

Master's Thesis

**Thai Millennials' Perception of Career Success:
Implications for HRD Strategies
A Case Study on the Siam Cement Group (SCG)**

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Certification Page

I, **Pashcharidar Jirapinyo**, hereby declare that this thesis is my own original work and all sources are properly cited and referenced.

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Abstract

This research investigated the perception of Thai Millennials (born between 1981 and 2000) who are young professionals towards career success concept in both their personal understanding and aspects concerning organizations. The research data were obtained from the qualitative method utilization. A case study strategy has been chosen by conducting through semi-structured interviews with young employees of The Siam Cement Group or SCG - the leading business conglomerate and the oldest cement manufacturer of Thailand.

The findings show that Thai Millennials have different perceived values and attitudes toward career perspectives compared to other generations. Their career success is mostly identified by non-career-related and subjective points of view rather than traditional objective criteria. Thai young professionals include their work responsibility, individual needs, and family obligations as the holistic definition of their career success. Instead of focusing on career advancement, they prefer to gain regular self-development and seek for social acceptance.

For research implications, an organization especially Human Resource practitioners can utilize this outcome to create career development system for retaining the Millennials. A better understanding of this group's career success perception can help employers to efficiently operate and provide suitable work environments that tend to engage more young workers.

Keywords: Millennials, Thai Millennials, Career concept, Career success, Career development strategies

Chapter 1: Introduction

1.1 Research Justification

The vast number of Millennials generation emerging into the employment market and the rapid global aging populations are reforming the shape of the workplace (PricewaterhouseCoopers, 2011). Millennials now occupy 41 percent of the total general working labor forces which is ranked as the highest contribution for the workforce compared to other generations (Benckendorff, Moscardo, & Pendergast, 2010). Interestingly, the number will be increasing up to 50 percent of the global workforce within 2020. This group will reach the amount of 2.5 billion out of 7 billion world populations with 60 percent living in Asia (Chansrichawala, 2015).

Millennials, or also known as Generation Y (Lancaster & Stillman, 2010a), are the group of people born between 1981 and 2000 whose the first Millennials' college graduates stepped into the workforce since 2004 (Hershatter & Epstein, 2010). Thus, this generation can be said of the next greatest generation to drive the world in geopolitical, economic, as well as environmental aspects (Griffin, 2002).

Within the Millennials, young professionals are the key group to be focused. Young professionals are defined as persons aged around 20-34 who are working in a profession or white-collar occupation, graduated from college, and employed full-time (Department for Professional Employees, 2014).

Millennials are different from previous generations. Their behaviors are groomed by the experience of the global economic crisis and grew up in the period of reduced job security

(Hatum, 2014). They have the perception of the world differently, and they also redefine their meaning of success in both professionally and personally (Brack, 2012). By recognizing this dynamic, many researchers have reexamined the concepts of career and a nature of work life (McDonald & Hite, 2008). The old concept of career was based on mutual interests created from the traditional long-term exchange while the new deal is a more short-term exchange between individual and organization (Briscoe & Hall, 2006).

According to the 2016 Deloitte Millennial Survey collecting 7,700 Millennials from 29 countries including Thailand regarding their work intention, the interesting results appear that 25 percent of Millennials, if having a chance, would quit their current employer to join a new company or do different things within a year. The figure remarkably increases up to 44 percent when the period expanded to 2 years. And by the end of 2020, two-third or around 66 percent of those respondents decide to move on (Deloitte, 2016). This notable absence of loyalty shows a major challenge to the company that has employed a significant number of Millennials.

In Thailand, based on 2014 SCB Economic Intelligence Center (EIC) analyzed data of Thai demographic from United Nations (UN), Thai Millennials represent today's biggest group and tend to be the largest Thai consumer group ever with the number of 18.7 million people out of 67 million or counted as 28 percent of the total populations. Aligned with the global trend, Thai's Millennials are the largest group of Thai society now and in the near future (SCB Economic Intelligence Center, 2014).

Obviously, workers especially young professionals are the crucial group to drive the organizational effectiveness as well as being a great power to boost up holistic economic growth. Thus, the structure or the new concept of human resources development has to be reexamined especially on employee engagement and retention issues (Gilbert, 2011).

1.2 Problem statement, Research gap, Main methodology and research question

The general background of Millennials implicitly identifies that the organization today faces the loss of employee engagement, decreases in employee development but increases in turnover. Furthermore, the emerging of non-standard career, which is nowadays more widespread combined with the familiarity of new technology, is a crucial part of today's young employee's skills. The result is that people are enabled to connect more but less tied up with the organization. Interestingly, this problem seems to mostly happen with Millennials generation which will be the biggest group in Thai companies.

When the expectation of employers and employees have no longer matched, the synchronization between the two sides have been interrupted by the changed contextual environment. Consequently, to understand more on Millennial's points of view, values of work, and concepts of career success are very essential to the company especially on Human Resource practitioners.

According to McDonald and Hite in 2008, the researchers stated that even 'Career success' has been an increasing interest among scholars, most researchers conducted the studies in a bigger scope to identify and compare work values among 'Multigenerational groups' and few studies focused on younger employees.

Sullivan (1999) also cited that little nontraditional career researches have been conducted in Non-western countries. In addition, few pieces of paper were related to the particularly individual segment of the workforce. With the different values, cultures and origin backgrounds, the definitions of career success and suggestions for career development strategies in Western countries may not be applicable in case of Thailand.

Consequently, this study will respond to provide further empirical data by applying exploratory research in qualitative method. A case study strategy has been chosen by conducting through semi-structured interviews to examine the perception regarding career success issue among Thai Millennials, aged between 22-34 who are young professionals working in The Siam Cement Group or SCG - Thailand's leading business conglomerate known as the oldest cement manufacturer of the country (SCG, 2015).

The main research question of this study will focus on the perception of Thai Millennials who are young professionals towards career success both their personal understanding and aspects concerning organizations. The Researcher expects that the results can help Human Resource Development or HRD practitioners to create effective career development system. The Researcher desires to provide rich and new perspective to enhance existing knowledge and to increase more qualitative academic information's on career success issue. Also, as a student of APU's GSM program, this research is also purposely made to fulfill management study by utilizing integrated knowledge gained from the whole program as well.

Chapter 2: Literature review

In this chapter, the literature review addresses three key theoretical concepts that are relevant to Research's topic. First, the definition and characteristics of Millennials are reviewed by exploring influential thoughts of scholars. Selected studies of Millennials' characteristics related to occupational aspects are highlighted. Then, the concepts of career and career success are investigated to identify the significant changes and developments in chronological order. Finally, papers regarding career development strategies are drawn upon as the background knowledge for the Researcher to more understanding of career development system.

2.1 The Millennials Generation

2.1.1 Definition

After the launch of the publication *Millennials Rising: The Next Great Generation* by Howe and Strauss in 2000, the popularity of the Millennials concept has risen among researchers, workshops and press publications for a decade to follow especially in terms of examining their attitude and behavior. Mentioned as the new generation of people that are described by a common set of traits, birth date categories and manners in which they were groomed, most of the scholars agree that the group of Millennials are entirely different from their preceded generations (Harrington, Van Deusen, Fraone, & Morelock, 2015).

The Millennials or Generation Y stand for the first generation who live in the period of the new millennium (Twenge, Campbell, & Freeman, 2012). Twenge (2012) identifies that this group is born in the 1980s and 1990s, between 1981 and 2000 or is 16 to 35 years old in the year 2016.

2.1.2 Millennials and their common characteristics toward work

Millennials are not only different from prior generations, they are also more numerous than soon-to-retire Baby Boomers and Generation X predecessors, a survey of PwC (2011) reports that although millennials will form up to 50 percent of the global workforce, they are still remaining in short supply due to the global tendency of lower birth rates. It is important to understand the Millennials because their career aspirations and attitudes toward work will define and influence the culture of workplace of 21st century (PricewaterhouseCoopers, 2011).

Accordingly, the Researcher explores several published studies on the common characteristics of Millennials. There are six main identical personalities that are aspects relating to careers as listed below;

A) Trophy Generation

Millennials, they were born of early X-ers and Baby Boomer parents (Gursoy, Maier, & Chi, 2008). Their parents are very protective, as observed on several minivans showing the ‘baby on board’ signs. Millennials are brought up by continual reminders that they are special. For instance, to avoid the child’s disappointment, children participating in sports competitions all receive a trophy for joining regardless of any achievement. Thus, this group sometimes are called the ‘Trophy Generation’ or ‘Trophy Kids’ (Kaifi, Nafei, Khanfar, & Kaifi, 2012). As a result of being applauded throughout their developmental years, if Millennials do not receive feedback from organizations, they will interpret that they are doing something wrong (Cahill & Sedrak, 2012). Some employers, or even researchers and experts, consequently judge the entire Millennials group with a negative perception of being a spoiled generation. It is important that

constructive criticism is provided to build on Millennials' self-confidence while they need to realize that their employers may be different from their parents. Accepting constructive criticism and learning from past mistakes will let them grow in organizations (Randall S., 2016).

B) Multitasking skills

Millennials, in a good sense, grew up as a team. Most school assignments are accomplished collaboratively. Therefore, Millennials' collaboration and teamwork skills are counted as a valuable contribution to organizations. Also, Millennials are used to a busy schedule and having multiple activities at a very young age. To cope with this, Millennials learn and develop excellent multitasking skills. However, as they have little downtime for each activity, they easily get bored when not fully occupied (Cahill & Sedrak, 2012).

C) Less loyalty and engagement

Millennials desire a balanced life and this need comes from childhood experiences. Loughlin and Barling (2001) discussed how family member particularly their work experiences influence new generation's perceptions of work. Millennials have seen their parents work hard, long hours and suffered from layoffs and high rates of divorce. Therefore, Loughlin and Barling (2001, p.545) summarize that "*they may be less willing to make sacrifices for the sake of their jobs*". For this reason, Millennials desire flexibility in their career. This aligns with Karen and Sutton's (2002) finding that Gen X-ers and Millennials rarely perceive that work is the most important aspect in their lives and show less loyalty and engagement to an organization when compared to Baby Boomers. In other words, Millennials tend to be more mobile and find it easier to move from one employer to another when they feel unhappy.

