



**WORKING WITH GENERATION Y EMPLOYEES: WORK PERFORMANCE TOWARDS**

**HUMAN RESOURCE DEVELOPMENT PROGRAM IN SELECTED SEMICONDUCTOR**

**INDUSTRIES**

*Emerson P. Agcaoili*

**ABSTRACT**

The engagement among Generation Y (Millennial) employees in the semiconductor industry is essential taking into consideration that they make up the fastest growing segment of the workforce and the semiconductor and electronics manufacturing industry is the biggest economic growth driver in the Philippines. Therefore, in the light of the relationship between work environment and employee engagement, it is vital to carry out a study to find out the perceived work environment and its effects to the engagement of Generation Y employees in semiconductor industry being one of the biggest contributor in the national economy. This study is grounded on the Two Factor Theory by Frederick Herzberg in order to explain the link between work environment and employee engagement. This study aims to determine the relationship between the condition of work environment with the level of engagement of Generation Y employees in select semiconductor industry companies in Laguna and Cavite. The results of the study may be used as basis for enhancing human resources development program. The population of the study comprised of Generation Y employees in the two (2) selected semiconductor industries in Laguna and Cavite. Researcher has chosen a purposive type of sampling technique. Most of the generation Y employees are still in their 20's and are considered as young adults. Most of the generation Y employees in select semiconductor companies were dominated by males. Most of the generation Y employees in select semiconductor companies have finished their bachelor's degree. The extent of work environment in select semiconductor companies classified as to physical work environment, management and leadership style,

and work-life balance is interpreted as agree. The extents of work environment in select semiconductor companies classified as to salary, reward system, and training and development are interpreted as slightly agree. The levels of engagement of generation Y employees in select semiconductor companies as to growth, teamwork, management support, and basic needs, are interpreted as agree. There is a significant relationship between the extent of work environment and level of engagement when grouped according to age, gender, and educational status. There is a significant relationship between the extents of work environment with the level of engagement of Generation Y employees in select semiconductor industry companies. Keywords: Generation Y Employees, Semi-conductor Industry, Human Resources Development Program

## **Chapter 1**

### **THE PROBLEM AND ITS BACKGROUND**

#### **Introduction**

It is a common truth that any organization's success is associated with its employees' job performance. The working environment condition affects the motivation and engagement of the employees. Moreover, when the employees are physically and emotionally motivated to work their job engagement increases. Therefore the level of work satisfaction increases the engagement and overall performance of the employee.

Contemporary organizations are constantly faced with the challenge improving engagement of its employees. Organizations that are consistent with the differences that require accommodating the younger generation of workers will have a strategic advantage over their competitors. As expected by their birth years, the Generation Y (Millennial) makes up the fastest growing segment of the workforce. Employers simply cannot ignore the needs, desires, and attitudes of this vast generation.

The semiconductor and electronics manufacturing industry is the biggest economic growth driver in the Philippines. Mainly composed of semiconductor manufacturing services (73%) and electronics manufacturing services (EMS) firms (27%), the industry employs around 3.2 million direct and indirect workers. In 2018, the segment accounted for about \$37.57 billion of commodity exports—representing more than half or about 55.67% of the country's total exports—up by 2.83% from 2017 figures, according to the Philippine Statistics Authority (PSA). ROHM Electronics, Philippines was established in September 1989 and since become one of the country's major semiconductor company. It is presently located in People's Technology Complex-SEZ Barangay Maduya 4116, Governor's Dr, Carmona, Cavite. Their primary products are Monolithic ICs, Transistors / Diodes, Resistors with at least four thousand (4,000) local employees. On the other hand, Amkor Technology, Inc. also established in 1989 is a leading player in the semiconductor industry. It packages and tests integrated circuits (ICs) for chip manufacturers. Its Philippine factories in several sites contain over 1.3 million square feet of manufacturing space and provide a full range of assembly and test services with at least five thousand (5,000) local employees. Working With Generation Y Employees - Work Performance Towards Human Resource Development Program in Selected Semiconductor Industry

Job satisfaction has directly positive effects on employee engagement. This implies that the better of job satisfaction is predicted to strengthen the employee engagement (Simbolon, 2018). The engagement among Generation Y (Millennial) employees in the semiconductor industry is essential taking into consideration that they make up the fastest growing segment of the workforce while the semiconductor

and electronics manufacturing industry is the biggest economic growth driver in the Philippines.

Therefore, in the light of the relationship between job satisfaction and employee engagement, it is vital to carry out a study to find out the perceived job satisfaction and its effects to the engagement of Generation Y employees in semiconductor industry in terms of physical job satisfaction, reward, management and leadership style, training and development, and work-life balance. In identifying these factors, this study will provide basis for organizations through increased management awareness to take necessary actions to improve the engagement of employees which would lead to higher performance and productivity.

### **Theoretical Framework**

Herzberg's Two Factor Theory of Job Satisfaction is used in explaining job satisfaction while Kahn's personal engagement theory is used in explaining employee engagement.

Studies found that the application of Herzberg two factor theory can boost employee engagement, improve productivity, and reduce turnover (Vorina, 2017). That is because it addresses the different types of motivation that are impacted by elements that are de-motivational and those that are motivational.

The Herzberg's Two Factor theory defined two sets of factors in determining employees' working attitudes and performance, named motivation and hygiene factors (Robbins and Judge, 2015). He stated that motivation factors are intrinsic factors that will increase employees' job satisfaction; while hygiene factors are extrinsic factors to prevent any employees' dissatisfaction. The theory pointed out

that improving the environment in which the job is performed motivates employees to perform better.

Herzberg's theory concentrates on the importance of internal job factors as motivating forces for employees leading to job satisfaction. He wanted to create the opportunity for employees to take part in planning, performing and evaluating their work (Schultz et al., 2010). The content of the theory has been widely accepted as relevant in motivating employees to engage more in organizations. Further research has proved that the employee is more motivated by intrinsic factors as captured by Herzberg's motivator needs than anything else.

He's especially recognized for his two-factor theory, which hypothesized that are two different sets of factors governing job satisfaction and job dissatisfaction: "hygiene factors," or extrinsic motivators and "motivation factors," or intrinsic motivators.

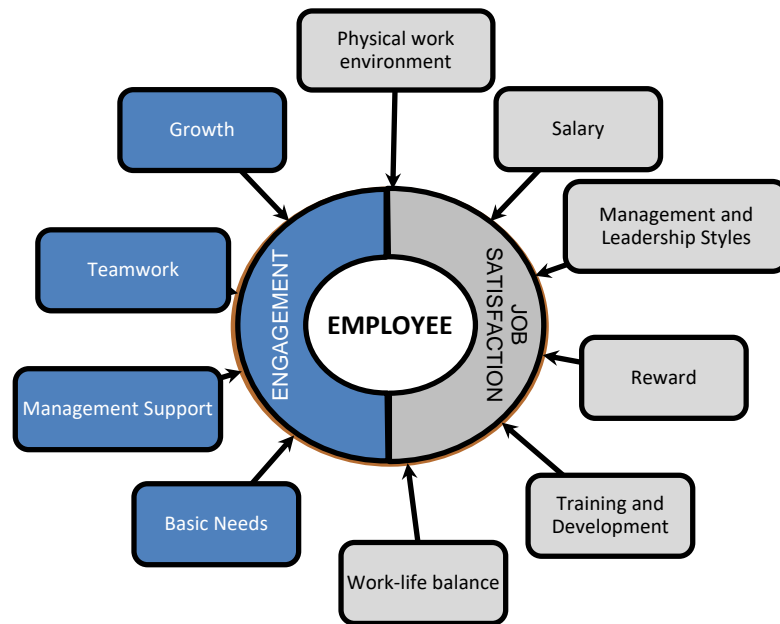
Hygiene factors, or extrinsic motivators, tend to represent more tangible, basic needs in the lower levels of Maslow's hierarchy of needs. Extrinsic motivators include status, job security, salary, and fringe benefits. It's important for managers to realize that not providing the appropriate and expected extrinsic motivators will sow dissatisfaction and decrease motivation among employees.

Motivation factors, or intrinsic motivators, tend to represent less tangible, more emotional needs—i.e., the kinds of needs identified in the higher levels of Maslow's hierarchy of needs. Intrinsic motivators include challenging work, recognition, relationships, and growth potential. Managers need to recognize that while these

needs may fall outside the more traditional scope of what a workplace ought to provide, they can be critical to strong individual and team performance.

Kahn's personal engagement theory was helpful in better understanding the concept of employee engagement. Employee engagement is the level of an employee's commitment and connection to an organization. According to Kahn's (1990) personal engagement theoretical framework, people express themselves physically, cognitively, and emotionally in the roles they occupy; people are more excited and content with their roles when they draw on themselves to perform their roles; and people vary in their levels of attachment to their roles. Engaged employees are involved in, enthusiastic about and committed to their work and workplace (Gallup, 2017). Engagement has four dimensions namely growth, teamwork, management support and basic needs (Gallup, 2017). Employee engagement has become a driver of business success. High levels of engagement improve retention, foster customer loyalty and improve the overall performance of the organization.

Organizations that foster engagement realizes success in terms of job satisfaction (Mathieu, 1990).



**Figure 1. Theoretical Framework**

**Conceptual Framework**

Figure 1 presents the conceptual framework of the study. Based on the framework below, the input or first box consists of the job satisfaction as perceived by Generation Y employees working in semiconductor industry. While, in the second box defines the process that will be done to achieve the desirable output such as construction of survey questionnaire, gathering of the data and analyzing it using the appropriate statistical tools. Thus, the output of the study will be a basis for a human resource development program to improve the performance of Generation Y employee.



## Figure 2. Conceptual Framework

### Statement of the Problem

This study determined the relationship between the extent of job satisfaction with the level of engagement of Generation Y employees in select semiconductor industry companies in Laguna and Cavite. The results of the study may be used as basis for enriching human resource development program.

Specifically, this study sought answers to the following questions:

1. What is the profile of Generation Y employees in select semiconductor companies in terms of;
  - 1.1 age;
  - 1.2 gender; and
  - 1.3 educational status?
2. What is the extent of job satisfaction in select semiconductor companies as assessed by Generation Y employees classified as to;
  - 2.1 physical work environment;
  - 2.2 salary;
  - 2.3 reward system;
  - 2.4 management and leadership style;



2.5 training and development; and

2.6 work-life balance?

3. What is the level of engagement of Generation Y employees in select semiconductor companies as to:

3.1 growth;

3.2 teamwork;

3.3 management support; and

3.4 basic needs?

4. Is there a significant relationship between the assessments of the Generation Y employees on the extent of job satisfaction and their level of engagement when grouped according to their profile?

5. Is there a significant relationship between the extent of job satisfaction with the level of engagement of Generation Y employees in select semiconductor industry companies?

6. What enriching activities in the human resource development program may be proposed?

## **Hypotheses**

The following null hypotheses were presented in this study:

1. There is no significant relationship between the assessments of the Generation Y employees on the extent of job satisfaction and their level of engagement when grouped according to their profile.

2. There is no significant relationship between the extent of job satisfaction with the level of engagement of Generation Y employees in select semiconductor industry companies.

### **Scope and Delimitation/ Limitation of the Study**

The study focused on the Generation Y regular employees working in selected semiconductor companies for at least three (3) years. It is preferred that the employee has been with the company for a sustained period of time so he can provide reliable responses to this study. This study was delimited in the areas of (a) level of their engagement in terms of growth; teamwork; management support; and basic needs (b) job satisfaction in terms of physical job satisfaction, salary, reward system, management and leadership style, training and development, and work-life balance.

The respondents of the study were Generation Y employees, the generation born in the 1980s and 1990s, comprising primarily the children of the baby boomers and typically perceived as increasingly familiar with digital and electronic technology, working in two (2) selected semiconductor industries namely; Rohm Electronics Philippines, Inc. located in Cavite and Amkor Technology Philippines in Laguna.

The research design of the study was descriptive design where it described respondents work condition and engagement of Generation Y employees working in semiconductor industry. The result of the study served as basis for proposed enriching activities in the human resource development program. The respondents were selected through purposive sampling. Moreover, the statistical tools that was used after gathering and analyzing the data was frequency and percentage, weighted mean, Chi-Square and Pearson r.

### **Significance of the Study**

The findings of this study will be beneficial to the following:

**Semiconductor Industry.** This study will be useful to employer since it is important for them to know the factors that influence employees' engagement. Consequently, by increasing the employee engagement, it can help improve job performance, reduce turnover rate and retain most of the capable workers. Therefore, the research of factors that influence employee engagement in generation Y is useful for the parties that involved in this field to act as a guideline either to improve job performance or for research purposes.

**Business Practitioners.** It can serve as a reference to inform employer about what are the factors that actually influence employee engagement. So, they can work on the identified factors and try to develop some programs that could increase job performance.

