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## What is behind the choice of Post Millennial (Generation Z)'s profession in Thailand?

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What is behind the choice of Post Millennial (Generation Z)'s  
profession in Thailand?

Miss Kwanjira Jirapongsak



An Independent Study Submitted in Partial Fulfillment of the  
Requirements  
for the Degree of Master of Arts in Business and Managerial Economics  
Field of Study of Business and Managerial Economics  
FACULTY OF ECONOMICS  
Chulalongkorn University  
Academic Year 2019  
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อะไรอยู่เบื้องหลังการเลือกงานของ generation Z ในประเทศไทย



สารนิพนธ์นี้เป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปริญญาศิลปศาสตรมหาบัณฑิต  
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ลายมือชื่อนิติต .....  
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Today's labor market mainly belongs to four generations which are Baby boomers generation, Generation X, Millennials, and Post-millennials or generation Z. This research focuses on generation Z who have a different mindset from the previous generations and they will become a main workforce in the future while the Baby boomer generation is retiring in no time. In the modernized society, companies give high priority to technology in operating their business. Generation Z is a group of people born after 1995 and referred to people who grew up with technology. Consequently, it is obviously observed that they will bring new innovations to organizations and make organizational works more effective and efficient. This research aims to determine what is behind the choice of generation Z professionals in Thailand by using a factor analysis method in the statistic program (SPSS). Moreover, a t-test was used to verify or reject a null hypothesis in perspective toward job selection between males and females. The research was conducted by collecting quantitative data on a sample of 194 respondents through an online questionnaire. It was found that there are five motivation factors behind the decision of job selection in generation Z. Besides, this research is more likely to be useful for organizations and human resource managers who are screening or finding younger workforce applicants. Moreover, the result implicit a significant consideration of job selection in generation Z.



Field of Study:	Business and Managerial Economics	Student's Signature .....
Academic Year:	2019	Advisor's Signature .....

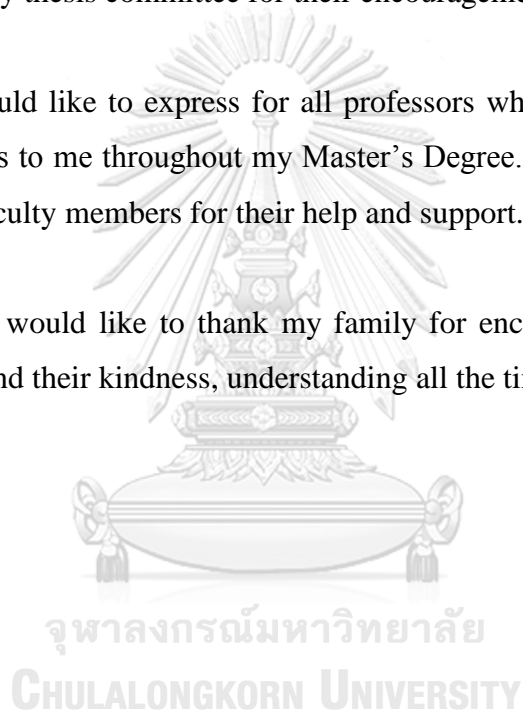
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Kwanjira Jirapongsak



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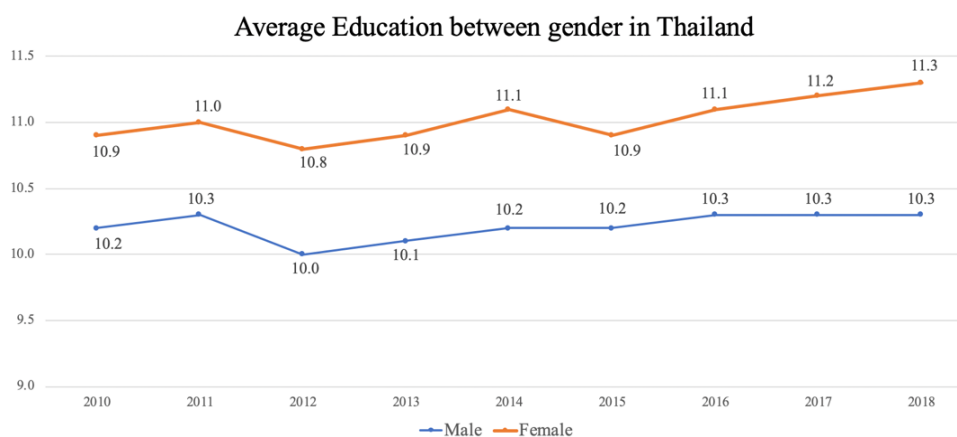


## 1. INTRODUCTION

People can divide into each generation through significant situations in life, quarter-life, birth years, and technology. There are some gaps between generations such as technology, culture, and workplace attitudes. Today's labor market in numerous nations mainly belongs to labor from four generations which are Baby boomers generation (Gen-B), Generation X (Gen-x), Millennials (Gen-Y), and Post-millennials (Gen-Z). Traditional and Baby boomers are most likely to have the same attitude toward work whilst generation X and generation Y who are children or grandchildren of Traditionals and Baby boomers have an obvious difference view of work resulting from technologically innovative factors. (Glass & training, 2007) is one of several articles writing about the differences in formative experience which causes the different lifestyle and behavior of work across generations. For instance, Baby Boomers who were born between 1945 and 1960, in this period, had the Cold War and Post-war boom. Therefore, this generation realizes that job security is the most desired of their job. However, Millennials who were born after Baby boomers facing the end of the Cold War see a work-life balance as ambitious of work (Li, 2017). During the last two decades, technology has been affecting a dramatic change in people's daily life. Generation Z who were born after 1995 are often referred as Digital Humans. Because they can access the news, online education courses and something interesting through the internet, it is obviously observed that they will bring innovations to organizations and make organizational works more effective and efficient. While the upcoming workers in the future workforce and being the main of the global labor market is Generation Z. Most Baby boomers are retiring in no time. Nowadays, there is a high rate of employee turnover mostly belonging to generation Z or just graduated employees who were unsatisfied with their job, although the salary was on the average rate for this market segment (Holopainen & Suslova, 2019). A majority of generation Z parents belong to generation X who is a hidden driver of generation Z attitude. Generation X had suffered from a great regression and they succeeded in their attempt to recover their lost wealth during the crisis by taking higher education. Apart from that they have tremendously encouraged their children's possible education due to their education perspective; the further education is vital for

career advancement. Moreover, generation Z is learned financially literate from their Gen Xer parents at younger age than the previous generation (Townsend, 2019, July 29). Therefore, parent suggestion seems to take a crucial part in generation Z decision.

Differences appear not only between generations but also within a generation such as genders. "Gender is a term used to describe a different characteristic between male and female influence by social and cultural role." (WHO, n.d.). An inequality between gender had been widely seen in Thai society for several centuries. Traditionally, women had only the authority to decide within a house and her roles were nothing more than housework, childcare and cooking. Moreover, women did not have fundamental rights and freedoms, all of her life was controlled by parents even if married. Before the Slave Liberation Act by King Chulalongkorn the Great (Rama V), in a moneyless family, parents were able to sell their daughters as slaves when the family lacked money. Besides, arranged marriage is largely practiced in wealthy families. Besides, the opportunity for education was different; men tended to have more chances to learn in Buddhist temples, which was a center of education at that time due to Thai classical culture and norm. Furthermore, men had authority to work, discuss and share their opinions in politics. When massive changes have taken place, a traditional mindset about women is just a counterpart of men breaking down and woman education goes far beyond the traditional. Women have a chance to participate more in not only education but also jobs. Nowadays, women dramatically participate in the labor market due to a change in gender role attitude and the proportion of female education has been increasing toward the future.



*Figure 1: Average Education between gender in Thailand*

According to Office of the Education Council (ONEC) data, Figure 1 illustrates the average education between males and females in Thailand from 2010 to 2018. Comparing between gender, it can be seen that female's education has been higher than male approximately 0.7 years. While, male's education has been under the female's education and stayed constant since 2016, there is an increasing female average education trend.

