FACTORS INFLUENCING INTENTION TO APPLY FOR A JOB AMONG MILLENNIALS IN ICT INDUSTRY: A PERSPECTIVE OF FINAL YEAR STUDENTS AT XYZ UNIVERSITY COLLEGE

SARIANI AB. GHANI

MASTER OF HUMAN RESOURCE MANAGEMENT
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SARIANI AB. GHANI

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ABSTRACT

This study was conducted to identify the factors influencing intention to apply for a job among millennials in ICT industry. The perspectives of final year students of Computer Science and Multimedia Faculty at XYZ University College have been studied. It is crucial for the organizations to understand the preferences of this generation toward employment attributes in order to attract talented candidates to apply for a job vacancy and subsequently join the organization. This study focuses on millennials as currently they are dominating the Malaysian workforce, while final year undergraduate students were chosen because most likely they will be dealing with the decision to apply for a job after completing their studies. Quantitative approach with self-administered questionnaires method has been employed for this study. Based on simple random sampling method the questionnaires were distributed to all of 213 final year students of Computer Science and Multimedia Faculty at XYZ University College to gather the data. A total of 150 useable responses were obtained and used for the purpose of data analysis. IBM Statistical Package for Social Science (SPSS) software, Version 22.0 was used to analyze the collected data. The results of regression analysis revealed that all three factors which were meaningful work, professional growth opportunity and work-life balance have a significant relationship with intention to apply for a job. While professional growth opportunity was the most influential factor on the intention to apply for a job. The findings can form the basis for useful recommendation to employers to plan and improve their recruitment strategies in order to attract the top qualified talents.

Keywords: millennials, intention to apply for a job, meaningful work, professional growth, work-life balance.
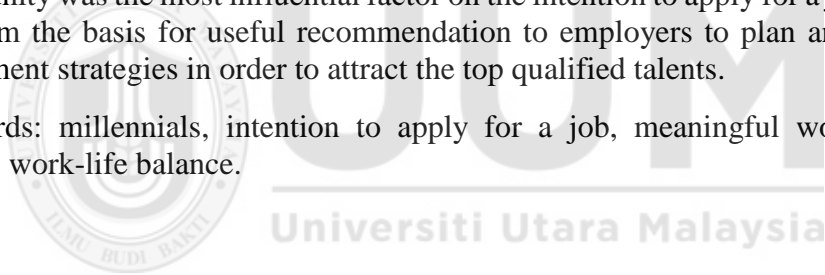
ABSTRAK

Tujuan kajian ini dilakukan adalah untuk mengenalpasti faktor-faktor yang mempengaruhi niat memohon pekerjaan di kalangan milenial di dalam industri Teknologi Maklumat dan Telekomunikasi. Kajian telah dilakukan dari sudut pandangan pelajar-pelajar tahun akhir Fakulti Komputer Sains dan Maltimedia di XYZ University College. Adalah sangat penting bagi organisasi untuk memahami ciri-ciri pekerjaan yang diutamakan oleh generasi ini bagi menarik calon-calon yang berbakat memohon pekerjaan dan bekerja di organisasi. Kajian ini memberi tumpuan kepada milenial kerana pada masa ini mereka mendominasi tenaga kerja di Malaysia, manakala pelajar-pelajar tahun akhir Ijazah pula dipilih kerana mereka akan membuat keputusan berkenaan permohonan pekerjaan apabila tamat pengajian nanti. Pendekatan kuantitatif dan kaedah soalan kajian yang dipantau sendiri telah digunakan di dalam kajian ini. Berdasarkan pensampelan rawak mudah, soalan kaji selidik telah diedarkan kepada semua pelajar tahun akhir Fakulti Komputer Sains dan Maltimedia di XYZ University College iaitu seramai 213 orang. Sejumlah 150 jawapan soal selidik telah berjaya dikumpul dan boleh digunakan bagi tujuan analisis data. Perisian IBM Pakej Statistik untuk Sains Sosial (SPSS) Versi 22.0 telah digunakan untuk menganalisis data yang dikumpul. Keputusan analisis regresi menunjukkan ketiga-tiga faktor iaitu pekerjaan yang bermakna, peluang peningkatan profesional dan keseimbangan kehidupan-pekerjaan mempunyai hubungan yang ketara dengan niat untuk memohon pekerjaan. Peluang pembangunan profesional adalah faktor yang paling berpengaruh terhadap niat untuk memohon pekerjaan. Hasil dari kajian ini boleh menjadi asas cadangan yang berguna kepada majikan untuk merancang dan menambah baik polisi dan strategi pengambilan pekerja bagi menarik calon-calon yang terbaik dan berkualiti.

Kata kunci: milenial, niat untuk memohon pekerjaan, pekerjaan yang bermakna, peluang pembangunan profesional, keseimbangan kehidupan-pekerjaan

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LIST OF ABBREVIATIONS

Corporate and Social Responsibility   (CSR)

Gross Domestic Product   (GDP)

Information and Communication Technology   (ICT)

Institute of Labour Market Information and Analysis   (ILMIA)

Malaysia Digital Economy Corporation   (MDEC)

Multimedia Super Corridor   (MSC)

National Key Economic Area   (NKEA)

PricewaterhouseCoopers   (PwC)

The National ICT Association of Malaysia   (PIKOM)

CHAPTER 1

INTRODUCTION

1.0 Introduction

This chapter presents the introduction of this study which covered the background of the study, problem statement, research objectives, research questions, significance and scope of the study as well as the outline of this report.

1.1 Background of the Study

Currently, Malaysian workforce is consisting of at least three primary generations which are baby boomers, generation X and millennials. The demographic shifting in tandem with individuals from the baby boomer generation gradually approaching the retirement age, organizations are facing challenges with many vacant positions that need to be filled. The next generations available and ready to work are generation X and millennials. Although it is important for organizations to address the needs of all employees, this study focuses on millennials and their expectations of works and organizations.

Millennials now represent the largest cohort of the Malaysian workforce. The composition of the Malaysian workforce in 2015 has demonstrated a large majority of millennials (48.8%), while generation X and baby boomers have 34.3% and 16.9% respectively (Ministry of Human Resource, 2015). Due to the retirement of baby boomers

and the relatively smaller size of generation X, millennials will be in high demand in job market, making it crucial for employers to understand how to attract them to apply for a position and work in the organization.

In order to remain competitive in the industry, organizations hiring millennials employees need to understand the work style of millennials and implement strategies that will attract and retain these individuals. Organizations that better understand the best recruitment strategies together with increasing the likelihood of millennials individuals aspiring or intending to apply for a job vacancy and subsequently accepting the job offer, will be more likely to achieve a competitive advantage (Hilltrop, 1999 as cited by Warmerdam, Lewis & Banks, 2015). With such an advantages ultimately linked to organizational success (Chapman, Uggerslev, Caroll, Piasentin & Jones, 2005). Without having strategies and structure in place would limit capabilities of organizations and may make it difficult to attract qualified individuals and retain the best talents in the company.

Attracting applicants is an initial phase of recruitment (Carless, 2007) and it is such a critical process, as without attracting applicants the subsequent phases including selection could not be done (Acarlar & Bilgic, 2012). Organizations that wish to have an ample resources of candidates and recruit talented employees need a large number of applicants for consideration in the potential selection pool (Terjesen, Vinnicombe & Freeman, 2007). Although the applicant pool size and quality are rather encouraging, if top candidates do not apply, an organization has no opportunity to employ such candidates. Terjesen et al. (2007) also emphasizes that many organizations have invested a large sum of money and time in order to attract and recruit graduate millennials

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employees. Additionally, many organizations seek to hire millennials graduates for organizational growth including improvement and innovation (McDermott, Mangan & O'Connor, 2006).

The ability to select, attract and retain the right employees is crucial to the success of organization. Employer's attractiveness which is the degree to which potential applicants and current employees perceive organization as place to work (Jiang & Iles, 2011), would help an organization to be more competitive, creates reputation to attract talents, gain financial success and most importantly ensure business sustainability in the industry (Great Place to Work, 2014). In other words, being a great place to work also helps organization winning the war for talents.

Currently, limited research exists relating to the factors which influence millennials graduate attraction and recruitment (Carless, 2007). Thus, this study will be able to contribute to the current literature by providing empirical analysis of the factors that predict intention of millennials to apply for a job vacancy in the organization. Such knowledge is significant to the extent that may assist organizations to plan and improve recruitment strategies for millennials.

1.2   Problem Statement

One of the biggest challenges for many organizations today is the upcoming retirement of a large number of baby boomers and the arrival of young job seekers in the workplace (Twenge, Campbell, Hoffman & Lance, 2010). The upcoming retirement of

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baby boomer employees has created a crisis in organization as they strive to recruit and retain the younger generations, who were hold significantly different values, attitudes and expectations from the predecessor generations of employees (Economist, 2009).

Millennials born after 1980 is rapidly entering the workforce (Morrison, 2015) and have formed a large part of the labor pool. By the year 2025, it is estimated that millennials will comprise about 75% of the global workforce (PricewaterhouseCoopers, 2012). In Malaysia itself, there are 13 million working individuals consisting of at least three generational cohorts. Of these about 48.8%, 34.3% and 16.9% of the Malaysian workforce are from millennials, generation X and baby boomers respectively (Ministry of Human Resource, 2015). It shows that millennial is the dominant generation in the current Malaysian workforce.

Due to the effects of ageing society and shortage of skilled labour, when a large part of baby boomers will retire and millennials will be growing in the workforce, and the competition to attract and retain key performance become more aggressive, organizations will solicit candidates and not vice versa (Bakanauskiene, Bendaraviciene & Bucinskaite, 2016), then the generational perspective will become more important. Millennials will have a high degree of choice in selecting the organizations for which they want to work, based on the kind of working conditions, opportunities and flexibility employers can offer. Kyle (2009) agrees that nowadays millennials are interviewing employer and not vice versa. As employers struggle to attract and hire valuable young employees, it is more important than ever for employers to understand the expectations of these young people bring to the labour market.

According to Economic Planning Unit (EPU) Report 2015, the Malaysian economy is made up largely of the services sector which accounts for more than 53% of the GDP. Within the services sector, information and communications technology (ICT) plays an important role as the third largest contribution, accounting for 5.4% of GDP in 2015. The ICT services sector employs 214,000 people or 1.5% of the workforce in 2015 and the NKEAs aim to produce 43,162 new jobs directly for the ICT by 2020. With the growth of the digital economy, another 160,000 high skilled jobs requiring ICT skills are expected to be created by 2020.

Despite of the good news on the expanding of employment opportunities, unfortunately the ICT sector faced a key skills challenge as the lack of industry-ready graduates. According to the national ICT association, PIKOM (2015), only 10% of the new entrants to the ICT industry are employable, with the remaining 90% requiring training before they are ready to undertake the work.

The gradual decline in the number of ICT graduates has affected the skills gap in the industry. A study by Malaysia Digital Economy Corporation (MDEC) in 2015 revealed that while the demand for graduates in core ICT areas such as computer science, information technology, and software engineering almost two fold from 7,121 in 2010 to 13,300 in 2014, the supply of graduates had decreased from 8,237 to 8,000 during the same period (EPU, 2016). Institute Labour Market Information and Analysis (ILMIA) reported that there was a shortage of close to 10,000 ICT professionals at various levels in 2016.

According to Ross and Ali (2011), the rising wages of Indian and Sri Lankan ICT sectors has bad influence to the Malaysian labour market skill shortage as these countries are the main sources of overseas ICT labour. Yahya and Kaur (2008) agree that the relative decrease in wages differentials had made it more difficult for Malaysian organizations to attract ICT professionals from India. On the other hand, Malaysian organizations had to compete for this overseas talent with Singapore, where wages for ICT workers were on average 120% higher than those paid in Malaysia (Yahya & Kaur, 2008). This further emphasizes the need for Malaysian organizations to establish effective strategies to attract and hire ICT professional especially young labor - Millennials.

Furthermore, the relocation of high skilled Malaysian ICT workers for more attractive salary and career opportunities in other countries such as Singapore, Australia Hong Kong and Middle East has also urged the need to analyze factors that influence and attract potential candidate to apply for the employment in organization. Many ethnic Chinese ICT professionals leave Malaysia to work overseas where they can demand higher salaries and this factor has worsened the local ICT labour market skill shortage (Ross & Ali, 2011).

Understanding the factors influencing millennials to apply for a job vacancy would assist organization to re-assess the strategy and recruitment techniques in order to entice millennials to join the organization. This understanding will also allow organizations to create work environment favoring this group of employees (Hutchinson, Brown & Longworth, 2012). In the competition for information and communication technology (ICT) talents, employers need to know as much possible on the candidates' considerations

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when evaluating job offers in order to tailor their requirements and attraction strategies effectively.

By being aware of key attractions and understanding on how millennials fit into information and communication technology talent's career decision making process, employers can be better equipped to adapt their talent management strategies accordingly. Furthermore, in a field that is losing workers to other industries, creating strategies that speak specifically to today's information and communication technology worker's preferences, would help to reduce the cost of human resources management and turnover rates (Mai, 2015).

1.3   Research Questions

This paper seeks to provide the insight on the factors influencing millennials' intention in selecting and joining an organization. Literature studies have been conducted on the employment attributes that are preferred by baby boomers, generation X, and millennials in general. Also, three factors have been identified to be the common associated to workplace preferences by millennial through literature research.

For this study, the dependent variable which is the intention of millennials in selecting or joining a particular organization will be known as "the intention to apply for a job". Hence, the following research questions were constructed to guide this study on the factors influencing the intention to apply for a job among millennials in ICT industry.

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i. Does the meaningful work influences the intention to apply for a job among millennials?

ii. Does the professional growth opportunity influences the intention to apply for a job among millennials?

iii. Does the work-life balance influences the intention to apply for a job among millennials?

iv. What is the dominant factor influencing the intention to apply for a job among millennials?