D) Digital natives

Millennials are a tech-savvy generation since they grew up in an era of significant change in technology, particularly, the internet. Palfrey (2008) further explains that by the use of networking digital tools combined with multi-tasking skills and innovative thinking led to naming the Millennials 'Digital natives'. They express greater familiarity towards media, communication, and technologies when compared to older generations. While previous generations utilize technology as a tool to finish a task, Millennials see technology as a way of life. Moreover, as technology brought about immediate solutions, Millennials sometimes are impatient, despise delays and are prone to become lazy (Dannar, 2013).

E) Require meaningful work

Millennials see themselves as customers because they were groomed in a customer-centric world. When entering the workforce, they understand that organizations want them and value their ideas. So, Millennials prefer to do meaningful work and believe that they can be a leader. They like to show that they can succeed in being who they are and express themselves through work. However, they still need rewards that are meaningful and prominent (Lancaster & Stillman, 2010b).

Due to the preference in meaningful work, Millennials are attracted by mission-driven organizations (Cahill & Sedrak, 2012). Millennials are confident, eco-aware, optimistic, and socially conscious (Hewlett, Sherbin, & Sumberg, 2009). Gibson, Green and Murphy (2010) studied the different working values perceived by this generation. The results appeared that top five values for Millennials managers were; health, freedom, self-respect, family security and real

friendship. This is similar to Rainer (2011) which states that Millennials are interested in the matter of societies.

F) Individualism

Another aspect valued by Millennials is self-identity. They carry a high level of self- respect, self-expectation as well as self-confidence when accomplishing goals throughout their lifetime. However, older generations perceive Millennials as overly self-centered and are more individualistic group (Randall S., 2016). Although they work well in a group, they still have been taught to value independent thinking and individuality. Moreover, distinct from the previous generation, they do not let jobs define who they are. Randell (2016) suggests that employers should assign a combination of individual and team projects to allow these groups to grow professionally.

Above all, it is necessary to be aware that this study of a generation as a single group can only be used as a base to understand Millennials in a general manner. Although some behaviors and traits can be observed as common among them, the Researcher fully recognizes that each individual must be evaluated according to their own merit.

Table 1: Millennials characteristics and values to the translation in workplace

Characteristics and values	Translation to workplace
Trophy Generation	Require feedback and constructive criticism
Multitasking skills	Familiar with busy schedule but are easily bored
Less loyalty and engagement	Dislike set of rules, need freedom
Digital natives	Utilize technology as tools to finish tasks, flexible
Require meaningful work	Prefer Mission-driven tasks
Individualism	Seek attention

2.2 Career concept

2.2.1 Definition and development of career concept

“What do we mean when we use the term ‘career’? Once again, we end up in a fog of ambiguity.” (Gunz & Heslin, 2005, p.105). The term career itself is not precise in the definition, in the past century, the word ‘career’ has changed both in meaning and usage. To identify those changes and focus on the development, the Researcher lists below definitions in chronological order.

The 1950s and 1960s

The concept of career started to gain popularity and began to develop in the 1950s. Initiated by Tiedman and Borow in 1961 (as cited in Rosenbaum, 1979), ‘career’ is defined as “the sequence of occupations, jobs, and the positions in life of an individual.” Linear career paths exist within the context of stable and organizational structures where individual ascend the firm’s hierarchical steps to seek greater extrinsic rewards. While some scholars such as McDaniels (as cited in

Gardiner, 2006) gives its definition a broader framework and conceptualized 'career' by adding leisure to its concept and making a work plus leisure definition a holistic notion.

The 1970s and 1980s

The significant change of the career concept in the beginning of the 1970s was about the broken boundary of a career in terms of timing. For instance, Super and Bohn (1970) suggest that career should be considered throughout the lifespan rather than in a particular occupational moment. Researchers gradually recommend that career should be mentioned in both objective and subjective perspectives. Moreover, careers were more focused on an 'Individual' as one of the influential concept of 'Protean career' emerged by Hall (1976). He gave the meaning of the protean career as follows;

The protean career is a process which the person, not the organization, is managing. It consists of all the person's varied experiences in education, training, work in several organizations, changes in the occupational field, etc. The protean career is not what happens to the person in any one organization. The protean person's personal career choices and search for self- fulfillment are the unifying or integrative elements in his or her life. The criterion of success is internal (psychological success), not external. In short, the protean career is shaped more by the individual than by the organization and may be redirected from time to time to meet the needs of that person (Hall, 1976).

During the 1970s, Gysbers and Moore (1975) proposed that the career concept should include corporate aspects along with individual lifestyle such as education, personal, occupation and social responsibilities. They elaborated on the meaning of career as:

The sequence of the leading positions occupied by a person throughout his preoccupation, occupational, and post- occupational life; includes work related roles such as those of student, employee, and pensioner, together with complementary vocational, familial and civic functions. Careers exist as people pursue them. They are person-centered (Gysbers & Moore, 1975).

In the late 1980s, career was defined with regards to the employer-employee relationship, which was characterized by loyalty exchange for the firm's implicit promise of job security (Rousseau, 1989).

The 1990s

Within 90's, the concept of Boundaryless Career occurred in a famous book, *The Boundaryless Career* by Arthur and Rousseau (1996). The authors explain its meanings in 6 characteristics;

- 1) Moving across the organizations and separating employees
- 2) Drawing validation and marketability from outside the current employer
- 3) Sustaining by external networks
- 4) Traditional career boundaries such as hierarchy and career advancement have been broken
- 5) Rejecting existing career opportunities for personal or family reasons
- 6) Perceiving a boundaryless future regardless of constraints

The core concept was about independence of oneself rather than dependence on organizational structures. The key reason behind that change was the increase of self-employment or small and medium-sized businesses employers where lifelong engagement is not required (Gardiner, 2006). The consequences of this change led to an untypical, less organization-centered careers where individuals are less concerned about secure jobs which created uncertainty in their future plans. This in turn, led to the rise of temporary job positions replacing permanent jobs (Krumboltz, 1998).

The 2000s onwards

Contemporary scholars define career as an individual's work-related and other relevant experiences, both inside and outside of organizations that form a unique pattern over the individual's life span (Sullivan & Baruch, 2009). While employers seek the proper strategies or practices to retain employees amid the changing workforce, employees as individuals themselves are more responsible for their own career employment and development (Hall, 2004; Rousseau, 1989).

Table 2: Highlighted career concepts in different periods

Period	Scholars	Career Concept
<u>The 1950s and 1960s</u>	Tiedman and Borow (1961)	Career defined as the sequence of occupations, jobs, and the positions in the life of an individual. Linear career paths exist within the context of stable and organizational structures where individuals ascend the firm's hierarchical steps to seek greater extrinsic rewards.
<u>The 1970s and 1980s</u>	Hall (1976)	The Protean career
<u>The 1990s</u>	Arthur and Rousseau (1996)	The Boundaryless Career
<u>The 2000s onwards</u>	Sullivan and Baruch (2009)	Career as an individual's work-related and other relevant experiences, both inside and outside of organizations that form a unique pattern over the individual's life span.

Interestingly, the definition of career can be recognized in its tangible elements e.g. level, occupation, or industry and the intangible interpretation such as perception on career events, career alternatives and career outcome e.g. how one defines career success. Moreover, one's

career is influenced by various factors such as culture, political environment, economy, or even personal factors (Sullivan & Baruch, 2009).

2.2.2 Career Success

‘Career success’ has been addressed and defined as the positive psychological and work-related outcomes accumulated in a person’s work experiences (Arthur, Khapova, & Wilderom, 2005). The term career success is mostly discussed in two perspectives: objective or extrinsic and subjective or intrinsic. The objective or extrinsic career success means visible indicators that largely refer to the outcomes that are observable and measurable such as salaries, promotions or job levels. While subjective or intrinsic career success represents intangible aspects related to personal values or judgments such as career enjoyment, career satisfaction, and work–life balance (Arthur et al., 2005; Gunz & Heslin, 2005; Seibert & Kraimer, 2001). Arthur and Rousseau (1996) investigated that around 75 percent of the articles relating to career published in leading journals between the years 1980 to 1994 were geared towards objective perspectives. Although objective criteria had been dominating career success literatures, over the last decade, career success in term of subjective criteria has increasingly been focused and more adopted (Heslin, 2005).

The traditional objective criteria e.g. pay and promotions have some deficiencies as people seek success not only in objective outcomes from their careers. Take for example, taxi or bus drivers evaluate their career success based on their period of driving without accident, while doctors conceivably consider the numbers of emergency patients they save. Although such motivated outcomes do not convert directly to a salary increase or promotion yet its value doesn’t

necessarily decline. Moreover, objective criteria of career success is also influenced by factors that are beyond control by individual such as power structures as well as economic and social stratifications in different countries (Campbell, Dunnette, Lawler, & Weick, 1971).

In addition to the above criteria, Heslin (2003) also proposes that individuals apply self and other people's criteria as references to determine their career success. Self-referent criteria means individuals measure their success on their own standards and goals whereas other-referent criteria applies an evaluation by comparing one's career with others.

Moreover, in 1986, Derr (as cited in Gardiner, 2006) created the five dimensions of 'career success orientation' to identify how Americans (navy, multinational executives and MBA students) define their perception of career success to gain insights on their values, motivation, and attitude. The dimensions are;

1. Getting ahead: Reflecting the traditional career success or visible advancement in status, salary and authority
2. Getting free: Reflecting individuals who desire personal freedom and value independence from external interruption.
3. Getting secure: Reflecting people who value stability and work security over advancement
4. Getting High: Reflecting individuals who focus on practical skill development and becoming an expert in their chosen area of interest.

5. Getting balanced: Reflecting the concept of balance between personal and work as a principal outstanding success which is respecting and integrating with personal and family development

In 2000, Friedman and Greenhaus (as cited in Dries, Pepermans, & De Kerpel, 2008) researched on 800 professionals to rate important potential indicators of career success and the results were grouped into five categories; status, time for self, challenge, security and social. The results mostly emphasize on subjective criteria rather than objective indicators such as money, power, and advancement.

