

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



**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

UUM
Universiti Utara Malaysia

**MASTER OF HUMAN RESOURCE MANAGEMENT
UNIVERSITI UTARA MALAYSIA
AUGUST 2017**

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



Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
In Partial Fulfillment of the Requirement for the Master of Sciences
(Human Resources Management)



Othman Yeop Abdullah
Graduate School of Business

Universiti Utara Malaysia

PERAKUAN KERJA KERTAS PENYELIDIKAN
(Certification of Research Paper)

Saya, mengaku bertandatangan, memperakukan bahawa
(I, the undersigned, certified that)

SARIANI BINTI AB. GHANI (818125)

Calon untuk Ijazah Sarjana
(Candidate for the degree of)

MASTER OF HUMAN RESOURCE MANAGEMENT

Telah mengemukakan kertas projek yang bertajuk
(has presented his/her project paper of the following title)

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

Seperti yang tercatat di mukasurat tajuk dan kulit kertas projek
(as it appears on the title page and front cover of the project paper)

Bahawa kertas projek tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan.

(that the project paper acceptable in the form and content and that a satisfactory knowledge of the field is covered by the project paper).

Nama Penyelia : **NORIZAN BT. HAJI AZIZAN**
(Name of Supervisor)

Tandatangan : _____
(Signature)

Tarikh : **2 AUGUST 2017**
(Date)

PERMISSION TO USE

In presenting this research paper in partial fulfillment of the requirements for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the Library of this university may make it freely available for inspection. I further agree that permission for copying this research paper in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor or in her absence, by the Dean of Othman Yeop Abdullah Graduate School of Business, where I did my research paper. It is understood that any copying or publication or use of this research paper or parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the Universiti Utara Malaysia (UUM) in any scholarly use which may be made of any material in my research paper.

Request for permission to copy or to make other use of materials in this research paper in whole or in part should be addressed to:

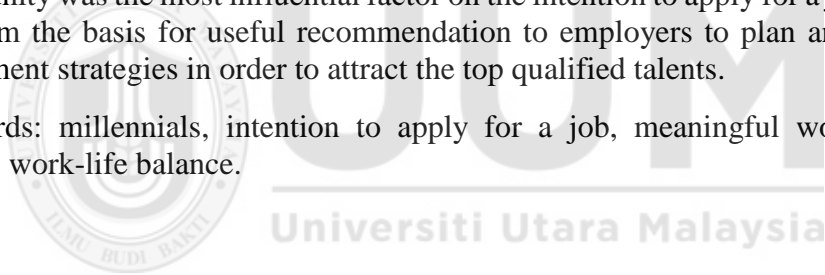
Dean of Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darul Aman



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

TABLE OF CONTENTS

TITLE PAGE.....	i
CERTIFICATION OF RESEARCH PAPER.....	ii
PERMISSION TO USE.....	iii
ABSTRACT.....	iv
ABSTRAK.....	v
ACKNOWLEDGEMENTS.....	ix
TABLE OF CONTENTS.....	vi
LIST OF TABLES.....	ix
LIST OF FIGURES.....	xi
LIST OF ABBREVIATIONS.....	xii
CHAPTER 1: INTRODUCTION.....	1
1.0 Introduction.....	1
1.1 Background of the Study.....	1
1.2 Problem Statement.....	3
1.3 Research Questions.....	7
1.4 Research Objectives.....	8
1.5 Scope of the Study.....	9
1.6 Significance of the Study.....	10
1.7 Limitation of the Study.....	11
1.8 Definition of Key Terms.....	12
1.9 Organization of the Thesis.....	13
1.10 Summary.....	14
CHAPTER TWO: LITERATURE REVIEW.....	16
2.0 Introduction.....	16
2.1 Overview of ICT Industry in Malaysia.....	16
2.2 The Generations in General.....	18
2.2.1 Baby Boomers.....	20
2.2.2 Generation X.....	21
2.2.3 Millennials.....	22
2.2.4 Characteristics Comparison of Baby Boomers, Generation X and Millennials.....	24

