational factors that differ from Herzberg Model? Are the corporates working according to motivational factors of Millennia's or they are still working according to their traditional ways/factors? Is the two-factor theory applicable to employees of generation y? To decode who millennia's really are, how they get that way and how they show at work.

Conceptual Framework:

Motivation

"Motivation is the complex set of forces starting and keeping a person at work in an organization. Motivation is something that moves the person to action, and continues him in the course of action already initiated."Whereas, Dalton E. McFarland (1974) stated that "Motivation refers to the way in which urges, drives, desires, aspirations, and strivings or needs direct, control or explain the behaviour of human beings."The domain of motivation encompasses the persistence, intensity and direction of the desired goal. Motivation is an important competence in the entire gamut of behaviour required for an individual's success and effectiveness of work.

Herzberg’s Two Factor Theory

In 1959, Frederick Herzberg, a behavioural scientist proposed a two-factor theory or the motivator-hygiene theory. According to Herzberg, there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction. According to Herzberg, the opposite of “Satisfaction” is “No satisfaction” and the opposite of “Dissatisfaction” is “No Dissatisfaction”.

Hygiene factors- The absence of hygiene factor will cause employees to work less hard. Hygiene factors are not present in the actual job itself but surround the job. As shown in table 1.

- Working Condition- Equipment and the working environment should be safe, fit for purpose and hygienic.
- Salary/Money- The pay structure should be fair and reasonable. It should be competitive with other organizations in the same industry.
- Supervision- Supervision must be fair and appropriate. The employees should be given as much autonomy as is reasonable.

Motivational Factor- The presence of motivators causes employees to work harder. They are found within the actual job itself. As shown in table 1.

- Recognition- A job must provide an employee with praise and recognition of their successes. This recognition should come from both their superiors and their peers.
- Growth- The job should give employees the opportunity to learn new skills. This can happen either on the job or through more formal training.
- Advancement- Promotion opportunities should exist for the employee.

Table 1: Herzberg Two Factor Model

Hygiene Factors	Motivational Factors
Working condition	Recognition
Salary and benefits	Growth
Supervision	Advancement



Millennials:

The Millennial generation is born roughly from 1990 to 2000, is the largest, most diverse generation yet, and its members are often highly creative, idealistic, innovative and civic-minded says Dimock (2019). As Millennials value meaningful work, will do what it takes to find a career that they love and that allows us to lead fulfilling lives. Millennial aims to discover and build their natural passion and skills, while empowering the mindsets and behaviours that can get in the way of success and fulfilment. They are optimistic, hardworking and high achieving, systematically setting and then achieving goals in rapid sequence. They are committed to constant learning, personal development, growth, very social and perhaps more peer group-oriented.

II. REVIEW OF LITERATURE:

Sr No.	Author	Year	Title	Objectives	Research Methodology	Findings
1	Peter Karacsony	2019	Generational Difference in motivation at work in Slovakian.	Differences in motivational tools used in the workplace between the generations.	Primary research was carried out using a quantitative approach. (Questionnaire were filled by 552 respondents)	Several motivational factors were marked like Job security, bonus, feedback, flexibility, salary or wages, teamwork, training and development, recognition.
2	Mohamad Abdullah Hemdi, Fatin Hanani Buang, Olimjon Saidmamatov	2018	Investigating the role of motivational factors and job-hopping attitudes of gen y hotel employees	Investigate the influence of motivational factors and job-hopping attitude.	250 questionnaires were distributed in which 201 usable questionnaires representing a response rate of 80.4% were coded and analyzed for this study.	Intrinsic factors like recognition and achievement and extrinsic factors like company condition and supervision negatively and significantly influenced the intention to leave.