**Human Resource Employees/Organization.** This will help them identify the real extent of job satisfaction with the level of engagement of the employees. Thus, this study will provide them a enhance program on how to handle Generation Y employees.

**Generation Y Employees.** This study will help cultivate positive job satisfaction that will enable Generation Y employees with social connections, sharing of information, and building communication and trust.

**Researcher/Proponent of the study.** The results of this research will provide some insights and information to serve as reference for in teaching management practices in the local context.

**Future researchers.** This study will help them provide examples and data stated in this research in their classroom particularly in a different idea but related to the factors that influence job performance, thus it can help to enhance the understanding of the concept in causes of job performance. The results of this research will provide some insights and information to serve as a future reference for researchers on the subject of employees' behavior study. Researchers may find this finding is useful as a resource to help them in preparing their study or thesis. Importantly this research will educate on whether an industry or organization is really fulfilling its responsibility in reviewing of job performance and or just to promote its business to earn higher profit.

### **Definition of Terms**

For common understanding of the concepts discussed in the study, the researcher provides the definitions of the key terms used in the study. They were reflected in alphabetical order in the succeeding paragraphs.

**Basic Need.** Refers to information, materials and equipment needed by the employees to perform their job.

**Communication.** Refers to a process of transmitting ideas, facts, and other information from one person to another or one organization to another.

**Employee engagement.** Refers to the level of an employee's commitment and connection to an organization. Engaged employees are involved in, enthusiastic about and committed to their work and workplace.

**Employee engagement program.** Refers to the set of strategy and activities aimed that promoting engagement among employees with the purpose of increasing job satisfaction and performance.

**Generation Y.** Refers to the demographic cohort following Generation X and preceding Generation Z. Researchers and popular media use the early 1980s as starting birth years and the mid-1990s to early 2000s as ending birth years, with 1981 to 1996 a widely accepted definition.

**Goals.** Refers to the set of specific targets that move you towards the company's vision.

**Growth.** Refers to a process where the employee with the support of his/her employer undergoes various training programs to enhance his/her skills and acquire new knowledge and skills.

**Human resources.** Refers to the people who make up the workforce of an organization, industry, business sector, or economy. "Human capital" is sometimes used synonymously with "human resources", although human capital typically refers to a narrower effect.

**Information sharing.** Refers to the exchange of data between various organizations, people and technologies.

**Job satisfaction.** Refers to a measure of workers' contentedness with their job, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision.

**Leadership style.** Refers to a leader's characteristic behaviors when directing, motivating, guiding, and managing groups of people.

**Management style.** Refers is the particular way managers go about accomplishing objectives. It encompasses the way they make decisions, how they plan and organize work, and how they exercise authority.

**Management support.** Refers to the management practice of allowing employees to develop and use their skills and abilities.

**Rewards.** Refers to additions to employee compensation, such as paid time off or use of a company car. Some benefits are taxable as income.

**Reward system.** Refers to the set of mechanisms for distributing both tangible and intangible returns as part of an employment relationship.

**Salary.** Refers to a form of payment from an employer to an employee, which may be specified in an employment contract. It is contrasted with piece wages, where each job, hour, or other unit is paid separately, rather than on a periodic basis. In accounting, salaries are recorded on payroll accounts.

**Semiconductor Industry.** Refers to the aggregate collection of companies engaged in the design and fabrication of semiconductors. It formed around 1960, once the fabrication of semiconductor devices became a viable business.

**Teamwork.** Refers to the collaborative effort of a group to achieve a common goal or to complete a task in the most effective and efficient way.

**Training and development.** Refers to activities that aims to enhance the knowledge and skills of employees while providing information and instruction on how to better perform specific tasks.

**Vision.** Refers to a clear image how the organization see its future. Vision is aligned with the organization's deepest values and priorities.

**Job satisfaction.** Refers to the surrounding conditions in which an employee operates. The job satisfaction can be composed of physical conditions, such as office

temperature, or equipment, such as personal computers. It can also be related to factors such as work processes or procedures.

**Work–life balance.** Refers to the state of balance in the demands between personal and professional life. It is achieved through flexible work arrangements that allow employees to carry out other life roles.

## Chapter 2

### REVIEW OF RELATED LITERATURE AND STUDIES

The following related literature and studies were reviewed and was found to have lent credence to this study on how do generation y employees perceive working in semiconductor industry.

#### Related Literature

##### Working with generation Y employees

The Generation Y young adults now joining the workforce is often painted as over-parented, pampered, and coddled. Granted, some members of the Gen Y workforce have a difficult time adjusting to employment, but others bring skills that should be emulated. Not all Gen Y employees are the same, and it is a mistake to paint them all with the same brush (Aruna, 2015). It is important to study Generation Y in the context of work because it is a central component of identity to individuals defining the self and personality (Maccoby, 2016). Work plays such an extensive role in semi-conductor industry has the capability and opportunity to increase or decrease our individual and societal potential for growth and development (Goldsmith, 2015).

Based on the notion that work has such a fundamental relevance in our lives, it is imperative to understand how people view work and what it means to them

(Brook, 2016). In addition, work meanings influence important factors to an organization such as individual work motivation and performance (Roberson, 2017). Even though Generation Y has been extensively studied and a large amount of related research exists, findings tend to be incongruent making it difficult to understand how Generation Y views work and what it means to them. As stated by Deal, (2018): "The relative sparse empirical research published on Millennials is confusing at best and contradictory at worst". The lack of consistency makes it necessary to examine the meaning of work for Generation Y.

### **Employees in semiconductor industry**

The landscape of today's job satisfaction has greatly changed with the economic and political downturn. Well known research firm highlighted the fall of employee engagement from a global and regional perspective. While the construct and dimensions to measure employee, engagement are still a work in progress, there is still no absolute well-known and acceptable concept of these constructs and measures. These encourage researchers and reviewers to use the different components and dimensions of unmasked employee engagement. There is still a wide spectrum to explore about employee engagement to be fully understood so that management can draw strategies or manage other frameworks to maximize full employee engagement. The research aims to determine the components and dimensions of employee engagement and investigate its effect on job satisfaction of a semiconductor company highlighting the production department as the core respondents. The researcher believes that production people should be given the weight for Employee Engagement as the subject matter greatly affects the fast-changing needs of the organizations Carbone (2018).



## **The Downside of the Gen Y Employee**

They perceive themselves as the smartest and the best. Even though they achieved a GPA of 3.0+ in their less than rigorous degree programs, Mom and Dad lauded them as super smart and forgave the academic grade. Gen Y workers think they are good at everything and everything should come easily. This belief created children who weren't prepared for a rigorous college program. Many students arrived unprepared with the appropriate background for degree programs that employers need. This created a plethora of young adults now graduating with urban planning, gender and ethnic studies, humanities, arts and sciences, and psychology degrees (Anitha, 2015).

Meanwhile, there's a dearth of students with computer science, science, healthcare, and math skills. They feel entitled to a lot of money, quick promotions, and only positive reinforcement. How many applications from graduating, potential workers have you seen who actually had real jobs? While many have jobs or internships listed on their resumes, think about what happened during all those semesters when nothing was going on. How many potential internships were not pursued? However much voluntary campus and civic work could have been undertaken but wasn't? If questioned, many will say that college is their last real chance to have fun before becoming an adult and being weighed down with responsibilities. On the other hand, the college years should be a year-round, year after year, learning opportunity and one in which students try different things in order to discover their passion (Dr. Knight, 2016).

This generation was tethered to their parents by cell phones, text messages, and constant oversight. Gen Y is not the first generation of children who were not set

free by their parents in the morning and told to come home when the streetlights came on. And while we live in a more dangerous world than one or two generations ago, being untethered is a chance to learn responsibility. This creates a scenario in which managers are expected to give daily feedback and praise within a workplace structure (HJ Kim, 2015).

### **The Upside of the Gen Y Employee**

Gen Y is very tech-savvy. Because Gen Y grew up with technology, they can perform their jobs better. Armed with smartphones, laptops, and other gadgets, this generation is plugged in 24/7 and can work from anywhere. They like to communicate through email, text messaging, and whatever new social media platform (i.e. Twitter, Instagram) friends and colleagues are using. They are family-oriented. The fast-track lifestyle has lost much of its appeal for this Gen Y. The members of this generation are willing to trade high pay for fewer billable hours, flexible schedules, and a better work/life balance. They still get the job done, they're just more satisfied overall because their life is not ruled by work. They are achievement-oriented. Nurtured and pampered by parents who didn't want to make the mistakes of the previous generation, Gen Ys are confident and have high expectations of their employers. They aren't afraid to question authority and want meaningful work Dreher, (2016).

Gen Y is all about the team. While growing up, most Gen Y boys and girls participated in team sports, and were active participants in various group activities, whether it was soccer or ballet. Because of this, they are comfortable wit and value teamwork and seek the input and affirmation of others. They are the true no-person-left-behind generation, always showing loyal and committed. They truly want to be

included and involved at work. The Gen Y worker likes to job-hop. A potential downside of the Gen Y worker is that it is not uncommon for them to stay with a firm for only two or three years before moving on to a position they think is better. But, don't discount this as a negative. These young employees bring with them a variety of experiences from multiple jobs and companies. They have been exposed to different cultures and tend to get along with people from all backgrounds Năstase, (2017).

### **Gen Y at Workplace**

Report from (McEwan, 2017) mentioned that Gen Y are socially conscious, strongly relationship-focused, collaborative, and seek meaning in workplace and opportunity to learn. At workplace, they appreciate clear direction, demand immediate feedback on performance, expect to be consulted, included in management decisions, and desire constant intellectual challenge. Gen Y seeking a right and a new reality from work. They insist on working flexibly, choosing when and where to work. Gen Y is conservative and non-conformist. They place high value on learning and development, career progression, and promotion. Gen Y want to work in teams, be managed in an inclusive and participatory way, they have variety in the work they do, work flexibly, and place relationships with peers among the top reasons for getting and keeping a job. Gen Y has ambitions and expectations about work that are no different to their older work colleagues. They desire for work that gives them opportunities for learning and developing. Gen Y's expectations of autonomy in how, where and when they work reflects continuing, decades-old calls for greater employee autonomy.

(Puybaraud, 2018) also mentioned that Gen Y is techno-savvy that bringing into the workplace a load of cultural diversity, habits and behaviors inhibited in the way they act, work, communicate, exchange and relate to their environment, people and their management. Similarly, to other researchers, Puybaraud feels that Gen Y values are sustainability; they are flexible, mobile, collaborative and unconventional.

Gen Y prioritizes opportunities to learn, work colleagues and corporate culture & value when it comes to deciding for which job to apply. Gen Y is the most demanding generation. Gen Y thinks that workplace is a social construction and work is social, going to work is about meeting people and socializing within the working community. Gen Y is team focused and places a great importance on work with and amongst a team.

Eisner, (2016) also mentioned that Gen Y want intellectual challenge and the needs to succeed, seeking those who will further its professional development, strives to make a difference, and measures its own success. Meeting personal goals matter to Gen Y, as is performing meaningful work that betters the world and working with committed co-workers with shared values. Gen Y socialized in a digital world and has mastered technology that multitasking is a habit it takes into the workplace, where it tends to instant message its contacts while doing work. Gen Y has lived with strong social stressors ranging from pressure to excel in school to parental divorce and one-parent homes. It is accustomed to being active in family decisions and is likely to expect to contribute to decisions in employer organizations. In the workplace, Gen Y tends to favor an inclusive style of management, dislike slowness, and desire immediate feedback about performance. It is a truly global generation, socially conscious and volunteer-minded and positioned to be the most demanding

generation. If treated professionally, it is likely to act professionally. Gen Y performs best when its abilities are identified and matched with challenging work that pushes it fully. Speed, customization, and interactivity-two-way nonpassive engagement, are help to keep Gen Y focused.

### **Generation Y**

Represents the most recent generation to enter the workforce and are commonly referred to as the Millennials and GenMe (Campbell, 2016). A person is considered part of the Generation Y cohort if born any time after the previous generation, which differs depending on the specific year's authors use to define Generation X (Chen & Choi, 2017). According to Howe and Strauss (2015), a generation is defined by the time span of approximately two decades. Thus, the most common birth years throughout the literature consist of Generation Y individuals being born between the years 1981 to approximately 2001. For the purpose of this study, the participants must have been part of the Generation Y cohort by being born between the years 1981 and 1994. The term Millennials generally refers to the generation of people born between the early 1980s and 1990s. Some people also include children born in the early 2000s. The Millennial Generation is also known as Generation Y, because it comes after Generation X - those people between the early 1960s and the 1980s (Douglas, 2017).

### **Millennials characteristics**

Millennials have been characterized in a number of different ways. On the negative side, they've been described as lazy, narcissistic and prone to jump from job to job. The book that titled "Trophy Kids" by Ron Alsop, (2015) discusses how many young people have been rewarded for minimal accomplishments (such as

mere participation) in competitive sports, and have unrealistic expectations of working life.