2.3	Intention to Apply for a Job	25
2.3.1	Vroom’s Expectancy Theory	26
2.4	The Influence of Meaningful Work on Millennials	29
2.4.1	Job Characteristic Model (JCM) and Meaningful Work.....	31
2.5	The Influence of Professional Growth Opportunity on Millennials.....	33
2.6	The Influence of Work-life Balance on Millennials.....	35
2.7	The Relationship between Meaningful Work, Professional Growth Opportunity and Work-Life Balance with Intention to apply for a Job.....	38
2.8	Summary	41
CHAPTER THREE: RESEARCH METHODOLOGY		42
3.0	Introduction	42
3.1	Research Framework	42
3.2	Research Design	43
3.3	Operational Definition.....	44
3.4	Instruments	46
3.4.1	Dependent Variable.....	46
3.4.2	Independent Variables.....	47
3.4.3	Measurement Scale	48
3.5	Population and Sampling.....	49
3.5.1	Sampling Technique.....	51
3.6	Data Collection.....	51
3.6.1	Primary Data	52
3.6.2	Secondary Data	53
3.7	Techniques of Data Analysis.....	54
3.7.1	Reliability Analysis.....	54
3.7.2	Descriptive Statistics.....	54
3.7.3	Pearson Correlation Coefficient.....	55
3.7.4	Regression Analysis	56
3.8	Pilot Test.....	56
3.9	Summary	57
CHAPTER FOUR: RESULTS AND DISCUSSIONS.....		59
4.0	Introduction	59
4.1	Demographic Analysis	59

4.2	Results	61
4.2.1	Reliability Analysis.....	61
4.2.2	Descriptive Statistics.....	62
4.2.3	Correlation Analysis.....	62
4.2.4	Regression Analysis	64
4.3	Discussions	65
4.3.1	Discussion for Research Objective 1 (Meaningful Work).....	65
4.3.2	Discussion for Research Objective 2 (Professional Growth Opportunity).....	67
4.3.3	Discussion for Research Objective 3 (Work-Life Balance)	68
4.3.4	Discussion for Research Objective 4 (The Dominant Factor)	69
4.4	Summary	71
CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS		72
5.0	Introduction	72
5.1	Research Objective 1 (Meaningful Work)	72
5.2	Research Objective 2 (Professional Growth Opportunity).....	73
5.3	Research Objective 3 (Work-Life Balance)	74
5.4	Research Objective 4 (The Dominant Factor).....	74
5.5	Implications and Recommendations	75
5.5.1	Provide Professional Growth Opportunity and Mentorship Programme ...	76
5.5.2	Employer to Support Work-life Balance in Organization.....	78
5.5.3	Provide Job Enrichment and Corporate Responsibilities Activities	79
5.5.4	Use Appropriate Recruitment Tools to Attract Millennials	80
5.6	Suggestions for Future Research	82
5.7	Summary	83
REFERENCES.....		84
APPENDICES		102
Appendix A		102
Appendix B.....		107

ACKNOWLEDGEMENTS

Alhamdulillah, praise to Allah S.W.T for giving me strength and patience to complete a research paper for my studies in the field of Master of Human Resource Management. Without His graciousness I would not be able to complete this program.

I would like to express my sincerest gratitude and appreciation to Madam Norizan binti Haji Azizan, who has been a great supervisor and adviser. Thank you for your direction, assistance and guidance throughout this process. Your suggestions and recommendations have been so helpful in completing this project paper.

My deepest gratitude goes to both of my parents, thank you for your love, support and encouragement during my turbulent time in completing this program. The support from the whole family members are such invaluable that will never be forgotten.

Not forgetting to all Universiti Utara Malaysia lecturers and administrative personnel who were involved in my master degree's program. Thank you for all the useful knowledge and information gathered from you that has enhanced my knowledge. To all my classmates, friends and colleagues, you have played very important parts as well.

Finally, thank you to all individual who are directly or indirectly assisted and involved in this study because without their cooperation and support, I am unable to complete this project paper.

LIST OF TABLES

	PAGE	
Table 2.1	Generational Time Spans	19
Table 2.2	Generations' Characteristics (Baby Boomers, Generation X and Millennials)	25
Table 2.3	Definitions of Meaningful Work by Scholars	29
Table 2.4	The Summarize of Millennials' Most Preferred Employment Attributes Based on Organizations Survey	40
Table 3.1	Questionnaire Design	44
Table 3.2	Response Rate	53
Table 3.3	Pilot Study Reliability Test (Cronbach's Alpha Coefficient)	57
Table 4.1	Demographic Statistic (N=150)	60
Table 4.2	Cronbach's Alpha Coefficient	61
Table 4.3	Descriptive Statistics of Major Variables	62
Table 4.4	The Rule of Thumb of Correlation Coefficient Size	63
Table 4.5	Correlations of the Variables	63
Table 4.6	Regression Analysis Results	64

LIST OF FIGURES

	PAGE
Figure 2.1 The Relations of Expectancy, Instruments and Valence	28
Figure 3.1 Research Framework	42