3	Daniel T. Bevins	2018	Herzberg's two-factor theory of motivation: A generational study	Fill that void by diving into a targeted study of Baby boomers and Millennials.	831 people filled the survey, 122 respondents provided usable responses.	Salary will be a motivator for Millennials, salary is a hygiene factor for baby boomers.
4	Siti Zahara Ahmad Basher	2016	Factors affecting job motivation among generation Y in the co-operative sector	Factors affecting job motivation.	Survey method and a total of 220 questionnaires were distributed in generation y.	Only one of the three factors which manger relationship have a significant relationship to the job performance of the respondents.
5	M.Sankar	2015	Impact of Hygiene Factors on employee retention.	Impact of hygiene factor on employee retention and job satisfaction.	The primary data has been collected through a well-designed questionnaire and secondary data has been collected through the website	Several factors like company policy and administration, technical supervision, interpersonal relation, salary, job security, working conditions, status.
6	Yongbeom Hur	2018	Testing Herzberg's two-factor theory of motivation in the public sector.	Effect of motivators and hygiene factors on public manager's job satisfaction.	The survey was conducted in public sector 914 public managers responded to the questionnaire out of 936.	A majority of identified motivators in the previous research showed positive effects on job satisfaction among public managers and public managers job satisfaction was not affected by the hygiene factor.
7	Zaid Alfayad	2017	Employee Voice and Job Satisfaction: An application of Herzberg two factor theory	Employee Voice and job satisfaction levels through Herzberg theory.	A cross-sectional design using a questionnaire was collected from 300 non-managerial employees of the largest private organization.	A positive relationship between employee voice and job satisfaction was reported.
8	Shawn Andersson	2017	Assessing Job satisfaction using Herzberg two factor theory.	Why jobsatisfaction becomes increasingly difficult to measure when dealing with employees.	Cross-cultural, qualitative methodology on the US and Japanese insurance employees were used.	Result supported the two-factor theory but indicate that the factors of job satisfaction may be more complex.

Hypothesis:

HA1:Hygiene factor doesnot play any significant role in the life of millennials.

HA2: Motivator factor does not play any significant role in the life of millennials.

III. RESEARCH METHODOLOGY

An online survey was conducted and data was collected from 250 students pursuing PGDM from one of the leading B school in North Delhi and fall in the category of Millenials.Participants in our study were diverse in educational background,few experienced students and with different IQ level (generalizing from graduation percentage and PGDM marks till the Third Trimester. The averageage of the respondents was around 23. The questionnaire was developed after preliminary discussion within the target group and their expectations and aspiration towards future workplaces were captured. In the initial discussion which was researcher-led, 7 factors variables were identified and a questionnaire was prepared to capture student data.

The pilot study was designed on 20 students of PGDM to see whether or not the research is reliable. And in order to improve the quality of final study. Which ended up in eliminating one variable 'Responsibility' and few questions. In the end of discussion which researcher-led, 6 factors variables were identified and questionnaire was spread. The sample questions from each variable are presented in table 2.

Table 2: Variables with explanation and sample question

Sr.No	Variables	Example
1	Supervision	I would like to work with a manager who delegates the work well.
2	Salary/Money	Good money will reinforce me to work harder.
3	Work Conditions	I would prefer working in company which emphasis on good facilities.
4	Growth	I think I would prefer profile over money at the beginning of my career.
5	Achievement	From the moment I join company, I plan to work hard and contribute to company results.
6	Recognition	I would prefer my ideas to be accepted by company.

The data was subject to analysis through SPSS version 20 and statistical tools like descriptive analysis, factor analysis, Correlation were used to derive results.

Demographic Profile of Respondents

In the survey, the gender distribution of the respondents is 46% males and 54% females. Age was measured in groups, which are 57% (20-22), 40% (22-24) and 3% (24-26).

Data obtained was tested for reliability using Cronbach’s Alpha, value obtained onHygiene factor was 0.820. and the value obtained for motivating factors was .816. Since the value for both was greater than 0.70, the data was reliable.