A story in Time magazine said polls show that Millennials "want flexible work schedules, more 'me time' on the job, and nearly nonstop feedback and career advice from managers." Another Time story in May 2015, titled "The Me Me Me Generation," begins: "They're narcissistic. They're lazy. They're coddled. They're even a bit delusional. Those aren't just unfounded negative stereotypes about 80 million Americans born roughly between 1980 and 2000. They're backed up by a decade of sociological research." The article also points out that Millennials may be simply adapting quickly to a world undergoing rapid technological change (John, 2015).

### **Coaching, Communication & Gen Y's Career Enhancement**

The factors of Coaching, Communication, and Career Enhancement are found to have significant influence on Gen Y's work place behavior in Penang. Based on these findings, leaders or the immediate supervisor should model the expected behavior for their Gen Y subordinates and interact with them to create a sense of enjoyment and challenge at work. Movement toward to cultural openness and transparency is highly recommended as this is an investment in programs to encourage teamwork and flexibility. Task lists and timelines should be discussed how and when to reach goals before start work. Job conditions that cannot be attained should not be promised, as doing so will give Gen Y feeling disappointed and betrayed. Gen Y should be given the chance to contribute to a greater good and to work as for a socially responsible company. The organizations can recruit and retain Gen Y using innovative strategies tailored to Gen Y characteristics which include on-

site training, mentoring programs, and giving early chances to do meaningful work (Islam, 2016).

Leaders should move away from traditional authority and instead, engaged in one-on-one negotiation and coaching with employees. As per findings of the study, Generally, Gen Y considers opportunities for career advancement and good relationships as major key factors to influence their stay in organizations. This can be achieved via effective communication which is possible through regular communication between staff and management to maintain good relationship, performance management, and to show recognition to Gen Y's contribution at workplace. Gen Y always wants their leaders to demonstrate care at the workplace. Coaching is the practical means to demonstrate care and is a performance-driven process focused on relatively short-term objectives, tasks and goals. Through coaching, leaders help subordinates improve performance and meet business objectives. Therefore, coaching is one of the major key strategies to engage Gen Y at the workforce, also a major driver of organizational performance Cheong, (2016).

As expected by their birth years, the Generation Y (Millennial) makes up the fast-growing segment of the workforce. As companies compete for available talent, employers simply cannot ignore the needs, desire, and attitudes of this vast generation. As with each generation that precedes it, Millennials have come to be defined by a set of characteristics formed mainly by the world and culture they grew up in.

The semiconductor and electronics manufacturing industry is the biggest economic growth driver in the Philippines. Mainly composed of semiconductor manufacturing services (73%) and electronics manufacturing services (EMS) firms

(27%), the industry employs around 3.2 million direct and indirect workers. In 2018, the segment accounted for about \$37.57 of commodity exports representing more than half or about 55.67% of the countries total exports up by 2.83% from 2017 figures according to the Philippine Statistics Authority (PSA).

A responsive human resource development program aligned to the needs of Generation Y (Millennial) in the semiconductor industry is essential taking into consideration that they make up the fastest growing segment of the workforce and the semiconductor and electronics manufacturing industry is the biggest economic growth driver in the Philippines.

### **Workplace Attitudes**

Technology not only influences the work of Generation Y, but also their workplace attitudes. Unlike their predecessors, Generation Y typically defines themselves by who they are outside of their career, not by their employment. Additionally, members of Generation Y associate less with their employing organization and more with the type of work they do. According to Lloyd (2017), the organization is not the identifier, the work is. They also do not connect long working hours to work quality or devotion to their employer. As previously mentioned, due to technological advancement, this generation believes they can work away from the office and still produce quality results.

### **Relationship Between Psychological Meaningfulness and Work Engagement**

Alongside the psychological conditions of safety and availability, first identified psychological meaningfulness as a potential antecedent of engagement. Several



studies have since explored the relationship of psychological meaningfulness and work engagement. Results from a survey of 415 employees from Manila showed that psychological meaningfulness and work engagement were linked, with work engagement influencing the relationship between psychological meaningfulness and positive organizational commitment (Gilson, 2018). Sofia (2019) also found that psychological meaningfulness mediated the work engagement of industrious and assertive individuals like the generation y. Another study showed that job enrichment and work role fit affected psychological meaningfulness, which in turn, influenced work engagement (May, 2018). Finding meaning in one's work was still found to strongly predict work engagement, and mediate its relationship with work role fit (Oliver, 2018).

To further explain this, individuals always strive to feel that meaningfulness in work that they do, to feel that they are doing the things that they do for a purpose. In the world of work, meaningfulness is influenced tasks that is challenging; a task or work that varies and a work that will allow humans whatever skills or resources they have. Experiencing a challenging work leads to a sense of meaningfulness and meaningfulness leads to engagement at work (Thomas 2018). When someone also do a task or job and felt useful and valuable, he and it was recognized by the organization where he/she belongs to, the likelihood an employee will be more engaged in his/her work is higher. This is because when the organization give recognition and rewards to their employees, their employees will feel obliged to get more engaged with their work to further improve their job performance (Patrick, 2018).

### **Defining Generation X and Generation Y for this Study**

Therefore, for the given study, it can be established that Generation X (13th) is a term used for Generation of people with birth years from 1961 to 1981 and Generation Y (Millennial, Echo boomers, Generation Next, Internet Generation) is a term used to define the Generation of people with birth years from 1982 to 2003 Jake, (2018).

Christopher, (2015) published an article in a magazine on how to market to the Generation X and Generation Y. Bachler, in his article mentioned the various characteristics of the Generation X and Generation Y. The article discussed about their likes and dislikes, their preferred places, etc, so that the marketers can target. The article also compares both the groups and identifies internet, radio, publications and direct mails as a medium to target these individuals for marketing purpose.

Richard, (2016). Addressed the issue of how business and public sector organizations are finding it increasingly hard to attract and keep talented workers; in particular, younger, highly skilled staff. And how, workforce planning and generational change have become critical issues for the organizations. The survey was carried out in the Philippines. The paper argued that an understanding of generational change and commitment to professional development combined will play a critical role in the recruitment and retention efforts of future Academic Libraries.

Elizabeth, (2017). Studied four different workforces the Traditionalists, Baby boomers, Generation X and Generation Y. The study found out that all the four generations have a different way of communication, different work perspective, values and set of needs. The study found out that Generation Y prefers directive and consultative communication. They like autonomy in their work but also crave for praise and guidance. The study found out results of various important points such as

ideal and undesirable job attributes, effective and ineffective communication, views on the interaction with the leaders.

### **Describing the Millennial Generation**

In as much as scholars and researchers debate on the precision of the start and end dates of the generations, millennials are mostly defined as the generation growing up after the Cold War and in the era of globalization, communication technology, and wireless connectivity. Members of this generation are growing up in a period of cultural diversity and global exposure (Cedric, 2016).

### **Millennials in the Philippines**

Existing literature on the Millennial Generation in the Philippines is still very limited. In fact, there hasn't been any extensive research conducted in order to study and come up with a general cultural description of the Filipino millennials. Nonetheless, there have been some articles and studies published which are intended to provide a general description of the characteristics of the Filipino millennials. McCann Truth Central, (2016). As cited in their global research study called "The Truth About the Youth", conducted a survey of 18 countries including the Philippines and came up with some unique statistics about the Filipino millennials. As the surveys of this study revealed, Filipino millennials differ from other countries' millennials in terms of:

(1) closeness to family; (2) activeness on social media; and (3) perception on social responsibilities. According to this study, 83% of Filipino millennials rely on their parents for advice, in contrast to 73% globally. When it comes to social media, 61%

of Filipino millennials feel pressured to portray the best versions of themselves in social media, compared to the global average of 53%. In addition, 96% of Filipino millennials believe that they are socially responsible to make positive contributions to the community, which is higher than the 89% global average. Similarly, Jorge (2016) of Adobo Magazine cited the same study and revealed that 80% of Filipino youth believe that effective financial management is a key to success, in contrast to the global average of 54%. Considering this data, it can be presumed that Filipino millennials, in general, possess a different culture from millennials in other countries. This culture is shaped by the unique history and current economic, social, and political conditions of the Philippines.

### **Inter-Generational Differences**

The assumption that members of a generation possess a shared cultural identity leads to another concept called inter-generational differences. Inter-generational differences assume that each generation, owing to the fact that generations are distinguished years apart from each other, experiences life differently. Therefore, each generation has their own unique experiences and problems varied from those encountered by their parental generation. The parental generation is said to be often accountable in guiding the younger generation and intervening with the effects of social change on their children (Alwin, 2018).

### **Related Studies**

A new generation of employees with new expectations is entering the workplace. They are known by many names, but most will recognize them as the Millennials or Generation Y (Gen Y). The 1999-2000 Occupational Outlook Quarterly

has indicated that in the 1998-2008 ten year period, the number of 35 to 44 year old Generation X (Gen X) workforce members is expected to decline by 7%, additionally those in Gen X that are in the 25 to 34 year old age category are expected to fall by 1%, whereas those from Gen Y in the age group between 16 to 24 years old will increase by 15% (Smith, 2015). To get some perspective of what these changes in headcount actually represent, it is approximated that while there are 75 million Traditionalists, 76 million Baby Boomers, and 44 million Gen X members, Gen Y is closer to 80 million (Sujansky, 2016). Furthermore, although Gen Y members are already in the workforce, they have not begun to reach critical mass. As a result, managers are likely to be required to deal with the generational differences that appear to exist among employees and understand the unique needs of Gen Y (Smola 2017). Only in this manner will the inevitable clash amongst the generations become more controllable, lessening the possible misunderstandings, miscommunications, and mixed signals among employees of different generations (Sutton, 2018).

Generation Y (also known as Yers) has started to take a prominent position in today's workforce. With this new position comes a new territory of research. The research about this generation has increased over the past years, with most of this research focusing on characteristics of Generation Y (Sheahan, 2016) and the differences between generations. The aim of this research was to provide HR Management with insights on Generation Y (born between 1982 and 2002) and differences in work related values between the members of this generation within the Semiconductor industry. Generation Y has started to take place in the workforce and comes with new needs and demand. This generation lives in a time where everything is changing more rapidly than ever before. This research is interested in finding if there are therefore differences within the generation. Wong, (2016) states that there

are characteristic differences in work values which are defining for a group that forms a generation. When this is not understood correctly by organizations it can lead to conflicts, issues in communication or influence productivity negatively (Wong, 2016).

The purpose of this chapter is to present the essential themes that were co-constructed from the data and that form a structural description of the phenomenon (Van Manen, 2016) of the meaning of work for these five Generation Y participants. These essential themes were constructed from a dialectical process of going back and forth among the topic, the participant's texts, peer checking and my own understanding of the phenomenon. I also engaged in continuous writing and re-writing of the analysis and presented the essential themes back to the participants, through hermeneutic conversations (Van Manen, 2016), for the purpose of developing deeper understanding or meaning. This process is the ontological interpretation (as opposed to the methodological) of the hermeneutic circle where such interpretation takes place in coming to know by interacting and sharing not by coming to an agreement on what is the truth (Dreyfus, 2017).

In order to convey these findings, this chapter presents the ten essential themes that were provide deeper understanding of the essence of the meaning of work for the Generation Y participants. Together these essential themes address the posed research question that guided this hermeneutic phenomenological study: Based on their lived experience in the workplace, how do the five Generation Y employees in this study describe the notion of the meaning of work, and why so? These ten essential themes include: the meaning of work is influenced by education; the meaning of work is the opportunity to do work that is meaningful; the meaning of work is balance; the meaning of work is completing tasks and being compensated to

meet our basic needs; the meaning of work is the importance of social relationships; the meaning of work is considering and exploring all opportunities; the meaning of work is influenced by our social networks; the meaning of work is a reflection of who we are; the meaning of work is working for an organization that functions well; and, the meaning of work is influenced by the current state of the economy (Schwandt, 2015).

All ten essential themes are comprised of essential sub-themes. In addition, five of the essential sub-themes are comprised of another layer of essential sub-sub-themes. These five essential themes include: the meaning of work is the opportunity to do work that is meaningful; the meaning of work is balance; the meaning of work is working for an organization that functions well; the meaning of work is completing tasks and being compensated to meet our basic needs; and the meaning of work is a reflection of who we are, (Willis, 2015).

While these findings are “the core meanings mutually understood through a phenomenon commonly experienced,” Patton, (2017) it is also important to note that the essence of a phenomenon is created by the individual, shared, and co-constructions that are interpreted during the hermeneutic process. The essential sub-themes and essential sub-sub-themes represent the layers of descriptive interpretation of the studied phenomenon. Layers of descriptive interpretation are also referred to as “levels of analysis” in the literature that “reflects different analytical levels, ranging from dealing with the concrete in simple description to high-level abstractions in theory construction” (Merriam, 2018).