1.3 Career development strategies

Career development or CD is a critical issue for the survival of companies in the currently unstable business environment. Successful career development practice is set to create and prolong organization's competitive edge in terms of attracting, retaining and developing employees (Hirsh & Jackson, 1996).

Many researchers define CD in various ways. A general definition in a broad meaning covering both individual and systems which is particularly relevant to Human Resource Development or HRD is shown below;

Career development is an ongoing process of planning and directed action toward personal work and life goals. Development means growth, continuous acquisition, and application of one's skills. CD is the outcome of the individual's career planning and the organization's provision of support and opportunities, ideally a collaborative process (Simonsen, 1997, p.6)

According to the book: *Human Resource Management* by Gary Dessler (2015, p. 332), “Career development is the lifelong series of activities that contribute to a person’s career exploration, establishment, success, and fulfillment.” Dessler explains there are many career development options for employees which appear both formally and informally. They range from receiving performance feedback from supervisors, having access to training, or beyond that, such as official career-oriented performance, formal mentoring or coaching with managers.

The traditional approach to career development proposed by Stevens (1990) states that one career consisted of four stages: exploration, growth, maintenance, and decline throughout the life stages. However, Greenhaus (2003) argues that despite the assumption based on the age-related concept in career development, it is important to consider and integrate other elements. The psychological aspects towards life, self-satisfaction, and external influences can be incorporated and defined as the post-modern approach for career development.

Moreover, expectation change from employees and employers is also involved. In other words, the change of *psychological contract – an unwritten agreement that exists between employees and employers* has risen. With today’s labor market and many context involved, both employer and the employee can hardly rely on long-term commitments. This in fact makes career management and development even more important for employees and employers to obtain benefit from profound engagement and lower turnover (Dessler, 2015).

To regain successful CD, HRD shall merge the career needs of both employees and employers. They should encourage both individuals and organizations to build partnership and leverage

competencies, knowledge, skills and proper attitude required for future job assignments (Gilley, Eggland, & Gilley, 2002).

HRD needs new CD approaches to step beyond merely designing or delivering traditional CD programs. They must embrace the diverse workforce that hold different cultures, paradigms and perceptions in order to develop new strategies to support the also diverse definition of success define by this group. Some scholars suggest alternatives for development activities to match today's ever-changing working environment where young professionals are employed. Nontraditional practices such as informal learning seem to be the key methods for career development. This informal learning opportunities can occur both within and outside organizational structures (Conlon, 2004).

1.4 The conclusion of literature review and the study area

This chapter introduces three theoretical concepts on the highlighted Millennials' characteristics, career and career success concepts as well as career development strategies. All three elements are interrelated and influence each other.

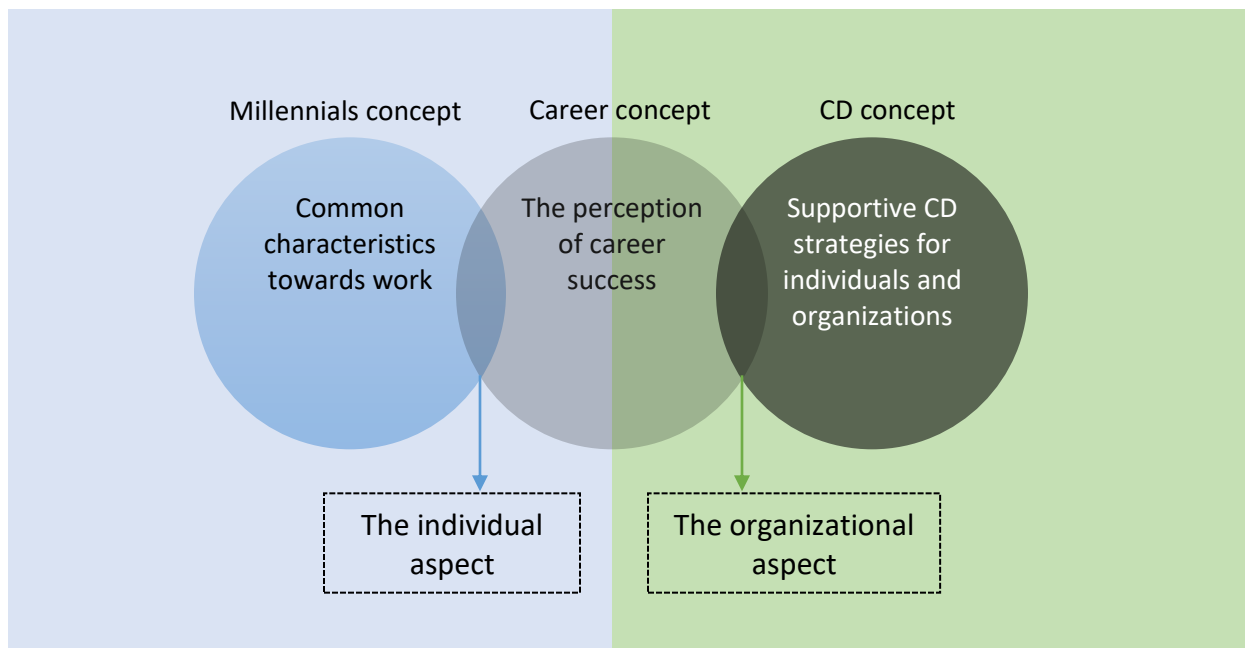
The key findings of Millennials' characteristics show that unique experiences and backgrounds can fundamentally explain why they have such different beliefs, perceptions and behaviors towards work and life. Many significant traits can be interpreted and transformed to the preference of working style. Hence, their changing way of thinking directly affects the changing careers and organizations feature (McDonald & Hite, 2008).

In parallel, the development of career concept identifies that the focus of career concept has significantly shifted from organization to personal based. Individual and environmental changes result in the reinvention and emergence of new career theories (Hall, 1996). Remarkably, the new concept of career success is no longer separately evaluated by just positions or income in the structured organization hierarchy but also dominantly considered by one's self-redefined idea of achievement (Hall & Mirvis, 1995).

Finally, as proposed by Greenhaus (2003), the career development of the 21st century is not evaluated by chronological age, but by identity changes and serial learning experiences. In consequence, the generation's characteristics does not only serve as fundamental knowledge to study the evolution of career concept but can also help suggest appropriate CD strategies that can bring about engagement, development and advancement for members of an organization.

Gaining insights about this group's perception on key career success can reflect their different working values and lead to suitably develop effective CD strategies to support the achievement of both the individual and organization. This is how these three concepts interrelate and form the basis of this research study's area.

Figure 1: The research study's area



1.5 Research questions

Table 3: Topic and research problem

Topic	Career Success
Research problem	The perception of Thai Millennials who are young professionals towards career success both in their personal understanding and aspects concerning organizations.

According to the above research topic and problem, the Researcher has gone through literatures from the definition and characteristics of Millennials to gain more background knowledge on this particular group. Then, the Researcher reviewed concepts and theories relating to career success and career development strategies adapted for Millennials. Afterwards, the Researcher utilized those findings as a foundation to further explore in a particular organization regarding this case.

The research questions were conducted by focusing on real, personal perception towards actual realities of the organization. The research questions were all open-ended.

What is the perception of Thai Millennials who are young professionals towards career success both in their personal understanding and aspects concerning organizations?

1. How do you define the concept of career success?
2. What are the key influences behind the concept of career success?
3. What strategies are utilized to achieve the concept of career success?
4. How do you perceive the organization enabling factors and barriers towards your career success?

Chapter 3: Methodology

3.1 Research Setting - The Siam Cement Group Company (SCG)

‘The Siam Cement Group’ or SCG is a leading business conglomerate in Thailand and Southeast Asia region established in 1913 by His Majesty King Rama VI. SCG is the first and largest cement manufacturer in Thailand. For more than a century, SCG has consistently developed and expanded to a broad range of businesses. Currently, SCG consists of three major business units (BUs) - SCG Cement-Building Materials, SCG Chemicals, and SCG Packaging. The company has been increasingly expanding business by mostly focusing on Southeast Asia. SCG has more than 250 subsidiaries with 51,100 employees working across ASEAN (SCG, 2015).

SCG believes that business should be conducted ethically. Employees at all levels are committed to work under four ideologies as fundamental guiding principles which are *Adherence to Fairness, Dedication to Excellence, Belief in the Value of the Individuals, and Concern for Social Responsibility*. These philosophies can be summarized in to two aspects ‘Fairness and Quality’ (SCG, 2015). Apparently, human resource is considered a high priority as shown in the philosophy ‘Belief in the Value of Individual’. Employees are considered the most valuable assets of the company. Moreover, SCG is the first organization in Thailand to be certified by the ISO9001: 2000 standard for the entire HR management system and is perceived as the leader in human resources management practices in Thailand by both academic institutes and public sectors (Sathirakul, 2008). The company is a key player in Thailand industrial sector and renowned for being a professional business organization (Wutthirong & Noknoi, 2009).

Figure 2: SCG's business philosophies (SCG, 2015)



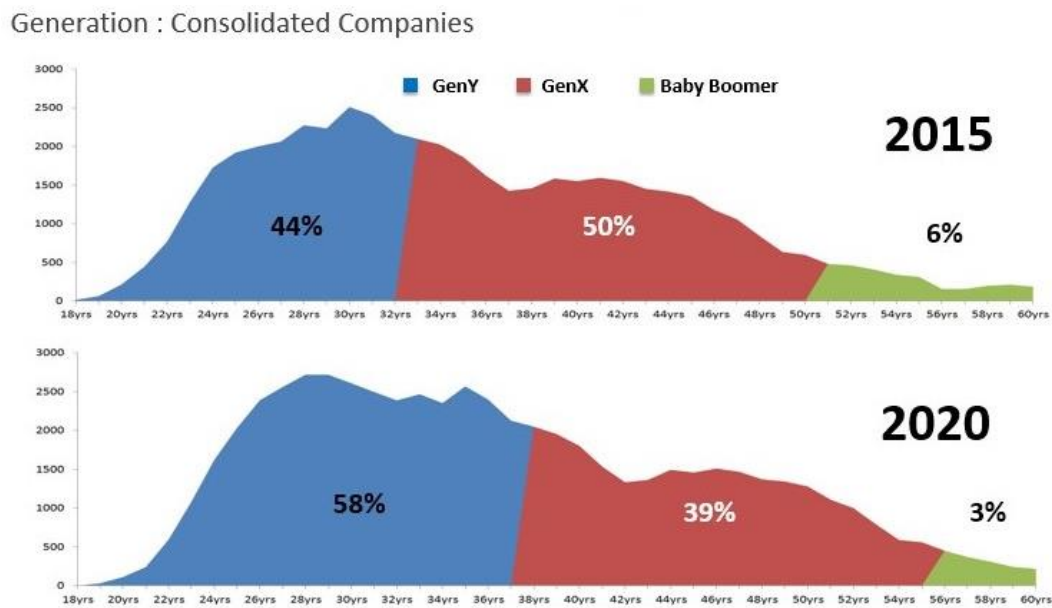
Aside from the four core values mentioned, SCG also adapts to changes by adding two new working concepts – ‘*Open and Challenge*’. ‘Open’ stands for open-minded, willing to respect, listen, learn and collaborate while ‘Challenge’ means thinking out of the box and fearlessly asking or expressing opinions based on facts (SCG, 2016).