An independent student scores revealed that motivating factors of the Millennials as Recognition has lowest mean value that is 1.89 and highest standard deviation i.e. 1.04, growth (M=2.02, SD= .94) and advancement (M= 2.62, SD= .82) Whereas in hygiene factors supervision’s and working conditions mean is equal 2.41 and standard deviation nearby to each other .77 and .73. Salary/Money lowest mean 1.89 and highest SD 1.03 (Table 2)

Table 2: Mean value of variables (N-250)

Variables	Mean	Std. Deviation
Growth	2.02	.9468
Advancement	2.62	.8266
Recognition	1.89	1.048
Supervision	2.41	.7708
Working Condition	2.41	.7356
Salary/Money	1.89	1.035

Table 3: Correlation between motivator factors & millennials (N-250)

Motivator Variables	Growth	Recognition
Recognition	.804**	
Advancement	.496**	.495**

** Correlation is significant at the 0.01 level. (2 tailed)

According to table 3 Growth is highly correlated to recognition(.804) and advancement (.496) plus recognition and advancement is correlated .495 at 0.01 level of significance.

Table 4:Correlation among Hygiene Variables (N-250)

Hygiene Variables	Salary/Money	Working Condition
Working Condition	.599**	
Supervision	.710**	.538**

** Correlation is significant at the 0.01 level. (2 tailed)

According to table 4 Salary/Money are highly correlated with working condition (.599) and supervision(.710). plus Supervision and working condition are correlation .538 at 0.01 level of significance.

Table 5: Correlation among all Variables (N-250)

Variables	Salary/Money	Working Condition	Supervision	Growth	Recognition
Working Condition	.599**				
Supervision	.710**	.538**			
Growth	.680**	.470**	.797**		
Recognition	.636**	.537**	.812**	.804**	
Advancement	.589**	.511**	.522**	.496**	.495**

** Correlation is significant at the 0.01 level (2-tailed).

According to table 5 salary/money is correlated to working condition(.599), supervision(.710), growth(.680), recognition(.636) and advancement(.589). working condition is correlated to supervision (.538), growth (.470), recognition(.537) and advancement (.511). Supervision is correlated to growth (.797), recognition(.812) and advancement(.496). plus recognition is correlated to advancement .495 at 0.01 level of significance.

IV. DISCUSSION

The study implies the expectations or motivational factors of the Millennial's who are next for the hunt according to Herzberg model. The aspirations millennial's have before entering the corporate world and what motivates them for the same main concern we have researched about. Factors of motivation that the corporates are focusing on from the last 5 years are matching the real motivational or hygiene factor of Millennial's or not is the big question as companies invest their resources like manpower who work psychologically, sociology and emotionally for individual growth, plus financially for the company's growth. Much has been researched on motivational aspects of a generation working in the present-day organization but the most interacting cohort that has caught every researcher's attention are Millennial's(Kamarunzaman, 2017).

Simon Sinek said in one of his TED talks that when it comes to learning how to motivate this generation, I have found that it's critically important for my Millennials employees to enjoy what they do and feel as though they have a place in the company. Many other companies like Aditya Birla group, Adobe, Marriott, TCS, Bhel and likewise follow Herzberg two factory model.

Research demonstrates that there are 3 factors by which we can highly motivate this generation that are:

1. Salary/Money- common perception levelled at millennials is that they don't care about money and can't manage it anyway, because they're supported by their parents. Deloitte's survey found that pay and financial benefits are biggest factor for millennials but higher salaries may not always be practical for organizations to offer. Millennials have an ideology of earn while you learn. In support to our finding the study done by Daniel T. Bevins (2018) on Herzberg's two-factor theory of motivation: A generational study finds that salary will be a motivator for Millennials, salary is hygiene factor for baby boomers.

2. Recognition- According to the "happy millennials" employee happiness survey, 64% of millennials want to be recognized for personal accomplishment, but 39% of the report that their companies don't offer any rewards or recognition. Show employees you appreciate and value their hard work by recognizing and rewarding their efforts and achievements.