Given the importance of context in a hermeneutic phenomenological study, it is necessary to provide the five participant’s stories of their lived experience of the

meaning of work. According to Lincoln and Guba (2017): “phenomena can be understood only within the context in which they are studied”, and “constructions held by people are born out of their experience with and interaction with their contexts”. Heidegger also believed that there are no universal truths because truths are relative to culture (Cohen, 2016) and hermeneutics involves an emphasis on language and the historical context (Willis, 2015).

The entrance of Gen Y to the workplace and this generation's unique work attributes have created quite the commotion in the workplace, as employers appear to be scrambling to find out everything, they can about them (Raines, 2017). Therefore, the purpose of the present study is to explore possible differences between Gen X and Gen Y on their work-related perceptions. This paper begins by describing the two generations of focus in this paper. Then, previous industry and research findings concerning potential differences between Gen X and Gen Y on three work-related beliefs like work engagement, career development, and teamwork are reviewed.

This study was conducted to determine the factors that influenced Generation Y behavior specifically, at the workplace in Penang, Malaysia. Understanding the behaviors may be found useful in improving the interaction between the employees and the management as well as the earlier generation in the organization. The findings of the study show that Career Enhancement Coaching & Communication, Salary, Benefit & Reward and Technology were significant factors affecting Gen Y behaviors at workplace in Penang state. As in demographics factors, level of education and the employment status was significantly influencing Gen Y as well. The sample population of the study is drawn for Generation Y age between 17 to 30



years and currently located in Penang state of Malaysia. A total of 300 questionnaires were distributed to the young generation in Penang in a number of industries and 211 were collected back. The researcher hopes that the outcome of this research could give some tips to employers in developing future staff training, coaching and motivation programs in a more effective manner towards these young employees. Furthermore, the researcher hopes to help not only the HR managers but all the leaders in managing and retaining their talented young employees, drawing the company to accumulate the competitiveness in the marketplace. As more and more Generation Y enters the current fast changing marketplace, further research to help deepen understanding about their behavior will assist managers to elicit and affect positive behaviors from these young subordinates Ruby, (2017).

This study investigates on the experience of psychological meaningfulness and work engagement of Filipino millennials in the workplace. Specifically, to what extent do millennials experience both psychological meaningfulness and work engagement and the relationship of both. Psychological meaningfulness is measured by three indicators namely, recognition, challenge, and perceived meaningfulness of contribution (Brown, 2015). While, work engagement is also measured by three indicators namely, vigor, absorption, and dedication (Salanova, 2016). With regards to our participants, the millennials are divided into 2 groups, older millennials who were born in 1981-1989 and younger millennials who were born in 1990-1997 (Pew Research Center, 2015). In this study, the researchers found out millennials, especially the older millennials, crave psychological meaningfulness in the workplace which will result to work engagement; having the contribution as the strongest predictor in work engagement. These findings can be beneficial to a lot especially to human resources practitioners, employers and developmental psychology.

Millennials in the workplace have the reputation of being job-hoppers to meet their perception of career improvement. While job-hopping may be a way to find better opportunities for these millennials, the turnover of employees in the workplace creates four different types of costs which is incurred by the company. This study aims to create a millennial employee retention model through examination of the millennial job satisfaction factors, management initiatives and the assessment of fit between the millennials and the management. The survey was participated by 318 millennial employees and the structured interview was responded by 7 companies in the Philippine telco industry (Martin, 2015).

Chi-square tests and one-way ANOVA were used to determine the relationships and the fit between the millennials and the management in terms of job satisfaction. Results show a fit in all the job satisfaction factors which meant that the management is able to meet the job satisfaction of its millennial employees. Among the eight job satisfaction factors, millennials were very satisfied with their relationship with peers/superiors. However, salary and benefits yielded an either satisfied or dissatisfied rating in the results. Companies in the telco industry should implement incentive programs to improve the job satisfaction of the millennials in terms of salary and benefits. Findings show that Promotion and Career Planning, Work-Life Balance and Training/Career Development were the top three job satisfaction factors to retain millennials in the workplace Reyes, (2018).

As the digital information age continues to emerge, more and more people get used to live with the technology around as part of their daily lives. Through the years, different generations continued to contribute to the innovation and technologies around. Generations are defined by age, period and cohort. Period refers to the

happening within an individual's lifetime and cohort is referred to as the group of individuals sharing their experiences and events in their formative years leading to similar attitudes and behaviors, Devera, (2015). Social scientists present four generations in the society: the silent generation, the baby boomers, Generation X and the Generation Y known as the "Millennials", Paul, (2015). The silent generation includes those born in the year 1930 to 1945. Followed by the baby boomers who were born in 1946 to 1964. Those belonging to the Generation X were born in 1965 to 1980 while those Generation Y or so-called "millennials" were born in the year 1980 to 2000.

In a global setting, millennials will comprise three-quarters of the global workforce by (Lucia, 2017). The Philippine Statistics Authority (PSA) reported 28,059,242 as the population of Millennials in 2015 which is the second largest in the Philippine population following the largest population of Generation Y having 40,270,963. And on the third spot, following the millennials, were the Generation X having 18,629,001. Based from these figures, it is shown that majority of the Philippine population is currently in the labor force which are being

This research aims at creating a retention model geared towards meeting the job satisfaction based on the needs and preferences of the millennial generation employed in the semi-conductor industry in the Philippines. Currently, there is a limited literature done in the country on this area. This study will explore the different factors affecting job satisfaction and employee retention of millennials in the said industry. As such, the objectives of this research are the following: (1) To examine the needs and preferences of millennials at the workplace as the factors affecting their job satisfaction and turnover intention, (2) To determine the policies, practices

and management measures of companies in the Telco industry of the Philippines, (3) To assess the “fit” between millennials job satisfaction at work and management initiatives; analyze the gaps and possible causes that may lead to employee turnover, (4) To formulate an employee retention model suited to the needs and preferences of millennials at the workplace to improve millennial employee retention and job satisfaction (Wilson, 2015),

The service sector confronts a plethora of demographic realities. This paper hones in on one of these, that of generational challenges, to inform owners and managers of approaches to improve the attraction, motivation and retention of Gen Y employees. This paper provides an introductory overview of a large-scale study into generational differences in employee attitudes and reports on the preliminary data analysis of a survey of over 900 hospitality employees in Philippines. A thorough literature review informed a survey which sought employee opinions on a range of attitudinal measures. A key finding from the data analysis is that Gen Y employees score lower on those measures where higher scores are seen more favorably (e.g., job satisfaction, engagement, commitment), while conversely, Gen Y employees display higher scores on the constructs that an organization would hope would be lower Carlo, (2017).

Today's workforce is a multigenerational workplace characterized by different generational mentalities and priorities, conflicting work ethics, dissimilar values and idiosyncratic styles. There are gloomy and confusing predictions of the difficulties the organizations are going to face because of the multigenerational workforce combining baby boomers, Generation X, Generation Y and the upcoming Generation Z. Generation Y represents the workforce of the future. Generation Y known as the

Millennial, are the employees who were born between 1980-2004 and were the children of the Baby Boomers. Now most of the baby-boomers are going to retire and there is wide entry of generation Y to the workforce (Joseph, 2018).

Generation Y are overconfident youngsters, better educated and more tech savvy than previous generations, but managing them in the workplace poses real challenges to the HR as they expect promotions, fun at work, flexible work schedules, lots of vacation time and more money. Their ambition and aspiration are very high. So, hiring new, young talent is challenging to some established practices of management and changing today's corporate culture. With the shift of the younger employment force from Generation X to Generation Y, companies are changing their policies, finding new strategies, work habits and a different attitude that need to be incorporated into the existing culture to tap their strengths and manage the new challenges ahead (Roberts, 2016).

This study sought to find out the generational differences of Generation X and Generation Y leaders using the Blake mouton Theory and the self-efficacy of their employees; and to discover the connection between the leadership and self-efficacy of employees. The researchers used a descriptive approach in this study and utilized a survey questionnaire as a tool in data gathering. The respondents of the study were 200 selected employees in manufacturing companies in Calamba City, Laguna. The results revealed that whatever generational group a leader belongs, they will still execute the people orientation and task orientation. Further, Generation X and Y has equal leadership and self-efficacy and there is a significant relationship on Generation X and Y leadership and self-efficacy of the employees. Generation X and

Y leadership affects the self-efficacy of their employees and leadership is a factor on the self-efficacy of its employees Garcia, (2018).

## **Synthesis**

The foregoing review of related literature has revealed that a person is considered part of the Generation Y cohort if born any time after the previous generation, which differs depending on the specific year's authors use to define Generation X (Chen & Choi, 2017). According to Howe and Strauss (2015), a generation is defined by the time span of approximately two decades. Thus, the most common birth years throughout the literature consist of Generation Y individuals being born between the years 1981 to approximately 2001.

Report from (McEwan, 2017) mentioned that Gen Y are socially conscious, strongly relationship-focused, collaborative, and seek meaning in workplace and opportunity to learn. At workplace, they appreciate clear direction, demand immediate feedback on performance, expect to be consulted, included in management decisions, and desire constant intellectual challenge. Gen Y seeking a right and a new reality from work. They insist on working flexibly, choosing when and where to work. Gen Y is conservative and non-conformist. They place high value on learning and development, career progression, and promotion. Gen Y want to work in teams, be managed in an inclusive and participatory way, they have variety in the work they do, work flexibly, and place relationships with peers among the top reasons for getting and keeping a job. Gen Y has ambitions and expectations about work that are no different to their older work colleagues. They desire for work that gives them opportunities for learning and developing. Gen Y's expectations of autonomy in how, where and when they work reflects continuing, decades-old calls for greater employee autonomy.

The foregoing survey also revealed that Gen Y is techno-savvy that bringing into the workplace a load of cultural diversity, habits and behaviors inhibited in the way they act, work, communicate, exchange and relate to their environment, people and their management. Similarly, to other researchers, Puybaraud feels that Gen Y values are sustainability; they are flexible, mobile, collaborative and unconventional. Gen Y prioritizes opportunities to learn, work colleagues and corporate culture & value when it comes to deciding for which job to apply. Gen Y is the most demanding generation. Gen Y thinks that workplace is a social construction and work is social, going to work is about meeting people and socializing within the working community. Gen Y is team focused and places a great importance on work with and amongst a team (Puybaraud, 2018). The present study is new as it seeks to assess on how do generation y employees perceive working in semiconductor industry. However, the abovementioned literature and reviews will be useful to the present study to support its findings.

### **Chapter 3**

#### **METHODOLOGY**

This chapter presents the method of research and procedures that as used in this study, research design, population sampling procedure, the respondents of the study, survey instrument, data gathering procedure, and statistical treatment of data that were followed by the research in the conduct of this study.

#### **Research Design**

The researcher used the descriptive correlational approach because it is suitable for the purposes of this study. Descriptive correlational study is a study in which the researcher is primarily interested in describing relationships among

variables, without seeking to establish a causal connection. In this study, it described the perceive job satisfaction and engagement of Generation Y employees working in semiconductor industry. While, correlational was used to describe the relationship between variables like how Generation Y employees perceive job satisfaction and their level of engagement at work in semiconductor industry.

### Population and Sampling

The population of the study comprised of employees in the two (2) selected semiconductor industry in Laguna and Cavite. Researcher has chosen a purposive type of sampling technique. Purposive sampling is intentional selection of informants based on their ability to elucidate a specific theme, concept, or phenomenon.

### Respondents of the Study

The respondents of the study include generation y employees from two (2) selected semiconductor industries in Laguna namely; Rohm Electronics Philippines with identified 3,058 generation Y employees, and Amkor with 4,691 generation Y employees according to the respective human resource departments of the two companies. For the purpose of this study, it is preferred that the employee has been with the company for a sustained period of time - i.e. regular employees who have been in the company for at least three (3) years, so they can provide reliable responses to the survey.

Table 1. Distribution of Respondents

<b>Respondents</b>	<b>Frequency</b>	<b>Percent</b>
Rohm Electronics Philippines, Inc	144	40%
Amkor	216	60%



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<b>Total</b>	<b>360</b>	<b>100%</b>
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### Research Instrument

The researcher has developed a study tool which is represented in a questionnaire on how do generation y employees perceive working in semiconductor industry. During the process of developing this tool, the researcher has depended on number of previous related studies and researches to determine the condition of job satisfaction. To determine the level of engagement of Generation Y employees at work, the researcher has adapted Gallup Q12 Employee Engagement Survey.

A four-point Likert Scale was used in describing on how do generation y employees perceive working in semiconductor industry. The scale and meaning are listed below:

- 4 – Agree (A)
- 3 – Slightly Agree (SA)
- 2 – Slightly Disagree (SD)
- 1 – Disagree (D)

The means of the responses in the research made instrument were also given equivalents which served as bases for the interpretation of the findings. The means were categorized into a set of ranges that approximated the distribution on a normal curve. The following summarized the verbal equivalents of the responses and the verbal interpretations of the means.