1.4 Research Objectives

The main objective of this study is to identify the factors that are important to millennials in ICT industry, which will influence their decision in selecting a company for employment. As such, the research objectives are as follows:

i. To examine whether meaningful work has an influence on the intention to apply for a job among millennials.

ii. To examine whether professional growth opportunity has an influence on the intention to apply for a job among millennials.

iii. To examine whether work-life balance has an influence on the intention to apply for a job among millennials.

iv. To identify the most dominant factor influencing the intention to apply for a job among millennials.

1.5   Scope of the Study

This study focuses on the factors influencing the intention to apply for a job among millennials in ICT industry from the perspective and perception of final year students of Computer Science and Multimedia Faculty at XYZ University College. This population (millennials) is important to organization as they represent a major source of hiring for skilled jobs such as managers, professionals and technical workers for public and private sectors (Ng, Schweitzer & Lyons, 2010).

Final year students have been selected as they were the millennial generation's members that most likely to be commencing work after completing their undergraduate degrees. Thus, the preference of employment attributes would be on their mind that may affect the decision when they apply for a job vacancy in organizations. Computer Science and Multimedia students were selected on the basis of their likelihood to pursue particular job opportunities in ICT industry.

The university that was chosen for this study located in Selangor for the reason that this area is considered as a city centre and many of the younger generation from all over the nation as well as abroad were concentrated here due to the working opportunities and the availability of many prestigious higher educational institutions.

Other than that, the acquaintances of researcher were working in this institution, thus it is convenience to reach the respondents and obtain feedback from them. Due to

the time and financial constraints, it is the effective way to conduct the survey in order to gather the information for this study.

1.6   Significance of the Study

This study helps to better understand the latest generation (millennial) that is already in or is going to enter the workforce. The findings obtained will indicate the importance of the factors studied in this study to the millennials when they enter the workforce and choose organizations for employment.

This study will also be able to explain the factors or characteristics that affect the type of organizations this generation cohort prefer to work in. This in turns could as well be significant for organizations to understand well the aspects of this new generation preferred and looks for, thus this useful information can be utilized to plan and develop effective strategies to attract qualified talents to apply for a job vacancy and subsequently join the organization.

Finally, as the youngest and rapidly growing generation in today's workforce, millennials has not yet received much empirical analysis (Twenge et al., 2010). Hence, the findings of this study also would add to the existing literature and knowledge of millennials and can be used as one of the reference or guidance for future research as well as enriching the literature in human resource management.

1.7   Limitation of the Study

There are several limitations or problems encountered while conducting this study and the main limitation was the generalizability of the results. The findings are limited only to undergraduate students from one university in one geographical location which was the city center, and also uneven distribution of demographic categories of respondents as the large majority of the respondents were Malays. Thus it is cannot be generalized to students from different regions, cultural, beliefs, ethnicity, family and economic background. As a result, the data collected could have been biased (Greener, 2008).

The respondents in this study consisted of university students, the finding might be limited to only educated job seekers. Therefore, further research on the factors influencing the intention to apply for a job across different groups of millennials' job seekers such as the individuals without tertiary education is also needed.

Additionally, the references and data available are limited as there are not much research have been conducted on the millennials, especially involved the ICT industry in Malaysia. Meaning that, there is insufficient empirical evidence of millennials in ICT industry to be used to compare the findings. Hence, there is uncertainty that the justifications made will indefinitely be consistent for every other millennials in ICT industry.

Other than that, in this study only three variables have been discussed, researcher believes that there are many other factors that influence the intention to apply for a job

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among millennials. Factors such as competitive wages, packages of benefits, international opportunities, corporate values and job security may also become potential factors to influence the intention to apply for a job among millennials which are not cover in this study.

1.8   Definition of Key Terms

The explanation of the key terms that have been used in this study are as follows.

Baby boomers: Individuals who were born between 1945 and 1964 are baby boomers (Constanza, Badger, Frase, Severt & Gade, 2012; Lub, Bijvank, Bal, Blomme & Schalk, 2012; Parry & Urwin, 2011).

Generational Cohort: A society-wide peer group born over a period roughly the same length of time as passage from youth to adulthood (about 20 years), who collectively possesses a common persona. Persona are identified by three attributes which are; perceived membership in a common generation, common beliefs and behaviors, and a common location in history (Lindquist, 2008).

Generation X: Individuals who were born between 1965 and 1980 are members of Generation X. Also referred to as Gen X and Xers (Costanza et al., 2012; Lub et al., 2012; Parry & Urwin, 2011).

Job expectations: The expectations employees have concerning what they desire to receive from their employers are employees' job expectations. These expectations include training, professional development, fair treatment, compensation, benefits and job security (Zagenczyk, Gibney, Few & Scott, 2011).

Millennials: Individuals who were born between 1981 and 2000 are referred to as millennials, also called Gen Y, Generation Me and Nexters (Constanza, et al., 2012; Lub et al., 2012; Parry & Urwin, 2011).

Recruitment: "A process of finding and/or attracting applicants for the employer's open positions" (Dessler, 2015 p.161). An important step in successful recruitment is to boost job seekers' pursuit intention (i.e. the intention to apply for a job) by understanding how the job seekers see organization and are attracted to apply for a job in the organization (Williamson, Lepak & King, 2003).

1.9   Organization of the Thesis

Basically, this proposal consists of five chapters. The first chapter which is this current chapter explains the overview of the research. This chapter describes about the background of the study, problem statement, research objectives, significance, scope and limitation of the study and finally the organization of the thesis.

Apart from Chapter One, there are four other chapters. Chapter Two elaborates on the literature review of the study. This chapter reviews the previous researches related to

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the investigated problems. The literature review also related to the independent and dependent variables such as meaningful work, professional growth opportunity and work-life balance and its influence on the intention to apply for a job among millennials. The literature review were extracted from various types of sources such as publications of journals, books and articles and have been used as a reference for the entire study.

Chapter Three provides the details regarding the research methodology. This chapter focuses on the measurement of each variables as well as validity and reliability of survey instruments. Other than that, discussion on research framework and research design, data collection procedures and technique of statistical analyses are also presented in this chapter. Additionally, this chapter also covers the population, sample size and sampling technique that has been used in this study.

The results of analysis and findings emerging from the study are presented in Chapter Four. Last but not least, Chapter Five gives a brief summary of the study and the discussion on the implication of the findings towards the meaningful work, professional growth opportunity, work-life balance and the intention to apply for a job among millennials. Some recommendations also will be provided for further research.

1.10   Summary

This chapter covers the basic foundation of the study. It introduced the background of the study, the problem statement and issues concerning the research topic were also covered. The research questions and research objectives were stated to show which

direction this study will be heading, and finally the scope of the study, the significance as

well as the limitation of the study were also justified.

CHAPTER TWO

LITERATURE REVIEW

2.0   Introduction

This chapter covers the review of the literature related to the topic of this study. The research framework will be constructed from the following literature review.

2.1   Overview of ICT Industry in Malaysia

Malaysia achieved impressive economic growth in the post-World War II era, achieving average annual growth rates more than seven percent over a 25 year period (CGD, 2008; Schuman, 2010). The World Bank (2010) advises that Malaysia needs to shift from 'low-cost to high-value' economic development strategies. This situation has been one of the factors that has led the Malaysian government's Multimedia Super Corridor (MSC) strategy that aimed to improve the economy further up the value-added path by creating high-technology industrial centres with associated enhanced labour market skills; technology capability being an important factor in raising labour productivity (Carayannis & Sagi, 2002; Harbi, Amamou & Anderson, 2009).

The MSC strategy, founded by former Malaysian Prime Minister, Tun Dr Mahathir Mohamed is a government initiative to attract ICT related foreign direct investment and associated knowledge transfer. This included the development of 'cybercities': large industrial parks or suburbs that provide the underlying infrastructure

for ICT firms (MSC, 2008). The aim was to develop these areas into high-technology clusters that would support entrepreneurship and innovation (Benner, 2002; Hyde, 2003). The original and largest cyber city is Cyberjaya which is located outside the Malaysian capital, Kuala Lumpur, and administered by the Multimedia Development Corporation (MDEC); a quasi-government body (Evers, Nordin & Nienkemper, 2010).

The MSC strategy is still on-going and it includes developing and networking more cybercities and smaller cyber centres throughout Malaysia; its vision is to transform Malaysia into a 'Knowledge-based Economy and Society' by the year 2020. The rapid growth of the ICT sector, supported by the accelerated development of computing capacity and internet delivered goods and services, has raised the needs for highly skilled and knowledge workforce. Therefore the organizations have to compete for this highly skilled ICT workers by offering the best packages and practices in order to attract potential talents to work in the organization.

The ICT sector consists of ICT Services (ICTS), ICT Manufacturing (ICTM), ICT Trade and e-commerce, accounted for 16.8% of GDP 2015 and expected to continue rising to 18.2% by 2020 (Tan & Tang, 2016). The 11th Malaysia Plan (2016-2020) identified the ICT services sector as a key enable for the knowledge economy and recognized its crucial role in improving productivity. According to Labour Force Survey 2015, the ICT sector has employed 214,000 people or 1.5 % of the workforce in 2015, the NKEAs aim to produce 43,162 new jobs for the ICTS by 2020. With the growth of the digital economy, another 160,000 high-skilled jobs requiring ICT skills are expected to be created by 2020.

The definition of knowledge worker by Malaysian government, which includes both ICT graduates and anyone with a university degree (Mat Nor, 2007) is rather general. While, OECD (2006) divided ICT workers into three categories:

i.   ICT specialist, who have the ability to develop, operate and maintain ICT systems. ICTs constitute the main part of their job;

ii. Advanced users, consisting of competent users of advanced, and often sector-specific, software tools. ICTs are not the main job but a tool; and

iii. Basic users, who include competent users of common tools (e.g. Microsoft Word, Excel, Outlook, PowerPoint) needed for the information society, e-government and working life. Here also, ICTs are not the main job but a tool.

2.2   The Generations in General

The term generation refers to a cohort of people, born around the same time, raised in a unique era and sharing significant social and historical life events and experiences at critical development stages (Parry & Urwin, 2011; Twenge et al., 2010; McCrindle & Wolfinger, 2011), and covers a span of 20 years (Sayers, 2007).

There are inconsistencies in the years of birth that define each generation given by researchers, however the majority of literature defines baby boomers as individuals born between 1946 to 1964, generation X as people born between 1965 and 1980, and millennials as including members born between 1980 and 1994 (Hansen & Leuty, 2012).

Table 2.1 below indicates the generations and the time spans as adapted from Bakanauskiene, et al. (2016).

Table 2.1
Generational Time Spans

Generation	Birth Years
Baby Boomers	1943/1945/1946 - 1960/1964/1970
Generation X (aka Baby Bust Generation, Gen Xers, Pragmatic Generation)	1960/1963/1965/1968/1970 - 1976/1979/1980/1985
Generation Y (aka Millennials, Nexters, Digital Generation, Echo Boomers, Generation www, Generation E, Net generation, Gen Yers, Generation Me, Unlimited Generation)	1977/1978/1980/1981/1985 - 1994/1998/2000

Source: Bakanauskiene et al. (2016)

Due to the differences of definitive dates of generational cohort's boundaries given by researchers, in this paper the range of years will be set to prevent confusion. The range of years will be adopting the classification by Lindquist (2008), where the baby boomers are the individuals born between 1943 and 1960, generation X born between 1960 and 1982, and millennials born between 1982 and 2000.

The Department of Statistics Malaysia reported that in 2015, 25% of population of 30 million Malaysians were below 15 years of age, while the majority (69.1%) were between 15 and 64 years old, and only 5.9% of them were 65 years and above. Hence, in some organizations there are at least three generations (baby boomers, generation X and millennials) work together side by side at the workplace. In Malaysia, the Silent generation employees have exited the workforce and after the year 2020, the baby boomers would be retiring while the generation Z employees would be joining the labor force (Tay, 2011).

Literature has established that different generations will be different in their aspiration, perception and expectation pertains to work. It is understood that each generation is unique as they share common experiences (Fernandez, 2009) and tends to develop a collective personality that influences the way members lead their lives, attitudes, desires and expectation towards work and organizations (Kupperschmidt, 2000; Smola & Sutton, 2002; Helsen & Weston, 2006).

2.2.1 Baby Boomers

Individuals born between 1945 and 1964 belong to the baby boomer generation (Lub et. al., 2012). According to Lee and Tay (2012), in Malaysia, some major political and historical events experienced by baby boomers were Malaysian Independence (1957), economic recession in the year 1997 and 1998, and the New Economic Policy initiative which was introduced after the 13th May incident. During the economic crisis they were very blessed having a job and thus they are mostly workaholics and loyal to the organizations compared to the other generations (Lee & Tay, 2012).

Although baby boomers enjoy their leisure time, they are often considered hard working and ethic-driven workers. Baby boomers are competitive and expect other employees to have as much commitment and loyalty to their work as themselves. Baby boomers want high involvement in their work environment. They are giving full commitment when performed their duties and willing to work as high as 60-hour work week (Cekada, 2012).

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Baby boomers do not always open to the technological advances in the workplace. However baby boomers at the younger end of the generation are more accepting of the use of technology in their training (Pew Research Center, 2010).

2.2.2 Generation X

Generation X generally described as the individuals born between 1965 and 1980 (Lub et. al., 2012), which is the generation after the baby boomers (Meier & Crocker, 2010). Originally labelled as the Baby Busters, Post Boomers, or the Slackers Generations only the label generation X (or Xer) is commonly used (McCrindle, 2006).

This generation values flexibility and work-life balance. Generation X value time spent with their family and having leisure time to enjoy (Alexander & Sysko, 2013; Twenge et al., 2010). They are willing to accept lower paying job that provides work-life balance (Glass, 2007).