Nowadays, people have different perspectives and expectations toward the organization due to their behavior, environment, and parent suggestion. Various organizations such as government sector, private sector, and state enterprises have several distinctive among others such as a workplace, leadership style, and job benefit. It is hard to say that money is not an essential factor because most desirable or fundamental things are able to buy by using money. Moreover, Thailand is still a developing country thus there are no fully financially supported in education as a developed country. Many children received education support from their parents and that is why parents become a part of every situation in their life and mutuality automatically. Besides, when they graduate, they tend to fund their parents and afford possible things. Therefore, they will choose the organization that is appropriate with their behavior and able to offer basically the needs to themselves and their parents. Numerous adult people said "work is not hard, finding good colleagues is harder" thus, organization's environment tends to be an essential consideration in job selection. According to TomTom Traffic index, full-year traffic data in 2019 shows that Bangkok, Thailand is at the rank of 11 compared to every country worldwide which has 53% in congestion level as the same as rank 10 Jakarta, Indonesia. Generally, people who live in Bangkok have to spend at least two hours in transportation due to bad traffic and public transportations such as Bangkok Mass Transit System (BTS) or Metro Rail Transit (MRT) do not cover all Bangkok areas. Apart from that, easier transport and flexible working hours undoubtedly provide more convenience leading to an improved quality of life. Progress in technology and innovation offers the opportunity to work even if not in the workplace. Consequently,

the organizations which provide a work from home option may have an enormous influence on the Bangkok labor force.

The younger generation will be the core portion of the labor force presently. There have been numerous differences between genders such as attitude, ability, role, personality, and preference leading to having a different motivation in job selection. Not only life but also job selection is complexity, it cannot write down a mathematical equation to explain and the human mind is tough to predict. Moreover, there are several hidden implicit considerations of generation Z professionals. Therefore, the purpose of this paper aims to investigate the motivations behind the choice of Post Millennial (Generation Z)'s profession in Thailand. Moreover, Corporations that have only Traditionalists or Baby Boomers will not survive in today's market (Harber, 2011).



The result of this study will be profoundly insightful for human resource managers handling new generations who could switch the job in case of dissatisfaction in a multigenerational workplace which has a varied attitude towards work. In addition, this will help human resource managers directly boost employee satisfaction and commitment to make organization continued success and to remain competitive. Belong to Generation Z who live in an era of high technology and are bilingual or multilingual people will have a high chance for a career opportunity. This research hypothesis that the choice behind the Post Millennial motivations may include an environment in the workplace, welfare, and opportunity to promote. In addition, there are numerous differences between gender such as behaviors, characteristic thus the perspective toward professionals might be differences between males and females. All data are discovered by using online questionnaires that focus on generation Z responses. The received data are analyzed by factor analysis method in a statistical program (SPSS) and represented in histograms. Moreover, the T-test is used to prove the hypothesis of different perspective toward work between gender.

## 2. LITERATURE REVIEW

### 2.1 Difference between generations

There are three significant keys used to identify generations which are parenting, technology, and economics. “We want it to be easier for our kids than it was for us” is one of Baby Boomers’ parenting philosophy that lead to creating a new generation; Generation X. (THE CENTER FOR GenerationalKinetics, n.d.).

#### 2.1.1 Baby boomers generation

Gen-B is a group of people who were born between 1946 and 1964. In this period of time, (KANE, 2019, October 07) found that this generation faces a post-war economic boom. Children are increasing sharply from the average age of marriage dropped in World War II. The number of people in Gen-B is larger than Traditionals resulting in an overcrowded population undoubtedly. Workaholic, Independence, Competitive, and Self-actualization are characteristic of this generation. Similarity with (J. Bejtkovský, 2016) found that the Boomer is personal fulfillment, hardworking person who will spend many hours accomplishing the task (no balance work live) and feel younger generation lack of work ethic. In addition, (Hayes, Parks, McNeilly, & Johnson, 2018) also found that Baby boomers expect job security; long-last working or seeking long-term employment.

#### 2.1.2 Generation Xers (Generation X)

Gen-x or "middle child" of generations is used to describe people who were born between 1965 and 1980. ("Characteristics of Generation X Professionals," 2019, December 12) found that Generation X tends to have better education which identifies from the proportion of attended college between these two generations and more diversity than Baby Boomers. There is the first generation who grow up with technology (Digital Immigration) which has brought many benefits to the world and healthier economy than their parents’ generation (Baby boomers). Widespread use of email and text message destroying the traditional form of communication; face-to-face



conversation. As a result, (Kupperschmidt, 1998) found that Gen-X characteristics are individualistic, technological adapt, flexible, and work-life balance.

### **2.1.3 Millennials (Generation Y)**

Gen-Y who were born from 1981 to 1995 tends to be different from older generations. Technology seems to be advancing more than before and easier communication has taken place. (Li, 2017) found that this generation is Digital natives who can access the internet everywhere and every time because there are some small electronic devices that can carry on such as tablets and smartphones. Freedom and flexibility are the aspirations of this gen. In addition, (Harber, 2011) found something similar to (Li, 2017); this generation uses the internet to interact with someone day-by-day. They are willing to communicate via online text and social media (e.g. Facebook, Instagram). Moreover, (KANE, 2019, May 28) found that they prefer a work-life balance, accept the more pay the more work hour and non-routine timetable.

### **2.1.4 Post-millennials (Generation Z)**

Generation Z is a term used to refer to the youngest generation who born from 1996 onward. There are many articles that represent the relationship of this generation with technology and also referred them as a Digital Human. (J. J. L. s. Bejtkovský, 2016) found that this generation is familiar with wireless technology and they have also often referred multitaskers, self-confident, social media savvy. Supporting by (Ozkan, Solmaz, & Sciences, 2015) research, they found that smartphone users mostly belong to Gen-Z and they feel smartphones being one of their fundamental parts. Moreover, (Holopainen & Suslova, 2019) found that this generation gives an important to eco-friendly; "sustaining the environment" by using a safe product and package which can easy to decompose for nature (ABDELRAHMAN, 2020, Feb14). Their professionals' ability is much more than the generation before (international labor market) because there is a wide diversity of job selection resulting from decreasing a boundary between countries; easier applying for a

job abroad. Searching information quickly is one of their strengths to discover and recommended using different ways to accomplish efficiency. In the same way, (Coombs, 2013, October 3) found that technology is a part of this generation indeed. Nonetheless, problem-solving skill is a defective weakness of this generation.

## **2.2 Difference between genders**

While "Sex" is purely defined by genetics, "Gender" is a complexity term referred to social and cultural roles of male and female which can change depending on their environment, education, etc. (Newman, 2018, February 7) and (Ngun, Ghahramani, Sánchez, Bocklandt, & Vilain, 2011) found that it is common to say that there are many differences between male and female not only biological differences (e.g. height, weight) but also physiological differences. It is causing divergence diseases and treating dissimilarity drugs or supplementary foods. Furthermore, female behaviors are more dependent, lower self-esteem, and less aggressive than males. However, when quantitative problems happen, males can go through a great solution because they are much better in mathematical problem-solving. (Newman, 2018, February 7) also found that gender roles are a distinction between societies; some are more rigid or relaxed than others and highly fluid over time. Besides, a degree of decision making, housing responsibility, financing responsibility, child caring, etc. are varied based on culture and norm in that period of time. Traditional roles such as cookery, food preparation mostly belong to females and males tend to have a significant authority about decision making in the household. Nowadays, however, the male is increasingly responding to roles rather than before and sharing ideas is used to get an effective solution. Moreover, (Wood & Eagly, 2002) found that females and males are sharing to respond to the tasks depending on roles in society and on who can perform it better in society. For instance, the male is stronger, thus elbow-grease is more suitable to males than females. According to (Cohn, 1991), from meta-analysis, the female has a higher ego than males, and each gender's personality has little growth depending on the age increasing; childhood and adult personality are similarities with each other.