Scale	Range of Means	Interpretation
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4	3.26 – 4.00	Agree
3	2.51 – 3.25	Slightly Agree
2	1.76 – 2.50	Slightly Disagree
1	1.00 – 1.75	Disagree

### **Validation/ Reliability of the Instrument**

For the purpose of validation, it was approved by the adviser and validated by five (5) experts in research and Semiconductor industry based on clarity, adequacy, relevance, objectivity and brevity. To determine the reliability of the instrument, the questionnaire, it was subjected through a dry run. After the pilot testing, it was computed using the Cronbach Alpha of the Statistical Package for Social Science.

### **Data Gathering Procedure**

To gather the needed data and additional information needed for the study through the data gathering, the researcher planned the following procedure; The researcher constructed the survey questionnaire that was adapted in Gallup Q12 Employee Engagement Survey with minor modifications that was according to the specific problem of the study. Then, the researcher presented the questionnaire draft to the adviser. Experts in research and Semiconductor industry then validated the instrument for its finality. After validation, the researcher officially sought permission to the companies' head of the ROHM Electronics which is located in Cavite and Amkor, that is located in Laguna, to conduct the study. The researcher asked the assistance of the head supervisors of the companies for the fielding of the questionnaire and speedy retrieval that was answered by the Generation Y employees that was regular for three (3) years of the said companies. As soon as each of accomplished questionnaire was retrieved, the researcher prepared a data sheet for easier encoding in the computer; The data was encoded into the computer

using MEGASTAT and SPSS for the appropriate statistical tools and analysis of data followed. The results were translated into appropriate tables.

### **Statistical Treatment of Data**

The following statistical measures and treatments will be used in the gathering of data.

**1. Percentage and Frequency.** It was used to facilitate the tallying and counting of frequencies falling under each category.

**2. Weighted Mean (X).** The Weighted Mean (also WM) was used to compute on the extent of job satisfaction in select semiconductor companies as assessed by Generation Y employees and the level of engagement of Generation Y employees in select semiconductor companies.

**3. Chi-square** was used to test the independence of one variable from another variable. This was used in the study to measure the significant relationship between the assessments of the Generation Y employees on the extent of job satisfaction and their level of engagement when grouped according to their profile.

**4. Pearson's correlation coefficient or Pearson r** is the test statistics that measures the statistical relationship, or association, between two continuous variables. It was used in the study to measure the significant relationship between the extent of job satisfaction with the level of engagement of Generation Y employees in select semiconductor industry companies.

## **Chapter 4**

## PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

This chapter shows the presentation, analysis, and interpretation of the findings according to the problem presented in Chapter 1. The study explored the relationship between the extent of job satisfaction with the level of engagement in select semiconductor industry companies in Laguna and Cavite to determine how is it working with Generation Y employees. The results of the study may be used as basis for enhancing human resources development program.

**Problem No. 1 What is the profile of Generation Y employees in select semiconductor companies in terms of:**

### 1.1 age

**Table 2.** Frequency and Percentage Distribution of the Generation Y Employees in Select Semiconductor Companies in terms of Age

Category	f	%
30 years old and below	184	51.1
31 to 40 years old	176	48.9
<b>Total</b>	<b>360</b>	<b>100.0</b>

Table 2 shows the frequency and percentage distribution of the Generation Y employees in select semiconductor companies by age. Majority of the respondents were aged 30 years old and below with a frequency of 184 or 51.1 percent. It is followed by 31-40 years old with a frequency of 176 or 48.9 percent.

Based on the result of the table presented above, most of the generation Y employees are still in their 20's and are considered as young adults.

### 1.2 gender

**Table 3.** Frequency and Percentage Distribution of the Generation Y Employees in Select Semiconductor Companies in terms of Gender

Category	f	%
Male	348	96.7
Female	12	3.3
<b>Total</b>	<b>360</b>	<b>100.0</b>

Distributions of the Generation Y employees in select semiconductor companies by sex were illustrated in Table 3. The table shows that majority of the respondents were male having a frequency of 348 or 96.7 percent. Twelve (12) or 3.3 percent were female.

The table denotes that most of the generation Y employees in select semiconductor companies were dominated by males.

### 1.3 educational status

**Table 4.** Frequency and Percentage Distribution of the Generation Y Employees in Select Semiconductor Companies in terms of Educational Status

Category	F	%
High School Graduate	73	20.3
College Graduate	280	77.8
Master's Degree	7	1.9
<b>Total</b>	<b>360</b>	<b>100.0</b>

Table 4 displays the distribution of the Generation Y employees in select semiconductor companies according to their educational status. It resulted that majority of the respondents were College Graduate with a frequency of 280 or 77.8

percent. It is followed by high school graduate which consist of 73 generation Y employees or 20.3 percent. Lastly, Seven (7) or 1.9% had their master’s degree. As regards their educational attainment, majority of the respondents are College graduate studies.

The table above implied that most of the generation Y employees in select semiconductor companies have finished their bachelor’s degree.

**Problem No. 2 What is the extent of job satisfaction in select semiconductor companies as assessed by Generation Y employees classified as to;**

2.1 physical work environment

**Table 5.** Extent of Job Satisfaction in Select Semiconductor Companies classified as to Physical Work Environment

Indicator	Mean	Std. Deviation	VI
a) My work station is comfortable enough to enable me to perform my jobs without easily getting tired.	3.71	.45388	A
b) My workplace provides an undisturbed environment without any noise that gives me alone time to perform my duties.	3.43	.57361	A
c) I am happy with my station/office space and arrangement.	3.71	.49378	A
d) My department provides all the equipment, supplies, and resources necessary to me to perform my duties.	3.79	.45028	A
<b>COMPOSITE MEAN</b>	<b>3.66</b>	<b>.42268</b>	<b>A</b>

Legend: Range of Means: 3.26 – 4.00 (Agree); 2.51 – 3.25 (Slightly Agree); 1.76-2.50 (Slightly Disagree); 1.00 – 1.75 (Disagree)

Table 5 exhibits the extent of job satisfaction in select semiconductor companies classified as to physical job satisfaction with an overall composite mean of 3.66 and is interpreted as agree.

Respondents answer agree that the workstation is comfortable enough to enable them to perform their jobs without easily getting tired (WM=3.71); they are happy with their station/office space and arrangement (WM=3.71); and their department provides all the equipment, supplies, and resources necessary for them to perform their duties (WM=3.79). Further, generation Y employees answer slightly agree to workplace providing an undisturbed environment without any noise that gives them alone time to perform their duties (WM=3.36).

In the workplace, it is often assumed that employees who are more satisfied with the physical environment are more likely to deliver better performance. A comfortable working environment is important to enable employees to focus and do their job perfectly. This will ensure the quality of life at work as well as performance of office workers for better organizational performance. The concept of environmental fit is well integrated into the environmental psychology literature (Zeisel, 2005). Workers in open plan workspace tend to judge noise to be a primary source of discomfort and reduced productivity (Stokols & Scharf, 1990). Perhaps the largest number of environmental psychology studies of workspace has focused on floor configuration and furniture layouts in the open plan office. Research indicates that this environmental factor have the greatest influence on worker satisfaction and performance (Sullivan, 1990). Several studies provide evidence that workers are

uncomfortable in open plan configurations and prefer private enclosed workspace (Brennan, Chugh, & Kline, 2002; Fried, Slowik, Ben-David, & Tiegs, 2001). In addition, aspects of psychological comfort such as territoriality and privacy are strongly affected by spatial layout.

## 2.2 salary

**Table 6.** Extent of Job Satisfaction in Select Semiconductor Companies classified as to Salary

Indicator	Mean	Std. Deviation	VI
a) My salary is fair and sufficient.	3.47	.60573	SA
b) I am satisfied with my salary.	3.35	.62044	SA
c) The company has clear policies regarding salaries and allowances.	3.74	.44135	A
d) My salary is higher than in other company.	3.38	.69792	SA
<b>COMPOSITE MEAN</b>	<b>3.49</b>	<b>.54558</b>	<b>SA</b>

Legend: Range of Means: 3.26 – 4.00 (Agree); 2.51 – 3.25 (Slightly Agree); 1.76-2.50 (Slightly Disagree); 1.00 – 1.75 (Disagree)

The table above displays the extent of job satisfaction in select semiconductor companies classified as to salary that is interpreted as slightly agree with an overall composite mean of 3.49.

Generation Y employees respond agree that the company has clear policies regarding salaries and allowances (WM=3.74). Further, they answer slightly agree



that their salary is fair and sufficient (WM=3.47); they are satisfied with their salaries (WM=3.35); and their salary is higher than in other company (WM=3.38).

Research has found that Millennials expect the benefits of their careers and promotions to include a high salary and a prestigious title (Lyons, Duxbury, and Higgins 2005). Salary was found to be the single most important motivational factor for the Millennials (Corporate Leadership Council 2004). The emphasis on financial reward may reflect, in part, the Millennials' need for feedback. McClelland (1965) noted that "the person with a high need [for achievement] is interested in money rewards or profits primarily because of the feedback they give him as to how well he is doing... the money reward is not the incentive to effort." Alternatively, the expectation of good pay and benefits may also reflect the sense of entitlement that persists among Millennials.

2.3 reward system

**Table 7.** Extent of Job Satisfaction in Select Semiconductor Companies classified as to Reward System

Indicator	Mean	Std. Deviation	VI
a.) I have been rewarded for my good performance.	3.53	.64591	A
b.) I am satisfied with the quality/amount of rewards received.	3.42	.62408	SA
c.) I have adequate opportunities to develop my professional skills.	3.60	.64294	A
d.) I am satisfied with the company's system of promotion.	3.01	.76481	SA
<b>COMPOSITE MEAN</b>	<b>3.39</b>	<b>.61705</b>	<b>SA</b>

Legend: Range of Means: 3.26 – 4.00 (Agree); 2.51 – 3.25 (Slightly Agree); 1.76-2.50 (Slightly Disagree); 1.00 – 1.75 (Disagree)

Table 7 depicts the extent of job satisfaction in select semiconductor companies classified as to reward system with an overall composite mean of 3.39 and is interpreted as slightly agree.

Generation Y employees answer agree that they have been rewarded for their good performance. (WM=3.53); and they have adequate opportunities to develop their professional skills (WM=3.60). Further, generation Y employees answer slightly agree in being satisfied with the quality/amount of rewards received (WM=3.42); and being satisfied with the company's system of promotion (WM=3.01).

The results of research conducted by Twenge and Cambell (2010) show that millennials are significantly more interested in extrinsic rewards than are Baby Boomers, although Millennials are less interested than Generation X.

Millennials also appear to have high expectations when it comes to promotions and pay raises. They have been reported to wonder why they were not getting pay raises and promotions after six months on the job (Erickson 2009). It is interesting to note that, while promotions are very important to Millennials, they want them with minimal effort, perhaps reflecting the sense of entitlement that is the product of a pampered up-bringing (Corporate Leadership Council 2005; Twenge 2006).

#### 2.4 management and leadership style

**Table 8.** Extent of Job Satisfaction in Select Semiconductor Companies classified as to Management and Leadership Style

Indicator	Mean	Std. Deviation	VI
a) My manager role models high standards for quality performance.	3.69	.64806	A

b) My manager listens makes changes based on suggestions and feedback whenever possible.	3.65	.59757	A
c) My manager involves staff decision making .	3.63	.66367	A
d) My manager always encourage me whenever I get a well-accomplished job.	3.63	.59680	A
<b>COMPOSITE MEAN</b>	<b>3.65</b>	<b>.60846</b>	<b>A</b>

The extent of job satisfaction in select semiconductor companies classified as to management and leadership style is shown in table 8. It is interpreted as agree with an overall composite mean of 3.65.

The respondents agree that their manager role models high standards for quality performance (WM=3.69); their manager listens and makes changes based on suggestions and feedback whenever possible (WM=3.65); their manager involves staff decision making (WM=3.63); and their manager always encourage them whenever they get a well-accomplished job (WM=3.63).

According to Islam (2016), the factors of Coaching, Communication, and Career Enhancement are found to have significant influence on Gen Y's work place behavior in Penang. Gen Y always wants their leaders to demonstrate care at the workplace. Coaching is the practical means to demonstrate care and is a performance-driven process focused on relatively short-term objectives, tasks and goals. Through coaching, leaders help subordinates improve performance and meet business objectives. Therefore, coaching is one of the major key strategies to engage Gen Y at the workforce, also a major driver of organizational performance (Cheong, 2016).