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

The contents of
the thesis is for
internal user
only

REFERENCES

- Acarlar, G. & Bilgic, R. (2012). Factors influencing applicant willingness to apply for the advertised job opening. The mediational role of credibility, satisfaction and attraction. *The International Journal of Human Resources Management*, 24(1), 1-28.
- Albion, M. J. (2004). A measure of attitudes towards flexible work options. *Australian Journal of Management*, 29(2), 275-294.
- Albarracin, D., Fishbein, M., Johnson, B., & Muellerleile, O. (2001). Theories of reasoned action and planned behavior as models of condom use: a meta-analysis. *Psychologies Bulletin*, 127, 142-161.
- Alexander, C.S. & Sysko, J.M. (2011). A study of the cognitive determinants of Generation Y's entitlement mentality. *Academy of Educational Leadership Journal*, 6(2), 63-68.
- Alsop, R. (2008). *The trophy kids grow up: How the millennial generation is shaking up the workplace*. San Francisco: Jossey-Bass.
- Armstrong, M. (2006). *Strategic human resource management. A guide to action*. London and Philadelphia: Kogan Page.
- Bakanauskiene, I., Bendaraviciene, R., & Bucinskaite, I. (2016). Employer's attractiveness: Generation Y employment expectations in Lithuania. *Human Resource Management & Ergonomics*. X, 6-22.

- Balda, J. B. & Mora, F. (2011). Adapting leadership theory and practice for the networked, millennial generation. *Journal of Leadership Studies*, 5(3), 13-24.
- Baldonado, A. & Spangenburg, J. (2009). Leadership and the future: Gen Y workers and Two-Factor Theory. *Journal of American Academy of Business, Cambridge*, 15(1), 99-103.
- Bamford, C. (2011). Mentoring in the twenty-first century. *Leadership in Health Services*, 24(2) 150-163.
- Bannon, S., Ford, K. & Meltzer, L. (2011). Understanding millennials in the workplace. *The CPA Journal*. 61-65.
- Baruch, Y. (2004). *Managing careers: Theory and practice*. London: FT Prentice Hall.
- Benner, C. (2002). *Work in the new economy. Flexible labor markets in Silicon Valley*. Oxford: Blackwell Publishing.
- Bessette, J. L. (2003). *Meaningful work: A study of human resource professional in the Nevada gaming industry*. University of Nevada, Reno.
- Blazovich, J., Smith, K. & Smith, L. (2014). Employee-friendly organizations and work-life-balance: Is there an impact on financial performance and risk level? *Journal of Organizational Culture, Communications and Conflict*, 18(2), 1-11.
- Bremmer, N. & Carriere, J. (2011). *The effects of skill variety, task significance, task identity and autonomy on occupational burnout in a hospital setting and the mediating effect of work meaningfulness*. Working Paper, University of Ottawa.

- Bright, L. (2010). Why age matters in the work preferences of public employees: A comparison of three age-related explanations. *Public Personnel Management*, 39(1), 1-14.
- Broadbridge, A., Maxwell, G. & Ogden, S. (2009). Selling retailing to generation Y graduates: Recruitment challenges and opportunities. *International Review of Retail, Distribution and Consumer Research*, 19 (4), 405-420.
- Bui, Y. N. (2014). *How to write a master's thesis*. 2nd ed. United States: SAGE Publication.
- Carayannis, E. G. & Sagi, J. (2002). Exploiting opportunities of the new economy: Developing nations in support of the ICT Industry. *Technovation*, 22, 517–524.
- Carless, S. & Imber, A. (2007). Job and organizational characteristics. A construct evaluation of applicant perception. *Educational and Psychological Measurement*, 67, 328-341.
- Cekada, T. L. (2012). Training a multigenerational workforce. *Professional Safety*, 57(3), 40-44.
- Cennamo, L. & Gardner, D. (2008). Generational differences in work values, outcomes and person-organization values fit. *Journal of Managerial Psychology*, 23(8): 891–906.
- CGD (Commission on Growth and Development) (2008). *The growth report: Strategies for sustained growth and inclusive development*. Washington: The World Bank.

- Chapman, D. S., Uggerslev, K. L., Carroll, S. A., Piasentin, K. A. & Jones, D. A. (2005). Applicant attraction to organizations and job choice: A meta-analytic review of the correlates of recruiting outcomes. *Journal of Applied Psychology*, 90(5): 928–944.
- Chen, Y. (2013). Effect of reverse mentoring on traditional mentoring functions. *Leadership and Management in Engineering*, 199-208.
- Claire-Ostwald, B. S. (2012). How to coach generation Y. *Coaching at Work*, 7(6), 54-55.
- Corporaal S. & Riemsdijk M. (2013). *Attractive work for Generation Y: Comparing young job seekers' preferences with job and organizational characteristics of companies in healthcare, tech industry and the public sector*. Saxion University of Applied Sciences.
- Corporate Leadership Council (2005). *HR consideration for engaging Generation Y employers*. Washington, DC: Corporate Executive Board.
- Costanza, D., Badger, J., Fraser, R., Severt, J. & Gade, P. (2012). Generational differences in work-related attitudes: A meta-analysis. *Journal of Business & Psychology*, 27(4), 375-394. doi: 10.1007/s10869-012-9259-4
- D'Amato, A., & Herzfeldt, R. (2008). Learning orientation, organizational commitment and talent retention across generations. *Journal of Managerial Psychology*, 23(8), 929-953.
- D'Netto, B. (2011). *Generation Y: Human resource management implications*. Retrieved from <http://www.wbiconpro.com/452-Brian.pdf>

Deery, M. (2008). Talent management, work-life balance and retention strategies. *International Journal of Contemporary Hospitality Management*, 20 (7), 792-806.