Preferring informality, their approach to authority is casual (Lindquist, 2008) and they are also more self-reliant than millennials due to their exposure to financial, family and social insecurities (Cennamo & Gardner, 2008). The Xers believed that hard work is not a guarantee of survival as they have seen that organizations can abandon employee without warning. During their tenure mergers and acquisition are one of the common phenomenon and this could make some of them to be insecure (Lee & Tay, 2012).

Generation X grew up during the information age and they own personal computers (Dries, Pepermans & DeKerpel, 2008; Howe & Strauss, 2007). Generally, generation X typically found technological innovations were positive in their work environment. They want to feel they can have work-family synergy and balance (Twenge et al., 2010).

2.2.3   Millennials

Millennials is widely known as the generation born between 1980 and 2000 (Morrison, 2015). There are several other nicknames given to this generational cohort such as Gen Y, Generation Me and Nexters (Costanza et al., 2012; Lub et al., 2012; Parry & Urwin, 2011), the common names are millennials and Gen Y which have been used interchangeably.

This new generation employees is a new cohort who had joined the workforce for around ten years, so they are on averagely below 35 years old in the workforce (Helyer & Lee, 2012). According to the Department of Statistics Malaysia (2012), the number of millennials employees is approximately half of the Malaysian workforce. They are now the largest generation who dominate the workplace. Their different values and expectations will create the new corporate opinion and culture in the workplace.

Millennials are not only the largest generation but also have different values from their predecessors, the generation X and baby boomers. Recently, a lot of studies have given attention to the characteristics, aspirations and expectations of this cohort to better

understand and channelize their talent for organizational advantage (Erikson, 2008; Meier & Crocker, 2010; Ng, Scheweitzer & Lyons, 2010). Smola and Sutton (2002) found that the work values of generation X were significantly different from those of the baby boomers and proposed that millennials will want even higher salaries, flexible working arrangements and more benefits than generation X.

They are highly educated, knowledgeable, skillful, multitasking and have greater interaction with people from different background (Claire-Ostwald, 2012; Puybaraud, 2010). They tend to be comfortable to collaborate with each other and work well in teams (Reynolds, Bush & Geist, 2008). They also adapt easier in multi-cultural environment and connected closely to the diverse international workforce which can provide more opportunities for their profession (Gelbart, 2012).

The following characteristics of Millennials are mostly mentioned by researchers (Plink, 2009; Shaffer, 2008):-

- Technologically savvy-used to continuous information access, overload and feedback

- Used to social networking for interaction and global communication

- Good leadership, display of strengths and personal development are necessary for millennials

- They would not hesitate to leave the organization if they feel not being appreciated and their needs are not met

- Millennials prefer to learn from their peers through coaching and mentoring

- They prefer flexible working hours, constant appraisal and feedback, work well in teams or collaboratively, task oriented, and expect employers to be good corporate citizen and provide time for corporate and social responsibility activities, value their relationship with supervisor.

2.2.4 Characteristics Comparison of Baby Boomers, Generation X and Millennials

The differences and similarities of generations' (baby boomers, generation X and millennials) characteristics are depicted in Table 2.2 below.
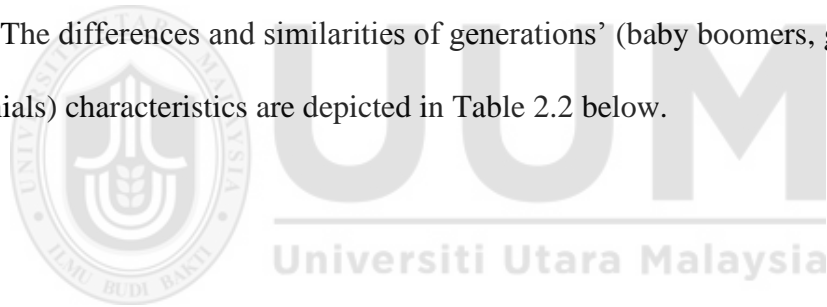
Table 2.2

Generation's Characteristics (Baby Boomers, Generation X and Millennials)

Description	Baby boomers (Born 1946-1964)	Generation X (Born 1965-1980)	Millennials (Born 1981-2001)
Significant Life Events: Historical, Economic and Social Influences	-Under British administration -Communist insurgency -Malaysian Independence -Economic and political instability	-Indonesian confrontation -Separation from Singapore -May 13 -New Economic Policy - Industrialization -Beginning of computer usage	-Economic crises -Look East Policy -Mergers and acquisitions -Internet usage -Beginning of social networking activities
Individual Characteristic and Work Attitude	-Diligent -Focused -Dedicated -Loyal -Self-motivated -Thrifty -Value job security	-Idealistic -Individualistic -Materialistic -Sceptic -Pro-work-life balance -Mobile -Value prompt recognition and reward	-Optimistic -Creative -Civic-minded -Pro-diversity -Pro-work-life balance -Mobile -Value prompt recognition and rewards -Team player -Willing to learn -Adaptable to new technologies -Casual -Fun and loving
Philosophy	-Proactive -Live to work	-Reactive -Work to live	-Impulsive -Live first, then work

Source: Adapted for Malaysia from Tay, 2011; Dries et al., 2008; Howe and Strauss, 2007

2.3 Intention to Apply for a Job

Intention to apply for a job vacancy is a strong predictor of behavior in the attraction stage of recruitment (Barber & Roehling, 1993 as cited by Karkhanis, 2014) and

it is essential for understanding applicants' job choice (Gomes & Neves, 2011). Social and organizational psychological have agreed that intentions predict action (Albarracin, Fishbein, Johnson & Muellerleile, 2001) e.g. Fishbein and Ajzen's (1975) theory of reasoned action. It is therefore reasonable to assume that in the case of recruitment, intentions to apply to a job vacancy will be a strong predictor of actual applications to job vacancies. Understanding the factors leading to the intention to apply is crucial for effective recruitment (Gomes & Neves, 2011).

The theory that can be used to identify the factors that influence the intention to apply for a job among millennials is Vroom' Expectancy Theory as explained in the following subsection.

2.3.1 Vroom's Expectancy Theory

The Expectancy Theory of Victor Vroom, 1964 is one of the most popular theories of human motivation (Gregory, 2010). According to Robbins and Judge (2015), expectancy theory is a theory that says the strength of a possibility to behave in a certain way is depends on the strength of an expectation that the behaviour will lead to some outcomes and on the value of the outcomes to the individual. If any of these components is missing then individuals are uninterested to give their efforts toward this course behaviour.

According to Gregory (2010), Vroom proposes expectancy is the belief that certain efforts will allow individual to act in a particular behaviour and represented as effort-to-

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performance (E→P). Expectancy is a belief about the future so Vroom suggested that this would be a probability function ranging from 0-1. Hence, an expectancy of 1 indicates that the individual is certain that if he or she puts effort, a given level of performance can be achieved. For example, job seekers may believe that if they make effort to search jobs in social media and attend several job fairs, they will have a greater chance of getting a great job that suit their preferences. Expectancy beliefs are based on individual factors such as personalities, skills, experience and abilities.

Instrumentality refers to a belief that a specific behaviour will lead to a particular outcome and is also represented as performance-to-outcome (P→O). Instrumentality is also a probability function. For example: a job seeker may perceive that working for a particular organization will provide opportunities for personal and professional developments as employees in that organization have reported that employees have a chances for training and development regardless of their positions and seniority. Instrumentality beliefs are normally based on stipulated organizational policy and values. Hence, the information that job seekers are exposed to about an organization should influence them to seek the employment with that organization.

According to Vroom, individuals are valued the outcomes that can be obtained with different levels of effort differently. An individual may place a greater value on workplace flexibility rather than lucrative salary depending on individual prioritization. The value individuals place on the possible outcomes of the behaviour is known as valence. The valance can also be a negative values as individuals may be demotivated if they feel a possible outcome is undesirable. Job seekers may place a negative value on

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organization that restricted employees to use internet and social media during working

hours because they may perceive this characteristics is stressful and lack of creativity

workplace so the result that the valance in this case is negative. Figure 2.1 below illustrated

how the Expectancy, Instrumentality and Valence related to each other and affect the

individual's motivation.
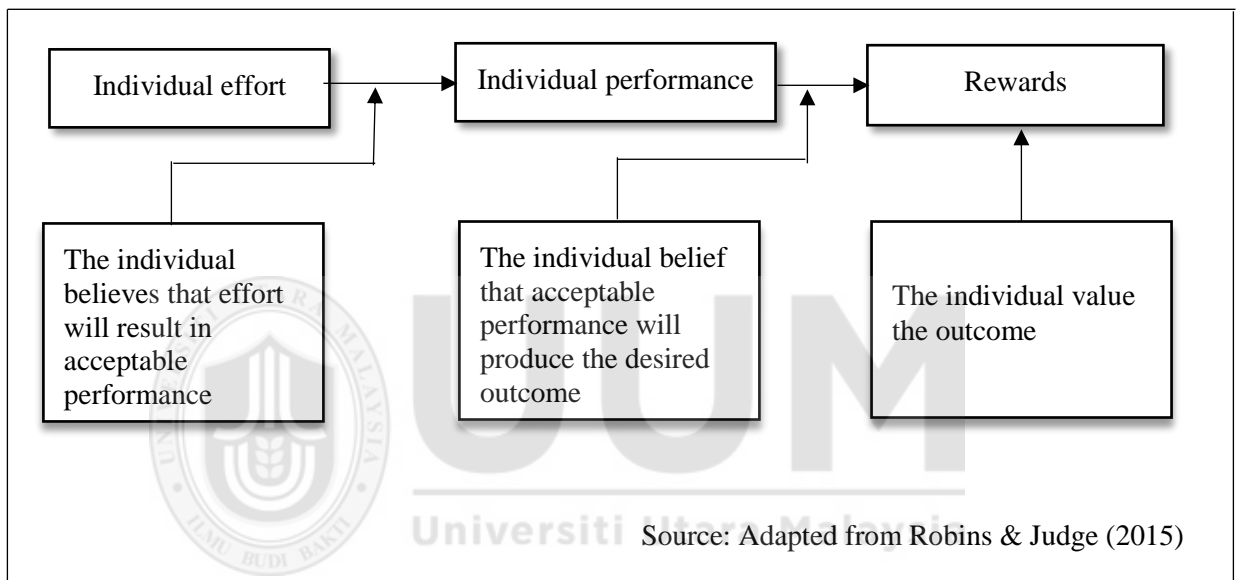
Figure 2.1
The relations of Expectancy, Instrumentality and Valence

Vroom suggests that an individual belief that Expectancy, Instrumentality and

Valence interacts to create a motivational force. The relationship is formulated as below:

$$MF = Expectancy \ X \ Instrumentality \ X \ Valence$$

According to 12Manage, a Management Consultant company, using the formula from this

theory able to indicate and predict such as individual job choice, intention to stay in a job,

job satisfaction and many more.

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Based on this motivational theory it is indeed important for employers to know and understand well the factors that attractive to the millennials in order to design the human resource recruitment strategies that are able to entice these job seekers to apply for a job in organization.

2.4   The Influence of Meaningful Work on Millennials

There are several definitions of meaningful work given by researchers. Table 2.3 below summarized the definition and conceptualization of meaningful work as adopted from Bremmer and Carriere (2011).

Table 2.3
Definitions of Meaningful Work by Scholars

Author(s)	Definition
Kristensen, Hannerz, Hogh and Borg, 2005	A resulting feeling of the organization of work and job content
Bessette, 2003	Individual perceptions of spirituality at work, which is the basic desire to find ultimate meaning and purpose in one's life and to live an integrated life.
Treadgold, 1999	The perception of work as something that the individual is intrinsically motivated to do and also feels called to do by their inner guidance.
Spreitzer, 1995	The value of a work goal or purpose, judged in relation to an individual's own ideals or standards. Meaning involves a fit between the requirements of a work role and beliefs, values and behaviors

Source: Bremmer & Carriere (2011).

From the definitions given, the meaningful work was perceived as valuable or worthwhile to the employees. Anyhow, the definitions differed on where that value comes from. Bremmer and Carriere (2011), suggest that the conceptualizations by Bessette (2003) and Treadgold (1999) indicated that individuals derived value from their work through spirituality or an inner guidance, while Kristensen et al. (2005) posits that value of meaningful work primarily comes from characteristics of the job and how the work is organized.

Millennials are seeking for opportunities to do something significant and exciting (Oppel, 2007). Their career choices are driven by this desire and as a result, they are looking for opportunities to play an important role in meaningful work that helps others or makes a difference to themselves and the world (Tulgan, 2009).

Millennials are also looking for work that is meaningful and fulfilling. They are increasingly recognizing a company's values and mission and want to work for those organizations that go beyond simply making money. In other words, they are seeking much more in return for their hard work than a mere salary. For example, during the interview session, many Millennials have been asking what the organization can do to help them to lead more purposeful and meaningful lives (Corporate Leadership Council, 2005).

Intention to apply for a job vacancy is related to general perceptions regarding job characteristics, specifically job tasks, compensation and job security, and the type of work to be performed (Gomes & Neves, 2011).

2.4.1 Job Characteristic Model (JCM) and Meaningful Work

Meaningful work defines by Zigarmi, Houson, Witt & Diehl (2011, p.2) "is the extent to which employees perceive their job actions are important inside and outside the organization and have lasting worth for themselves and others".