### **2.3 Job satisfaction and job selection**

There is extensive research on which identity about job satisfaction is related to job selection. Job satisfaction is one of the paramount keys to remaining efficient employees who play an essential role within the organization. Recruiting the right person is very difficult and takes time. One principal work part of a human resource manager is a persuader and negotiator to put each employee's best effort out and maintain an efficient employee. Efficient employee performance is a part of a successful business and remains competitive. (Dawal & Taha, 2006) using a survey between two manufacturing companies in Malaysia to explore a relationship among job satisfaction, environment and job characteristics. They found that job characteristics and environmental factors have a significant relationship with job satisfaction. Moreover, experience in work and status influence the correlation between occupation and job satisfaction. According to John Holland's Theory of Career Choice (RIASEC) said that people would choose a career mainly based on their personality. This theory identifies the most six personalities of people which are Realistic, Investigative, Social, Artistic, Enterprising, and Conventional. A future occupation of seniors at Germantown High School students is affected by several significant factors which are grade point average in education, parent's idea, etc. Prospective students' intended jobs include a doctor, photographer, engineering, business management, teacher, etc. This research found that there are no significant between environment factor and career choices from the researcher's opinion, the student may not know that they were definitely defined their opinion by the environment. Therefore, personality and opportunity factors are significant to job selection respectively, (Borchert, 2002). Moreover, (Zaidi & Iqbal, 2012) found that people will be choosing a job which can see the future of that career. Furthermore, most people will choose a job mainly based on personality and they tend to have more satisfaction and more exceptional performance. (Islam & Saha)'s research is about the estimation of job satisfaction of employee in a financial institution. The results represent that job satisfaction contributions are especially dependent on salary, packages, administrator perspective, and environment. (Maidani, 1991) research used

a t-test to verify a significant motivation between two groups of employees and found that hygiene factors also affect job satisfaction; unhealthy physical structure affects lower satisfaction than healthy people.

## **2.4 Different preferred type of business organization**

Multigeneration in the labor workforce who have a different expectation and perspective toward managers in organization type due to a diverse environment or significant situation and economic circumstances that they grow up resulting in different preferred types of business organization and working method. Moreover, individual characteristics among generations were distinguished because each generation shared common experiences that used to influence their thoughts and behavior, (Mannheim, 1952). There are four principal types of business organizations in Thailand which are self-employed, government sector, private sector, and state enterprises.

### **2.4.1 Government sector**

The Ministry, bureau, and local department are one of the government sector departments that have been popular in a long duration and regarded as the most stable job among the occupation. If people enter in this type and do not violate discipline, they are able to work until retirement. In the past, parents tended to force their children to work in the government sector because it was not only stable but also acceptable from others, (JK, 2018, July 16). Another attraction of this type is packages that cover the medical fee or medical treatment expenses to them and their family such as parents, spouses, and children. In addition, the packages also cover tuition fees for their children and a pension is received after retirement. However, this type of salary is barely a small salary without any bonus and slowest to adapt to technology and innovation. Baby boomers who seek for long-last working or long-term employment tend to prefer this kind of occupation than other generations. On

the other hand, this type may not be suitable for generation Z because technology being a part of their life.

#### **2.4.2 State enterprise**

This type of organization engages in industrial, financial, agricultural, and commercial. The government holds the sole or majority of shares. The fundamental objective is to provide goods and services to the public at a reasonable rate. Establishment for seeking a benefit as the same as the private sector. Compared to the same position with the government sector, state enterprise offers a rise in salary including a bonus. Stable occupation is provided whether in government sector or state enterprise. While there is a pension after retirement as the government sector, the packages depend on each type of department, (JK, 2018, July 16) .Therefore, it seems to be the answer for the employee who desires both a stable job and a reasonable salary.

#### **2.4.3 Private sector**

The private sector is the segment that is controlled and managed by private individuals or enterprises, not a state. Their purpose is seeking for a general profit and tend to employ a large number of workers, (CHAPPELOW, 2019, June 25). This type has steadily adapted to a new technology or innovation. Moreover, most private-sector workers are a kind of "at-will" employees who could fire for any reason- less job security. Whereas, government sector employees are not included in the at-will type because employees will be disciplined, demoted or fired due to causing some violation such as career regulation, (Raines, 2019, March 06). Nevertheless, they provide a more substantial salary and bonus in order to cover all of the uncertainty risks. Due to flexibility in requirements than the government sector resulting in more opportunities for advancement. Whether it be any generation, people endeavor to gain advancement in career. Therefore, Career advancement opportunity is prominent in this type. Moreover, greater financial benefits and providing profit-sharing opportunities in some cases are

very attractive and do not ever exist in the government sector, (RUHA, 2020, July 11).

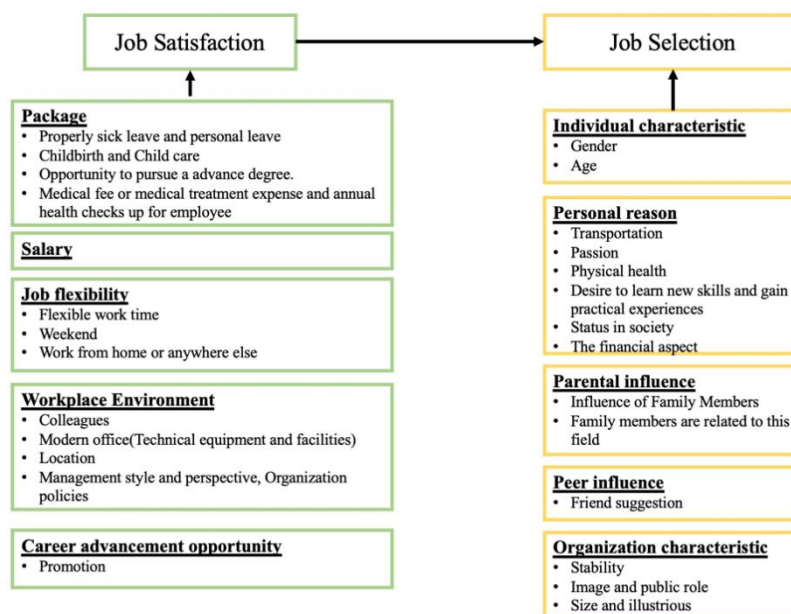
#### **2.4.4 Self-employed**

Persons who work as self-employed have to capture all responsibility either success or failure from running their business. Nowadays, lots of people started working as self-employed in spite of exceptionally longer hours working than other types. On the other hand, basically personal thought is the more working hours the employee's less satisfaction. According to (Blanchflower, 2004), self-employed reported a higher level of occupation and life satisfaction than wage employees. Furthermore, factors determining the decision of changing a job from wage workers to self-employed or entrepreneurship are the family transfers of wealth and human capital. The family structure is also found to be a factor that can persuade the next household generation to be self-employment. The self-employed are the job makers in an economy; they not only created jobs for themselves, but also they also generated an occupation for others. Nonetheless, they find their work is entirely stressful; it is possible that they are coming back home exhausted physically and emotionally. Moreover, their work is non-limited hour working resulting in limited family time because there is a pressure on work and it too tries to communicate or enjoy things with their family. Whereas, lots of stress is happening in this kind of work, many articles found that they tend to be satisfied in their lives and prefer to work over leisure time. Furthermore, they have a flexible working hour; do not do things from any command or order. They also have a chance to direct their life; whether success or failure depends on them.

### **3. RESERCH METHODOLOGY**

The purpose of this individual study is to find out how job satisfaction affects job selection and what is behind the choice of generation Z professional. Moreover, finding out the perspective toward work between gender in generation Z is including in this research.