Deloitte (2016). *2016 Global mobile consumer survey: US edition*. Retrieved from <https://www2.deloitte.com/us/en/pages/technology-media-and-telecommunications/articles/global-mobile-consumer-survey-us-edition.html>

Deloitte (2017). *Apprehensive Millennials: Seeking stability and opportunities in an uncertain world*. Retrieved from <https://www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/gx-deloitte-millennial-survey-2017-executive-summary.pdf>

Department of Statistic Malaysia (2017). *Labour Force Survey Report, Malaysia, 2016*. Retrieved from https://www.dosm.gov.my/v1/index.php?r=column/cthemByCat&cat=126&bul_id=SGZCNnMrWW9ZTEdpYys4YW0yRlhoQT09&menu_id=U3VPMldoYUxzVzFaYmNkWXZteGduZz09

Dessler, G. (2015). *Human resource management*, 14th ed. Pearson Education Limited. Edinburgh Gate: England

Dries, N., Pepermans, R. & DeKerpel, E. (2008). Exploring four generations' beliefs about career: Is "satisfied" the new "successful"? *Journal of Managerial Psychology*, 23(8), 907-928. doi: org/10.1108/02683940810904394

Economic Planning Unit (2016). 11th Malaysia Plan Strategy Paper 15: Driving ICT in the Knowledge Economy. Retrieved from: <http://www.epu.gov.my/sites/default/files/Strategy%20Paper%202015.pdf>

- Economist (2009). *Public-service careers: A tough search for talent*. Retrieved from http://www.economist.com/world/international/displaystory.cfm?story_id=147538
26.
- Eisner, S. P. (2005). Managing Generation Y. *SAM Advanced Management Journal*, *Autumn ed.*, 4-15.
- Erickson, T. J. (2009, February). Gen Y in the workforce: How I learned to love millennials and stop worrying about what they are doing with their iPhones: *Harvard Business Review*. Retrieved from <https://hbr.org/2009/02/gen-y-in-the-workforce-2>.
- Evers, H-D, Nordin, R. & Nienkemper, P. (2010). Knowledge cluster formation in Peninsular Malaysia: The emergence of an epistemic landscape. *Social Science Research Network (SSRN)*. Retrieved from: <http://ssrn.com/abstract=1691008>
- Fernandez, S. (2009). Comparing Generation X to Generation Y in work-related belief. Master's Theses.
- Fishbein, M. & Ajzen, I. (1975). *Belief, attitude, intention and behaviour; An introduction to theory and research*. Reading, Addison-Wesley: MA
- Galyani, M. G. & Moballeghi, M. (2008). How do we measure use of scientific journals? A note on research methodologies. *Scientometrics*, 76(1) 125-133
- Gelbart, N. (2012). Gen Y: Who? Where? Y? Retrieved from <http://www.charteredaccountants.com.au/News-Media/Charter/Charterarticles/Business-management/2012-08-Who-Where-Y.aspx>.

- Glass, A. (2007). Understanding generational differences for competitive success. *Industrial and Commercial Training*, 39(2), 98-103.
- Gomes, D. & Neves, J. (2011). Organizational attractiveness and prospective applicants' intentions to apply. *Personnel Review*, 40(6), 684-699
- Great Place to Work (2014). What is a great workplace? Retrieved from: <http://www.greatplacetowork.com/our-approach/what-is-a-great-workplace>.
- Greener, S. (2008). *Business research methods*. Copenhagen: Ventus Publishing ApS. Retrieved from <https://kosalmath.files.wordpress.com/2010/08/introduction-to-research-methods.pdf>
- Gunavathy, J. S. (2011). Work-life balance interventions prevalent in the Indian industry. *South Asian Journal of Management*, 18(2), 108-127.
- Hackman, J. & Oldham, G. (1976). Motivation through the design of work: test of a theory, *Organizational Behaviour & human Performance*, 16, 250-279.
- Hair, J. F. Jr., Money, A. H., Samouel, P. & Page, M. (2007). *Research methods for business*. West Sussex: Wiley
- Hansen, J. C. & Leuty, M. E. (2012). Work Values across Generations. *Journal of Career Assessment*, 20(1), 34-52.
- Harbi, S., Amamou, M. & Anderson, A. (2009). Establishing a High-Tech Industry; The Tunisian ICT experience. *Science Direct*, 29, 465-80.
- Hartman, J. L. & McCambridge, J. (2011). Optimizing millennials' communication styles. *Business Communication Quarterly*, 74(1), 22-44.