When discussing on the meaningful work, it will be rooting to the renowned and highly influential Job Characteristics Model (JCM) designed by Hackman and Oldman (1975) which proposes five main characteristics that structure jobs: task diversity; task identity; task significance, job feedback and autonomy. According to the JCM, these five job characteristics relate to three underlying psychological states which are work meaningfulness, knowledge of results and sense of responsibility. Skill Variety, task identity and task significant, autonomy and feedback contributes to work meaningfulness.

i. **Skill Variety**. "The degree to which a job requires a variety of different activities in carrying out the work, which involve the use of a number of different skills and talents of the person" (Hackman & Oldham, 1975 p. 257). When a task requires a person to engage in activities that challenge or expand his skills and abilities, that task almost invariably is experienced as meaningful by the individual. When a job draws upon several skills of an employee, that individual may find the job to be of enormous personal meaning-even if, in any absolute sense, it is not a great significance or importance.

ii. **Task Identity**. "The degree to which the job requires completion of a 'whole' and identifiable piece of work; that is, doing a job from beginning to end with a visible outcome" (Hackman & Oldham, 1975 p. 257).

iii. **Task Significance**. The extent to which the job has important impact on the lives or work of the individual or other people, whether inside or outside of the organization (Hackman & Oldham, 1975). When an individual understands that the results of his work may have a significant effect on the well-being of other people, the meaningfulness of that work usually is enhanced.

iv. **Autonomy**. The extent to which the job provides substantial freedom, independence, and discretion to the individual to make decision on what, how, and when to do their jobs (Hackman & Oldham, 1975). Morin (2008 as cited by Bremmer & Carriere, 2011) proposes that autonomy is a source of meaningful work and Isaksen (2000) concurs that autonomy was one of several mechanism through which individuals found meaning in their work.

v. **Feedback**. The degree to which carrying out the work activities required by the job results in the individual obtaining direct and clear information about the effectiveness of his or her performance (Hackman & Oldham, 1975 p. 258).

Millennials seek purpose from their work as well as salary. Organizations need to recognize the high ambition of this cohort of employees by planning roles that are meaningful and suitably in the form of challenges and complexity (Bedingfield, 2005).

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Organizations can provide as much choice as possible in the job, such as work scheduling, choice of which duties to do and the order in which they are handled (D'Netto, 2011). Managers can assign different tasks to employees, allow them to work on different projects and keep on open mind on how employees can bring new and motivating ideas to organization (Mier & Crocker, 2010). Millennials only will be happy when they see the significant and meaningful of their work (D'Netto, 2011).

Millennials have low tolerance for less challenging work, and often perform poorly in high-volume and non-stimulating work (Corporate Leadership Council, 2005). Other than that, millennials apparently look for opportunity to widen their horizons through job mobility and international assignments (PwC, 2008) in order to enrich their experiences.

2.5   The Influence of Professional Growth Opportunity on Millennials

Millennials are motivated by a desire to enhance professional skills in order to remain employable (Sayers, 2007). Organizations that provide an ample learning and development opportunities such as on-the-job training, mentoring and coaching, opportunities for further academic study etc. will be more successful in attracting and recruiting millennials. Baruch (2004) mentions that millennials are less interested in a lifelong job and are more interested in challenging and meaningful assignments for their professional growth and self-development.

Training and development can play a major role in attraction and retention of millennials. Millennials are constantly seeking opportunities to learn and grow. They

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place a high value on the ability to keep learning and advancing their skills set. Lowe (2008) advices that training and development have to become part of an organization's culture, requiring a long-term commitment.

According to Yeaton (2008), one of the most difficult yet the most important aspects in recruitment is the process of describing the hierarchy of the organizations and the progression up the corporate rank to applicants. This is because it will require explaining the insights and experiences one will gain within the organization, while not ignoring the value which the new recruit may bring into the organization. Younger generation (millennials) often view traditional job progression is slow and less interesting. Employers must understand the importance of providing millennial employees with opportunities to grow in their job. This is because growing in one's particular career was important to millennials. As such, employers can provide the millennials employees with challenging work as their skill and knowledge progressed (Baldonado & Spangenburg, 2009).

Hershatter and Epstein (2010) found that millennials are also motivated by organization commitment and challenges. Millennials value development, training and mentoring opportunities. Millennials are willing to put in the extra effort and work hard in their role if they feel they are being appreciated and challenged in their role (Hershatter & Epstein, 2010).

Millennials value feedback from their superiors, because it is not only confirms that they are doing their job right, but it also enables them to know how to perform well

in their work (Ng et al., 2012). The feedback is helpful for millennials professional growth which is enhance their skills and proceed to the next level in their career.

2.6   The Influence of Work-life Balance on Millennials

According to The Work Foundation definition, "work-life balance is about people having a measure of control over when, where and how they work. It is achieved when an individual's right to a fulfilled life inside and outside paid work is accepted and respected as the norm, to the mutual benefit of the individual, business and society" (Visser & William, 2006). In other words, work flexibility was a core element in achieving work-life balance and flexible work arrangements such as flexible working hours, working remotely at home office, and job sharing should be some of the many choices to serve as effective means by employers.

Work-life balance is the new concept for young generation to achieve the equilibrium between their personal lifestyle and working life (Jyoti & Jyoti, 2012). They prefer flexibility to conduct their lives among social and family (Deery, 2008). Millennials have reportedly seen their boomer parents work long hours, only to be a victim to business downsizing, frequent layoffs, and high divorce rates (Loughlin & Barling, 2001). As a result, they have become wary of being put in the same position, and choose 'making life' over 'making a living' (Zhang, 2007). Given their higher levels of education, millennials are more likely to negotiate the terms under which they work, and demand work-life balance at every stage of their careers (Corporate Leadership Council, 2005; McDonald & Hite, 2008).

A recent study published in the Harvard Review, showed that the vast majority which was 87% of millennials say that having a flexible work schedule is important (Hewlett, Sherbin & Sumberg, 2009). Hewlett et al. also found that a quite similar percentage (83%) of millennials also cited the importance of work-life balance.

Today, along with the changes in technology and employee personal value, most organizations begin to concern about this matter and try to re-organize the employees working structure (Jyoti & Jyoti, 2012) by setting more flexible work-routine schedule. Employees now have more authority to manage their work like planning, scheduling and allocating the work resources (Gunavathy, 2011).

Millennials believe that having the freedom to choose when and where they work is very powerful (Tulgan, 2009). Most millennials still need to work in office environment with designated workspace, but giving the option to work from home one day a week (Hewlett et al., 2009). Many millennials believe they put in extra effort when working from remote locations (Tulgan, 2009). Electronics retailer Best Buy has developed a program in their home office called Results-Only Work Environment (ROWE) that allows employees to set their own work hours and opt whether to stay at home or go into the office, as long as the job completed on time (Alsop, 2008). Alsop emphasizes that flexible work programs such as ROWE stand the best chance of attracting millennials that already have a blended lifestyle.

The Malaysian ICT sector is further characterized by the youth of much of its workforce (Khoo, 2009). Khoo further explains that ICT is a relatively new sector in

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Malaysia and it is often staffed by younger workers and managers, including the millennials who were born after 1978. Oliver (2006) posits that genuine work-life balance are essential requirements of millennials employee. Khoo (2009), concurs this idea and suggests that Malaysian ICT organizations need to build flexible work schedules.

For example senior managers in organization such as Google and Apple turning up for work in t-shirts and sneakers are common views (Benner, 2002; Hyde 2003). This suggest that more flexible and informal working conditions that less rigid and facilitates comfortability should attract millennials to work in the organization as it is corresponded with their employment and working expectations.

Balda and Mora (2011) suggest that wanting jobs that are flexible does not necessarily mean millennials are lazy and want to work less but high pay. However, these values require a tweak of the organizations' culture to be more humane and personable (Balda & Mora, 2011).

Blazovich, Smith and Smith (2014) conducted a study to examine if organizations that created an environment that was employee-friendly and provided work-life balance for its employees performed better financially and were less risky. The results from the study also revealed that organizations that were considered employee-friendly had increased the stock market value and generated more profits. The organizations were also determined to be less risky than their competitors (Blazovich et al., 2014).

Based on this findings, employers looking to attract and recruit millennials may want to consider incorporating work-life balance as part of their benefits package. In order to ensure the competitiveness and sustainability in today business environment, work-life balance practices can help employer to attract and retain talented labour (McGrew & Heidtman, 2009).

2.7 The Relationship between Meaningful Work, Professional Growth Opportunity and Work-Life Balance with Intention to apply for a Job

The study carried out by Roongrerngsuke and Liefooghe (2013) comparing organizational attractiveness and work-related values across generations in China, India and Thailand revealed that Millennials, which is locally labelled 'Little Emperor" in China indicated the desired organizational characteristics were interesting job (fitting their specialization), well-organized company with growing, learning and training (especially abroad) opportunities and connecting them to new technologies.

Thailand student survey of their preference for ideal employer (Universum, 2014) revealed that work-life balance is one of the top three aspirations that attract graduates to apply for a job and join the organization. Corporaal and Riemsdijk (2013) have found that organizational attractiveness increases for young job seekers when development opportunities, flexibility in workplace (opportunities to work from home), job clarity, availability of digital tools and comfortable workplace is offered to potential employees.

The comprehensive study of undergraduate university students from across Canada by Ng, et al. (2010) revealed that rapid advancement, development of new skills, and work-life balance were of greatest importance to millennials. Millennials were found to have quick career advancement and salary growth, thus quite impatient to success. Strong desire for professional growth was among highly rated attributes when making career decisions.

Several organizations have conducted surveys to further investigate the work values that millennials preferred and expected to have it when they join the organization:

i.   PricewaterhouseCoopers (PwC), "Millennials at work: Reshaping the workforce", June 2012.

ii.   Deloitte, "Apprehensive Millennials: Seeking stability and opportunities in an uncertain world", 2017.

iii. Hays, "Gen Y and the World of Work", 2013

iv.   Robert Walters, "Attracting and Retaining Millennial Professionals", Sixth Whitepaper", n.d.

v.   Robert Half International and Yahoo!HotJobs, "What Millennial Worker Wants: How to Attract and Retain Gen Y Employees", 2007.

From the surveys conducted by the above mentioned organizations, the summarization of the most preferred employment attributes are exhibited in the Table 2.4 below.

Table 2.4

The Summarize of Millennial's Most Preferred Employment Attributes based on Organizations Surveys

Survey	How Generation Defined	Meaningful Work	Professional Growth	Work-Life Balance
PwC	Born 1980 and onwards	The role itself was one of the top three reason to accept job shows that the significant and meaningful job is important to them	45% favor good opportunities for progression	66% expect to work regular hours with some flexibility
Deloitte	Born 1982-1995	Sense of meaning of work comes 4th when evaluating job opportunities	63% favor opportunities for growth and development over security	23% favor flexible work hours
Hays	Born 1983-1995	N/A	53% favor for training & development	49% want the ability to work flexibly to balance work and personal obligations
Robert Walters	Born in the 80s and 90s	25% want more fulling and 75% consider job rotation to find position that meaningful to them.	53% disappointed by lack of training & development. 91% want rapid career progression	90% regard policies that encourage a good work-life balance as one of the best things about their job
Robert Half International & Yahoo!HotJobs	Born 1979 – 1999	One of the top five influence factors to leave the organization if their job is meaningless	The third in rank of the most important factors when considering job offer	73% demand a balance between personal and work obligations

Though research has investigated variety of applicant intentions in the attraction stage, the factors predicting intention to apply for job vacancy remains an important open

question in the organizational attraction literature (Gomes & Neves, 2011). The present study attempts to answer some of these gaps.

2.8   Summary

In this chapter, some areas that covered in this study were reviewed. The literature review of past studies by various researchers on relevant topics included the factors that influences the intention to apply for a job among Millennials, brief overview regarding ICT industry in Malaysia, the generation cohorts and their characteristics in the workplace. The definitions of key terms that have been used in this study also provided in this chapter.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

In this chapter researcher describes the methodology used in this study. The explanation and description will include the research framework, research design, population and sampling size, as well as data collection procedures. This chapter also describes and discusses the instruments used to measure the variables.

3.1 Research Framework

Based on the literature review discussed in the previous chapter, research framework has been developed for this study as illustrated in Figure 3.1. It consists of meaningful work, professional growth opportunity and work-life balance as independent variables and intention to apply for a job as dependent variable.
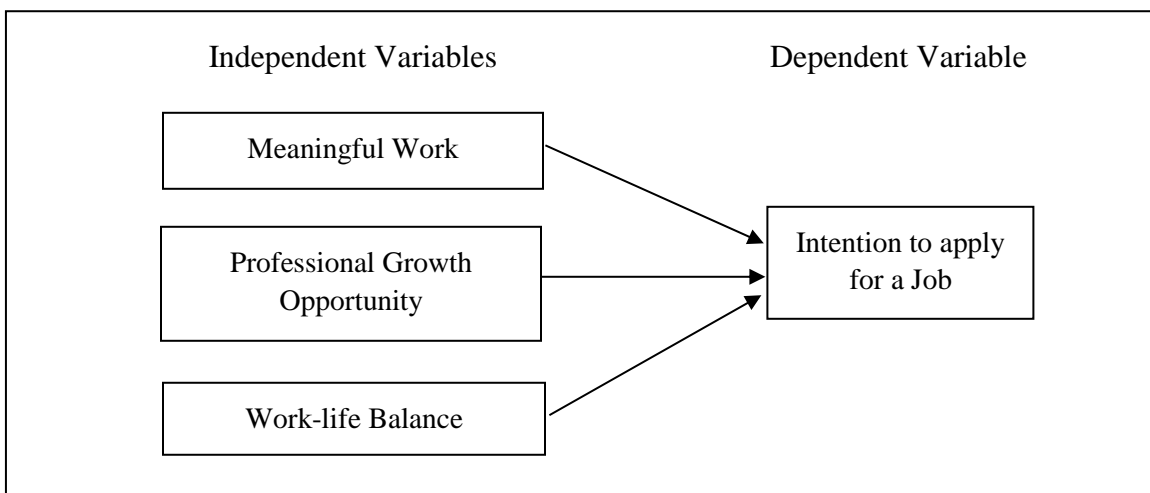
Figure 3.1
Research Framework

3.2   Research Design

The purpose of this study is to identify the influence of meaningful work, professional growth opportunity and work-life balance on the intention to apply for a job among millennials in ICT industry.