Eisner (2016) indicated that Generation Y tends to favor an inclusive style of management, dislike slowness, and desire immediate feedback about performance. It is a truly global generation, socially conscious and volunteer-minded and positioned to be the most demanding generation. If treated professionally, it is likely to act professionally. Gen Y performs best when its abilities are identified and matched with challenging work that pushes it fully. Speed, customization, and interactivity-two-way non-passive engagement, are help to keep this generation focused.

### 2.5 training and development

**Table 9.** Extent of Job Satisfaction in Select Semiconductor Companies classified as to Training and Development

<b>Indicator</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>VI</b>
a) The company provides training and development to the employees.	3.67	.51170	A
b) The company helps me identify my training and development needs through performance appraisals.	3.47	.67519	SA
c) The company ensures that training and development plans are developed and monitored for all employees thus helping manage employee performance.	3.43	.66843	SA
d) The company provides equal opportunity to all employees for career advancement.	3.19	.81040	SA
<b>COMPOSITE MEAN</b>	<b>3.44</b>	<b>.62524</b>	<b>SA</b>

Legend: Range of Means: 3.26 – 4.00 (Agree); 2.51 – 3.25 (Slightly Agree); 1.76-2.50 (Slightly Disagree); 1.00 – 1.75 (Disagree)

Table 9 indicates the extent of job satisfaction in select semiconductor companies classified as to training and development with an overall composite mean of 3.44 and is interpreted as slightly agree.

Generation Y employees retort agree that the company provides training and development to the employees (WM=3.67). Moreover, the respondents answer slightly agree as to the company helps them identify their training and development needs through performance appraisals (WM=3.47); the company ensures that training and development plans are developed and monitored for all employees thus helping manage employee performance (WM=3.43); and the company provides equal opportunity to all employees for career advancement (WM=3.19).

Task lists and timelines should be discussed how and when to reach goals before start work. Job conditions that cannot be attained should not be promised, as doing so will give Gen Y feeling disappointed and betrayed. Gen Y should be given the chance to contribute to a greater good and to work as for a socially responsible company. The organizations can recruit and retain Gen Y using innovative strategies tailored to Gen Y characteristics which include on-site training, mentoring programs, and giving early chances to do meaningful work (Islam, 2016).

### 2.6 work-life balance

**Table 10.** Extent of Job Satisfaction in Select Semiconductor Companies classified as to Work-Life Balance

Indicator	Mean	Std. Deviation	VI
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a) I am able to balance work priorities with my personal life.	3.61	.60021	A
b) The company provides flexi- time to be able to balance my work and personal life.	3.31	.86969	SA
c) The company recognizes the need for vacation leave in order to give employees time off work to relax or attend social affairs.	3.61	.63769	A
d) The company recognizes the need for emergency leave in order to give employees time off work to personal issues or emergencies.	3.86	.40116	A
<b>COMPOSITE MEAN</b>	<b>3.60</b>	<b>.58708</b>	<b>A</b>

Legend: Range of Means: 3.26 – 4.00 (Agree); 2.51 – 3.25 (Slightly Agree); 1.76-2.50 (Slightly Disagree); 1.00 – 1.75 (Disagree)

The table above shows the extent of job satisfaction in select semiconductor companies classified as to work-life balance. It is interpreted as agree with an overall composite mean of 3.60.

Generation Y employees rate agree that they are able to balance work priorities with their personal lives (WM=3.61); the company recognizes the need for vacation leave in order to give employees time off work to relax or attend social affairs (WM=3.61); and the company recognizes the need for emergency leave in order to give employees time off work to personal issues or emergencies (WM=3.86). Meanwhile, the respondents answer slightly agree in the company provides flexi- time to be able to balance my work and personal life (WM=3.31).

The members of this generation are willing to trade high pay for fewer billable hours, flexible schedules, and a better work/life balance. They still get the job done, they're just more satisfied overall because their life is not ruled by work. They are achievement-oriented. Nurtured and pampered by parents who didn't want to make

the mistakes of the previous generation, Gen Ys are confident and have high expectations of their employers. They aren't afraid to question authority and want meaningful work (Dreher, 2016).

**Problem No. 3 What is the level of engagement of Generation Y employees in select semiconductor companies as to:**

3.1 Growth

**Table 11.** Level of Engagement of Generation Y Employees in Select Semiconductor Companies as to Growth

Indicator	Mean	Std. Deviation	VI
a.) I am given the opportunity to learn and grow.	3.71	.45257	A
b.) My superior talks to me about my performance at work.	3.49	.59233	SA
<b>COMPOSITE MEAN</b>	<b>3.60</b>	<b>.52245</b>	<b>A</b>

Legend: Range of Means: 3.26 – 4.00 (Agree); 2.51 – 3.25 (Slightly Agree); 1.76-2.50 (Slightly Disagree); 1.00 – 1.75 (Disagree)

Table 11 illustrates the level of engagement of generation Y employees in select semiconductor companies as to growth with an overall composite mean of 3.60 and is interpreted as agree.

Generation Y employees respond they are given the opportunity to learn and grow (WM=3.71); and their superior talks to them about their performance at work (WM=3.49).

Eisner (2016) stated that Gen Y want intellectual challenge and the desires to succeed, seeking those who will further its professional development, strives to make

a difference, and measures its own success. Meeting personal goals matter to Gen Y, as is performing meaningful work that betters the world and working with committed co-workers with shared values

### 3.2 Teamwork

**Table 12.** Level of Engagement of Generation Y Employees in Select Semiconductor Companies as to Teamwork

Indicator	Mean	Std. Deviation	VI
a) I have very close friends at work.	3.63	.59680	A
b) My fellow employees are committed to doing quality work.	3.41	.60401	SA
c.) The vision/purpose of the company makes me feel my job is important.	3.79	.40467	A
d.) At work, my opinion seems to count	3.55	.53563	A
<b>COMPOSITE MEAN</b>	<b>3.60</b>	<b>0.53528</b>	<b>A</b>

Legend: Range of Means: 3.26 – 4.00 (Agree); 2.51 – 3.25 (Slightly Agree); 1.76-2.50 (Slightly Disagree); 1.00 – 1.75 (Disagree)

The table above demonstrates the level of engagement of generation Y employees in select semiconductor companies as to teamwork with an overall composite mean of 3.60 and is interpreted as agree.

Respondents state agree that the vision/purpose of the company makes them feel their job is important (WM=3.79); and there is someone at work who encourages their development (WM=3.51); they also rate agree that at work their opinion seems to count (WM=3.55); However, they rate slightly agree as to fellow employees are committed to doing quality work (WM=3.41).



In the study conducted by Eisner (2016), it was indicated that this generation want intellectual challenge and the needs to succeed, seeking those who will further its professional development, strives to make a difference, and measures its own success. Meeting personal goals matter to Gen Y, as is performing meaningful work that improves the world and working with committed co-workers with shared values.

In Puybaraud (2018), Gen Y prioritizes opportunities to learn, work colleagues and corporate culture & value when it comes to deciding for which job to apply. Gen Y is the most demanding generation. Gen Y thinks that workplace is a social construction and work is social, going to work is about meeting people and socializing within the working community. Gen Y is team focused and places a great importance on work with and amongst a team.

Numerous studies have since discovered the relationship of psychological meaningfulness and work engagement. In Gilson (2018), it was shown in the results from a survey of 415 employees from Manila showed that psychological meaningfulness and work engagement were linked, with work engagement influencing the relationship between psychological meaningfulness and positive organizational commitment.

Furthermore, individuals always struggle to feel that meaningfulness in work that they do, to feel that they are doing the things that they do for a purpose. In the world of work, meaningfulness is influenced tasks that is challenging; a task or work that varies and a work that will allow humans whatever skills or resources they have. Individuals who experience interesting work lead to a sense of meaningfulness and meaningfulness leads to engagement at work (Thomas 2018).

Patrick (2018) also mentioned that when someone also do a task or job and felt useful and valuable, he and it was recognized by the organization where he/she belongs to, the likelihood an employee will be more engaged in his/her work is higher.

### 3.3 Management Support

**Table 13.** Level of Engagement of Generation Y Employees in Select Semiconductor Companies as to Management Support

Indicator	Mean	Std. Deviation	VI
a) There is someone at work who encourages my development	3.51	.61085	A
b.) My supervisor/superior seems to care about me as a person.	3.57	.53927	A
c.) I receive recognition or praise for doing good work.	3.41	.60358	SA
d.) I am given the opportunity to do/show what I do best.	3.67	.47006	A
<b>COMPOSITE MEAN</b>	<b>3.56</b>	<b>0.52628</b>	<b>A</b>

Legend: Range of Means: 3.26 – 4.00 (Agree); 2.51 – 3.25 (Slightly Agree); 1.76-2.50 (Slightly Disagree); 1.00 – 1.75 (Disagree)

Table 13 displays the level of engagement of generation Y employees in select semiconductor companies as to management support with an overall composite mean of 3.56 and is interpreted as agree.

Respondents assert agree that they are given the opportunity to do/show what they do best (WM=3.67); also agree that their supervisor/superior seems to care about them as a person (WM=3.57) and there is someone at work who encourages

my development (WM=3.51). Further, the respondents respond slightly agree as to receiving recognition or praise for doing good work (WM=3.41)

Based on the findings of Islam (2016), leaders or the immediate supervisor should model the expected behavior for their Gen Y subordinates and interact with them to create a sense of enjoyment and challenge at work. Movement toward to cultural openness and transparency is highly recommended as this is an investment in programs to encourage productivity and flexibility.

### 3.4 Basic Needs

**Table 14.** Level of Engagement of Generation Y Employees in Select Semiconductor Companies as to Basic Needs

Indicator	Mean	Std. Deviation	VI
a.) I know what is expected of me at work.	3.78	.418164	A
b) I have materials and equipment to do my work right.	3.59	.49221	A
<b>COMPOSITE MEAN</b>	<b>3.69</b>	<b>0.455187</b>	<b>A</b>

Legend: Range of Means: 3.26 – 4.00 (Agree); 2.51 – 3.25 (Slightly Agree); 1.76-2.50 (Slightly Disagree); 1.00 – 1.75 (Disagree)

The level of engagement of generation Y employees in select semiconductor companies as to basic needs is shown on table 14. It has an overall composite mean of 3.69 and is interpreted as agree.

Generation Y employees retort agree that they know what is expected of them at work (WM=3.78); and they also agree that they have materials and equipment to do their work right (WM=3.59).

Harter (2003) stated that basic needs, such as expectations and materials and equipment, have relationships to basic outcomes, such as customer satisfaction--loyalty and employee turnover-retention, which are outcomes that ultimately influence larger business outcomes like profitability. When employees have fair expectations and the basic materials and equipment they need to do their work, the stage is set. In addition, there appear to be higher level needs that ultimately relate to profitability, such as the fit of the person to his or her job, having other individuals at work who care about and listen to the employees, having respect for fellow co-workers with an end toward quality, and having on going opportunities to learn and grow as individuals.

**Problem No. 4 Is there a significant relationship between the assessments of the Generation Y employees on the extent of job satisfaction and their level of engagement when grouped according to their profile?**

**Table 15.** Significant Relationship between the Assessments of the Generation Y Employees on the Extent of Job Satisfaction and their Level of Engagement When Grouped According to their Age

Source of Variation	$\chi^2$ Value	Sig.	Decision	Remarks
Extent of your Job Satisfaction	356.570 <sup>a</sup>	.000	Rejected	Significant
Level of Engagement	335.988 <sup>a</sup>	.000	Rejected	Significant

Table 15 reveals the significant relationship between the assessment of the generation Y employees on the extent of their job satisfaction and their level of engagement when group according to their age. It shows that there is a significant relationship between the extent of job satisfaction ( $\chi^2$  Value = 356.570<sup>a</sup>, sig.= 000) and

level of engagement ( $\chi^2$  Value = 335.988<sup>a</sup>, sig.= 000) which resulted to reject the null hypothesis since the sig. value is lower than 0.05.

In the study conducted by Elizabeth (2017), four different workforces the Traditionalists, Baby boomers, Generation X and Generation Y. The study found out that all the four generations have a different way of communication, different work perspective, values and set of needs. The study found out that Generation Y prefers directive and consultative communication. They like autonomy in their work but also crave for praise and guidance. The study found out results of various important points such as ideal and undesirable job attributes, effective and ineffective communication, views on the interaction with the leaders.

The result of this study is in line with the study conducted by Pew Research Center (2015). In the former study, the millennial-respondents are divided into 2 groups, older millennials who were born in 1981-1989 and younger millennials who were born in 1990-1997. The researchers found out millennials, especially the older millennials, crave psychological meaningfulness in the workplace which will result to work engagement; having the contribution as the strongest predictor in work engagement. These findings can be beneficial to a lot especially to human resources practitioners, employers and developmental psychology.

The null hypothesis stating that there is no significant relationship between the assessments of the Generation Y employees on the extent of job satisfaction and their level of engagement when grouped according to their age is rejected since the sig. value is lower than 0.05.