- Hay Group (2013). Gen Y and the world of work. Retrieved from https://social.hays.com/wp-content/uploads/2013/10/Hays_Report_V4_02122013_online.pdf
- Heinze, N. (2007). *Why college undergraduates intend to pursue the information technology major: A multi-theoretical perspective*. Ph.D. dissertation, Florida Atlantic University, United States: Florida.
- Helyer, R. & Lee, D. (2012). The twenty-first century multiple generation workforce: Overlaps and differences but also challenges and benefits. *Education + Training*, 54(7) 565-578.
- Hershatter, A. & Epstein, M. (2010). Millennials and the world of work: An organisation and management perspective. *Journal of Business and Psychology*, 25 (2), 211-23.
- Hewlet, S. A., Sherbin, L., & Sumberg, K. (2009). How gen y & boomers will reshape your agenda. *Harvard Business Review*, 87(7/8), 71-76.
- Highhouse, S., Lievens, F. & Sinar, E. F. (2003). Measuring attraction to organizations. *Educational and Psychological Measurement*, 63(6): 986–100.
- Howe, N. & Strauss, W. (2007). The Next 20 Years: How customer and workforce attitudes will evolve. *Harvard Business Review*, 85, 41-52.
- Hutchinson, D., Brown, J. & Longworth, K. (2012). Attracting and maintaining the Y generation in nursing: a literature review. *Journal of Nursing Management*, 20, 444-450.

- Hyde, A. (2003). *Working in Silicon Valley: Economic and legal analysis of a high velocity labor market*. New York: Armonk.
- Isaksen, J. (2000). Constructing meaning despite the drudgery of repetitive work. *Journal of Humanistic Psychology*, 40(3), 84-107.
- Jiang, T. & Iles, P. (2011). Employer-brand equity, organizational attractiveness and talent management in the Zhejiang private sector, China. *Journal of Technology Management in China*, 6(1): 97–110.
- Jyothi S.V. & Jyothi, P. (2012). Assessing work-life balance: From emotional intelligence and role efficacy of career women. *Advances in Management*, 5 (6), 35-43.
- Karkhanis, T. A. (2014). Impact of employer branding and applicants' intentions to apply. *An International Journal of Management Studies*, 4(3). Retrieved from www.mgmt2day.griet.ac.in
- Khoo, J. (2009). Overcoming IT skills shortage through innovative HR imperatives for sustainable organisation in Ramachandran Ramasamy, ed. *ICT Strategic Review 2009/10: Innovation the Way Forward*. Kuala Lumpur, PIKOM/MOSTI: 133-140.
- Kmiotek, K. (2014). Professional development as a motivator of generation Y. CBU International Conference on Innovation. *Technology Transfer and Education*. 160-168
- KPMG Investment Management and Funds (2007). *Beyond the baby boomers: the rise of Generation Y. Opportunities and challenges for the funds management industry*. Retrieved from

http://bernardsalt.com.au/wpdev/wpcontent/uploads/2015/12/Beyond_the_Baby_Boomers.pdf

Krejcie, R.V. & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement, 30*, 607-610

Kristensen, T.S., Hannerz, H., Hogh, A. & Borg, V. (2005). The Copenhagen psychosocial questionnaire-a tool for the assessment and improvement of the psychosocial work environment. *Scandinavian Journal of Work, Environment & Health, 31*(6), 438-449

Kupperschmidt, B. (2000). Multigeneration employees: Strategies for effective management. *The Health Care Manager, 19*, 65-76.

Kyle, C. (2009). *Millennials know what they want*. Saskatoon Star Phoenix. Retrieved from <http://www.canada.com/Business/Millennilas+know+what+they+want/1494997/story.html>

Lindquist, T. (2008). Recruiting the millennium generation: The New CPA. *The CPA Journal, 78*(8), 56-59.

Lowe, D., Levitt, K., & Wilson, T. (2008). Solutions for retaining generation Y employees in the workplace. *Business Renaissance Quarterly, 3*(3), 43-57.

Lub, X., Bijvank, M.N., Bal, P.M., Blomme, R. & Schalk, R. (2012). Different or alike? Exploring the psychological contract and commitment of different generations of hospitality workers. *International Journal of Contemporary Hospitality Management 24*(40), 553-573. doi: 1108/09596111211226824

Mai, Y. V. (2015). Millennials in the workplace. The College of St. Scholastica, Duluth, MN.