To examine the relationship between these variables, a quantitative method has been used to gather the data. Quantitative data is most often collected in the form of a questionnaire or survey. This method typically involves the development of questions as well as scales that are used to measure the variables (independent and dependent) and other important factors on a numerical level. Zikmund (2003) stated that the aim of quantitative research is to determine the quantity or extent of some phenomenon in the form of numbers.

For this study, researcher used five-page questionnaire (which includes cover page) which is divided into four (4) main parts for data collection process. Sekaran and Bougie (2013) stated that questionnaire is one of the most common methods of data collection when a large number of people are to be reached. The questionnaire of this study was adapted and modified from Bright (2010) for meaningful work and professional growth opportunity, while work-life balance was adapted from Albion (2004) and intention to apply for a job was adapted from Heinze (2007) which were well-validated and reliable measures for both variables (independent and dependent). Questionnaire used for this study is attached as Appendix A.

The questionnaire consists of four (4) parts as exhibited in Table 3.1. Part A contains information regarding the respondent's demographic features. Statements covering age, gender, race, education level, length of working experience, and type of employment have been asked. Part B consists of items measuring meaningful work and professional growth opportunity, while Part C of the questionnaire comprised items measuring work-life balance. Finally, Section D measuring the extent of intention to apply for a job of respondents.

Table 3.1
Questionnaire Design

Part	Contents
Part A	Demographic Profile
Part B	Meaningful Work and Professional Growth Opportunity
Part C	Work-life Balance
Part D	Intention to apply for a Job

It has been reported that questionnaires that are short and straightforward have higher completion rate and unbiased answers (Galyani & Moballeghi, 2008). Therefore, the questionnaire was kept as simple as possible to ensure a higher rate of completion.

3.3   Operational Definition

The definitions of the key terms that will be used throughout this study are as follows.

Intention to Apply for a Job: The first stage of recruitment process is to generating applicants and during this stage, applicant attraction captures the affective reactions individuals have toward a particular job. Beyond these affective reaction, job pursuit intentions have been defined as applicant intentions to initiate or continue to pursue a position (Aiman-Smith et al., 2001 as cited by Earnest & Landis, 2014). These behaviors include intentions to submit an application, attend an interview, or a willingness to remain in applicant pool (Chapman et al., 2005).

Meaningful Work: The value of a work goal or purpose, judged in relation to an individual's own ideals or standards. Meaning involves a fit between the requirements of a work role and beliefs, values and behaviors (Spreitzer, 1995 as cited by Bremmer & Carriere, 2011). In other words, an employee may derive meaning through connecting with her or his job on a spiritual level or through identification with the purpose of the job or mission of the organization.

Professional Growth Opportunity: Opportunity to improve and increase capabilities of employees through access to education and training opportunities in the workplace (through outside organization or through watching others perform the job), is considered an important element of human resource development (Kmiotek, 2014). Development implies the growth or realization of a person's ability and potential through the provision of learning and educational experience (Armstrong, 2006).

Work-life Balance: Work-life balance is about people having a measure of control over when, where and how they work. This concept achieved when an individual's right

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to a fulfilled life inside and outside paid work is recognized and respected as the norm, to the mutual benefit of the individual, business and society (Visser & Williams, 2006).

3.4   Measurement of Variables/Instrumentation

This section describes the measures used in this study. The dependent variable in this study is intention to apply for a job and the independent variables were meaningful work, professional growth opportunity and work-life balance. The five-point Likert scale (1: "Strongly Disagree", 2: "Disagree", 3: "Neutral", 4: "Agree", 5: "Strongly Agree") is used to measure the variables. In order to answer the questionnaire, respondents have to select their choice of answer based on the five-point scale. Each answer will be given a score. It is easier for the respondents to understand the format and produce more accurate answers.
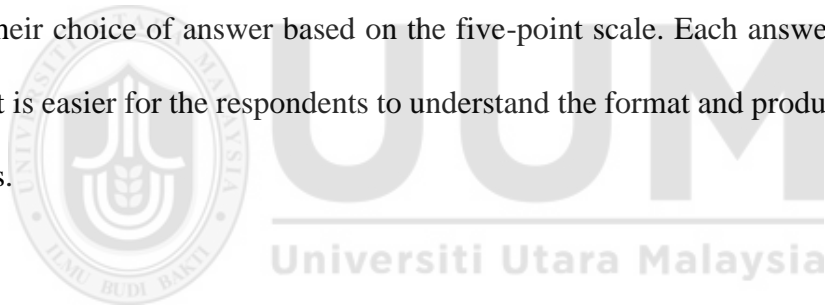
3.4.1   Dependent Variable

The dependent variable, intention to apply for a job, is measured using a five-point Likert scale. The questionnaire was adapted and modified from Heinze (2007) reflecting overall general intention to apply for a job with three items.

    i.   I intend to join the company.

   ii.   I am going to join the company.

  iii. I am planning to join the company.

3.4.2   Independent Variables

The independent variables which consist of meaningful work, professional growth opportunity and work-life balance are all measured using a five-point Likert scale. For independent variables meaningful work and professional growth opportunity the questions were adapted from Bright (2010). The following were four items used in the questionnaire survey for the meaningful work:

i.   The opportunity to make important decisions in your organization

ii. The opportunity to contribute your opinions to your organization

iii. Performing meaningful and significant job tasks

iv. Performing job tasks that are critical to the success of your organization

The following were the five items used in the questionnaire survey for the variable professional growth opportunity.

i.   The chance to gain relevant job training.

ii. Increasing your work-related skills and abilities.

iii. The opportunity to use all your knowledge, skills, and abilities on your job.

iv. Learning new things on your job.

v.   Attending work-related conferences and events.

As for variable work-life balance, the questionnaire were adapted from Albion (2004) and the following were five items used in the questionnaire survey:

i. Flexible working arrangements are essential for me in order to be able to deal with other interests and responsibilities outside work.

ii. Working more flexible hours is essential for me in order to attend to family responsibilities.

iii. Working more flexible hours will help me balance life commitments.

iv. Allowing freedom and flexibility in completing my tasks are essential for me in order to be able to manage variations in workload and responsibilities.

v. Allowing freedom and flexibility in completing my tasks will enable me to focus more on the job when I am at the workplace.

3.4.3 Measurement Scale

The measurement scale that was used for this study were nominal scale and ordinal scale to measure the survey questions.

i)   Nominal Scale

The measuring scale is the simplest way to manage data into the related groups or categories. Data values represent categories with no intrinsic order, i.e. age, gender, race, job category etc. No order exists, a scale in which the numbers or letters assigned to an object serve only as labels for identification, size of number is not related to the amount of the characteristic being measured (Sharif, 2017).

Nominal variables can be either alphanumeric or numeric values to distinguish the categories, for example, 1-Male, 2=Female. As for Yes or No scale, it has no order and there is no distance between Yes and No.

ii)   Ordinal Scale

A scale that arranges objects or alternatives according to their magnitude in an ordered relationship, larger numbers indicate more (or less) of the characteristic measured, but not how much (or less). Data values represent categories with some essential order. As for this study a Likert-type scale has been used in order for respondents' rate their responses to evaluative questions. The five-point Likert scale has been used for this study whereas 1="Strongly Disagree", 2= "Disagree", 3= "Neutral", 4= "Agree", and 5= "Strongly Agree".

3.5   Population and Sampling

"Population refers to the entire group of people, event or things of interest that the researcher wishes to investigate" (Sekaran & Bougie, 2013 p. 240). Sekaran and Bougie (2013) further explained that sampling design and sampling size are very crucial for the research. A proper sampling design and size helps to draw conclusion that would be generalized to the population interest. According to Zikmund (2003), sample is a subset or some part of a larger population.

The main purpose of this study is to determine factors influencing millennials to apply for a job in ICT industry. Hence the target population for this study were final year students of Computer Science and Multimedia Faculty at XYZ University College who were born between 1982 and 2000.

A sample is a part of statistical population which is studied to gather the information about the whole. Sample size is important in helping the researches to efficiently estimate the characteristics of large population (Sekaran & Bougie, 2013). A suitable sample size in a research is important as it establishes the representativeness of the sample for generalizability. Hence, an appropriate sample size determination method is usually determined prior to data collection.

Total students of Computer Science and Multimedia Faculty was 213 students from five different courses as following:

   i.   Computer Science Network Technology and Cyber Security

   ii. Computing and Information System

   iii. Creative Computing

   iv. Information Technology

   v.   Creative Multimedia Technology

Therefore, according to Krejcie and Morgan (1970), for a population of 213 the minimum sample size of 140 would be sufficient for the research.

3.5.1 Sampling Technique

One of the most important parts of the survey process is to determine the sample. There are various methods of selecting the sample and they are categorized as the probability and non-probability (Sekaran & Bougie, 2013). The example of probability sampling such as systematic sampling, cluster sampling, and simplified random sampling. While non-probability sampling consists of self-selective sampling, snowball sampling, quota sampling and convenient sampling.

As for this study, the targeted population is the Millennials (born between 1982 and 2000) who were studied in a final year of Computer Science and Multimedia Faculty at XYZ University College. Sampling technique adopted for this study was simplified random sampling method. Simplified random sampling is one of the main types of probability sampling methods. Probability sampling is considered as a range of techniques where the probability of selection each sampling unit has a known and equal chance of being chosen as a subject in the sample. This sampling design has the least bias and provides the most generalizability (Sekaran & Bougie, 2013).

3.6   Data Collection

For this study, the data has been collected from two sources which were primary and secondary data.

3.6.1   Primary Data

The primary data source refers to the information obtained personally by researcher relating to the research variables for the specific purpose of the study (Sekaran & Bougie, 2013). The most common source of primary data which involves direct interaction with the source include individuals, focus groups, unobtrusive observation methods or event specially set up panels of respondents. As for this study, the primary data was collected using a questionnaire survey. This method of data collection was chosen because it is one of the few most cost and time effective channels to reach out to target groups.

The final year students of Computer Science and Multimedia Faculty at XYZ University College has been selected for the distribution of the survey questionnaire. The name of the university involved for this study will be kept anonymous and researcher has used pseudonym to assure the confidentiality.

A total of 213 sets of questionnaire have been distributed to these selected students. The researcher sought assistance from lecturers of the involved students to distribute the questionnaires during designated teaching time. The questionnaire were handed to the respondents and the purpose of the study was explained, students were also informed that their participation was voluntary. They were also assured of confidentiality and anonymity of their participation in this study. The questionnaires collected back in two weeks' time to be processed for data analysis.

After collecting the completed questionnaires, the researcher then coded and exported all data to SPSS for analysis. From a total of 213 sets questionnaires distributed, 153 sets of questionnaires or 71.8% were returned, however three sets of questionnaires had to be discarded as more than half of the questions in the questionnaire were not answered by the participants. Thus, a total of 150 questionnaires were usable for data analysis. The fraction of questionnaire distributed, returned and incomplete is described in Table 3.2 below.

Table 3.2
Response Rate

Questionnaire	Frequency	Percentage (%)
Distributed	213	100
Returned	153	71.8
Incomplete	3	1.4
Usable	150	70.4

3.6.2 Secondary Data

The secondary data sources refers to the information which was gathered from existing sources (Sekaran & Bougie, 2013). The sources to collect secondary data include official records or archives, publication, newspapers, magazines, academic reference books, industry analysis, research journals and the internet. From the internet, secondary data can be collected from websites or electronic databases that can be access online. The secondary data collection in this study were sourced from academic books and electronic

databases such as ProQuest, Emerald, and JStor: Art & Sciences which were accessible through the Universiti Utara Malaysia's online library portal.

3.7   Techniques of Data Analysis

This current study utilized the IBM Statistical Package for Social Sciences (SPSS) version 22.0 software to perform the statistical analysis. The data analysis include reliability analysis, descriptive analysis or sample background, correlation analysis, and regression analysis.

3.7.1   Reliability Analysis

Zikmund (2003), explained that the reliability is the extent to which measures are error free hence, the consistency and similar results can be obtained across circumstances and in excess of time. To confirm whether all the three influence factors measuring the same underlying constructs or the scales are said to have internal consistency, the reliability analysis has been used. Cronbach Alpha coefficient was used as the indicating tool to check the consistency. According to Hair, Money, Samouel and Page (2007), the Cronbach Alpha value of 0.70 or above is sufficient for a research.

3.7.2   Descriptive Statistics

Descriptive analysis was used to check the mean, standard deviation, minimum and maximum values of all the independent variables (meaningful work, professional

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growth opportunity and work-life balance) and also intention to apply for a job. The frequency percentage of all samples can also be obtained. The summaries can be presented in a quantitative form like summary statistics, or visual such as graphs and charts. In this study descriptive statistics analysis has been used to analyse the respondent's demographic data such as age, gender, educational level, and length of working experience.

3.7.3 Pearson Correlation Coefficient

The statistical method of Pearson Correlation was used to determine the existence of any correlation between the independent variables (meaningful work, professional growth opportunity and work-life balance) and the dependent variable (intention to apply for a job).

The strength association among variables could also be computed and investigated. The symbol of a correlation is r, and the range is from -1.00 to +1.00. According to Hair et al. (2007) if a correlation analysis shows +1 then it's considered as perfect positive correlation between variables. Meanwhile coefficient -1 shows perfect negative correlation between variables. The closer the measure to 1.00, the more likely the relationship is statistically significant or strong.

3.7.4 Regression Analysis

Finally, Regression analysis is conducted to test the relationship between meaningful work, professional growth opportunity and work-life balance with intention to apply for a job among millennials. The answer to which of these three factors of the independent variables in hierarchical subsequent is a better predictor of compliance with the influence factors scores, could be obtained. Regression analysis helps in understanding how much of the variance in the dependent variable may be explained by a set of predictors.

3.8 Pilot Test

Pilot test was done at the initial state of the study to confirm on the reliability consistency and stability of the research process. According to Zikmund (2003), pilot study will serve as a guide for larger study and it collected data from the definitive subjects of the research project in a small scale probing sampling technique without exact standard. A pilot test is a good way to find and correct the errors and deficiencies of questionnaire which would improve the validity of the study (Bui, 2014). In other words, it will help to improve the questionnaire accuracy and reduce errors that may occur when collecting primary data.