### 3.1 Conceptual framework



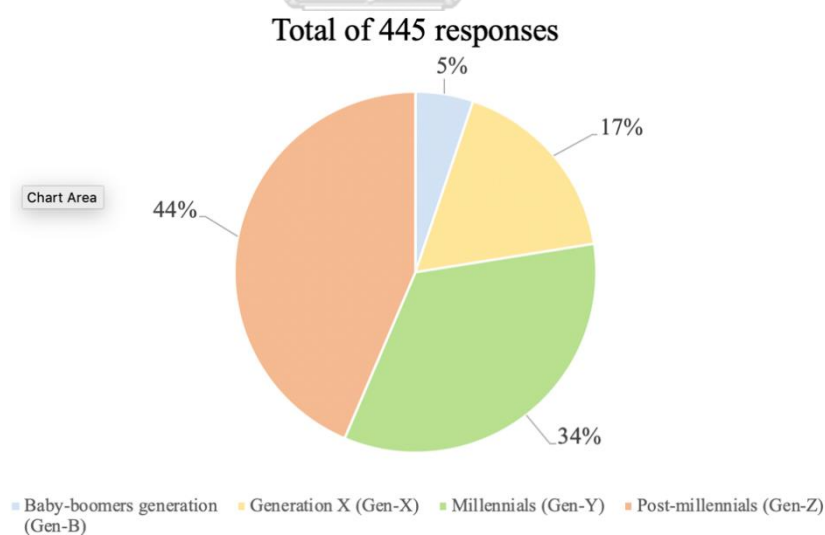
*Figure 2: Conceptual framework*

The conceptual framework illustrates the effect of job satisfaction on job selection. People will usually select a career depended on various variables. According to various articles, comprehending in deep in the employee's happiness or employee satisfaction is the foremost key to helping human resource managers expose suitable policies and generate a comfortable company culture. Therefore, several organizations are always doing a regular survey about measuring and tracking an employee satisfaction direction over a period of time. Besides, finding employees' expectations indicated the direct way to improve their satisfaction and it is an essential step to attract more efficient job applicants. Individual characteristics and personal reasons such as passion and physical health are the motivation elements used to directly or indirectly influence and cause job selection. In general, choosing a job may be affected by parent influence or peer suggestion. Some people choose that type of job according to the parent's perspective or it is a parent career. Organizational characteristics seemed to be a significant considerable point for choosing their profession. Nevertheless, the diverse perspectives between generations toward job satisfaction are affected base on specific components such as salary, package, job flexibility, workplace environment and career advancement opportunity.

Undoubtedly, money is a foremost necessity in everyone's life and it hard to deny that people inspect on salary as a vital component causing job satisfaction. However, some people may rank a flexible on a job and a pleasant atmosphere in the organization than salary because these components cause good mental health that cannot buy in terms of money. Whether it be male or female, career advancement opportunity takes a major account on job satisfaction.

### 3.2 Data collection

This research will use primary data collection instead of using secondary data. The online questionnaire was created in the google form and sent through a Line which is the most used application in Thailand (Snowball sample). A total of 445 responses were received belonging to four generations which is Baby boomers generation, Generation X, Millennials, and Post-millennials or generation Z in today's labor workforce, represented in Figure 3.

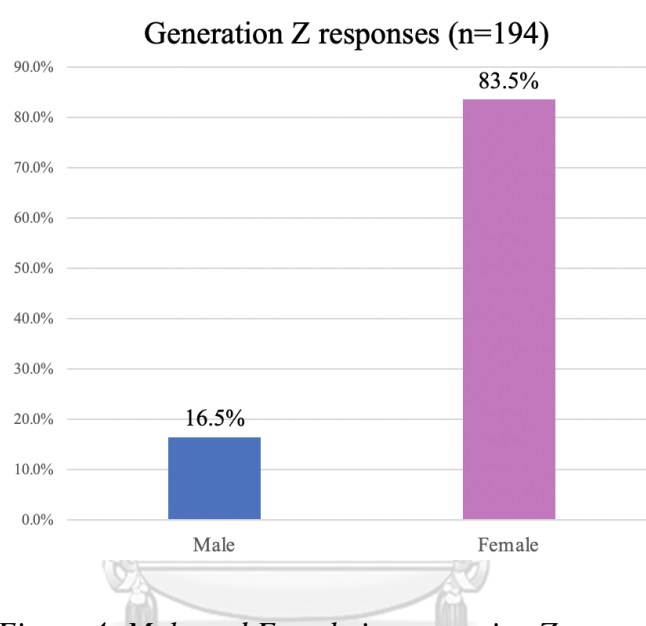


*Figure 3: Total of responses*

The distinctiveness of this pie chart illustrates the total responsibility from the online questionnaire. Overall, the feature can obviously be seen that Postmillennial or generation Z accounted for the majority of responses at 194 responses or 44%. At the same time, Baby boomers take the least which responses only 23 people or 5%.

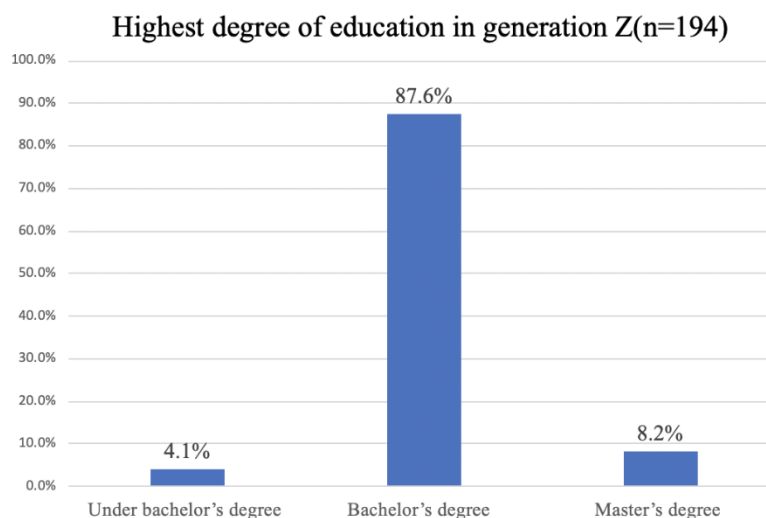


This research focuses mainly on Post-millennial or generation Z who were born from 1996 to the present as a target group therefore only 194 responses were calculated. The survey is segregated into three parts. First part is personal details such as age, gender, the highest degree of education, and how many times you ever change your job. From the total of generation Z responses; females take the most distinctive responses which is 162 people or 83.5%. Males take much smaller which is 32 responses or account only 16.5% in total, represented in Figure 4.



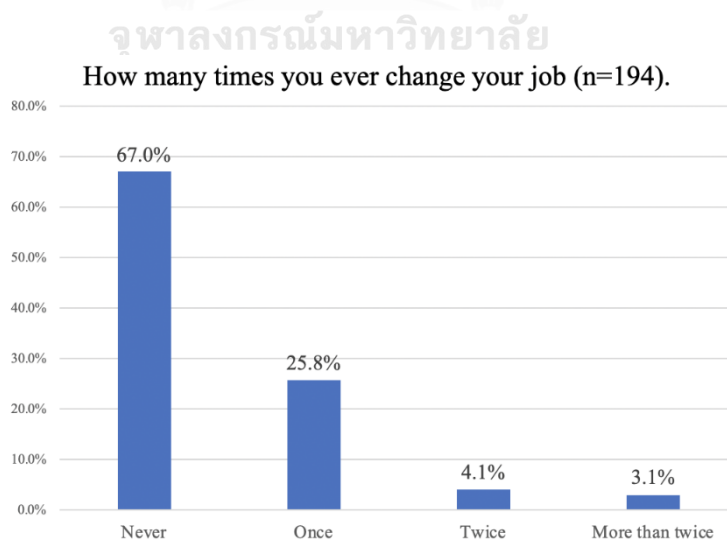
*Figure 4: Male and Female in generation Z responses*

For the highest degree education of generation Z represented in Figure 5. The bar chart is measured in percentages. Bachelor's degree brought in 87.6% of education in generation Z. Then followed by a Master's degree and Under bachelor's degree accounting for 8.2% and 4.1%, respectively.



*Figure 5: The highest degree of education of generation Z*

For how many times generation Z ever changes their job was represented in Figure 6. Some people in this generation are just being a part of the labor market. From the bar chart below, more than 67% of people in this generation never change their job since they are a part of the labor workforce. However, 50 people or 25.8% change their job once. Moreover, changing a job twice and more than twice bought in 4.1% and 3.1% respectively during a short work; maximum in 1-2 years after graduating a bachelor's degree as Suslova & Holopainen (2019) found that high rate employee turnover mostly belongs to generation Z or just graduated employees.