The 2016 Thailand's Top Graduate Employers survey was conducted by Jobnisit, a Thai social enterprise founded by Chulalongkorn University & Sasin graduates, and Asia Internship Program (AIP Global). They surveyed more than 15,000 students from leading universities and young generations in Thailand and the result shows that SCG ranks first for desirable company they want to work with (Jobnisit, 2016).

In 2015, the ratio of SCG employees consists of 44% Gen Y, 50% Gen-X, and 6% Baby Boomer. But the company forecasts that the population of Gen Y employees would increase

significantly from 44% to 58% while Gen X and Baby Boomer generation employees would decrease to 39% and 3% accordingly (SCG, 2015). This demographic shift is a major challenge for SCG's Human Resources department. They need to tackle a new wave of Gen Y employees that would be the core workforces of the company in the future.

Figure 3: SCG's workforce and the demographic shift (SCG, 2015)



3.2 Methodology justification

The chosen methodological framework is based on the ontology philosophy in subjectivism view (Saunders, Lewis, & Thornhill, 2016). This assumption perceives that the reality of perception and experience differ in each person, can change over time and vary within different context (Eriksson & Kovalainen, 2016). This corresponds to the Researcher's intension to obtain details of individual's distinct understanding and actions toward perceptions regarding career success.

This research is fundamentally related to the epistemology philosophy to (or intend to) constitute acceptable knowledge in the interpretivism aspect. Interpretivism aims to understand the interpretation of the social circumstances and focuses on the details of situation, reality behind the details and subjective meanings in order to motivate action which is highly appropriate in the case of business and management research such as organizational behavior, human resource management and marketing (Saunders et al., 2016). As mainly drawn by the research questions focusing on what and how combined with the complex context of research factors which tend to engage many stakeholders within the organization, Interpretivism is suitably applicable for this research study. Also, this study is none-hypothesis driven. The inductive approach is utilized for this study. Induction in research follows the logic of proceeding from empirical materials to theoretical results (Eriksson & Kovalainen, 2016).

The objective to capture the target's definitions of career success in their own words leads to the use of the qualitative method. The qualitative method can provide the critical perspective on human behavior and is able to disclose underlying attitude in the way that quantitative research cannot (Malhotra, Baalbaki, & Bechwati, 2013). The case study strategy was chosen by conducting through semi-structured interviews and an exploratory study is designed to examine the data at a particular time as a cross-sectional study (Saunders et al., 2016). The process is described as follows.

3.2.1 Research strategy: A case study

According to Creswell (2014), a case study is investigating on '*A bounded system*' that can be described in terms of time and place. A *case* can also refer to many types of meaning such as an

activity, individuals or group, or people. Another researcher, Yin (2014), defines a case study as an empirical exploration that examines a contemporary phenomenon in a real-life context where multiple sources of evidence are utilized.

A case study is reasonable for this study as this method will allow the Researcher to conduct a holistic and in-depth contextual analysis on dynamics of the phenomenon. According to Saunders (2016), the case study is recommended if the researcher wants to get a rich understanding of the context of the research. The case study is also fit for concurrent situations that the researcher cannot fully control the variable elements in the event. This paper focuses on the perception of Thai young professionals toward career success and the reasons behind their concept that leads to their current behavior where the Researcher cannot control the answers of the target, all of which corresponds to the above reasons given.

3.2.2 Research Approach: Qualitative interview - semi-structured interviews

One of the essential sources of the case study is the interview. The interview is “a process for collecting data where participants have been chosen and asked questions in order to look for what and how they think, feel or do” (Yin, 2014). The non-standardized or semi-structured interview is generally applied to gather data and is analyzed qualitatively to reveal the ‘what’, the ‘how’ and emphasizes on exploring the ‘why’ which are an important part of a case study strategy. According to Saunders (2016), whenever an exploratory study has been undertaken, researchers tend to include qualitative research interviews in one’s design. Interestingly, the interviewees may also lead the discussion on unmet areas that researchers had not considered beforehand but is probably significant for further understanding.

In addition, semi-structured interviews are adaptable and vary in wording and sequence (Eriksson & Kovalainen, 2016). Researchers may have listed a set of theme or questions to ask a group of sampling based on the variety of the interviewees, yet the set of questions can be reorganized. Questions can be omitted in different interviews depending on the encountered context relating to the research topic. Also, the conversation flow can vary while pop-up or additional questions can also be asked (Saunders et al., 2016).

3.2.3 Sampling technique

The sampling method used is non-probability by volunteer sampling approach as the perception of career success and strategies used to achieve their goal are subjective and depend on an individual's perspective. Although there is no concrete measurement to identify the target group, some criteria were set apart from basic demographic (Thai Millennials working at SCG). Samples are between 22-34 years old, male and female who have university degrees in different fields of study such as Engineering, Accounting, and Business. They are full-time employees and based in Thailand with at least 1-year work experience (Passed probation period and annual evaluation).

According to Saunders (2016), volunteer sampling is commonly used when the desired population is difficult to identify. A self-selecting sampling was the chosen method in this case in order to allow samples to decide by themselves whether to take part in this research or not. The proper method was to provide consent forms to the organization which stated the precise purpose of the research and distribute to the main departments at SCG. This was done in order to receive diverse respondents with different backgrounds and be able to collect data from willing

respondents. This technique can help implicitly identify participants who are interested, have an ambition toward career success and desire to share their thoughts about this topic. Moreover, this technique can overcome the lack of willingness to participate in the interview.

Unfortunately, after releasing the invitation form to key departments, only a few people accept to join the interview, and most of them work in the same department. Subsequently, the Researcher decides to apply the snowball sampling technique to acquire more interviewees by asking some respondents to refer other people who are working in different departments and are willing to share their opinions relating to the research topic.

3.2.4 Data collection

As listed in Table 4, the total number of interviewees is 18 with the majority of the group as female ($n = 10$) and the average age of the participants at 28 years old. Three different positions were included consisting of 7 officer level, 8 assistant manager, and 3 managerial level. All the interviewees completed a bachelor's degree ($n = 11$) and a master's degree ($n = 7$). 13 out of 18 work at SCG Headquarter, Bangkok while the rest work in rural areas in which SCG plants are located. The interviews were conducted in Thai language.

The main channel of conversation was a face-to-face interview at SCG Headquarter office and online platform, which was real-time VDO call from *Line* application. *Line* is the most popular online chatting application among Thai people (ThothZocial, 2016). Due to the constraint of distance and budget, interviewees who work outside Bangkok were interviewed via *Line*.

However, respondents working in Bangkok were open to choose whether to interview face-in-face or via online platforms for their convenience.

Table 4: List of the respondents

No. of interviewee	Sex	Age	Marital status	Academic qualification	Working field	Current position	Working year(s)
1	Female	25	Single	Bachelor degree	Production Engineering	Specialist officer	2
2	Male	26	Single	Bachelor degree	Project Engineering	Specialist officer	3
3	Male	27	Single	Bachelor degree	Machanical Engineering	Specialist officer	4
4	Female	26	Single	Bachelor degree	Accounting	Specialist officer	4
5	Female	29	Single	Bachelor degree	Marketing communication	Assistant manager	6
6	Male	31	Single	Bachelor degree	Social welfare - Foundation	Assistant manager	4
7	Male	31	Single	Bachelor degree	Sale engineering	Assistant manager	7
8	Female	29	Single	Master degree	Trading	New business developer	6
9	Male	30	Single	Master degree	Marketing	Strategist - Assistant manager	6
10	Female	27	Single	Master degree	Organization development	Specialist officer	4
11	Male	33	Single	Master degree	IT	IT manager	10
12	Female	30	Single	Bachelor degree	Accounting	Assistant Manager	8
13	Male	34	Married	Bachelor degree	Human resource	HR manager	12
14	Female	32	Single	Master degree	Procurement	Assistant manager	7
15	Female	28	Single	Bachelor degree	Brand communication	Assistant manager	4
16	Female	24	Single	Master degree	Marketing communication	officer	1
17	Female	27	Single	Master degree	Supply chain	Supply chain Analyst officer	2
18	Male	29	Single	Bachelor degree	Accounting	Admin Manager	6

The interview date is decided by respondent's preferred date and time within the requested period of August, 15-31, 2016. Full details of the interview schedule are in Appendix 3. Some appointments postponed due to urgent meetings were rearranged within the timeline and the delay did not impact the data collection process. The duration of each interview was approximately 25 to 40 minutes of one-on-one conversation. During the interview, the Researcher took notes and highlighted key answers and rose additional questions depending on the interviewee's replies.

3.2.5 Data analysis

Audio records are transcribed to Thai and translated into English, then, data undergoes qualitative content analysis. The objective of qualitative content analysis suggested by Eriksson & Kovalainen (2016) is to create a holistic and factual description in order to produce the big

picture about the phenomenon under study as well as to initiate a rich and detailed interpretation of the contextual meanings of the data.

The Researcher used categorization and interpretation as the key method for thematic content analysis by adopting the data-driven coding technique to categorize the data. The Researcher follows four steps of developing a coding system from Miles and Huberman (1994, as cited in Collis & Hussey, 2014) by “deducting the data, displaying the data, concluding the data, and confirming the precision of those conclusions.”