A number of 30 students from universities in Kuala Lumpur were chosen through convenience sampling as the respondents of the pilot test. The pilot test questionnaires were collected back within one week for the feedback and information. The respondents

have been asked regards to the questionnaire and they were able to understand the contents

of the questionnaire, only for a few remarks on the phrasing and wordings of the items.

Thus, minor adjustment has been done on the questionnaire in accordance with the

feedback received from the pilot test.

Reliability of the scales in the pilot test questionnaire was tested using Cronbach's

Alpha and the results as depicted in Table 3.3 below.

Table 3.3
Pilot Study Reliability Test (Cronbach's Alpha Coefficient)

Variables	Cronbach's Alpha	N of items
Intention to apply for a Job	0.701	3
Meaningful Work	0.751	4
Professional Growth Opportunity	0.771	5
Work-life Balance	0.803	5

According to Sekaran and Bougie (2013), the Cronbach's Alpha coefficient of

0.60 is considered as average, with 0.7 and above shows high reliability standard.

Therefore, the developed questionnaire was reliable and can be used for the research.

3.9 Summary

In this chapter the researcher briefly explained and elaborated on the design and

framework of the research, data collection and sampling procedures, instrumentation and

measurement as well as techniques of statistical analysis. The following chapter will discuss on the findings of the study.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.0 Introduction

This chapter discusses the detailed analysis of data which had been undertaken to address the research objectives and research questions. This chapter presents the data analysis in precise manner and the overall results on the relationship between independent and dependent variable will be also included. This chapter begins with the discussion on descriptive demographic details of respondents, then followed by reliability test of the instruments and the statistical analysis of the relationship and significance between variables.

4.1 Demographic Analysis

In this study the sample consisted of 150 students of Computer Science and Multimedia Faculty of XYZ University College and the demographic analysis was carried out on age, gender, races, education level, working experience and type of employment.

The composition of the highest age group is from 21-23 years which was 37.3%, while the lowest was 28 years old and above which is only 23.3%. The gender composition shows that 50.7% of the respondents were female while the remaining 49.3% were male. The large majority of the respondents were Malays which was 42.7% followed by Indian 24.6%, while others was 18% and Chinese was the least respondents with 14.7%. In

relation to the level of education, respondents with Diploma recorded the high

composition which was 92.7% and the remaining respondents were STPM/Certificates

holder with 7.3%. The data indicated out of the 150 respondents 67.3% have work

experience with 76.2% engaged in full time employment and the remaining of 23.8% had

worked as part time worker, while 70.3% of them are still working. The majority of the

respondents have 1-2 years working experience with 36.6%, followed by less than a year,

more than 4 years and 3-4 years of experience which was 33.7%, 16.8% and 12.9%

respectively. The remaining respondents which was 32.7% were without working

experience. The profile of 150 participants involved in the study is summarized in Table

4.1 below.

Table 4.1
Demographic Statistic (N=150)

Description	Classification	Frequency	Percentage (%)
Age	21-23 years old	56	37.3
	24-27 years old	59	39.3
	28 years old and above	35	23.3
Gender	Male	74	49.3
	Female	76	50.7
Race	Malay	64	42.7
	Chinese	22	14.7
	Indian	37	24.6
	Others	27	18.0
Education Level	Certificates/STPM	11	7.3
	Diploma	139	92.7
Have worked before	Yes	101	67.3
	No	49	32.7
Still in employment	Yes	71	70.3
	No	30	29.7
Type of employment	Full time	77	76.2
	Part time	24	23.8
Length of working experience	Less than a year	34	33.7
	1-2 years	37	36.6
	3-4 years	13	12.9
	More than 4 years	17	16.8

4.2   Results

The results from the reliability, correlation and regression analysis discusses in details in the following subsections.

4.2.1   Reliability Analysis

According to Sekaran and Bougie (2013), the Cronbach's Alpha coefficient of 0.60 is considered as average, with 0.7 and above indicates high reliability standard. After data has been analyzed, the result of the reliability test for instruments of all variables are above 0.7. The Cronbach's Alpha coefficient for independent variable's instrument which is intention to apply for a job with three items is at 0.773, thus consider as high reliability standard. The results of reliability coefficient for both independent variables' instruments, meaningful work (four items) and professional growth opportunity (five items) is at 0.760 and 0.772 respectively, are also indicate high reliability standard. While the Cronbach's Alpha coefficient for work-life balance's instruments with five items is at 0.823 meaning a strong reliability standard. The Cronbach's Alpha coefficient results as depicted in Table 4.2 below.

Table 4.2
Cronbach's Alpha Coefficient

Variables	Cronbach's Alpha	N of items
Intention to apply for a Job	0.773	3
Meaningful Work	0.760	4
Professional Growth Opportunity	0.772	5
Work-life Balance	0.823	5

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4.2.2 Descriptive Statistics

Table 4.3 shows the descriptive statistics for all variables. The results show that the mean for professional growth opportunity is 4.2227. This variable is the highest mean while the least mean is meaningful work with 4.0217. For standard deviation it shows that the highest standard deviation is intention to apply for a job with 0.704, while the lowest standard deviation is professional growth opportunity with 0.598. The details of the mean and standard deviation for all variables as indicated in the Table 4.3 below.

Table 4.3
Descriptive Statistics of Major Variables

Variables	Mean	Std. Deviation
Intention to Apply for a Job	4.2489	.704
Meaningful Work	4.0217	.665
Professional Growth Opportunity	4.2227	.598
Work-life Balance	4.2213	.657

4.2.3 Correlation Analysis

Pearson correlations test was conducted to determine the relationship between intention to apply for a job as the dependent variable and the three influence factors (meaningful work, professional growth opportunity and work-life balance). The Table 4.4 below shows the rule of thumb of correlation coefficient size (Hair et. al, 2007) in order to understand the magnitude of correlation coefficient.

Table 4.4
The Rule of Thumb of Correlation Coefficient Size

Value of R	Interpretation
± 0.91 to ± 1.00	Very strong
± 0.71 to ± 0.90	Strong
± 0.41 to ± 0.70	Moderate
± 0.21 to ± 0.40	Small but definite relationship
0.00 to ± 0.20	Slight, almost negligible

The correlation matrix between intention to apply for a job and three influence factors is exhibited in Table 4.5 below.

Table 4.5
Correlations of the Variables

Variables	1	2	3	4
1 Meaningful Work	1			
2 Professional Growth Opportunity	.676**	1		
3 Work-life Balance	.586**	.671**	1	
4 Intention to Apply for a Job	.527**	.590**	.548**	1

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

The results showed that all the three factors were significantly positively correlated with intention to apply for a job. Among the three factors, professional growth opportunity was the most highly correlated with intention to apply for a job (r=.590; p<0.01) followed by work-life balance (r=.548; p<0.01) and meaningful work (r=.527; p<0.01). Thus,

according to the rule of thumb of coefficient size as shown in Table 4.5, all the three factors have a moderate relationship with intention to apply for a job.

The results revealed the importance of professional growth opportunity to young millennials graduates as is evident by its strong significant relationship with intention to apply for a job.

4.2.4 Regression Analysis

Regression analysis was also calculated to find out which factor/s (meaningful work, professional growth opportunity and work-life balance) significantly correlated with intention to apply for a job as the dependent variable and the degree of the relationship.

Table 4.6
Regression Analysis Results

Model	Standardized Coefficients		
	Beta	t	Sig.
(Constant)		2.583	.011
Meaningful Work	.180	2.016	.046
Professional Growth	.312	3.204	.002
Work-life Balance	.233	2.627	.010

R Square = .407
R   = .638

Table 4.6 reports the results of linear multiple regression analysis. The R-square (R^2) value indicates the measure of how much of the variability of the dependent variable

which was intention to apply for a job is accounted for by the independent variables. The R^2 value for this study is 0.407 which means, the predictors' professional growth opportunity, work-life balance and meaningful work were accounted for 40.7% of the variance, thus inferred as significant predictors of intention to apply for a job.

From the above table, the Standardized Beta Coefficients provides a measure on the contribution of the independent variable to the model. A variable with a large value indicates that a unit change in the independent variable will have a large effect to the dependent variable. The results in this study shows that the independent variable professional growth opportunity with standardized beta and t-value of .312 and 3.204 respectively will have the highest impact to the model and then followed by work-life balance (Beta=.233; t-value=2.627) and meaningful work (Beta=.180; and t-value=2.016).

4.3   Discussions

By comparing the literature review in Chapter Two and the key findings of this study the following justifications were conferred. Analysis of the findings related to each research objectives discusses in the following sub-sections.

4.3.1   Discussion for Research Objective 1 (Meaningful Work)

Research objective 1 is to examine whether meaningful work has an influence on the intention to apply for a job among millennials.

Pearson correlation analysis results show that there was a moderate positive relationship between meaningful work and intention to apply for a job. This finding is consistent with the findings by Tulgan (2009). In that study, it is shown that millennials career choices are driven by the desire for the opportunities to do something significant and exciting that helps others or makes a difference to themselves and the world.

Randolph (2008), agrees that the millennials employees preferred working a meaningful job that would contribute to the company rather than receiving a fancy title and being placed in a nice and large office. Furthermore, Gomes and Neves (2011) mention that intention to apply for a job vacancy is related to general perceptions of job tasks, challenging job and the type of work to be performed.

This findings also in line with the study by Baruch (2004). In that study, it is shown that millennials perceived the challenging assignments are meaningful rather than life long employment. It is also said that employees prefer having challenging and meaningful tasks because they seek for self-development.

Millennials are used to living a highly pressured and stressed life, as such they perceived challenging tasks positively (Miller, 2006). They are optimistic, competitive, confident and ambitious individual who will not back away from challenging situation (Glass, 2007; Eisner, 2005). Millennials get enthusiastic when taking work challenges in aims to savor the sweetness of success they get in the end. Hence, it is unsurprisingly when millennials are attracted to work in organization that provide a meaningful work.

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4.3.2   Discussion for Research Objective 2 (Professional Growth Opportunity)

Research objective 2 is to examine whether professional growth opportunity has an influence on the intention to apply for a job among millennials.

Pearson correlation analysis results show that there was significant relationship between professional growth opportunity and intention to apply for a job. This finding is consistent with the findings from study conducted by Corporaal and Riemsdijk (2013). This study revealed that millennials are attracted to the organization that offered development opportunities to the potential employees. Other than that, the study conducted by Roongrerngsuke and Liefooghe (2013) on the organizational attractiveness and work-related value across generations in China, India and Thailand also supported this study as the millennials were proven to attract to the organization that provided learning and training opportunities.

Since millennials experienced continuous learning during their childhood, they have expectations for continuous learning when they enter the workforce. Younger generations want to continue to improve their skills and capabilities in order to apply it to their current and future career (D'Amato & Herzfeldt, 2008).

A study by Broadbridge, Maxwell and Ogden (2007) also found similarities to the finding of this study. It was mentioned that the initial employment expectations of the graduates' students was that they will work for employers who are willing to invest in their development. This is because the millennials students desire for their career

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progression through training provided by the organization. Eisner (2005) concur that millennials continuously seeks for opportunities to learn and grow professionally.

4.3.3   Discussion for Research Objective 3 (Work-Life Balance)

Research objective 3 is to examine whether work-life balance has an influence on the intention to apply for a job among millennials.

From the Pearson correlation analysis, it was found that work-life balance has a significant relationship with the intention to apply for a job. Respondents confirmed that they are attracted and interested to join the organization that provided the work-life balance benefit. The survey results strongly supports the deduction made by Mier and Crocker, 2010; Hewlett et al., 2009, Twenge, 2010, that millennials are attracted and valued work-life balance as they are prioritizing both work and home life.

Millennials need for freedom and flexibility is corresponds with their goals to achieve work-life balance. With the freedom to decide on where, when and how to perform their work, they can efficiently manage their professional and personal obligations. After all, millennials are very good at multi-tasking (Yeaton, 2008), and with the access to advanced technology such as internet access and handheld digital devices, it is currently possible for millennials to work remotely while they are attending to their personal commitments (Hewlett et al., 2009).

4.3.4 Discussion for Research Objective 4 (The Dominant Factor)

Research objective 4 is to identify the dominant factor influencing intention to apply for a job among millennials.

From the Table 4.7 in Chapter Four, the Standardized Beta Coefficient showed that the largest contributor to the research model is professional growth opportunity with standardized beta value of 0.312. The t-value also shows that it has the largest impact with the value of 3.204 with the p-value of less than the 0.05 significant level. This finding is similar to the Pearson correlation analysis which found that professional growth opportunity has a significant relationship with intention to apply for a job. Additionally, the mean score of the independent variable professional growth opportunity is also ranked the highest among all the three independent variables of this study which is 4.2227. This shows that this variables is indeed the strongest predictor to intention to apply for a job.

The second largest contributor to the model is work-life balance with the standardized Beta Coefficients value of 0.233. Its t-value also shows that the independent variable work-life balance has the second largest impact with the value of 2.627 with the p-value of less than 0.05 significant level. This finding is consistent with the Pearson correlation analysis result which show that work-life balance had a significant relationship with intention to apply for a job. Furthermore, it also found that mean score of this independent variable is also ranked the second highest among all the three independent variables of this study. Hence, it indeed shows that work-life balance is the second strongest predictor to intention to apply for a job.

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Table 4.7 in Chapter Four also showed that the independent variable meaningful work has the lowest standardized beta value with 0.180. Additionally, the t-value of work-life balance has the lowest value with 2.016 while the p-value of less than 0.05 significant level. Pearson correlation analysis showed that work-life balance had a significant relationship with intention to apply for a job. While mean score for this independent variable is ranked the third highest among all the three independent variables of this study. Thus, it is shows that this work-life balance is the third strongest predictor to intention to apply for a job among millennials.