*Figure 6: How many times generation Z ever change their job*

The second part asked for the facet of respondents to specify the degree of each motivation characteristic. A five-point Likert scale ranging was used to scale the response from "Strongly agree" (5) to "Strongly disagree" (1). The possible motivation characteristics consist of 15 elements that are presented in Table 1.

*Table 1: Characteristics influencing job selection in generation Z*

Characteristics
1. Salary
2. Career opportunity
3. Transportation
4. Passion
5. Health
6. Acquiring new skills
7. Acceptable career
8. Financial problem
9. Parent perspective
10. Parent career and suggestion
11. Peers suggestion
12. Packages
13. Job flexibility
14. Organization environment
15. Organization characteristic

The last part of the questionnaire is asking about what the respondent preferred type of organization. This part included four principal types which are self-employed, government sector, private sector, and state enterprise represented in Figure 7.

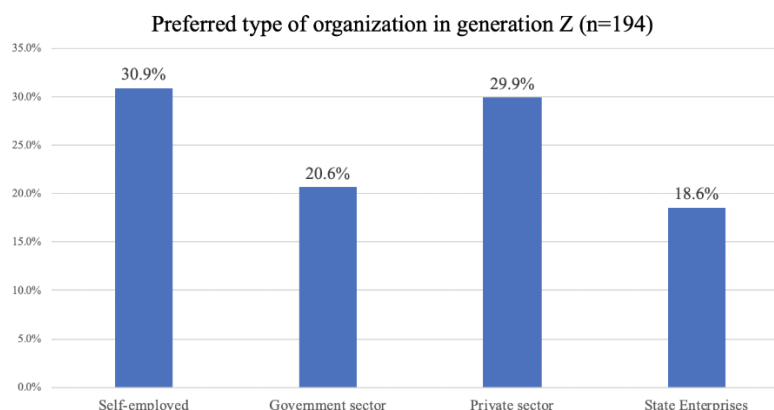


Figure 7: Preferred type of organization in generation Z.

The bar above represents in percentages. Overall, it obviously observed that self-employed accounts for the most preferred type of organization are 30.9%. Similarity with the Private sector which brought in 29.9% followed by the government sector and state enterprise, respectively.

### 3.3 Data analysis

There are 15 characteristics which can influence job selection in generation Z. Each motivation characteristic is analyzed below and represented through a diagram.

#### 3.3.1 Characteristic 1-11

Table 2 Characteristic 1-11

	Mean	Standard Deviation (SD)
Salary	4.495	0.578
Career opportunity	4.732	0.489
Transportation	4.361	0.737
Passion	4.278	0.744
Health	4.134	0.822
Acquiring new skills	4.392	0.771
Acceptable career	4.186	0.780
Financial problem	4.041	0.976
Parent perspective	3.577	1.076
Parent career and suggestion	2.753	1.351
Peers suggestion	2.680	1.292

“Salary is an essential factor to choose a job” is used as a question for data collection in salary characteristic. Moreover, career opportunity characteristic using “You will choose the job that offers an opportunity to promote in the future” as a statement which got the highest mean score of 4.732 among motivation characteristics and most of respondents thinking in the same way seeing from the lowest score or standard deviation of 0.489. “You will choose the job that provides convenient transportation and save your time” represent transportation characteristic. “Liking is one reason a job professional”, “Mental health problem can affect job selection”, “Choosing this job because it provides new skills”, “You mostly choose the acceptable career in society”, and “Financial problem effects on job selection” are statements used for data collection in passion, health, acquiring new skills, acceptable career, and financial problem characteristic respectively. “You will choose a job because of your parent perspective” represent parent perspective characteristic. Parent career and suggestion and Peers suggestion characteristic use “Parents ever do this kind of career and they suggest you to do” and “Your friend suggests this job to you” statement to collect the data. Most of the respondents are not choosing their job base on parent career and suggestion characteristic and peer suggestion characteristic. Observing from the mean is quite low which has 2.753 and 2.680 respectively.

### 3.3.2 Characteristic 12: Packages

Table 3. Packages

	Mean	Standard Deviation (SD)
Leave policy	3.918	0.895
Childbirth and child care	4.412	0.861
Advance degree Scholarship	4.062	1.046
Personal insurance and health check-up	4.000	0.966
Total	4.098	0.760

In the packages characteristic, there are four subtopics in total. “The appropriate number of sick and personal leave is significant to choosing a job”, “The package should include the childbirth and child care”, “Organization should have a scholarship and opportunity for an advance degree”, and “The package should cover Medical fee and annual health check-up” are using as a question for data collection in Leave policy, Childbirth and Child care, Scholarship for an

advanced degree, and Personal insurance and health check-up respectively. According to more than 83.5% of the respondents is female. Therefore, they are most concerned about the package in childbirth and child care which has a mean of 4.412 with standard deviation of 0.861 followed by an advance degree Scholarship. The least concern in the packages is the leave policy. The mean of leave policy is 3.918 with a standard deviation of 0.895. Eventually, the packages characteristic has a mean of 4.098 with a standard deviation of 0.760.

### 3.3.3 Characteristic 13: Job flexibility

*Table 4. Job flexibility*

	Mean	Standard Deviation (SD)
Flexible working hour	4.062	0.964
Weekend	4.546	0.762
Work from home	3.732	1.013
Total	4.113	0.731

Job flexibility characteristic consist of flexible working hours, weekends, and work from home. For flexible working hours, collect the data by using “Able to choose work time to motivate you to pick this job”. “Weekend is necessities” represents the weekend subtopic. Work from home is using “Work from home or anywhere else resulting in efficient work”. Most respondents care more on weekends which has a mean of 4.546 with a standard deviation of 0.762. Moreover, they give the least concern in the workplace. Totally, the job flexible characteristic has a mean of 4.113 with a standard deviation of 0.731.

### 3.3.4 Characteristic 14: Organization environment

*Table 5. Organization environment*

	Mean	Standard Deviation (SD)
Colleagues	4.722	0.640
Modern office	4.454	0.720
Location	4.278	0.849
Organizational vision	4.567	0.689
Total	4.505	0.577

Colleagues, modern office, location, and organizational vision are involved in organization environment characteristic. The statement of “Good colleagues effect on working”, “Modern office influences you to have an effective of work”, “Location of organization is motivating you choosing this job”, and “A good organization and manager vision is significant when you are working” are using to collect the data of subtopics respectively. Respondents are mostly caring about Colleagues whom they are working with; the mean of colleagues is 4.772 and standard deviation of 0.640. Followed by the organizational vision. Lastly, the Organization environment characteristic has a mean of 4.505 with a standard deviation of 0.577.

### 3.3.5 Characteristic 15: Organization characteristic

*Table 6. Organization characteristic*

	Mean	Standard Deviation (SD)
Stability	4.485	0.677
Image and public role	4.093	0.977
Size and illustrious	3.887	0.800
Total	4.155	0.637

In the organization characteristic, there are three subtopics in total. “Stability is one of considerable”, “Image and the public role of organization influence you to work in this organization”, and “You will choose the job based on organization size and illustrious” are used as a question for data collection in organization characteristic. The stability of an organization takes a major account of this type. Whereas the size and illustrious take a minority. In conclusion, the total of organization characteristic has a mean of 4.155 and a standard deviation of 0.638.

### 3.4 Factor analysis

Quantitative data are analyzed by factor analysis in a statistical program (SPSS). Factor analysis is a procedure for simplifying data by reducing a large set of variables into a smaller and meaningful set of factors. This technique is used to group

variables that tend to be correlated to each other into the same factor and identify underlying a latent pattern of relationships among dimensions (factor).