**Table 16.** Significant Relationship between the Assessments of the Generation Y Employees on the Extent of Job Satisfaction and their Level of Engagement When Grouped According to their Gender

Source of Variation	$\chi^2$ Value	Sig.	Decision	Remarks
Extent of your Job Satisfaction	322.759 <sup>a</sup>	.000	Rejected	Significant
Level of Engagement	285.517 <sup>a</sup>	.000	Rejected	Significant

Table 16 exposes the significant relationship between the assessment of the generation Y employees on the extent of their job satisfaction and level of engagement when group according to their gender. It displays that there is a significant relationship between the extent of job satisfaction ( $\chi^2$  Value = 322.759<sup>a</sup>, sig. = 000) and level of engagement ( $\chi^2$  Value = 285.517<sup>a</sup>, sig. = 000) which lead to reject the null hypothesis since the sig. value is lower than 0.05.

Similar to the study made by Stangel (2016), the majority of workers, no matter their age, told that they felt men and women were equally effective leaders. That number fell among millennials, 24 percent of whom said they felt men were better leaders than women, and 12 percent who said women were better leaders than men.

In Correia (2017), millennials are empowered when managers grant them independence and support them by setting clear objectives and providing feedback. Women are disempowered when businesses undervalue women's work styles. While not all women part the same natural strengths and use similar styles of communication, as a group, women tend to use communication to connect with others and form relationships, while men tend to use communication to achieve tangible outcomes and exert dominance. When women's styles are undervalued, women often feel the need to prove themselves and micromanage in order to be considered successful. By valuing women's work styles more highly, companies can

create environments in which women no longer feel the need to excessively prove themselves. Such environments will encourage female managers to provide more autonomy and better support to their employees.

The null hypothesis stating that there is no significant relationship between the assessments of the Generation Y employees on the extent of job satisfaction and their level of engagement when grouped according to their gender is rejected since the sig. value is lower than 0.05.

**Table 17.** Significant Relationship between the Assessments of the Generation Y Employees on the Extent of Job Satisfaction and their Level of Engagement When Grouped According to their Educational Status

Source of Variation	$x^2$ Value	Sig.	Decision	Remarks
Extent of your job satisfaction	651.394 <sup>a</sup>	.000	Rejected	Significant
Level of Engagement	463.355 <sup>a</sup>	.000	Rejected	Significant

Table 17 portrays the significant relationship between the assessment of the generation Y employees on the extent of their job satisfaction and their level of engagement when group according to their educational status. It indicates that there is a significant relationship between the extent of job satisfaction ( $x^2$  Value = 651.394<sup>a</sup>, sig.= 000) and level of engagement ( $x^2$  Value = 463.355<sup>a</sup>, sig.= 000) which resulted to reject the null hypothesis since the sig. value is lower than 0.05.

According to Anitha (2015), millennials see themselves as the keenest and the best. Although they achieved a GPA of 3.0+ in their less than difficult degree programs, their parents praised them as very smart and excused the academic grade. Gen Y workers think they are good at everything and everything should come easily.

This belief created children who were not prepared for a severe college program. Many students arrived unprepared with the appropriate background for degree programs that employers need. This created an excess of young adults now graduating with urban planning, gender and ethnic studies, humanities, arts and sciences, and psychology degrees.

The null hypothesis stating that there is no significant relationship between the assessments of the Generation Y employees on the extent of job satisfaction and their level of engagement when grouped according to their educational status is rejected since the sig. value is lower than 0.05.

**Problem No. 5 Is there a significant relationship between the extent of job satisfaction with the level of engagement of Generation Y employees in select semiconductor industry companies?**

**Table 18.** Significant Relationship between the Extent of Job Satisfaction with the Level of Engagement of Generation Y Employees in Select Semiconductor Industry Companies

Source of Variation	Pearson <i>R</i>	Sig.	Decision	Remarks
Extent of your Job Satisfaction	.974	.000	Rejected	Significant
Level of Engagement				

Table 18 presents the significant relationship between the extent of job satisfaction with the level of engagement of generation Y employees in select semiconductor industry companies. It shows that there is a significant relationship between the extent of job satisfaction and level of engagement (*Pearson r = .974*,



sig.= 000) which resulted to reject the null hypothesis since the sig. value is lower than 0.05.

Report from McEwan (2017) revealed that Generation Y are generally aware, strongly relationship-focused, cooperative, and seek sense in workplace and opportunity to acquire new learning. At workplace, they appreciate concise direction, 290mand instant feedback on performance, expect to be consulted, included in management decisions, and desire continuous intellectual challenge. Gen Y seeking a factual and a new reality from work. They insist on working flexibly, choosing when and where to work. Gen Y is conservative and non-conformist. They place great value on learning and development, career progression, and rise. Gen Y want to work in teams, be managed in an inclusive and participatory way, they have variety in the work they do, work flexibly, and place relationships with peers among the top reasons for getting and keeping a job. Gen Y has motivations and outlooks about work that are not unlike to their older work colleagues.

The null hypothesis stating that there is no significant relationship between the extent of job satisfaction with the level of engagement of Generation Y employees in select semiconductor industry companies is rejected since the sig. value is lower than 0.05.

## **Chapter 5**

### **SUMMARY, FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS**

This section presents the summary, findings, and conclusions of this study. Further, the results of the study may be used as basis for enhancing human resources development program.

## Summary

This study explored the relationship between the extent of job satisfaction with the level of engagement in select semiconductor industry companies in Laguna and Cavite to determine how is it working with Generation Y employees. The results of the study may be used as basis for enhancing human resources development program.

The researcher used the descriptive correlational approach because it is suitable for the purposes of this study. Descriptive correlational study is a study in which the researcher is primarily interested in describing relationships among variables, without seeking to establish a causal connection. In this study, it described the perceive job satisfaction and engagement of Generation Y employees working in semiconductor industry. While, correlational was used to describe the relationship between variables like how Generation Y employees perceive job satisfaction and their level of engagement at work in semiconductor industry.

The respondents of the study include generation Y employees from two (2) selected semiconductor industries in Laguna namely; Rohm Electronics Philippines with identified 3,058 generation Y employees, and Amkor with 4,691 generation Y employees according to the respective human resource departments of the two companies. For the purpose of this study, it is preferred that the employee has been with the company for a sustained period of time - i.e. regular employees who have been in the company for at least three (3) years, so they can provide reliable responses to the survey.

## Findings

## **1. Profile of Generation Y employees**

### **1.1. Age**

Majority of the respondents were aged 30 years old and below with a frequency of 184 or 51.1 percent. It is followed by 31-40 years old with a frequency of 176 or 48.9 percent.

### **1.2. Gender**

Majority of the respondents were male having a frequency of 348 or 96.7 percent. Twelve (12) or 3.3 percent were female.

### **1.3. Educational Status**

Majority of the respondents were College Graduate with a frequency of 280 or 77.8 percent. It is followed by high school graduate which consist of 73 generation Y employees or 20.3 percent. Lastly, Seven (7) or 1.9% had their master's degree.

## **2. Extent of Job satisfaction in Select Semiconductor Companies**

### **2.1. Physical Work Environment**

The extent of job satisfaction in select semiconductor companies classified as to physical work environment has an overall composite mean of 3.66 and is interpreted as agree.

Respondents answer agree that the workstation is comfortable enough to enable them to perform their jobs without easily getting tired (WM=3.71); they are happy with their station/office space and arrangement (WM=3.71); and their department provides all the equipment, supplies, and resources necessary for them

to perform their duties (WM=3.79). Further, generation Y employees answer slightly agree to workplace providing an undisturbed environment without any noise that gives them alone time to perform their duties (WM=3.36).

## **2.2. Salary**

The extent of job satisfaction in select semiconductor companies classified as to salary is interpreted as slightly agree with an overall composite mean of 3.49.

Generation Y employees respond agree that the company has clear policies regarding salaries and allowances (WM=3.74). Further, they answer slightly agree that their salary is fair and sufficient (WM=3.47); they are satisfied with their salaries (WM=3.35); and their salary is higher than in other company (WM=3.38).

## **2.3. Reward System**

Table 6 depicts the extent of job satisfaction in select semiconductor companies classified as to reward system with an overall composite mean of 3.39 and is interpreted as slightly agree.

Generation Y employees answer agree that they have been rewarded for their good performance. (WM=3.53); and they have adequate opportunities to develop their professional skills (WM=3.60). Further, generation Y employees answer slightly agree in being satisfied with the quality/amount of rewards received (WM=3.42); and being satisfied with the company's system of promotion (WM=3.01).

## **2.4 Management and Leadership Style**

The extent of job satisfaction in select semiconductor companies classified as to management and leadership style is interpreted as agree with an overall composite mean of 3.65.

The respondents agree that their manager role models high standards for quality performance (WM=3.69); their manager listens and makes changes based on suggestions and feedback whenever possible (WM=3.65); their manager involves staff decision making (WM=3.63); and their manager always encourage them whenever they get a well-accomplished job (WM=3.63).

## **2.5. Training and Development**

The extent of job satisfaction in select semiconductor companies classified as to training and development has an overall composite mean of 3.44 and is interpreted as slightly agree.

Generation Y employees retort agree that the company provides training and development to the employees (WM=3.67). Moreover, the respondents answer slightly agree as to the company helps them identify their training and development needs through performance appraisals (WM=3.47); the company ensures that training and development plans are developed and monitored for all employees .thus helping manage employee performance (WM=3.43); and the company provides equal opportunity to all employees for career advancement (WM=3.19).

## **2.6. Work-Life Balance**

The extent of job satisfaction in select semiconductor companies classified as to work-life balance is interpreted as agree with an overall composite mean of 3.60.

Generation Y employees rate agree that they are able to balance work priorities with their personal lives (WM=3.61); the company recognizes the need for vacation leave in order to give employees time off work to relax or attend social affairs (WM=3.61); and the company recognizes the need for emergency leave in order to give employees time off work to personal issues or emergencies (WM=3.86). Meanwhile, the respondents answer slightly agree in the company provides flexi- time to be able to balance my work and personal life (WM=3.31).

### **3. Level of Engagement of Generation Y Employees**

#### **3.1. Growth**

The level of engagement of generation Y employees in select semiconductor companies as to growth has an overall composite mean of 3.6- and is interpreted as agree. Generation Y employees respond they are given the opportunity to learn and grow (WM=3.71); and their superior talks to them about their performance at work (WM=3.49).

#### **3.2. Teamwork**

The level of engagement of generation Y employees in select semiconductor companies as to teamwork has an overall composite mean of 3.60 and is interpreted as agree. Respondents state agree that the vision/purpose of the company makes them feel their job is important (WM=3.79); and there is someone at work who encourages their development (WM=3.51); they also rate agree that at work their opinion seems to count (WM=3.55); However, they rate slightly agree as to fellow employees are committed to doing quality work (WM=3.41).

#### **3.3 Management Support**

The level of engagement of generation Y employees in select semiconductor companies as to management support has an overall composite mean of 3.56 and is interpreted as agree. Respondents assert agree that they are given the opportunity to do/show what they do best (WM=3.67); also agree that their supervisor/superior seems to care about them as a person (WM=3.57) and there is someone at work who encourages my development (WM=3.51). Further, the respondents respond slightly agree as to receiving recognition or praise for doing good work (WM=3.41)

### **3.4 Basic Needs**

The level of engagement of generation Y employees in select semiconductor companies as to basic needs is shown on table 14. It has an overall composite mean of 3.69 and is interpreted as agree. Generation Y employees retort agree that they know what is expected of them at work (WM=3.78); and they also agree that they have materials and equipment to do their work right (WM=3.59).

## **4. Significant Relationship between the Assessments of the Generation Y Employees on the Extent of Job satisfaction and their Level of Engagement When Grouped According to their Profile**

### **4.1. Age**

There is a significant relationship between the extent of job satisfaction ( $\chi^2$  Value = 356.570<sup>a</sup>, sig.= 000) and level of engagement ( $\chi^2$  Value = 335.988<sup>a</sup>, sig.= 000) which resulted to reject the null hypothesis since the sig. value is lower than 0.05.

### **4.2. Gender**

There is a significant relationship between the extent of job satisfaction ( $\chi^2$  Value = 322.759<sup>a</sup>, sig. = 000) and level of engagement ( $\chi^2$  Value = 285.517<sup>a</sup>, sig. = 000) which lead to reject the null hypothesis since the sig. value is lower than 0.05.

#### **4.3. Educational Status**

There is a significant relationship between the extent of job satisfaction ( $\chi^2$  Value = 651.394<sup>a</sup>, sig. = 000) and level of engagement ( $\chi^2$  Value = 463.355<sup>a</sup>, sig.= 000) which resulted to reject the null hypothesis since the sig. value is lower than 0.05.

### **5. Significant Relationship between the Extent of Job satisfaction with the Level of Engagement of Generation Y Employees**

There is a significant relationship between the extent of job satisfaction and level of engagement (*Pearson r* = .974, sig.= 000) which resulted to reject the null hypothesis since the sig. value is lower than 0.05.