3.3 Limitation of the study

The limitation of this research is that the survey area focuses on a single case study at the Siam Cement Group or SCG. So, there is an issue about the generalizability. Some parts of the result may not be able to directly apply to other countries or companies that is a totally different industry. However, it could be helpful information for the Siam Cement Group itself as well as other private businesses or other researchers for further study.

Due to the limitation of resources and time, sampling size is a small portion compared to all Thai Millennials that are young professionals. Even though samples were chosen with different gender and education background, there was still the lack of diversity such as race, religion, and education level and industry type.

3.4 Ethical issues

The Researcher respects the rights of all participants. The purpose of the research is strictly informed to all respondents in advance that the study is conducted under the approval of all interviewees. The Researcher declares that this study is harmless to all participants. Discussants are initially asked to record their voice throughout the conversation for academic purposes only and their private information, confidentiality and dignity were well-protected along the course of the study. The interviewees' names are not mentioned in the thesis and no personal conflicts occurred among respondents since the data collection was produced via private conversations. In addition, data analysis was generated with transparency and without dissimulation and disinformation.

Chapter 4: Empirical findings

Empirical findings derive from a semi-structured interview. The results focus on two main sections. First, relating to individual understanding on career success: the definition, influences on success, development opportunities and personal barriers to success. The latter focuses on organizational aspects in both enabling factors and barriers towards personal career success.

4.1 The individual understanding of career success

4.1.1 Career success

Perceptions of career success consist of the definition, the career goal and the measurement of career success. For definition, it represents a combination of objective and subjective perspectives. However, the latter factor was significantly mentioned more frequently especially at an emotional level. For example, most of the interviewees talked about work enjoyment and working with happiness as essential elements of their career success.

“For me, career success means doing whatever that makes me happy in this moment. Things that fulfill my happiness makes me feel ‘Okay’ during work, I do my best and I am dedicated to my work and feel happy when I see other people happy with my job and my performance.” - R4

“The top of my pyramid is my enjoyment. Happiness happens when I do what I want to do combined with having good colleagues and good teams.” - R16

The related aspect is to have valuable work that brings happiness to others. Also, some respondents mention about a non-work concept to explain their career success which was having quality time for themselves and families.

“It relates to my mental satisfaction. What I do should positively affect a company and the society. I do not work solely for income. My job description makes me proud of my dedication. And I feel happy and relieved from

tiredness when my work can bring happiness to receivers so I know that my work is valuable and I feel I succeed in this stage.” - R6

“I think about effectively managing time and good work life balance by not having too much stress then I can manage the team to work with happiness and within the timeline. Everybody should feel happy and willing to do their job; all work can enhance development skills.” – R18

In terms of a traditional objective factor, the most identified element was the work position. However, it is not mentioned individually. The answers rose as a package of benefits which consisted of good pay and appropriate position. Moreover, there are two interesting points among the answers. First, whenever they mention about salary or work position, it seemed to be just a ‘normal rate’ or ‘appropriate level’ which can cover their necessary expenses for them and their families, but not to become wealthy. Second, when interviewees discuss objective factors, they only serve as the primary factor that will be followed by the subjective ones in the higher level of career success.

“There are two key dimensions. Tangible and intangible. Tangible things are things such as salary and position while intangible factors are happiness and work-life balance. Two factors should come together.” – R14

“First (priority) is pay and salary, not too much, just sufficient. Because I know, the more you get paid, the more you have to work. The amount received should be enough for myself and my family at a moderate financial status but one should have enough or plenty of time for the family. Second is gaining trust from my boss and colleagues, having the chance to operate important and significant projects.” – R3

When interviewees are asked about their career goal, all respondents took a long time to think before replying. Results are that 12 out of 18 cite that they do not have an exact career goal or concrete plan for achieving career success. Most of their expectation is gaining new experiences, facing new people and new challenging tasks every day to keep developing their skills and leverage their network. Some even say that they have a career goal but it was just a short term

period such as 1 or 2 years. Another important take out was that respondents mention that their aim or goal is unfixed and flexible depending on their age and attitude at various moments.

“My career goal is changeable depending on time and age. When I just started working, my career goal was related to a targeted position. I wanted to grow and advance in my career path within a suitable period. I did not have a long-term plan at that moment. Now, in my mid-career, I got promoted and did the best as planned, and time flies, I changed my career goal based on my new attitude and situation. Now, I focus on what I want to learn, the new things in each year; I’m looking for new, challenging work, or something I have never done before. I like dynamic work. If I feel that I’m satisfied with the current work, I try to make changes.” – R13

“I have no career goal. Just enjoy doing and learning new things to get new experiences. Each year just comes and goes. It should be like 1+1+1 and not 1x1x1 because ten years later, your knowledge should accumulate to 10 not 1 and remain the same as the first year.” – R15

For major measurement of career success, interviewees are questioned about how they measure their career success. Interestingly, answers are quite different from U.S.A studies. This is according to a 2015 survey conducted by Boston College Center for Work & Family about How Millennials Navigate Their Careers that asked 1,100 young adults employees (aged 22-35) across five companies in the United States. In the Career Management section using the same questions, job satisfaction and salary are considered the top two important determinants of career success (Harrington et al., 2015).

However, based on the interview, only 2 out of 18 cite ‘salary’ as the career success measurement factor. Instead, a common answer is an intangible determinant which was ‘acceptance and recognition’. 10 of 18 interviewees emphasize on gaining trust, respect and acceptance from employer and team as potential measurement of their career success. They also mention that good performance and good feedback from the team are an important indicator of career success.

“Good recognition and trust from the team. Your work performance will reflect how good you are” – R7

“Acceptance is the key that measures my career success. Are you well-known in the organization?
Do people recognize and respect you and your talent?” – R13

“People trust my potential.” – R8

“Level of acceptance from the team and also my satisfaction. I prefer to do unfamiliar yet useful jobs rather than
easy one that doesn’t make me learn.” – R5

“People accept that you are talented, an expert and have a strong connection which is something that other people
can’t do. You are a ‘somebody’ and not an ‘invisible person’ in the organization.” – R9

Also, they seem to tie success to impacts on the business. Their contribution should positively
affect or increase the holistic performance of the company.

“I want to conduct good pieces of work, work that positively affects the company’s performance, work that I do
should have value and gain business impact. I evaluate my achievement not from what I have done but from how the
company gets better from my contribution.” – R10

An optional question was added to see if respondents are satisfied with their current situation. A
majority felt dissatisfied due to people problem and lack of challenging tasks. Only 4 out of 18
interviewees mention that they are quite satisfied of working because of having good team.
Significantly, all satisfied respondents are male. Female only either feel disappointed or neutral
because they find that there are both likes and dislikes. For this issue, some specific outcome
relating to demographics should be observed such as supportive atmosphere that is found to be
essential to career success of young female employees.

“Both satisfied and dissatisfied. I’m satisfied due to great surroundings. I have a good boss and lovely colleagues.
However, I feel a bit bored of this job which I have been working for four years. I feel saturated with this field and
want to move on to do something else. Saturated means I know and clearly understand the whole process of this

job. I know that every job has room to improve, learn and grow indefinitely but things that make you stop learning is your feeling and your ambition itself. However, the current surroundings are too good for me to leave. I have a lovely boss that tries to understand and support me. I have colleagues that are like siblings. I'm afraid that if I move to another place, I will not find such good teammates. So, if the new work is not very challenging, I will still keep working here even though it is quite boring"- R14

4.1.2 Influences on career success

After respondents highlighted their career satisfaction, they are asked to discuss on the key influences behind those concepts. The answers are mainly categorized as one external and one internal factor. The most frequent external influence cited by contributors is family. 50% of the participants emphasize on how important their family impact their career motivation. The family is not only a role model or key influencer but also an important part of their ultimate career goal.

"The most influential motivation in my life is family. What I have done is all to make my family live comfortably. So I can say that the happiness of family is my ultimate career goal. The well-being of my family is very impactful and it drives my ambition. So, I sometimes ask myself what I am working for, for fun, for happiness, or else? But for me, actually, it is absolutely for my family." – R13

"About my family, whatever I do, I will think of my parents and what they expect from me. I try to meet my family's expectation. I actually don't have my own dream, since I was young what I do best is to listen and follow my parent's guideline. Now, when I grow up, my parents give me freedom to think and live in my way, so it's a bit difficult to find my actual need." – R5

"Family influence my decision about place to work. I choose to apply and work here because my family thinks that SCG is good to the society." – R1

Another internal key factor of career success is geared towards respondent's experience and expectation. 50% of discussants credit their own personality as their key motivator. Their own desires and ideas control and shape their vision towards career success. In other words, this large group can be referred to as self-motivated or self-directed employees in the company.

“I’m a kind of person that want to be successful in anything I decide to do. If I have high determination, I will cut my personal interest, cut relationship, or even neglect my health and focus solely on what I do. I want to work as best as I can because I tie my happiness with the results of my work. This is my way of finding happiness in life.” –

R10

4.1.3 Development opportunities

For development opportunities, interviewees are categorized into 2 different groups which were ‘there’s no goal so there’s no plan’ and ‘there’s only just rough ideas’. One-third of discussants cite that they do not have such a work or development plan. They just focus on day to day work while the latter group have ideas on what they are trying to do and what necessary skills they want to obtain to succeed in their career. Although the answers are mixed, ideas related to development opportunities can be grouped into three elements – ability, boss, and chance which the Researcher would call the ‘ABC’ factor.

Ability is leveraging one’s ability as an important way to get closer to success. Four main strategies are emphasized on how to increase ability which are pursuing Master’s degree, taking additional learning courses, language improvement, and on-the-job learning. Several contributors mention that formal education such as pursuing a Master’s degree is advantageous for career advancement. Also, not only specific working skill development is mentioned, but people management skill is also highlighted.

This is aligned with the research conducted among Thai Millennials to explore their key features and working values. The results appear that Thai Millennials are well-educated. Obtaining further degrees and pursuing higher education are important factors required to gain competitive advantage (Dhevabanchachai & Muangasame, 2013).

“Now, I’m studying a Master’s degree in management so I can utilize this new knowledge to my work.