*Table 7. KMO and Bartlett's Test*

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.711
Bartlett's Test of Sphericity	Approx. Chi-Square	1056.876
	df	105
	Sig.	0.00

From the KMO and Bartlett's Test table, the Kaiser-Meyer-Olkin (KMO) test is used to determine or measure the data's adequacy to the factor analysis method. The KMO value is returned between 0 and 1. According to Terada Pinyo (2018), the values of KMO should be more than 0.5 or close to 1 means that the factor analysis is appropriated with your research. Whereas, if the value close to 0 means there is a large problem which is a widespread correlation in factor analysis. For Bartlett's Test of Sphericity; Hypothesis  $H_0$ : Fifteen characteristics are no correlated to each other,  $H_1$  : Fifteen characteristics are correlated to each other. From Table 7, Chi-square value equal to 1056.876 and p-value equal to 0 means all characteristics related thus, the factor analysis still appropriate to this research.

*Table 8. Total Variance Explained*

Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	4.364	29.094	29.094
2	2.030	13.532	42.626
3	1.704	11.363	53.989
4	1.102	7.344	61.333
5	1.006	6.704	68.037
6	0.901	6.005	74.042
7	0.744	4.959	79.001
8	0.626	4.172	83.172
9	0.539	3.593	86.766
10	0.510	3.399	90.164
11	0.459	3.057	93.222



12	0.318	2.119	95.341
13	0.249	1.661	97.002
14	0.237	1.577	98.579
15	0.213	1.421	100.000

From the total variance explained table, at total initial eigenvalues, you can see that there are only five components which have a value more than one. Therefore, fifteen characteristics can be grouped into five factors which have a cumulative percentage of 68.037.

*Table 9. Factor analysis (Rotated Component Matrix)*

Factor number	Percentage of variance explained	Factor description	Variables	Factor loading
One	29.094	External influences	Parent career and suggestion	0.875
			Peer suggestion	0.861
			Financial problem	0.644
			Health	0.449
Two	13.532	Career advancement	Acquiring new skills	0.833
			Career opportunity	0.775
			Passion	0.700
Three	11.363	Job flexibility and Workplace	Organization characteristic	0.550
			Transportation	0.773
			Job flexibility	0.767
Four	7.344	Job benefit	Organization environment	0.703
			Salary	0.820
Five	6.704	Status in society	Packages	0.634
			Acceptable career	0.676
			Parent perspective	0.670
Total	68.037			

In Table 9, the fifteen characteristics of motivation are grouping into five factors. Each factor consists of an unequal variable. The factors are named as External influences, Career advancement, Job flexibility and Workplace, Job benefit, and Status in society. These five factors explain 68.037 percent of the total variance. The external influences factor including four variables and take 29.094 percent of total

followed by a career advancement which also consists of four variables and has 13.532 percent. The least factor percentage is status in society which including acceptable career and parent perspective characteristics.

### 3.5 Factor score

In this research, the respondents are separated into four groups based on their preference of organization type in order to find out what is behind the choice of choosing each organization in generation Z. Moreover, the result will help human resources managers easily recognize why generation Z preferred that type of organization. In addition, human resources managers have a chance to improve their organization policy to persuade the generation Z workforce. The factor score is calculated by using the formula below.

$$F_i = W_{i1}X_1 + W_{i2}X_2 + W_{i3}X_3 + \dots + W_{ik}X_{1k}$$

Where  $W$  = Weight or Factor loading  
 $i$  = number of factors  
 $k$  = number of components in each factor

*Table 10. Preferred type of organization in generation Z*

Self-employed	60	30.93%
Government sector	40	20.62%
Private sector	58	29.90%
State Enterprise	36	18.56%
Total	194	100.00%

Table 10 indicates the percentage of preferred type of organization in generation Z including four types from self-employed to state enterprise. Nowadays, self-employed become the most preferred type of generation Z. Similarly, the private sector accounts for 29.90 percent or 58 of respondents. Only a minority preferred to work in state enterprise which accounts for 18.56 percent in total.

### 3.5.1 Factor score of external influence factor

*Table 11. External influence factor*

	Factor score	Rank
Self-employed	9.345	3
Government sector	10.364	1
Private sector	8.003	4
State Enterprises	9.458	2

Table 11 represents the factor score of each preferred type of organization group in the external influence factor which consists of 4 motivated characteristics; Parents career and suggestions, Peer suggestions, Financial problem, and health. In this factor, respondents who preferred to work with the government sector commonly concerned in this factor followed by state enterprise and self-employed respectively. The respondents who favor a private sector give a minority in external influence factor.

### 3.5.2 Factor score of Career advancement factor

*Table 12. Career advancement factor*

	Factor score	Rank
Self-employed	12.401	4
Government sector	12.623	2
Private sector	12.806	1
State Enterprises	12.604	3

Table 12 represents the factor score of each preferred type of organization in Career advancement factor. The factor involves four characteristics which are Acquiring new skills, Career opportunity, Passion, and Organization characteristic. Generation Z respondents who prefer to work in the private sector are sensitive the most in this type of factor. Whereas preferred to work with the government sector gives the least value in career advancement factor.

### 3.5.3 Factor score of Job flexibility and Workplace factor

*Table 13. Job flexibility and Workplace factor*

	Factor score	Rank
Self-employed	9.957	1

Government sector	9.713	2
Private sector	9.405	4
State Enterprises	9.697	3

Transportation, Job flexibility, and Organization environment characteristic are belonging to Job flexibility and Workplace factor. Self-employed behavior tends to concern more and give a priority in this factor. Similarity with people prefer to work with the government sector and state enterprise. The preferred private sector type has the least caring in job flexibility and workplace factor.

#### 3.5.4 Factor score of Job benefit factor

*Table 14. Job benefit factor*

	Factor score	Rank
Self-employed	6.204	3
Government sector	6.248	2
Private sector	6.200	4
State Enterprises	6.592	1

Job benefit factor consists of 2 characteristics which are salary, packages. In this factor, people who preferred to work in state enterprises provide an outstanding value. The other three factors concerning parallel among each other are represented in Table 14.

#### 3.5.5 Factor score of Status in society factor

*Table 15. Status in society factor*

	Factor score	Rank
Self-employed	5.184	3
Government sector	5.922	1
Private sector	4.807	4
State Enterprises	5.198	2

The last factor is status in society factor which involves Acceptable career and Parents perspective characteristics. People who prefer to work in the government sector are sensitive to this factor by providing an outstanding value. The preferred private sector group gives the lowest score in status in society factor.

Moreover, a t-test was used to identify the difference in perspective toward factors between males and females in generation Z. the result is used to support or give evidence for the research hypothesis represented in Table 16.

$H_0 =$  there is no different perspective toward factors between male and female

$H_1 =$  there is a different perspective toward factors between male and female

Table 16. t-test result

Factor	Gender	N	Mean	Std. Deviation	t	Sig
External influence	Male	32	9.108	2.906	-0.143	0.886
	Female	161	9.182	2.594		
Career advancement	Male	32	12.527	1.746	-0.326	0.745
	Female	161	12.62	1.422		
Job flexibility and Workplace	Male	32	9.611	0.984	-0.407	0.685
	Female	161	9.706	1.243		
Job benefit	Male	32	6.294	0.951	0.073	0.943
	Female	161	6.281	0.734		
Status in society	Male	32	5.175	1.402	-0.23	0.819
	Female	161	5.235	1.009		

In Table 16, all of the factors that have p-value higher than 0.05 mean that it is not statistically significant. Therefore, fail to reject the null hypothesis; retain the null hypothesis and reject the alternative hypothesis. In conclusion, there is no different perspective toward factors between male and female; male and female respondents in this research have the same attitude toward factors of job selection even if they have several differences in biological and physiological.