The respondents had rated the professional growth opportunity as the most important factor to them because in ICT industry it is necessary to constantly upgraded their skills set and knowledge to remain competitive and aligned with the current demand of employers. A 2011 survey conducted by PwC reported that millennials ranked professional development activities highest in regards to what they would value the most over the next five years of employment. Development ranked very high in this survey and 98% of Millennials said working with strong coaches and mentors was very important in their personal development and about one third chose training and development over salary as their first choice value.

For instance, the innovation of technology has created the new development in ICT industry such as Big Data Analytics, Cloud Computing, Mobile Applications and Internet of Things (IoT) which required new skills and knowledge to manage this technology. With the fast changes of technologies, developing skills and knowledge is crucial for employees to maintain competitive in the marketplace. Hence, organizations

that actively support training and development will be viewed as attractive and would attract job seekers to apply and join the organization.

4.4   Summary

The findings show that all three independent variables were significantly correlated with intention to apply for a job. Among all the three independent variables, professional growth opportunity has the most influence on the intention to apply for a job followed by work-life balance and meaningful work. The implications, conclusions and recommendations related to the current study are presented in the next chapter.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.0   Introduction

The purpose of the study was to determine the factors influencing intention to apply for a job among millennials. This study analyzed students consideration and preference on work-related value in making decision when choosing and intending to apply for a job vacancy in organizations. Additionally, this study examined whether the research model developed was significant in determining the relationship between the dependent variable and independent variables. The conclusions related to each research objectives discusses in the following sub-sections, while the implications and recommendations for this study also will be highlighted.

5.1   Research Objective 1 (Meaningful Work)

Research objective 1 is to examine whether meaningful work has an influence on the intention to apply for a job among millennials.

From this study it was found that meaningful work has a significant relationship with intention to apply for a job among millennials, it is because they deemed the meaningful work as important as the paycheck. They will be more interested and enjoyed their work if the tasks and projects assigned were challenging as they can use their skills for ideas and creativities. They want to contribute and give positive impact not only to

themselves but also to other people and making the world a better place. 2015 Cone Communications Millennials CSR Study also found that some of them are prepared to make personal sacrifices for things that they care such as taking a pay cut to work at responsible company.

5.2   Research Objective 2 (Professional Growth Opportunity)

Research objective 2 is to examine whether professional growth opportunity has an influence on the intention to apply for a job among millennials.

A positive significant relationship between professional growth opportunity and intention to apply for a job shows that this factor has an influence towards the intention to apply for a job among millennials. Millennials are the most educated generation ever in the history. They start their education at young age and viewed the learning process should be continued throughout life.

Millennials also is the largest generation with tertiary education such as the diploma and degree holders, the number of enrollments into graduate school for instance, universities and colleges keep increasing each year. Ministry of Higher Education reported that the student enrollment into higher learning institutions had increased about 18.3% from 2012 to 2014. With this characteristics, it is unsurprising if they perceived professional growth opportunity is very important for their self-development.

5.3   Research Objective 3 (Work-Life Balance)

Research objective 3 is to examine whether work-life balance has an influence on the intention to apply for a job among millennials.

In this study, work-life balance is statistically significant relationship with the dependent variable, thus it is indeed has an influence on the intention to apply for a job among millennials. The evidences from past studies showed that millennials value and appreciate the work-life balance especially flexible working schedules and remote-working. Previous studies also found that a work-life balance is one of the many factors that continues to stand out to job seekers. Malone and Isa (2013) found that a work-life balance seems to be attractive to job applicants as it showed that the organization has good relationships with coworkers and peers, respect and fair treatment from supervisors, challenges on the job, accomplishment and a feeling of being appreciated.

5.4   Research Objective 4 (The Dominant Factor)

Research objective 4 is to identify the dominant factor influencing intention to apply for a job among millennials.

As a conclusion, the results from this study shows that professional growth opportunity is the most influential factor, while work-life balance and meaningful work at second and third respectively. The respondents rated this factor (professional growth opportunity) most especially in IT industry it is important for IT workers to frequently

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upgraded their skills sets in order to keep up and maintain their abilities in accordance to the technology advances. The technology is rapidly changing, thus training and development can be said is necessary to them rather than options in order to keep them up to date and stay current with the latest technology advances before they would become obsolete.

The meaningful work was least rated by this undergraduate students because one third of them have never worked while 70.3% of those with working experience only had worked for less than two years, meaning that they did not have enough work experience to figure out what aspects of their job they find most energizing and significant to them. They need to be more exposed in job and employment to understand the purpose and to seek meaning in their work. Age and experience play critical roles in establishing an individual's view of purpose. Research by psychoanalyst Erik Erikson has found that young adult tend to focus on establishing an income and starting a family, as when people age, then only they will start to think more about their contribution to society (McLeod, 2008).

5.5   Implications and Recommendations

An important contribution of this study is that it builds a research model into finding the factors in influencing millennial's intention to apply for a job vacancy in the organization. Not to mention that the findings from this study provide important contribution to better understand of millennials' expectations towards their future work. The past studies from various researchers also supported that the factors meaningful work,

professional growth opportunity and work-life balance have strong relationship and a good predictors to the attraction and retention of millennials employees (Broadbridge et al., 2007; Rawlins, Indvik & Johnson, 2008; Szamosi, 2006; Yeaton, 2008).

This study provides some understanding of the factors that influence millennials in making decision to apply at a company to work for. This is important for organizations to be more successful in accommodating to this young generation potential worker and able to address talent management issues.

5.5.1 Provide Professional Growth Opportunity and Mentorship Programme

Given the findings that support the relationship between all the three independent variables and intention to apply for a job, a few recommendations will be discussed for the employers could apply in their organization to attract millennials employees. First and foremost employers must exhibit of what it is like to work at their organizations. Showcase the opportunities for professional development or working in diversity of generational teams that could produce mentor-mentee relationships, address the new skills set the candidate will develop by providing training and development from time to time especially related to digital and technologies that constantly changes over time.

The training process should be engaging, rather than just a presentation of information. Millennials prefer their learning to be informal (Hartman & McCambridge, 2011). Using virtual interaction allows for engaging training and mentoring at reduces cost (Bamford, 2011). Methods such as sharing videos, often used on social networking

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sites, are worth consideration for training the millennials in the workplace due to their visual appeal and millennials' level of comfort. New mediums that include blogs, podcast and streaming videos can enrich learning process.

Millennials value development, training and mentoring. One mentoring program that organization could provide to millennials employees is reverse mentoring. It is defined as the mentoring of senior employees by junior employees (Chen, 2013; Murphy 2012). Millennials are knowledgeable about technology, know where and how to acquire knowledge for learning, are innovative and ambitious, and value teamwork and open communication. Cross-generational knowledge transfer between mentors and mentees can increase work efficiency and improve collaboration. According to Murphy (2012), reverse mentoring aid to build leadership channel, encourage better relationships between generations and enhancing diversity, and driving innovation.

Organizations considering reverse mentoring should formalize and provide a proper training to employees about how to teach and learn from individuals from different generations (Chen, 2012). Baby boomers are used to hierarchy and may find it challenging to give up their high-ranking status. The conflict between generations should be address at the beginning of the employment, thus this type of program would help them to familiarize each other and strengthen the relationship between generations.

In addition, provide more frequent feedback to the employees on their job performance. It is a time for organization to revise the timetable of performance review from traditional annual or semi-annual employee review schedule. Recent college

graduates have become increasingly accustomed to having homework assignments and tests graded online, with results posted almost immediately (Bannon, Ford & Meltzer, 2011), thus it is important for the organization to evaluate employees on numerous occasions throughout the year rather than once or twice a year. The frequent feedback on the progression and performance would help employees to keep track on the development of their knowledge, skills and abilities.

5.5.2   Employer to Support Work-life Balance in Organization

In the meantime, acknowledge the work-life balance the organization foster. Various studies had proved that millennials are family oriented and do not always have the same desire to climb the corporate ranks as previous generations, so be sure to address the organization's standard.

Organizations can create a casual working environment as in the office or online, millennials tend to prefer less formal meetings and more open and flexible work environment especially for employees who work in ICT industry. The Johnson Control report recommends that business to create team workspaces and provide access to informal collaborative spaces rather than formal meeting room (Bannon et al., 2011).

Give millennials' employees freedom to have a flexible work schedule and allow them to work from home, coffee shop or come in later and stay later as long as they are able to produce a required results. Set datelines and if they complied, employers should

not bother too much about their tactics and the time they clock in and out. An organization that allow them to build their own schedules is very attractive to them.

For example, the technology giant company, Google has enable employees to have full meals on its campus and time to take care of non-related work task. Orbitz Worldwide, a large global online travel also provides free time, such as days to volunteer at destinations around the world, including free flight and hotel accommodations. KPMG offers its employees a partially paid sabbatical programme, allowing them to take leaves of four to 12 weeks at 20% pay, primarily targeting new or expectant parents.

According to the OECD (2013) one of the reasons of low female participation rate in Malaysia is due to inflexible working arrangements and a lack of appropriate means to allow women to return to the workforce after leaving, e.g. to attend to family commitments. Therefore, by providing work-life balance benefits it would help organization to attract young women applicants to join the organization as this approach would allow them to remain as part of the workforce even after getting married, taking leave for maternity and have children to take care of, because they also are skilled workers. With the arrangements that make easier for women workers definitely the organization will be attractive to them.

5.5.3   Provide Job Enrichment and Corporate Social Responsibilities Activities

Since meaningful work is significant benefits related to intention to apply for a job among millennials, hence employer should explore the job enrichment by redesigning jobs

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and increasing the range and complexity of tasks such as broaden the job descriptions so that they will be more challenging and less repetitive.

Other than that employer also may consider to apply job rotation as young millennials perceived routine work as unattractive. Job rotation is where employees are shifted between two or more assignments in order to expose them to all verticals of an organization. It would help to reduce the monotony of works and give them wider experience and gain deeper insight of the job. This approach also would help to reduce boredom of doing the same job every day and explore the hidden potential of an employee.

Millennials also see the organizational that promote and actively involved in the corporate and social responsibility (CSR) is attractive to work with. As an approach to lure this generation to work in organization, employer should show more interest in CSR activities. The survey by Pew Research Centre (2010) reveals that most of the Millennials have a strong desire to contribute to their communities. Employer should consider to provide benefits that support this activities such as paid sabbaticals that require participating employees to perform community service or charitable work, it could be a unique way to not only provide a degree of fulfillment to employees but also could enhance the company's philanthropic image (Bannon et al., 2011).

5.5.4   Use Appropriate Recruitment Tools to Attract Millennials

Millennials are known as tech savvy and heavy user of social media so it is unsurprisingly if they are using social media as a medium for job search. According to

Deloitte Survey (2016), the average person looks at their phone to check news, information and social media in 2015 was 46 times per day compare to only 33 times per day in 2014. Thus, to attract this cohort of job seekers, employers should consider using the organization's Facebook page or Twitter feed to advertise vacant position available in the organization. Other than that employer also can be more creative by giving candidates a glimpse into a "day in the life" using video streaming social media. To build upon a social media recruitment strategy, search local Facebook groups that focus on employment and advertise the opportunity to those followers, or try engaging student organizations at local colleges and universities via social media. Start a conversation by sharing opportunity on their pages or tweet at their Twitter handles.

Social media that effective for recruitment activities nowadays is LinkedIn, the most popular social networking tool that is also relevant to millennials (Morrison, 2015). It is a platform for advertising positions and is also a way to proactively identify candidates that fulfil the requirements. Morrison (2015) emphasizes that recruiters are relying heavily on LinkedIn to source for candidates with particular skill sets, and it works with just a few key word searchers and filters. As employers deployed social media for recruiting, it is advisable for recruiters to ensure to keep personal and company profiles up to date and full of information.

Organizations also should consider to develop webpage as a medium to provide business information and at the same time as a platform to advertise career opportunity and get a pool of candidates. It is essential to keep the webpage with updated information and user friendly to attract applicants. This type of advertisement is effective to attract

younger job seekers as it is easy to reach at anytime and anywhere in the world as long as the users have the devices that connected to the internet.

5.6   Suggestions for Future Research

The result analysis from this study shall be of great interest in attracting millennials employees to work in organization. Due to the limitation of this study, in future research it would be advisable to do this survey again in similar context to test the consistency and applicability to these inferences on millennials and intention to apply for a job vacancy in organization.

For better accuracy, researcher should collect the data from larger samples to strengthen the deduction. This study only focuses on university students, thus the study should be done across different groups of millennials' job seekers such as the individuals without tertiary education. Other than that, future research should also include the graduate students from various universities across the nation as in Malaysia currently there are 20 public universities and 495 private higher learning institutions, to ensure the generalization of the results. Researcher may also want to look into the new upcoming generation which is generation Z given that there is limited studies and knowledge of this generational cohort for the time being.

5.7   Summary

This study has answered the research questions on the relationship between meaningful works, professional growth opportunity and work-life balance with intention to apply for a job among millennials. The empirical results of the current study provide evidence that all the three aforementioned influence factors were significantly associated with the intention to apply for a job among millennials. This study also found professional growth opportunity was the most dominant factor on the intention to apply for a job among millennials. Not to mention this study also studied on the strength of influence of each factors has towards the intention to apply for a job among millennials as well as on how well the research model is able to predict the factors that influence the intention to apply for a job among millennials.
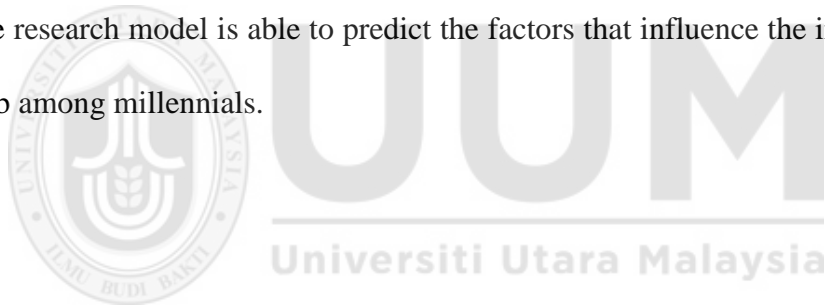
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APPENDICES

Appendix A

FACTORS INFLUENCING INTENTION TO APPLY FOR A JOB AMONG MILLENNIALS IN ICT INDUSTRY

Dear Respondent,

You have been selected to participate in my research. The purpose of this questionnaire is to understand the factors that influence intention to apply for a job among millennial generation. I would appreciate it if you could answer the questions carefully as the information you provide will influence the accuracy and success of this study.