Malone, E. K. & Issa, R. A. (2013). Work-life balance and organizational commitment of women in the U.S. Construction Industry. *Journal of Professional Issues in Engineering Education & Practice*, 139(2), 87-98.

Mat Nor, N. (2007). *Understanding the contribution of human resource management in the knowledge-based economy: Some evidences on the multimedia super corridor (MSC) status companies in Malaysia*. Proceedings of the 9th International Human Resource Management Conference: Changes in Society, Changes in Organisations, and the Changing Role of HRM, Managing International Human Resources in a Complex World, (Tallinn, 12-15 June), Tallin.

McCrindle, M. & Wolfinger, E. (2011). *The ABC of XYZ: Understanding the Global Generations*. Sydney: University of New South Wales Press Ltd. Retrieved from <http://mccrindle.com.au/ABCXYZ/downloads/TheABCofXYZ-Chapter-Preview.pdf>

McDermott, E., Mangan, J. and O'Connor, M. (2006), Graduate development programmes and satisfaction levels. *Journal of European Industrial Training*, 30(6), 456-71.

McDonalds, K.S., & Hite, L.M. (2008). The next generation of career success: Implications for HRD. *Advance in Developing Human Resources*, 10, 86-103.

McGraw, P., & Heidtman, D., (2009). Work life balance in Australian legal firms. *International Journal of Employment Studies*, 17(2), 1-33.

- McLeod, S. (2008). *Erik Erikson psychological stages*. Retrieved from [www.simplypsychology.org /Erik-Erikson.html](http://www.simplypsychology.org/Erik-Erikson.html)
- Meier, J. and Crocker, M. (2010). Generation Y in the workforce: Managerial challenges. *The Journal of Human Resource and Adult Learning*, 6(1), 68-79.
- Miller, J. (2006, April). Catching generation Y. *CMA Management*, 80(2), 13-14.
- Ministry of Human Resources (2016). Statistik Pekerjaan dan Perburuhan Siri 9 Bil. 3/2016 September. Retrieved from http://myhos.mohr.gov.my/ebook/istatistik3_2016/bil3_2016.pdf
- Morrison, N (2015). Effectively recruiting millennial talent: Strategies for success. *Quality Cities*. 30-31.
- Murphy, W. (2012). Reverse mentoring at work: Fostering cross-generational learning and developing millennial leaders. *Human Resource Management*, 51(4), 549-573.
- Myers, K.K. and Sadaghiani, K. (2010). Millennials in the workplace: A communication perspective on millennials' organizational relationships and performance. *Journal of Business and Psychology*, 25 (2), 225-38.
- Ng, E. S. W., Schweitzer, L. & Lyons, S. T. (2010). New generation, great expectations: A field study of the millennial generation. *Journal of Business and Psychology*, 25, 281–292.

OECD (2006). *ICT skills and employment. OECD information technology outlook 2006.*

Paris: OECD. Retrieved from

<http://www.oecd.org/internet/ieconomy/37487604.pdf>

OECD (2013). *Southeast Asian economic outlook 2013: With perspectives on China and India.* Retrieved from

<http://www.asean.org/storage/images/2013/economic/iai/SAEO2013%20Complete%20light.pdf>

Oppel, W. A. (2007). Generational diversity: the future of the American workforce.

Leadership Advance Online, 9, 1-3.

Parry, E. & Urwin, P. (2011). Generational differences in work values: A review of theory and evidence. *International Journal of Management Reviews*, 13(1): 79–96.

Pew Research Center (2010). *Millennials: A portrait of generation next.* Retrieved from

<http://pewsocialtrends.org/files/2010/10/millennials-confident-connected-open-to-change-pdf>

PIKOM (2014). *IT Job Market Outlook in Malaysia 2014.* Retrieved from

http://www.pikom.org.my/2014/ICT_Job_Market_Outlook_2014/140714_ICTJOBMARKET14_softcopy.pdf

Plink, D. (2009). *Retention Y what is the key to retention of generation Y?* Whitepaper

Generation Y. CRF Institute.

PriceWaterhouseCoopers (2012). *Millennials at work: Reshaping the workforce.*

Retrieved from

<https://www.pwc.com/m1/en/services/consulting/documents/millennials-at-work.pdf>

Puybaraud, M. (2010). Generation Y and the workplace annual report 2010, United Kingdom: Global Workplace Innovation. Retrieved from <http://www.gbcsa.org.za/wp-content/uploads/2013/06/NZGBC-Gen-Y-and-The-Workplace-Annual-Report-2010.pdf>

Randolph, N. (2008). Recruiting generation Y. *San Diego Business Journal*, 29(14), 19-19.

Rawlins, C., Indvik, J. & Johnson, P. (2008). Understanding the new generation: What the millennial cohort absolutely, positively, must have at work. *Journal of Organizational Culture, Communication and Conflict*, 12(2), 1-8.