#### 4. CONCLUSION

The goal of this research is to find out the significant factors behind the choice of generation Z in Thailand by using the factor analysis in the SPSS statistic program. Based on the result of factor analysis in this research, fifteen motivation characteristics are grouped into five significant motivation factors concerning in generation Z. The factors are External influence, Career advancement, Job flexibility and workplace, Job benefit, and Status in society which take 68.037 percentage of

variance explained. In the external influence factor is including parent career and suggestion, peer suggestion, financial problem, and health characteristic. Acquiring new skills, career opportunity, passion, and organization characteristic are included in career advancement factor. Job flexibility and workplace factor is including transportation, job flexibility, and organization environment. Job benefit has salary and packages characteristic. Acceptable career and parent perspective characteristic are involved in status in society factor. Moreover, the respondents are separated into four preferred organizational types which are self-employed, government sector, private sector, and state enterprises to seeking in deep about which factor is the most considerable affecting in each group. According to the factor score result, the respondents who want to work as self-employed are more concerning in a job flexibility and workplace factor. In addition, people who prefer the government sector care more about external influences and status in society. For the preferred private sector group is giving an important to career advancement factor. Moreover, the respondents who preferred to work in state enterprise are more concerning in salary and package or job benefit factor. In this research, around 60 percent of the generation Z respondents preferred to work as self-employed and work with a private sector, meaning that more than half of respondents prioritize organizations that have a job flexibility and workplace factor and career advancement factor. The job flexibility and workplace factor is the factor that concerning in the easier or more accessible transportation, for instance, organizations which located among public transportation such as Bangkok Mass Transit System (BTS) or Metropolitan Rapid Transit (MRT) tend to have an enormous motivation in generation Z workers due to Bangkok, Thailand being the top eleventh world traffic recorded- the TomTom Traffic index. The harder transportation the less rest hours resulting in decreasing job satisfaction. Moreover, job flexibility characteristic is including in this factor. The job flexibility characteristic is including flexible working hour, weekend, and work from home. From generation Z characteristic and behavior, undoubted that they give the highest score for weekend means that the weekend is the most concerning for this generation follow by the ability to managing their working hours. This factor also involves organization environment which includes colleagues, modern office, location, and organizational vision. The respondents are more considerable in teammate or co-

worker because a good atmosphere resulting in a positive workplace environment which reducing turnover rate, increasing employees happier and satisfaction follow by organization vision and modern office. Although generation Z is the youngest generation in the today's labor workforce, they seeking for an upward progression in their career. Therefore, they have a possibility to changing their job when finding an opportunity for promotion or obviously seeing their future in other job. While there are several differences between gender such as behavior, role, characteristic, education, and personality, both male and female respondents have the same perspective toward factors of job selection observing from p-value is less than 0.5 (failed to reject the null hypothesis). As a result, both male and female have the same perspective toward factors of job selection in this research.

## **5. RECOMMENDATION**

For an organization or human resource managers who take a part of screening or hiring the generation Z worker. This result of the research could provide a significant implication. According to generation Z behaviors and characteristics, they have grown up with technological and high ability of professionals. Moreover, generation Z is observing to bring new innovation and technology to the organization. To motivate Generation Z to choose your organization and work for a long time, human resource managers should reinforce job flexibility and workplace factor by adjusting organizational policies. For instance, if the organization is far away from public transportations, the organization may provide easier transportation by using vans to pick employees up at the public transport before a working hour. Besides, the weekend is one of significant for this generation because it is the time to relax after working hard on weekdays. Moreover, they are concerned more in the organizational environment, therefore, they should have a comfortable environment among colleagues and managers. Another significant factor is the career advancement factor. Not only generation Z but also other generations will choose the job that can provide an opportunity in work. The organization should imply that everyone in the organization can be promoted if you work efficiently and your work is effective. Especially, the more understanding the generation Z the more influencing them to work with.

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## Appendix A

A survey of What is behind the choice of Post Millennial (Generation Z)'s professional.

The online questionnaire is a part of individual study from Master of Arts in Business and Managerial Economics (MABE), Faculty of Economic, Chulalongkorn University. The objective of this survey is finding what behind the choice of generation Z's professional in Bangkok, Thailand.

### Part 1: Personal details

#### 1. Gender

<input type="checkbox"/>	Male
<input type="checkbox"/>	Female

#### 2. Age

<input type="checkbox"/>	18-24 years old
<input type="checkbox"/>	25-39 years old
<input type="checkbox"/>	40-55 years old
<input type="checkbox"/>	56-70 years old

#### 3. Highest Education

<input type="checkbox"/>	Under Bachelor's Degree
<input type="checkbox"/>	Bachelor's Degree
<input type="checkbox"/>	Master's Degree
<input type="checkbox"/>	Doctor's degree

#### 4. How many time you ever change your job?

<input type="checkbox"/>	Never
<input type="checkbox"/>	1 time
<input type="checkbox"/>	2 times
<input type="checkbox"/>	More than 2 times

Part 2: Asked for the facet of respondents to specify the degree of each motivation characteristic

#### 1. Salary is an essential factor to choose a job

Strong disagree	disagree	Nature	Agree	Strong agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### 2. You will choose the job that offers an opportunity to promote in the future

Strong disagree	disagree	Nature	Agree	Strong agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### 3. You will choose the job that provides convenient transportation and safe your time

Strong disagree	disagree	Nature	Agree	Strong agree

4. Liking is one reason a job professional

Strong disagree	disagree	Nature	Agree	Strong agree

5. Mental health problem can affect job selection

Strong disagree	disagree	Nature	Agree	Strong agree

6. Choosing this job because it provides new skills

Strong disagree	disagree	Nature	Agree	Strong agree

7. You mostly choose the acceptable career in society

Strong disagree	disagree	Nature	Agree	Strong agree

8. Financial problem effects on job selection

Strong disagree	disagree	Nature	Agree	Strong agree

9. You will choose a job because of your parent perspective

Strong disagree	disagree	Nature	Agree	Strong agree

10. Parents ever do this kind of career and they suggest you to do

Strong disagree	disagree	Nature	Agree	Strong agree

11. Your friend suggests this job to you

Strong disagree	disagree	Nature	Agree	Strong agree

12. The Packages

12.1 The appropriate number of sick and personal leave is significant to choosing a job

Strong disagree	disagree	Nature	Agree	Strong agree

12.2 The package should include the childbirth and child care

Strong disagree	disagree	Nature	Agree	Strong agree

12.3 Organization should have a scholarship and opportunity for an advance degree

Strong disagree	disagree	Nature	Agree	Strong agree

12.4 The package should cover Medical fee and annual health check-up

Strong disagree	disagree	Nature	Agree	Strong agree

13. Job flexibility

13.1 Able to choose work time to motivate you to pick this job

Strong disagree	disagree	Nature	Agree	Strong agree

13.2 Weekend is necessities

Strong disagree	disagree	Nature	Agree	Strong agree

13.3 Work from home or anywhere else resulting in efficient work

Strong disagree	disagree	Nature	Agree	Strong agree

14. Organization environment

14.1 Good colleagues effect on working

Strong disagree	disagree	Nature	Agree	Strong agree

14.2 Modern office influences you to have an effective of work

Strong disagree	disagree	Nature	Agree	Strong agree

14.3 Location of organization is motivating you choosing this job

Strong disagree	disagree	Nature	Agree	Strong agree

14.4 A good organization and manager vision is significant when you are working

Strong disagree	disagree	Nature	Agree	Strong agree

15. Organization characteristic

15.1 Stability is one of considerable

Strong disagree	disagree	Nature	Agree	Strong agree

15.2 Image and the public role of organization influence you to work in this organization

Strong disagree	disagree	Nature	Agree	Strong agree

15.3 You will choose the job based on organization size and illustrious

Strong disagree	disagree	Nature	Agree	Strong agree

Part 3: Preferred type of organization

1. What is your preferred type of organization that you want to work with

<input type="checkbox"/>	Self-employed
<input type="checkbox"/>	Government sector
<input type="checkbox"/>	Private sector
<input type="checkbox"/>	State Enterprises

## Appendix B

### The Factor Analysis result

#### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.711
Bartlett's Test	1056.876
Approx. Chi-Square	
df	105
Sig.	.000

#### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.364	29.094	29.094	4.364	29.094	29.094	2.635	17.564	17.564
2	2.030	13.532	42.626	2.030	13.532	42.626	2.592	17.277	34.841
3	1.704	11.363	53.989	1.704	11.363	53.989	2.214	14.759	49.600
4	1.102	7.344	61.333	1.102	7.344	61.333	1.484	9.892	59.492
5	1.006	6.704	68.037	1.006	6.704	68.037	1.282	8.545	68.037
6	.901	6.005	74.042						
7	.744	4.959	79.001						
8	.626	4.172	83.172						
9	.539	3.593	86.766						
10	.510	3.399	90.164						
11	.459	3.057	93.222						
12	.318	2.119	95.341						
13	.249	1.661	97.002						
14	.237	1.577	98.579						
15	.213	1.421	100.000						

Extraction Method: Principal Component Analysis.