It will give me a great chance to advance in SCG.” – R11

“I believe in training and action. Learning but doing nothing is useless. Being responsible is also important. If you are smart but lack responsibility, regularity, and have bad behaviors, these traits will block you from succeeding in your career.” – R7

“I am improving my English proficiency skill, in case I have a chance to rotate to work abroad.” – R18

“Not only do I effectively manage work, but I also try to learn more on how to handle people, how to control my mood and be more mature.” – R9

Boss or getting support especially from the boss or team is another key point that discussant reinforced about their development opportunities.

“Good boss should take care of team members, help develop and push them to get better career paths. Every worker is supposed to take care of assigned works while the boss should support and help them efficiently get work done. They should support them to work with happiness, have good health and gain appropriate salary as well as push them to advance in work at the appropriate time.” – R2

Chance or right timing, network, and connection are also included in this category. Some individuals mention that chance is an uncontrollable factor but network and good relationship can be built and help lead to good opportunities for better career choices.

Interestingly, they did not cite the ABC factors separately. These factors are relevant and should be active at the same time to deliver the best results.

“I think of chance. Chance occur when you know it or it can just come to you. For example, if you have a good boss that always supports you and there is a good position opening but you are not qualified then you can’t apply. Or you are very talented but your boss just wants to keep you working for him. So, many elements are involved for career success.” – R13

4.1.4 Personal barriers to career success

Interviewees also identify their opinions on perceived barriers that might retard their career success. Four key factors are discussed as obstacles such as personal traits, lack of management skill, academic background, and family issues. Evidently, there are no answer relating to demographic characteristics and the key barrier is different from the U.S. study in 2008 in the same question, U.S. respondents recognized their demographic characteristics such as gender, race, or marital status are or can be a main barrier (McDonald & Hite, 2008).

However, in the young Thai discussions, a typical response was dealing with their negative personal traits. Laziness, unclear life plan, immaturity, and lack of self-confidence seem to block them from their target. For example, one female indicated:

“I am lazy. I don’t have much passion for doing something for a long period of time. And instead of tolerating, I just reduce or change my target. I am often on standby mode which makes me inert and inactive.

I have no eagerness to learn. That’s my weak point” – R12

Additional comments relate to management skills such as the inefficient time management or lack of people management skills.

“I am not concerned about my capability. But I think about ‘acceptance’ which is a very important factor for advancing in SCG. In my opinion, if you want to get promoted and succeed at SCG, you need to have good relationships with many people, gain wide recognition and know how to deal with people. These three elements are my weak points. Here, they evaluate and promote employees from the combination of capability and acceptance.

Even if you are very skillful but no one likes you, it’s difficult to grow.

SCG is not that type of ‘HERO’ or ‘One-man show’ organization.” – R10

Furthermore, another male interviewee mentions about education that:

“My academic background is not engineering, so I think it’s quite difficult to advance to the top position at SCG”

– R9

The final barrier cited is regarding family. Although most of them refer to family as a great motivator but a few respondents also saw family as the lifelong obligation.

“Taking care of my family is the primary duty of my life. If my career success is to go and work abroad. I feel that I can fulfill my dream but won’t be a grateful daughter. If I have to choose, my family should come first.” – R17

Notably, when respondents mention about development opportunities or perceived barriers, external factors such as networks, working environment, nature of organization, or even family were greatly mentioned. These key elements can increase or decrease their chance to succeed in their career.

4.2 The organizational aspects toward career success

Within this section, four broad topics relating to organizational aspects are described: enabling working condition, employer-focused, corporate cultures, and organizational barriers.

4.2.1 Enabling working condition

After discussants explain their perception on career success, they are asked to reflect their comments on organizational issues which involved career success. For enabling factors, good working condition is the most common element mentioned. Three key appropriate working conditions that contributor desire to work are; clear vision, teamwork, and open and challenge.

Thai Millennials prefer to work in a mission-driven environment because several interviewees state that they need a clear vision from top level management so that they can create a concrete plan and strategy and easily follow those steps to hit the target.

“(I need) a place that has a clear vision and clear expected result that the company wants to reach.” – R9

“Top executives should have a clear direction, concrete vision and should not easily change their view. Also, they should give appropriate authorization to the person in charge to work with freedom.” – R11

Moreover, collaborative team or understanding among team members are another concerned factor. Supportive environment mainly affect workers in terms of mental encouragement.

“I feel lucky that my team is the same age so we understand each other. Even when I suffer from work, I know that we have friends to get through it together, then I’m okay. Fortunately, I can say that colleagues and my friends in daily life are the same person.” – R16

“I give cherish teamwork. The team should have the same vision, same direction and share empathy.” – R7

In terms of the open and challenge working style, a significant number of respondents point out this element as a required working condition only if ‘real’ open and challenge occur in the working atmosphere. Also, although they are group-oriented, Thai Millennials also seek individualism and respect for their idea (Kittikrairat & Ogawa, 2015).

“Open and challenge, true open and challenge and not just policy. Some SCG people are still working with the conservative styles.” – R8

“People here should have more respect for employee’s idea and try to reduce categorizing people by generation, or judge people only by stereotypes. High expectations from other people make me feel uncomfortable, this generation (Generation Y) is wrongly stereotyped whereas supervisors rarely blame themselves. Everybody has a different goal in life, my goal and the organization goal cannot get along well. And also, I do not work for

free. This world is all about give and take. If we can openly talk about our career goal without any bias, I think the working condition will be better.” – R15

4.2.2 Employer-focused

When all respondents are asked to reflect their opinion on what employers do or should do to support their career success, the recommendations were all the same. This can be grouped into four properties of desired employers: regular coaching, leverage teamwork, open-minded, and matching the right job to the right person.

Interviewees prefer receiving evaluation about their individual abilities. Regular coaching was the top requirement that discussants mention. They all cite about giving guidelines and feedbacks individually as the main responsibility of the employer. Most of the contributors believe that regular coaching would result in one's performance development. The employer that pays attention to the employee will understand and know each employee's career goal so they can give useful advice and assign the right job to the right person. Furthermore, a boss who regular give consultations will get in touch with the team and know how to leverage teamwork in right situations. Above all, good coaching and teamwork will not occur, if the employer is not an open-minded person. Notably, all four characters are relevant.

“I expect that the head should help me learn the whole process of making a delicious cake even I'm just only in charge of preparing the flour.” – R5

“A good employer should regularly coach and give feedback. They should tell them which negative points should be fixed, which strengths should be kept, which working style is suitable to the organization...coaching should be a daily and casual conversation...The employer is not the owner of company that evaluates and judges other people's performance. They do not have the role in dismissing underqualified employees or keeping only best employees they favor. Selection or screening people is not their job; companies hire managers to be like great craftsmen to shape and build good pieces of art, fix broken one and nurture good ones to become the best ones.

Employer should manage the well-being of the team so that team can manage work smoothly and finally make good outcomes for the company.” – R9

4.2.3 Corporate cultures

All respondents are asked to comment on how supportive corporate cultures are to career success. Some discussants view that corporate culture is just a subordinate factor to support one's success. Instead, their attitude and performance influence their own development. However, some interviewees mention that corporate cultures matter. The results appeared to be separated into two angles, positive and negative. In a good way, some respondents review that the learning cultures and rotating system at SCG are very supportive to their career success.

“The company gives you a choice to change jobs based on your desire. The rotating system is a good opportunity for learning different kind of works without having to resign from the company” – R6

“In my opinion, SCG is excellent in terms of corporate culture. The company is trying to promote a learning culture apart from your current responsibility. For example, even though I'm a production engineer; the company sends me to take a supply chain course, so I know the whole outsourcing process and how to deal with consumers.

This not only supports me to be more efficient at work but also to understand the overall context of the business.” – R1

On the other hand, negative points also have risen among discussants. Around 45% of interviewees indicate that the policy of promoting open and challenge culture itself is excellent, however, it has not been practically adapted to work in the real process. Some analyze that this is because the cultures of rotating jobs or the various learning courses are system based, but ‘open and challenge’ is actually all about ‘people’.

“I don't know whether good people lead to the great corporate culture or good corporate culture grooms people to be good. But from where I work, I believe in people. No matter how good the corporate culture, it depends on whether people use it or not...I do not think that corporate culture can support my career success, people working around us

do that instead. Respect for seniors and respect in the right and personal comments on work are a different story.” –

R4

“Corporate culture that supports open and challenge is good for working.

However, it is not easily implemented in the context and with some groups of people in SCG.”- R11

4.2.4 Organizational barriers

Lastly, interviewees are requested to further elaborate on the organizational barriers that might affect their career success. Most respondents cite that no actual barrier directly block their career success. However, some working system dilute their work ambition or inspiration.

The nature of a big company is recognized as an obstacle for their daily operation. Due to the size, sometimes, they find that it hard to synchronize or share information between business units or across functions. Also, complicated and inefficient working process are another disadvantage that cause frustration and boredom. Another key barrier was about hierarchy in the organization.

“The dissonance between business units. SCG is a large organization, each business unit have their own working process and operate separately, they have own and unique culture. Sometimes, it’s difficult to share or synchronize information. Even within department, each team may have different KPIs and they all work independently without alignment. They have their own mindset and they are quite self-centered.

SCG is full of talented people. Our support sometimes turns to be other team’s barrier.” – R5

4.3 Conclusion of the findings

Related to the individual concept of career success, the answers are rather categorized in subjective and non-work-related concepts than objective one. Thai respondents mostly talked about ‘Enjoy working in day-to-day activities’ as their perceived career success. Even the objective criteria such as salary and work position was also included, ‘Appropriate return’ is

their desired level. About career goal, this group reviewed that they should not strictly fix to the specific goal which makes them have no actual long-term plan. And, since Thai young professionals' characteristic are group-oriented, they, therefore, measure its career success by focusing on acceptability and recognition from surrounding people. For the influential factors of their career success, this group is the self-motivated or self-directed employees by having the well-being of their families as the most ultimate career expectation. In terms of development opportunities, there is a combination of three key factors that support them to achieve their goal - Leveraging one self's ability in both particular working skills and people management skills, embracing by supportive boss or team as well as obtaining strong network and connection. Those key factors should be active at the same time.