### **Conclusions**

Based on the significant findings discussed above, the following are the conclusions of the study:

1. Most of the generation Y employees are still in their 20's and are considered as young adults.
2. Most of the generation Y employees in select semiconductor companies were dominated by males.



3. Most of the generation Y employees in select semiconductor companies have finished their bachelor's degree.
4. Generation Y employees in select semiconductor companies agree that they are having job satisfaction in terms of physical job satisfaction, management and leadership style, and work-life balance.
5. The extents of job satisfaction in select semiconductor companies classified as to salary, reward system, and training and development are interpreted as slightly agree.
6. There is a significant relationship between the extent of job satisfaction and level of engagement when grouped according to age, gender, and educational status.
7. There is a significant relationship between the extents of job satisfaction with the level of engagement of Generation Y employees in select semiconductor industry companies.

### **Recommendations**

Based from the findings of the study, the following recommendations were made:

To the Semiconductor Industry- They should know the factors that influence employees' engagement. Thus, they should highlight the uniqueness of the working environment to increase employees' engagement which can help improve job performance, reduce turnover rate and retain most of the capable workers.

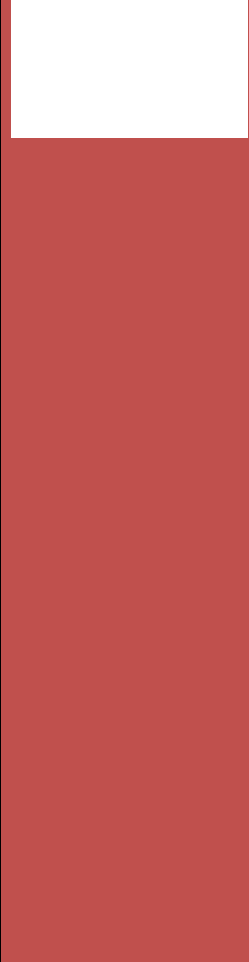
To the Business Practitioners- They should inform employer about the factors that actually influence employee engagement so they can work on the identified factors and try to develop some programs or enhance the existing ones that could increase job performance.

To the Human Resource Employees/Organization- They should identify the real extent of job satisfaction with the level of engagement of the employees. They should communicate how training and development plans are developed based on performance appraisal and monitor the same for all employees thus helping manage employee performance. They should also use the provided enhance program on AZS how to handle Generation Y employees.

To the Generation Y Employees- They should help cultivate positive job satisfaction that will enable Generation Y employees with social connections, sharing of information, and building communication and trust. They should continue further developing their skills, knowledge and abilities in order to participate in the activities that the organization organizes for them. They should also use all the skills, knowledge and abilities that they have in order to make a positive contribution to the success of the organization.

### **Proposed Enrichment Activities in the Human Resource Development Program**

<b>Goals and Objectives</b>	
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<p>Enhance engagement among millennial employees and employees from other generations by promoting cultural competence and inclusive decision-making to ensure the managers and supervisors can more effectively harness existing team diversity and capitalize on diverse ideas.</p>	<p>Conduct Development, Equity and Inclusion (DE&amp;I) initiatives such as cultural awareness and competency training, team-building exercises on diversity and inclusion with managers and supervisor's one on one as well as during management team meetings.</p>	<p>Human Resource manager, department managers, and supervisors.</p>	<p>Within 6-12 months; team-building exercises: annual staff retreat and monthly meetings; ongoing dialogue: as needed and ongoing during staff interactions and meetings.</p>	<ul style="list-style-type: none"> <li>• All managers and supervisors have attended DE&amp;I training;</li> <li>• DE&amp;I is evident on employee engagement with management programs and other initiatives;</li> <li>• Strengthened mechanism for feedback from millennial employees and employees from other generations.</li> </ul>
	<p>Promote better work and personal habits, and also discuss ways to manage workloads by:</p> <ul style="list-style-type: none"> <li>• Creating a channel for managers to do a digital check-in with employees individually</li> <li>• Provide mechanism to enable employees to trade shifts or arrange coverage with one another.</li> </ul>	<p>Human Resource manager, department managers, and supervisors.</p>	<p>Within 12 to 18 months; gradual implementation and adjusted as needed.</p>	<p>Better management of workloads as evidenced with:</p> <ul style="list-style-type: none"> <li>• established channel for managers to do a digital check-in with employees individually;</li> <li>• established mechanism to enable employees to trade shifts or arrange coverage with one another.</li> </ul>

	<p>Review of the workplace and make actionable reconfiguration of its physical layout which intends to:</p> <ul style="list-style-type: none"><li>• Make sure the equipment, lighting and ventilation in the workplace is of good quality and sufficient for the tasks involved;</li><li>• Take steps to reduce unnecessary noise, both from outside and inside the workstations; and</li><li>• Decorate shared spaces for employees and offices nicely with light pleasant colors and art on the walls.</li></ul>	<p>Human Resource manager, Finance manager, department managers, and supervisors.</p>	<p>Within 3 to 12 months; gradual implementation and adjusted as needed.</p>	<p>Reconfiguration of the physical layout of the workplace with:</p> <ul style="list-style-type: none"><li>• Provision of good quality and sufficient equipment, lighting and ventilation;</li><li>• Reduction of unnecessary noise pollution, both from outside and inside the workstations; and</li><li>• Enhanced visual appeal of shared spaces for employees (e.g. pantry, canteen, restrooms) and offices.</li></ul>
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# APPENDICES



## Appendix A



This is to certify that the instrument to be used to obtain data for the thesis entitled **“WORKING WITH GENERATION Y EMPLOYEES IN SELECTED SEMI - CONDUCTOR INDUSTRY: BASIS FOR ENHANCING HUMAN RESOURCES DEVELOPMENT PROGRAM”**, submitted by Emerson P. Agcaoili in partial fulfillment for the degree in Master in Business Administration has been evaluated by the undersigned and found the instrument items to be relevant and representative of the target construct.

Sincerely,

A handwritten signature in black ink, appearing to be "H. P. Agcaoili", written over a horizontal line.

**ENGR. HENRY BUENA**

Department Manager

Date: July 20, 2020

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ROHM Electronics Philippines, Inc.

Peoples Technology Complex – Special Economic Zone  
Carmona, Cavite 4116 Philippines  
Trunkline (632) 894-1536; (6346) 430-2011 Fax (632) 894-1544

**Appendix B**



**SAN BEDA UNIVERSITY**

INTEGRATED BASIC EDUCATION DEPARTMENT  
Guidance and Counseling Office

**CERTIFICATION**

This is to certify that the instrument to be used to obtain data for the thesis entitled **"WORKING WITH GENERATION Y EMPLOYEES IN SELECTED SEMI - CONDUCTOR INDUSTRY: BASIS FOR ENHANCING HUMAN RESOURCES DEVELOPMENT PROGRAM"**, submitted by Emerson P. dAgcaoili in partial fulfillment for the degree in Master in Business Administration has been evaluated by the undersigned for content validity.

The undersigned found the instrument items to be relevant and representative of the target construct.

Sincerely,

A handwritten signature in black ink that reads "Benjamin P. Coloma III".

**Benjamin P. Coloma III, MAEd., RGC**

Head, Guidance and Counseling Office

## Appendix C

### LANGUAGE EDITING CERTIFICATION

This is to certify that the research paper whose title appears below has been subjected to Language Editing:

Title: "WORKING WITH GENERATION Y EMPLOYEES: WORK PERFORMANCE TOWARDS HUMAN RESOURCE DEVELOPMENT PROGRAM IN SELECTED SEMICONDUCTOR INDUSTRIES"

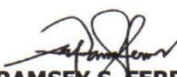
Student-Researcher: EMERSON P. AGCAOILI

Program: Master of Business Administration

Verified by:



**DR. ERICSON Z. MATIAS**  
*Program Chair, Business Program*



**PROF. RAMSEY S. FERRER**  
*Assistant Council Head*  
Graduate School Research Council

Date Issued  
November 11, 2020

## Appendix D

### CERTIFICATE OF ORIGINALITY

This is to certify that the research paper with the following specifics has been checked for originality using the TURNITIN platform.

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Title: "WORKING WITH GENERATION Y EMPLOYEES: WORK PERFORMANCE TOWARDS HUMAN RESOURCE DEVELOPMENT PROGRAM IN SELECTED SEMICONDUCTOR INDUSTRIES"

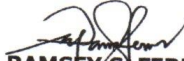
Survey Questionnaire	Alpha)		
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*\*Please see the attached file.*

Verified by:



**DR ERICSON Z. MATIAS**  
*Program Chair, Business*



**PROF. RAMSEY S. FERRER**  
*Assistant Council Head*  
Graduate School Research Council

Date Issued

November 12, 2020

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## Appendix E

### CERTIFICATION

This is to confirm that a study conducted by EMERSON P. AGCAOILI was verified, validated and tested its reliability.

<i>Reliability Test Result :</i>			
<i>Instrument</i>	<i>Overall Variance</i>	<i>Internal Consistency (Cronbach's Alpha)</i>	<i>Reliability</i>
<i>Survey Questionnaire</i>			

*\*Please see the attached file.* GSJ© 2023



## RESEARCH INSTRUMENT

**Dear Respondents,**

This questionnaire is designed to obtain Information about my research study.  
You are requested to answer all the items as completely and honestly as possible.  
Rest assured that your answers would be treated in strict confidentiality.

Thank you for your cooperation.

**EMERSON P. AGCAOILI**  
Researcher

---

### 1. PROFILE OF RESPONDENT

**Age** : \_\_\_ 25 years old and below \_\_\_ 31 to 35 years old

\_\_\_ 26 to 30 years old                      \_\_\_ 36 to 40 years old

**Gender:** \_\_\_ male \_\_\_ female

**Educational Status:**

\_\_\_ Elementary \_\_\_ High School \_\_\_ College \_\_\_ Master's \_\_\_ Doctoral

**Direction:** Below are items regarding how do **generation y employees perceive job satisfaction and engagement in semiconductor industry**. Please check on the box of the number corresponds to your skill performance rating using the following scale:

**4 – Agree (A)**

**3 – Slightly Agree (SA)**

**2 – Slightly Disagree (SD)**

**1 – Disagree (D)**

**2. JOB SATISFACTION**

<b>2.1 Physical Job satisfaction</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
a) My work station is comfortable enough to enable me perform my jobs without easily getting tired.				
b) My workplace provides an undisturbed environment without any noise that gives me alone time to perform my duties.				
c) I am happy with my station/office space and arrangement.				
d) My department provides all the equipment, supplies, and resources necessary to me to perform my duties.				

<b>2.2 SALARY</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
a) My salary is fair and sufficient.				
b) I am satisfied with my salary.				
c) The company has clear policies regarding salaries and allowances.				
d) My salary is higher than in other company.				

<b>2.3 REWARD SYSTEM</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
a.) I have been rewarded for my good performance.				
b.) I am satisfied with the quality/amount of rewards received.				
c.) I have adequate opportunities to develop my professional skills.				
d.) I am satisfied with the company's system of promotion.				

<b>2.4 MANAGEMENT AND LEADERSHIP STYLE</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
a) My manager role models high standards for quality performance.				
b) My manager listens makes changes based on suggestions and feedback whenever possible.				
c) My manager involves staff decision making .				
d) My manager always encourage me whenever I get a well-accomplished job.				

<b>2.5 TRAINING AND DEVELOPMENT</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
a) The company provides training and development to the employees.				
b) The company helps me identify my training and development needs through performance appraisals.				
c) The company ensures that training and development plans are developed and monitored for all employees thus helping manage				
d) employee performance.				
e) The company provides equal opportunity to all employees for career advancement.				

<b>2.6 WORK-LIFE BALANCE</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
a) I am able to balance work priorities with my personal life.				
b) The company provides flexi- time to be able to balance my work and personal life.				
c) The company recognizes the need for vacation leave in order to give employees time off work to relax or attend social affairs.				
d) The company recognizes the need for emergency leave in order to give employees time off work to personal issues or emergencies.				

### 3. ENGAGEMENT

<b>3.1 Growth</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
a) I am given the opportunity to learn and grow.				
b) My superior talks to me about my performance at work.				

<b>3.2 Teamwork</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
a) I have very close friends at work.				
b) My fellow employees are committed to doing quality work.				

c) The vision/purpose of the company makes me feel my job is important.				
d) At work, my opinion seems to count				

<b>3.3 Management Support</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
a) There is someone at work who encourages my development				
b) My supervisor/superior seems to care about me as a person.				
c) I receive recognition or praise for doing good work.				
d) I am given the opportunity to do/show what I do best.				
<b>3.4 Basic Needs</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
a) I know what is expected of me at work.				
b) I have materials and equipment to do my work right.				

**THANK YOU!**