Reynolds, L., Bush E.C. & Geist, R. (2008). The gen Y imperative. *Communication World*, 25 (2) 19-22.

Robbins, S. P. & Judge, T. A. (2015). *Organizational behavior* (16th Ed.). Pearson Education Ltd. Edinburg Gate: England.

Robert Half International and Yahoo!HotJobs (2008). *What millennial workers want: How to attract and retain gen Y employees*. Retrieved from: <http://www.hotjobsresources.com/pdfs/MillennialWorkers.pdf>.

Robert Walters Sixth Whitepaper (n.d.). *Attracting and retaining millennial professionals*. Retrieved from <https://www.robertwalters.com/content/dam/robert-walters/corporate/news-and-pr/files/whitepapers/attracting-and-retaining-millennials-UK.pdf>

- Roongrerngsuke, S. & Liefoghe, A. (2013). Attracting gold-collar workers: Comparing organizational attractiveness and work-related values across generations in China, India and Thailand. *Asia Pacific Business Review*, 19 (3): 337–355. doi: 10.1080/13602381.2012.747784
- Ross, P. & Ali, Y. (2011). Antecedents of employees' loyalty in an emerging economy: *The Malaysian Multimedia Super Corridor Labour and Industry*, 25-51.
- Sayers, R. (2007). The right staff from X to Y. *Library Management*, 28(8), 474-487. doi: 10.1108/01435120710837765
- Shaffer, J. (2008). *Gen Y Talent: How to attract and retain the young and the restless*. Saba White Paper.
- Sharif, S. (2017). *Statistics for nonstatisticians: Basic guide to SPSS*. Ayer Hitam, Kedah: Muna Management Services & Enterprise
- Smith, K. T. (2010). Work-life balance perspectives of marketing professionals in generation Y. *Services Marketing Quarterly*, 31(4), 434-447. doi:10.1080/15332969.2010.510724
- Smola, K. W. & Sutton, C. D. (2002). Generational differences: Revisiting generational work values for the new millennium. *Journal of Organizational Behavior*, 23(4): 363–382. doi:10.1002/job.147
- Szamosi, L. T. (2006). Just what are tomorrow's SME employees looking for? *Education and Training*, 48(8/9), 654-665. doi: 10.1108/00400910610710074

- Tan, K.S. & James, T. (2016). *Managing skills challenges in ASEAN-5*. Singapore Management University (SMU), J.P. Morgan. Retrieved from <https://socsc.smu.edu.sg>
- Tay, A. (2011). Managing generational diversity at the workplace: expectations and perceptions of different generations of employees. *African Journal of Business Management*, 5(2), 249-255. Retrieved from <http://www.academicjournals.org/AJBM>
- Tay, A., & Lee, S. T. (2012). Historical moments that are meaningful to the three generations of employees in Malaysia. *World Journal of Social Sciences*, 2(3), 48-56. Retrieved from <http://wbiaus.org/5.%20Lee%20Su.pdf>
- Terjesen, S., Vinnicombe, S. & Freeman, C. (2007). Attracting generation Y graduates: Organisational attributes, likelihood to apply and sex differences. *Career Development International*, 12 (6): 504–522. doi: 10.1108/13620430710821994
- Tulgan, B. (2009). *Not everyone gets a trophy: how to manage generation y*. San Francisco, CA: Jossey-Bass.
- Twenge, J. M., Campbell, S. M., Hoffman, B. J. & Lance, C. E. (2010). Generational differences in work values: Leisure and extrinsic values increasing, social and intrinsic values decreasing. *Journal of Management*, 36(5): 1117–1142.
- Universum (2014). *Thailand's most attractive employers – Law student 2014*. Retrieved from <http://universumglobal.com/rankings/thailand/student/2014/law/>.
- Visser, F. & Williams, L. (2006). *Work-life balance: rhetoric versus reality?* London: The Work Foundation

- Warmerdam, A., Lewis, I. & Banks, T. (2015). Gen Y recruitment: Understanding graduate intentions to join an organization using the Theory of Planned Behaviour. *Education + Training*, 57(5), 560-574. Retrieved from <http://journals.sagepub.com/doi/pdf/10.1177/0149206309352246>
- Williamson, I. O., Lepak, D. P., & King, J. (2003). The effect of company recruitment web site orientation on individuals' perceptions of organizational attractiveness. *Journal of Vocational Behavior*, 63, 242-263. doi: 10.1016/S0001-8791(03)00043-5
- Woon, K. Y. (2012). *Factors Influencing Generation Y's Job Application Intention*. Master Thesis. Universiti Tunku Abdul Rahman.
- World Bank (2010) *Malaysia Economic Monitor: Growth through Innovation*. Bangkok: The World Bank. Retrieved from http://siteresources.worldbank.org/INTMALAYSIA/Resources/324392-1271308532887/mem_april2010_fullreport.pdf
- Yahya, F. & Kaur, A. (2008). Indian skilled workers and professional talent in Southeast Asia. *UNEAC Asia Papers: Special Issue Migration and Security: Political, Social and Economic Contexts of Migration*, 23: 19-32. Retrieved from http://www.academia.edu/1356212/Indian_Skilled_Workers_and_Professional_Talent_in_Southeast_Asia
- Yeaton, K. (2008). Recruiting and managing the 'Why?' Generation: Gen Y. *The CPA Journal*, 78(4), 68-72.