3. Supervision- Millennials want the supervisors to communicate company policies and standards to them. Coach them to improve, stretch develop and achieve success in reaching goals. 41% of millennials expect to be in their current jobs for two years or less(compared to 17% of Gen X and 10% of Boomers) because of supervision. On the other hand working condition, growth and advancement will have affect their motivational drive.

4. Working condition- As, almost 17% of millennials told Deloitte that the important driver of employer choice(apart from salary) would be work-life balance. A further 11% cite flexibility. Such as remote working and flexible hours. M Shankar(2015) studied on impact of hygiene factor on employee retention and job satisfaction and found that several factors like company policy and administration, technical supervision, interpersonal relation, salary, job security, working conditions, status can impact retention and job satisfaction of employees.

5. Growth- Millennials, especially "junior millennials" have grown up in culture of immediacy, surrounding by stimuli. Managers must help them identify opportunities to develop new skills. For example, managers can maintain millennials' attention by frequently assigning new and different projects or temporary positions within the same company.

According to the majority of students achievement and advancement are one of the major motivational factors for them. For instance one of the student says "achievement is definitely a motivational factor for an individual because it gives a sense of accomplishment to someone that yes he can do because everyone wants to achieve something and when he achieves that thing he feels like he can do more and more and through this drive he keeps going on his emulator for doing the best of best. He feels like efforts are not wasted and it gives a feeling of satisfaction. Whereas, he feels working condition is the factor around which whole satisfaction/dissatisfaction works. As he says that "I think working conditions is an important factor as if the working conditions are not good the employees will not be satisfied and if he/she is not satisfied he/she won't be productive or won't give a good result. In support to our research there are early studies like Peter Karacsony(2019) in his study finds that job security, bonus, feedback, flexibility, salary or wages, teamwork, training and development, recognition are several motivational factors for Millennials. Mohamad Abdullah Hemdi(2018) explores the intrinsic factors like recognition and achievement plus extrinsic factors like working condition and supervision negatively and significantly influence the intention of millennials to leave the job.

Yongbeom Hur(2018) shows how public managers have positive effect of motivation factor on job satisfaction and has no effect by hygiene factors.

In continuation to it, Millennial focuses on the quality of work an organization provides. They want to work for organizations that make great products. Apple and Google, for example, are the best in their respective industries, one reason Millennials love working there. Google lists “Focus on the user and all else will follow” as number on their company philosophy and Amazon Innovates “...by starting with the customer and working backwards.” According to the study by Deloitte, when choosing a job, the number one priority for Millennials is one that offers a good work/life balance. That means that the companies that offer flexible schedules will have a better chance at snagging and retaining top millennial talent. For example, you could allow them to work on projects from home whenever possible or hours that are better suited to their lifestyle or productivity. Thanks to mobile devices, they can essentially work whenever and wherever they prefer.

Implications

As stated in the study by Shawn Anderson (2017) two-factor theory plays important role in job satisfaction, as it becomes increasingly difficult to measure when dealing with Millennials. According to our research for future references companies can emphasize on frequent feedback, encourage employees to develop their skills and expertise by providing with training opportunities along with frequent feedback. Provide opportunity, look for employees who are ready to take leadership positions and give them the chance to show what they can do. Hire and promote from within rather than bringing in outside experts. Encourage collaboration, break down silos and encourage collaboration between diverse teams across your organization. Use team-building activities to help employees get to know each other and build interdepartmental connections. Additionally, give them some personal time throughout the day so that they can work on personal projects, attend training sessions, volunteer, or just have a couple minutes of downtime or Offer flexibility and personal time, create new titles and in-between steps, offer office perks, answer the "why" and help them connect to the business, prioritize giving back, and create a culture that embraces fun. Through the above research the corporate sector can know where exactly they are lacking in attracting the Millennial and how they can motivate millennials to work.

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Somya Jain, Dr Pratima Daipuria "Millennials on Job Hunt." *International Journal of Business and Management Invention (IJBMI)*, vol. 09(01), 2020, pp 45-50.