Involved in organizational aspect, the enabling factor is to have good working conditions. Three properties required in workplaces are clear vision, collaborative team, and open and challenge atmosphere. Related to Boss issue, Thai young employees emphasized on regular coaching and appropriate job assignment as the principal responsibilities of the employer. While pasting corporate cultures as minor supportive factor of their career success, 'People to work with' is the key one to enhance their ambition to work. Nonetheless, to be in learning culture and rotating system are advantageous to their career success.

Chapter 5: Discussion

After considering the research findings in the previous chapter, the Researcher attempts to present critical reviews and analysis by explicitly following the concepts provided in literature review chapter. The discussion indicates into three sections which are Thai Millennials' characteristics, Thai Millennials and their career concept, and Thai Millennials and the career development strategies. This chapter is aimed to further contribute to an extension on the study of human resources management.

5.1 Thai Millennials characteristics

According to the literature review on general Millennials' characteristics as seen in Table 1, Thai Millennials' personalities are mostly similar to the global counterparts. Notably, two significant values are dominantly reinforced along the discussion of interviewees which are require constructive feedback and mission-driven.

Based on the interview, Thai Millennials prefer to receive evaluation about their individual abilities as well as seek meaningful work and precise vision to drive them to efficiently work. Most of the respondents hope that their performance can affect the overall business performance one way or another. However, the findings show another three distinct traits of Thai young generations that differ from the western study witnessed in the literature review.

A) Flexible life pattern

Thai Millennials primarily emphasize on the present moment or day-to-day activities rather than long-term plan resulting a life pattern without a concrete goal. As a consequence, they mostly

perceive that their career destination can be adaptable and flexible which leads to both positive and negative outcomes. The disadvantage of living without an actual plan is that they have low level of motivation or commitment towards work. As career goals are not their final target, Thai Millennials do not seem to fear change and positively value change as good opportunity to experience new things. Hence, no fear of change may be the reason behind of the phenomenon of low organizational engagement.

To further elaborate, rather than having high loyalty for organizations or affectionate boss like previous generations, this study shows that Thai Millennials tend to be remarkably loyal to their beloved work. Thus, enjoyable work and working with happiness are the most common perceived values this cohort mention throughout the interview.

B) Need for social acceptance

Another dominant Thai Millennial characteristic appeared while interviewees share opinions on career expectation. Instead of getting high salaries and positions, Thai Millennials prefer to get acceptance and trust from the society. This is evident from the various citing on how they paid attention to good recognition and respect from surrounding people, which is slightly different from the western studies. The interview results further indicate that Thai Millennials are more 'social' which lead to the preference to have a good relationship with coworkers in the workplace. This is aligned with the study of Kittikrairat and Ogawa (2015) that stated rather than belonging to the 'company', young Thai generations value 'the people' that work together.

Implicitly, most of the interviewees link one's career achievement with an external factor which is other people's perception. They are somewhat concerned on how other people evaluate or view them and their performance, how well surrounding people recognize them, how good they fit in a team and how important they are to the organization. According to the nationwide survey by Siam Commercial Bank (SCB) in 2014 which studies and compares average Thai Millennials' characteristics with global counterparts, Thai Millennials are more dependent on groups. 52% of Thai Millennials mention that the most influential factor motivating them to work was 'attractive colleagues'. Moreover, how well they get along with the group seem to be a big issue especially among young female employees.

C) *Familism*

Finally, another outstanding young Thais personality is the high level of Familism. Based on a research question asking about the key influences behind their concept of career success, half of the respondents put their families at the highest point for personal career success and the most impactful motivator of their career success. To make their family happy and proud are one of most frequent sentences when they answered about what prompted their definition of career success. The key point is that family is not only the influencer or role model of work but are the reason why Thai Millennials keep working. In other words, fulfilling their family is a milestone destination of their working life. It seems that expectations of the family are considered more valuable than their own.

This perspective could firmly reflect the collectivist cultures of Thais that also influence Millennials. This is consistent with the result of 6-D Model of Hofstede that analyses the effects

of the culture of different society on the values of its members. Thailand scored 20 in the ‘Individualism’ dimension, it is evidence of a ‘collectivist society’ where people have a sense of belonging to a ‘group’ such as family who take care of them in exchange for loyalty. Also, ‘Familism’ is the term used to call the social pattern in which the process of decision-making firstly emphasizes on the needs of family or group (Carteret, 2011; Hofstede, 2001). The summary of the overall Millennials characteristics is listed in the table shown below;

Table 5: Global and Thai Millennials characteristics and values to the translation in workplace

Characteristics and values	Translated to the workplace	Dominance in Western	Dominance in Thai	Dominance in Both
Trophy Generation	Require feedback and constructive criticism			✓
Multitasking skills	Familiar with busy schedule but easily get bored	✓		
Less loyalty and engagement	Dislike set of rules, need freedom	✓		
Digital natives	Utilize technology as a tool to finish a task, flexible	✓		
Require meaningful work	Prefer Mission-driven tasks			✓
Individualism	Seek attention	✓		
Flexible life pattern	Focus on day-to-day activities and unafraid of change		✓	
Social acceptance	Need good recognition and respect from the team		✓	
Familism	Family as key motivation for work		✓	

5.2 Thai Millennials and their career concept

5.2.1 Thai Millennials and the overall career concept

The results of this research reinforce some ideas of career concept from the previous studies while providing additional insights of Thai Millennials who are young professionals about their career perceptions. For instance, the overall understanding of career concept among Thai respondents are geared to the concept of ‘Protean career’ emerged by Hall (1976). They perceive that the career itself is related to an ‘individual’ working or managing the process, not the organization. The personal career alternative of a Protean person is to meet self-fulfillment in an internal or psychological level which is quite similar to the results of the Thai discussants.

Moreover, Hall (1976) states that a Protean person mostly redirect their career expectation from time to time accordingly to match the needs of the person. Likewise, most of these respondents also have corresponsive opinions. They cite that the career concept is more complicated and vary from time to time depending on age, experience, and attitude in particular moments.

5.2.2 Thai Millennials and career success

For career success, these group of respondents include both subjective and objective perspectives into their meanings of success. More importantly, the results are geared towards subjective criteria rather than objective indicator such as salary or authority, supporting one of the findings drawn by Dries, Pepermans, & De Kerpel (2008).

To analyze using the five dimensions of ‘career success orientation’ by Derr (1986) which consist of getting ahead, getting free, getting secure, getting high, and getting balanced, the

dimension that closely describes Thai Millennials' values, motivation and attitudes, is 'getting high'. This is in terms of skill development and expertise in the chosen area of interest. However, to leverage the idea of Derr, there is another dimension added up to explain Thai Millennials' perception that the Researcher would call 'getting accepted'. 'Getting accepted' reflects individuals who want to gain respect from the society and value external acceptance and trust.

Moreover, as Heslin (2003) proposed the idea of self and other people's criteria for career success (Self-referent criteria means individuals measure their success on their own standards whereas Other-referent criteria will compare one's career with others), this qualitative study can further explain on Heslin's research. In practice, Thai discussants apply both categories to measure their career success in different angles. Several interviewees utilize self-referent criteria to illustrate their 'subjective definitions' such as self-development and challenging, enjoyable work. However, they still apply other-referent criteria to compare one's career with friends but only in terms of 'objective indicators' such as position, or salary base.

Considerably, young Thai professionals observe that career success is more sophisticated and externally-related rather than just being at the top position or by the use of traditional ladder in advancement. It confirms that hierarchical promotions may not be the attractive primary factor for this generation. While being less inclined to advance in usual vertical paths with position or salary as the sole indicator of success, this group tends to expand their measurement for success in multiple and rather horizontal aspects.

For example, they effectively manage time to balance life and work, experience unfamiliar tasks to gain wider skills or expand connection and relationship with many people. All these non-work desires are significantly repeated in this study. These elements seem to be a humble achievement, yet they play a vital role for individuals to pursue or stop. This can be noticed as many contributors cite that they will start looking for new jobs when the current work doesn't excite them any longer. This is combined with the belief of continual self-development and courageous attempt to confront changes, this group, therefore, is responsible or rely on themselves to manage a career path as they see the various choices ahead. Moreover, one key factor which shapes the perception of career success is related to the Thai culture that grooms this cohort to be concerned of the well-being of their family.

To conclude, as revealed in the findings of individual understanding toward career success, their concepts seem more personalized, wide-ranged as well as self and family-motivated. Also, Thai Millennials are mostly driven by individual growth and development, not by organization privileges. Thus, a career success can happen at any step of their life as long as they enjoy the journey and do not just consider only the destination.

5.3 Thai Millennials and the career development strategies

The results of this study apparently support previous studies about the new approach to career development emerged by Gilley, Eggland, & Gilley (2002). These researchers suggested that successful career development or CD needs to encourage both 'individuals and organizations' and build the strong partnership by leveraging employees' competencies and skills for a future

job assignment (Gilley et al., 2002). Beyond the loyalty exchange concept, CD was treated by Thai respondents as a peripheral organization effort to support their career growth.

Although traditional learning provided by organizations are mentioned as one of the strategies to increase career growth, the answers of research question asking about strategies that are utilized to achieve their career success indicate that the working experiences through on-the-job coaching seems to be the main source of CD that Thai Millennials greatly expect from their employers. Therefore, daily experiences and immediate supervision are more important than particular organizational programs. Additionally, suitable job assignments and challenging tasks can be the foundation of gaining new skills that will positively foster Thai Millennials to reach career success in the future.

The results of this study also signalize the remarkable change of managerial work from a traditional controller to facilitator. As daily learning in workplaces become more informal and off-recorded, it becomes not employee-oriented but employer-initiated, thus, efficient coaching skills must be maximized. This phenomenon is quite a big challenge for HR and managers to adapt the nature of work responsibility correspondingly to young professionals' expectation. Another important role of HR manager or employer is to acknowledge and manage employee's expectation as well as learn to handle employee's disappointment.

Another noticeable result of the findings point out that there is a large number of self-motivated or self-directed employees in the company. So, it is necessary to know how to promote and deal with this type of people which will be most prevalent in the organization. Aside from aiming to

increase the knowledge of all employees, HR practitioners or managers should also sustain and promote all individuals with self-motivation. The challenging task is how to match individual's values to those of the organization.