Zagenczyk, T., Gibney, R., Few, W. W., & Scott, K. (2011). Psychological contracts and organizational identification: The mediating effect of perceived organizational support. *Journal of Labor Research*, 32, 254-281. doi: 10.1007/s12122-011-9111-z

Zemke, R., Raines, C. & Filipczak, B. (2000). *Generations at work: Managing the clash of veterans, boomers, Xers, and nexters in your workplace*. AMACOM: New York.

Zhang, W. (2007). Why IS. Understanding undergraduate students' intention to choose an information system major. *Journal of Information Systems Education*, 18(4), 447-458. Retrieved from <http://jise.org/Volume18/18-4/Pdf/V18N4P447-abs.pdf>

Zigarmi, D., Houson, D., Witt, D. & Diehl, J. (2011). What important in creating a motivating work environment and whose job is it? *Employee Work Passion, the Ken Blanchard Companies*, 4, 1-6. Retrieved from https://www.blanchardnederland.nl/wp-content/uploads/2014/08/Blanchard_Employee_Passion_Vol_4.pdf

Zikmund, W. (2003). *Business research methods* (7th ed.). Mason, OH: South-Western.

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 / *Sepuluh 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 pernyataan 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 pernyataan 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 <i>Peluang untuk membuat keputusan penting di dalam organisa anda</i>	1	2	3	4	5
10.	The opportunity to contribute your opinions to your organization <i>Peluang memberikan pendapat kepada organisasi anda</i>	1	2	3	4	5
11.	Performing meaningful and significant job tasks <i>Melaksanakan tugas yang penting dan bermakna</i>	1	2	3	4	5
12.	Performing job tasks that are critical to the success of your organization <i>Melaksanakan tugas yang penting untuk kecemerlangan organisasi anda</i>	1	2	3	4	5
13.	The chance to gain relevant job training <i>Peluang untuk mendapat latihan yang berkaitan dengan pekerjaan</i>	1	2	3	4	5
14.	Increasing your work-related skills and abilities <i>Meningkatkan kemahiran dan kebolehan dalam pekerjaan</i>	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
	<i>Peluang menggunakan pengetahuan, kemahiran dan kebolehan dalam pekerjaan anda</i>					
16.	Learning new things on your job <i>Mempelajari sesuatu yang baru dalam pekerjaan anda</i>	1	2	3	4	5
17.	Attending work-related conference and events <i>Menghadiri persidangan dan acara yang berkaitan dengan pekerjaan</i>	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 pernyataan 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 <i>Pengaturan masa kerja yang fleksibel adalah penting untuk saya bagi membolehkan mengurus hal dan tanggungjawab luar tugas pejabat</i>	1	2	3	4	5
19.	Working more flexible hours is essential for me in order to attend to family responsibilities <i>Masa bekerja yang lebih fleksibel adalah penting untuk saya bagi membolehkan mengurus hal kekeluargaan</i>	1	2	3	4	5
20.	Working more flexible hours will help me balance life commitments <i>Masa bekerja yang lebih fleksibel dapat membantu saya mengimbangkan tanggungjawab kehidupan seharian</i>	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 <i>Memberikan kebebasan dalam menyelesaikan tugas adalah penting bagi membolehkan saya mengurus pelbagai tugas dan tanggungjawab</i>	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 <i>Kebebasan dan fleksibiliti menyelesaikan tugas akan membolehkan saya memberi lebih tumpuan dalam melaksanakan tugas di tempat kerja</i>	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 pernyataan-pernyataan 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 <i>Saya berhasrat menyertai syarikat ini</i>	1	2	3	4	5
24.	I am going to join the company <i>Saya akan menyertai syarikat ini</i>	1	2	3	4	5
25.	I am planning to join the company <i>Saya merancang untuk menyertai syarikat ini</i>	1	2	3	4	5

Appendix B

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

		MW	PROFESSION AL_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	.638 ^a	.407	.394	1.64326

a. Predictors: (Constant), WORK_LIFE_BALANCE, MEANINGFUL_WORK, PROFESSIONAL_GROWTH

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	270.131	3	90.044	33.346	.000 ^b
	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		