The information obtained from this study is to be used for **ACADEMIC PURPOSE ONLY** as a partial fulfillment of the Research Paper at Universiti Utara Malaysia. This is an anonymous questionnaire, therefore please do not include your name anywhere on the questionnaire. All information will be kept with strictest confidentiality.

Please return this questionnaire upon completion to the researcher. Should you have any questions regarding this research, please e-mail them to below address.

Thank you for your cooperation and the time taken in answering this questionnaire.

Yours sincerely,
Sariani Binti Ab. Ghani
Master of Human Resource Management
Universiti Utara Malaysia, Kuala Lumpur
E-mail: sarianiab.ghani@yahoo.com

SECTION A: DETAILS OF RESPONDENTS / *MAKLUMAT RESPONDEN*

This section contains questions that will ask your personal information. For each question, please indicate by means of a check (✓) the most appropriate answer. Each question should only have ONE answer. Your responses are strictly confidential.

(Bahagian ini mengandungi soalan-soalan mengenai maklumat peribadi anda. Bagi setiap soalan, sila tandakan (✓) pada jawapan yang paling sesuai. Setiap soalan hanya perlu ada SATU jawapan sahaja. Jawapan anda adalah sulit.)

1. **Gender /** *Jantina* : Male / *Lelaki* ☐ Female / *Perempuan* ☐

2. **Age range /** Julat *umur* : 18 - 20 years old / *tahun* ☐ 21 – 23 years old / *tahun* ☐
   24 - 27 years old / *tahun* ☐ 28 years old and above/ *tahun dan ke atas* ☐

3. **Race /** *Bangsa* : Malay / *Melayu* ☐ Chinese / *Cina* ☐
   Indian / *India* ☐ Others / *Lain-lain* ☐

4. **Education level /** *Taraf Pendidikan* : Secondary / *Menengah* ☐ Certificate / STPM ☐
   Diploma / *Diploma* ☐ Bachelor / *Sarjana Muda* ☐
   Master / Sarjana ☐ PhD ☐

5. **Have you worked before?*** / *Adakah anda pernah bekerja sebelum ini?* *

   Yes / *Ya* ☐ No / *Tidak* ☐

* Please answer the following questions (6) to (8) if you have answered "Yes" in question (5). If you have chosen "No" in question (5) please skip these questions.
(* Sila jawab soalan seterusnya (6) hingga (8) sekiranya anda menjawab "Ya" untuk soalan (5). Sekiranya anda memilih jawapan "Tidak" untuk soalan (5) sila langkau soalan-soalan tersebut.)

6. **Are you still in employment?** / *Adakah anda masih bekerja?*

   Yes / *Ya* ☐ No / *Tidak* ☐

7. **Type of employment /** *Jenis pekerjaan* : Full time / *Sepenuh masa* ☐ Part time / *Separuh masa* ☐

8. **Working experience /** *Pengalaman bekerja* : Less than a year / *Kurang dari setahun* ☐ 1 – 2 years / *tahun* ☐
   3 – 4 years / *tahun* ☐ More than 4 years / *Lebih 4 tahun* ☐

SECTION B: MEANINGFUL WORK AND PROFESSIONAL GROWTH OPPORTUNITY / *PEKERJAAN YANG BERMAKNA DAN PELUANG PEMBANGUNAN PROFESIONAL*

Please read carefully and choose only ONE answer that explains the consent/disagreement for each statement below. 1-5 Likert scale is used to benchmark the selected option as a response.

*(Sila baca dengan teliti dan pilih hanya **SATU** jawapan bagi menunjukkan tahap kesetujuan/ketidaksetujuan anda untuk setiap penyataan di bawah. Skala Likert 1-5 digunakan untuk menanda aras pilihan yang dipilih sebagai jawapan.)*

Imagine that there is an employer that is ideal for you personally. What are the desirable characteristics and opportunities you would look for in an employer (company) when applying for a job after you graduate from your education? For items 9 to 17, please indicate to what extent you find them as an important factor in your future employment.

(Bayangkan terdapat syarikat yang sesuai dengan keinginan anda untuk bekerja. Apakah ciri-ciri dan peluang yang anda inginkan daripada majikan (syarikat) tersebut apabila memohon pekerjaan selepas tamat pengajian. Bagi penyataan 9 hingga 17 sila nyatakan sejauh mana faktor-faktor tersebut penting di dalam pekerjaan anda nanti).

		Strongly Disagree / *Sangat Tidak Bersetuju*	**Disagree** / *Tidak Bersetuju*	**Neutral** / *Neutral*	**Agree** / *Setuju*	**Strongly Agree** / *Sangat Bersetuju*
9.	**The opportunity to make important decisions in your organization** *Peluang untuk membuat keputusan penting di dalam organisa anda*	1	2	3	4	5
10.	**The opportunity to contribute your opinions to your organization** *Peluang memberikan pendapat kepada organisasi anda*	1	2	3	4	5
11.	**Performing meaningful and significant job tasks** *Melaksanakan tugasan yang penting dan bermakna*	1	2	3	4	5
12.	**Performing job tasks that are critical to the success of your organization** *Melaksanakan tugasan yang penting untuk kecemerlangan organisasi anda*	1	2	3	4	5
13.	**The chance to gain relevant job training** *Peluang untuk mendapat latihan yang berkaitan dengan pekerjaan*	1	2	3	4	5
14.	**Increasing your work-related skills and abilities** *Meningkatkan kemahiran dan kebolehan dalam pekerjaan*	1	2	3	4	5
15.	**The opportunity to use all your knowledge, skills and abilities on your job**	1	2	3	4	5

		Strongly Disagree / Sangat Tidak Bersetuju	Disagree / Tidak Bersetuju	Neutral / Neutral	Agree / Setuju	Strongly Agree / Sangat Bersetuju
	Peluang menggunakan pengetahuan, kemahiran dan kebolehan dalam pekerjaan anda					
16.	**Learning new things on your job** *Mempelajari sesuatu yang baru dalam pekerjaan anda*	1	2	3	4	5
17.	**Attending work-related conference and events** *Menghadiri persidangan dan acara yang berkaitan dengan pekerjaan*	1	2	3	4	5

SECTION C: WORK-LIFE BALANCE / *KESEIMBANGAN PEKERJAAN-KEHIDUPAN*

For items 18-22, please indicate to what extent you agree workplace flexibility as an important factor in your future employment.

(Untuk penyataan 18-22, sila nyatakan sejauh mana anda bersetuju bahawa tempat kerja yang fleksibel adalah faktor yang penting bagi pekerjaan anda pada masa hadapan).

		Strongly Disagree / Sangat Tidak Bersetuju	Disagree / Tidak Bersetuju	Neutral / Neutral	Agree / Setuju	Strongly Agree / Sangat Bersetuju
18.	**Flexible working arrangements are essential for me in order to be able to deal with other interests and responsibilities outside work** *Pengaturan masa kerja yang fleksibel adalah penting untuk saya bagi membolehkan mengurus hal dan tanggungjawab luar tugasan pejabat*	1	2	3	4	5
19.	**Working more flexible hours is essential for me in order to attend to family responsibilities** *Masa bekerja yang lebih fleksibel adalah penting untuk saya bagi membolehkan mengurus hal kekeluargaan*	1	2	3	4	5
20.	**Working more flexible hours will help me balance life commitments** *Masa bekerja yang lebih fleksibel dapat membantu saya mengimbangkan tanggungjawab kehidupan seharian*	1	2	3	4	5

		Strongly Disagree / Sangat Tidak Bersetuju	Disagree / Tidak Bersetuju	Neutral / Neutral	Agree / Setuju	Strongly Agree / Sangat Bersetuju
21.	**Allowing freedom and flexibility in completing my tasks are essential for me in order to be able to manage variations in workload and responsibilities** *Memberikan kebebasan dalam menyelesaikan tugasan adalah penting bagi membolehkan saya mengurus pelbagai tugasan dan tanggungjawab*	1	2	3	4	5
22.	**Allowing freedom and flexibility in completing my tasks will enable me to focus more on the job when I am at the workplace** *Kebebasan dan fleksibiliti menyelesaikan tugasan akan membolehkan saya memberi lebih tumpuan dalam melaksanakan tugasan di tempat kerja*	1	2	3	4	5

SECTION D: INTENTION TO APPLY FOR A JOB / *NIAT MEMOHON PEKERJAAN*

Assume that there is an ideal company with the characteristics and opportunities as mentioned in the previous sections. Please indicate to what extent you would consider joining this ideal company for your employment when you graduate with the following statements from scales 1 to 5.

(Andaikan terdapat syarikat ideal yang mempunyai ciri-ciri dan peluang seperti yang disebutkan di atas. Sila nyatakan sejauh mana anda akan memberikan pertimbangan untuk bekerja di syarikat tersebut selepas tamat pengajian dengan memberikan penyataan-penyataan di bawah skala 1 hingga 5.)

		Strongly Disagree / Sangat Tidak Bersetuju	Disagree / Tidak Bersetuju	Neutral / Neutral	Agree / Setuju	Strongly Agree / Sangat Bersetuju
23.	**I intend to join the company** *Saya berhasrat menyertai syarikat ini*	1	2	3	4	5
24.	**I am going to join the company** *Saya akan menyertai syarikat ini*	1	2	3	4	5
25.	**I am planning to join the company** *Saya merancang untuk menyertai syarikat ini*	1	2	3	4	5

Reliability

Reliability Statistics

(Meaningful Work)

Cronbach's Alpha	N of Items
.760	4

Reliability Statistics

(Professional Growth

Opportunity)

Cronbach's Alpha	N of Items
.772	5

Reliability Statistics (Work-

Life Balance)

Cronbach's Alpha	N of Items
.823	5

Reliability Statistics (Intention

to apply for a job)

Cronbach's Alpha	N of Items
.773	3

Correlations

Correlations

		MW	PROFESSIONAL_GROWTH	WORK_LIFE BALANCE	INTENTION_ TO_APPLY
MEANINGFUL_WORK	Pearson Correlation	1	.676**	.586**	.527**
	Sig. (2-tailed)		.000	.000	.000
	N	150	150	150	150
PROFESSIONAL_GROWTH	Pearson Correlation	.676**	1	.671**	.590**
	Sig. (2-tailed)	.000		.000	.000
	N	150	150	150	150
WORK_LIFE_BALANCE	Pearson Correlation	.586**	.671**	1	.548**
	Sig. (2-tailed)	.000	.000		.000
	N	150	150	150	150
INTENTION_TO_APPLY	Pearson Correlation	.527**	.590**	.548**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	150	150	150	150

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

Regression

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.638a	.407	.394	1.64326

a. Predictors: (Constant), WORK_LIFE_BALANCE,

MEANINGFUL_WORK, PROFESSIONAL_GROWTH

ANOVAᵃ

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	270.131	3	90.044	33.346	.000b
	Residual	394.243	146	2.700		
	Total	664.373	149			

a. Dependent Variable: INTENTION_TO_APPLY

b. Predictors: (Constant), WORK_LIFE_BALANCE, MEANINGFUL_WORK,

PROFESSIONAL_GROWTH

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.637	1.021		2.583	.011
	MEANINGFUL_WORK	.143	.071	.180	2.016	.046
	PROFESSIONAL_GROWTH	.220	.069	.312	3.204	.002
	WORKPLACE_FLEXIBILITY	.150	.057	.233	2.627	.010

a. Dependent Variable: INTENTION_TO_APPLY

Descriptive Statistics

Descriptive Statistics

	N	Mean	Std. Deviation
MW_Mean	150	4.0217	.66488
PGO_Mean	150	4.2227	.59822
WLB_Mean	150	4.2213	.65708
ITA_Mean	150	4.2489	.70387
Valid N (listwise)	150		

Frequency Table

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	74	49.3	49.3	49.3
	Female	76	50.7	50.7	100.0
	Total	150	100.0	100.0	

Race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	64	42.7	42.7	42.7
	Chinese	22	14.7	14.7	57.3
	Indian	37	24.7	24.7	82.0
	Others	27	18.0	18.0	100.0
	Total	150	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-23	56	37.3	37.3	37.3
	24-27	59	39.3	39.3	76.7
	28 and above	35	23.3	23.3	100.0
	Total	150	100.0	100.0	

Education level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Certificate/STPM	11	7.3	7.3	7.3
	Diploma	139	92.7	92.7	100.0
	Total	150	100.0	100.0	

Have worked before

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	101	67.3	67.3	67.3
	No	49	32.7	32.7	100.0
	Total	150	100.0	100.0	

Still in employment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	71	47.3	70.3	70.3
	No	30	20.0	29.7	100.0
	Total	101	67.3	100.0	
Missing	99.00	49	32.7		
Total		150	100.0		

Employment type

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Full time	77	51.3	76.2	76.2
	Part time	24	16.0	23.8	100.0
	Total	101	67.3	100.0	
Missing	99.00	49	32.7		
Total		150	100.0		

Length of working experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less 1 year	34	22.7	33.7	33.7
	1-2	37	24.7	36.6	70.3
	3-4	13	8.7	12.9	83.2
	more than 4	17	11.3	16.8	100.0
	Total	101	67.3	100.0	
Missing	99.00	49	32.7		
Total		150	100.0		

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