#### Communalities

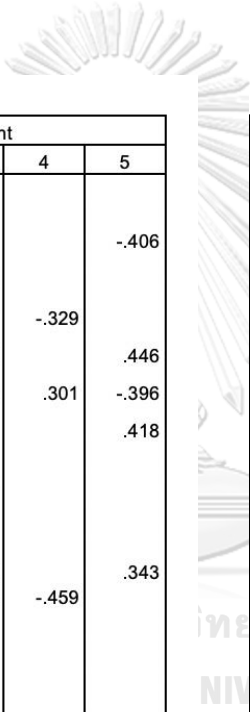
	Initial	Extraction
Salary	1.000	.731
Packages	1.000	.788
Job flexibility	1.000	.652
Organization environment	1.000	.566
Career opportunity	1.000	.654
Organization characteristic	1.000	.650
Transportation	1.000	.631
Passion	1.000	.655
Health	1.000	.632
Acquiring new skills	1.000	.728
Acceptable career	1.000	.726
Financial problem	1.000	.483
Parent perspective	1.000	.762
Parent career and suggestion	1.000	.796
Peer suggestion	1.000	.751

Extraction Method: Principal Component Analysis.



Correlation Matrix

	Salary	Packages	Job flexibility	Organization environment	Career opportunity	Organization characteristic	Transportation	Passion	Health	Acquiring new skills	Acceptable career	Financial problem	Parent perspective	Parent career and suggestion	Peer suggestion
Correlation Salary	1.000	.296	.194	.171	.068	.195	.065	-.033	.056	.144	.140	.147	.071	-.108	-.065
Packages	.296	1.000	.258	.413	.029	.493	.251	-.107	.472	.275	.039	.257	.175	.198	.254
Job flexibility	.194	.258	1.000	.431	-.031	.410	.386	.272	.325	.191	.193	.110	.189	-.038	.042
Organization environment	.171	.413	.431	1.000	.097	.402	.422	.232	.266	.176	.188	.119	.104	.098	.089
Career opportunity	.068	.029	-.031	.097	1.000	.389	.069	.377	.167	.474	.322	-.064	.178	-.007	-.038
Organization characteristic	.195	.493	.410	.402	.389	1.000	.241	.412	.402	.461	.394	.212	.409	.161	.182
Transportation	.065	.251	.386	.422	.069	.241	1.000	.194	.262	.188	.226	.268	.023	.059	.165
Passion	-.033	.107	.272	.232	.377	.412	.194	1.000	.294	.569	.410	.241	.212	.141	.190
Health	.056	.472	.325	.266	.167	.402	.262	.294	1.000	.408	.220	.432	.205	.263	.255
Acquiring new skills	.144	.275	.191	.176	.474	.461	.188	.569	.408	1.000	.466	.089	.189	.074	.137
Acceptable career	.140	.039	.193	.188	.322	.394	.226	.410	.220	.466	1.000	.262	.477	.142	.121
Financial problem	.147	.257	.110	.119	-.064	.212	.268	.241	.432	.089	.262	1.000	.264	.401	.430
Parent perspective	.071	.175	.189	.104	.178	.409	.023	.212	.205	.189	.477	.264	1.000	.491	.394
Parent career and suggestion	-.108	.198	-.038	.098	-.007	.161	.059	.141	.263	.074	.142	.401	.491	1.000	.738
Peer suggestion	-.065	.254	.042	.089	-.038	.182	.165	.190	.255	.137	.121	.430	.394	.738	1.000



Component Matrix<sup>a</sup>

	Component				
	1	2	3	4	5
Organization characteristic	.752				
Health	.657				-.406
Acquiring new skills	.632	-.336	-.371		
Passion	.606		-.371	-.329	
Acceptable career	.588		-.402		.446
Packages	.572		.463	.301	-.396
Parent perspective	.551	.343			.418
Organization environment	.526		.440		
Financial problem	.513	.442			
Job flexibility	.497		.413		.343
Transportation	.468		.386	-.459	
Parent career and suggestion	.441	.768			
Peer suggestion	.476	.718			
Career opportunity	.376	-.386	-.563		
Salary				.711	

Extraction Method: Principal Component Analysis.  
a. 5 components extracted.

Rotated Component Matrix<sup>a</sup>

	Component				
	1	2	3	4	5
Parent career and suggestion	.875				
Peer suggestion	.861				
Financial problem	.644				
Health	.449	.443	.324		
Acquiring new skills		.833			
Career opportunity		.775			
Passion		.700			
Organization characteristic		.550	.343	.401	
Transportation			.773		
Job flexibility			.767		
Organization environment			.703		
Salary				.820	
Packages	.364		.302	.634	-.346
Acceptable career		.456			.676
Parent perspective	.500				.670

Extraction Method: Principal Component Analysis.  
Rotation Method: Varimax with Kaiser Normalization.  
a. Rotation converged in 7 iterations.



**Component Score Covariance Matrix**

Component	1	2	3	4	5
1	1.000	.000	.000	.000	.000
2	.000	1.000	.000	.000	.000
3	.000	.000	1.000	.000	.000
4	.000	.000	.000	1.000	.000
5	.000	.000	.000	.000	1.000

Extraction Method: Principal Component Analysis.

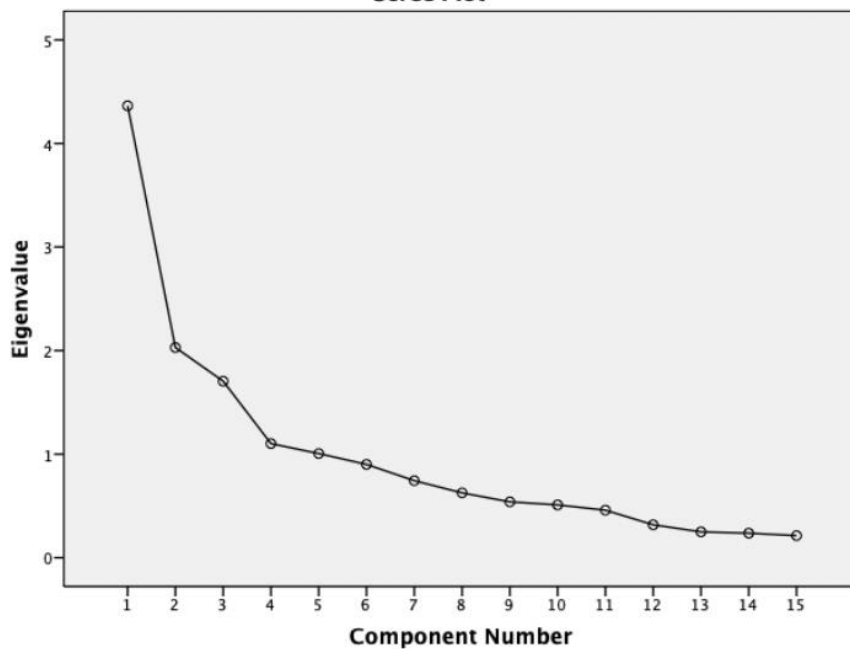
Rotation Method: Varimax with Kaiser Normalization.

**Component Transformation Matrix**

Component	1	2	3	4	5
1	.518	.595	.504	.283	.207
2	.843	-.406	-.294	-.193	.040
3	.039	-.569	.593	.379	-.424
4	-.015	-.082	-.461	.854	.228
5	-.142	-.387	.310	-.100	.851

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

**Scree Plot**

## VITA

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