Above all, employees who receive self-development and self-motivation tend to be more engaged with the organization (Zaleska & de Menezes, 2007). Implicitly, the company should empower those key indicated values instead of focusing merely on employment security.

Chapter 6: Implications and Conclusion

6.1 Implications

Based on the findings and discussion of this study, the Researcher proposes the list of recommendations by separating into two parts – Employer issue and HR issue.

6.1.1 Managerial implications for employer

According to the answers of research question asking about the organization enabling factors and barriers towards their career success, the following is the guidelines for an employer to support individual's career success.

A) *Clarity and concision of Company's direction* – In the context of having a large organization and obtaining many hierarchies of management, may cause uncertainty and fragmented vision among employees. To help eliminate those problems and support Thai young professionals that prefer mission-driven working style, the employer is the key person to clarify and deliver the concise vision of the company to them. Regular team meetings can help assure that each employee acknowledges the same company's direction. Moreover, this strategy can empower the team to be more focused on work, and hint what the company expects.

B) *Coaching and Communication* – Regular coaching and communication become the key approach for young generations to develop their potentiality. Accordingly, the proper relationship in daily activities can build the mutual trust and help the coaching process to be more efficient. Also, a good communicator is a good listener. The employer should

keep the communication channels opened for any questions so that problems would be solved timely.

- C) *Team harmonization* – The employer should build a team like a family. It is important to encourage team members to understand each other better and treat all individuals with equality and transparency.

6.1.2 Managerial implications for HR practitioners

- D) *Challenging job assignment as a kind of individual's success* – Thai respondents recognized that to be assigned to challenging and meaningful works are a great sign of gaining trust and appreciation. Which they perceived as the most influential indicator of career success, hereupon, HR should set this issue as an important agenda and should realize that it is a kind of attractive alternative of organizational rewards. The role of HRD is to promote the value of developmental job assignment to employers, participate in the process of selecting potential employees as well as encourage young professionals to accept those opportunities for their career growth. Companies that have flexible pathways to individuals' success will be more likely to keep their best employee and keep them engaged longer (Gallo, 2011).

- E) *Professional Development Plan for individual* – By the fact that most of Thai Millennials do not have their own actual career plan for the future, it does not mean that they do not need one. In the other hand, by offering individual development plan, it is a great opportunity for HRD to take part as a career navigator to help young employees find

advancement in their career. Regard to the findings that seeking for skill development is highly prized as an attractive work condition among Thai respondents, an individual career-pathing program, then, can be a ‘roadmap’ showing that there are various and useful skill-developing courses in different steps waiting for them ahead. These benefits can be an important tool to attract and keep Thai Millennials engaged and contributing to the company. Also, the professional development plan should be the personal guidelines to address their strengths and weaknesses as well as providing the appropriate individual’s training needs. Moreover, HRD practitioners who are in charge of this issue should work in proactive approach rather than just respond for employee’s requirement passively.

F) Network enhancement – As expanding network is one of the development opportunities of young Thai employees, HRD can support this group by providing the crucial connections that can increase both professional and private growths. One effective method is to leverage Mediums as efficient tools to link wider and deeper connections.

G) Opened choices for employee benefits – The results indicate that Thai Millennials think their lives are full of options, their goals are flexible, and they have the right to choose their own ways. So, it is better to apply those ideas to the benefits by offering employees an opportunity to design and customize the benefit programs to suit the individual’s needs and interests by themselves. Take an example; some employees may be less attracted by benefits-enriched health programs but interested in financial investment or traveling. So, they probably choose to allocate a big portion of benefits for investing in

recommended funds or trading some needless benefits to increase their private leaves so that they will have more time for traveling. In addition, because family is a concern for young employees, it is important to include benefits for family members as one of the attractive choices for young generations. For instance, a package for grateful descendants that provides most of the welfare for their parents' medical treatment fee, or health-checking program as well as health insurance for their families, etc. The family-related benefits offered by the company will also help Thai Millennials enhance their sense of gratefulness and relief the burden of their families' expense as well.

H) Redesign the evaluation of CD – The different definitions of career success among Thai Millennials' group can directly affect to the new meaning of CD's assessment. Some traditional methods seem to be inadequate to answer new group's needs. To catch up all the changes, HRD practitioners have a responsibility to redesign and implement boundary-spanning evaluations that are enable to cover intangible determinants, such as career satisfaction, work-family integrated goal, etc.

6.2 Conclusion and suggestions for future research

Thai Millennials who are young professionals are already the largest portion of the organization and become the great key driver of Thai economic growth in the 21st century. The empirical findings show that Thai Millennials have a unique way of thinking, different perceived values, and attitudes toward career perspective. Their career success is identified by rather non-career-related and subjective points of view than traditional objective criteria. The concept of 'Work-life balance' is gradually replaced by 'Work-life integration' when Thai Millennials blend their

work responsibility, individual needs, and family obligations as the definition of their career success. Instead of focusing on career advancement, they desire to gain regular self-development and seek for social acceptance. In the era that the organization strives to retain the Millennials generation, the more understanding of this group's career perception and values, the more employers to efficiently operate and provide suitable work environments that tend to engage more with Millennial workers successfully.

The process selected to investigate Thai Millennials' perception of career success and the implications for HRD strategies involved a qualitative method of data collection via semi-structured interviews from young employees of Siam Cement Group Company in Thailand. By the fact that the research strategy adopted merely single case study, which could be seen as the limitation, the Researcher anticipates that the study regarding career success issue will be more beneficial if multiple cases are applied and compared. The prospective cases can be chosen in different countries in Asia to have a broader view of 'Asian millennials' perception'. The diverse countries can further reveal the management aspects of multicultural differences. Another method is to conduct the research by using a mixed-method approach. The Researcher sees that the study will be more substantial when applying the qualitative interviews to find the initial understandings of career success and, then, conducting a larger quantitative survey based on the analysis of the previous qualitative data.

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Appendices

Appendix 1: Lists of guideline questions

Categories	Sub-categories	List of questions
1. Individual understandings of career success	1.1 Concept	<ul style="list-style-type: none"> Describe, what does career success look like to you? What are your career goals? And why do you think that goals are important to you? How do you measure your career success? <i>Or</i> how will you know you are successful in your career? How satisfied are you with your careers? If you look back on your career in the last year, and it can be described as 'successful', what might it look like? (optional question) What do you want to accomplish in your upcoming year, why?
	1.2 Contextual factors or relevant people to personal career success (Influence on success)	<ul style="list-style-type: none"> What are the key motivators to make you have those set of career success, why?
	1.3 Development opportunities	<ul style="list-style-type: none"> What are you doing now and plan to do in the near future to achieve their definitions of career success? What are the necessary skills to help you reach your career success? Why do you think that those skills are vital for your success? How you gain or develop those set of necessary skills?
	1.4 Personal barriers to success	<ul style="list-style-type: none"> Can you identify the key barriers you perceive that might affect to your ability to achieve your definitions of success and why?
2. Organizational aspects towards personal career success	2.1 Organizational enabling factors to success	<ul style="list-style-type: none"> What are the factors or work conditions that will make you most productive and enhance your ability to reach your succession, and why? What do your employers do or should do or should not do to support your career success? How supportive are the organizations' cultures regarding to your career success?
	2.2 Organizational barriers to success	<ul style="list-style-type: none"> Can you identify the key organizational barriers you perceive that might affect to your ability to achieve your definitions of success and why? What policies, rules you think it's not practical and make you uncomfortable to reach your career success?

Appendix 2: The form of respondent's profile

No. of respondent ()

Sex	
Age (Years)	
Marital Status	
Academic qualification	
Current position	
Working field (Specialization)	
Working experiences at SCG (Years)	
Previous company served (No.)	

- Researcher respects the right of the respondent. The privacy information of respondent will be kept confidential during the research. The transcript from the conversation will be used for the academic purpose only.

Appendix 3: The information of interview schedule

No. of interviewee	Date	Time (GMT+7)	Channel
1	14 August 2016	14:30 PM	Face-to-face
2	15 August 2016	17:30 PM	Line
3	15 August 2016	20:00 PM	Line
4	19 August 2016	11:00 AM	Face-to-face
5	19 August 2016	15:00 PM	Face-to-face
6	19 August 2016	17:00 PM	Face-to-face
7	19 August 2016	18:00 PM	Face-to-face
8	22 August 2016	18:00 PM	Line
9	22 August 2016	20:00 PM	Line
10	23 August 2016	19:00 PM	Line
11	24 August 2016	12:00 PM	Line
12	24 August 2016	17:30 PM	Line
13	25 August 2016	12:00 PM	Line
14	26 August 2016	11:00 AM	Face-to-face
15	26 August 2016	15:00 PM	Face-to-face
16	26 August 2016	17:00 PM	Face-to-face
17	27 August 2016	16:00 PM	Line
18	31 August 2016	18:00 PM	Line

Appendix 4: The approved form of the explanatory statement of SCG



Date: 22 October 2016

To

Ms. Venus Asavasitthithavorn, Director - Enterprise Brand Management Office
SCG - Bangkok, Thailand

Subject: Request to be a part of an academic research

Ms. Pashcharidar Jirapinyo, a MBA student at Ritsumeikan Asia Pacific University, Japan, is conducting research for the final year Thesis. The aim of the research is to explore the perception of career success among Thai Millennials and understand the contextual influences of their concepts. I am hopeful that the results of the research will provide valuable information to businesses.

Since this study will applying exploratory research among Thai Millennials, aged between 22-34 who are young professionals working in The Siam Cement Group or SCG as case study, the organization will but the interviewees will not be named in research. In addition, the respondents' information provided will be dealt with confidentiality and will be used solely for academic use for thesis or journal articles of the student. The data will only be accessed by research-qualified staff and will be kept in a secure environment.

This explanatory statement is to kindly require an acknowledgement from SCG's representative. If you have any queries or wish to access the information at a later date, we would be glad to provide a copy of the result to you. Please contact me via e-mail at Pashji15@apu.ac.jp. Or my supervisor at tdiefenb@apu.ac.jp. His details are given below.

Thomas Diefenbach PhD, MSc, BA
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I look forward to your kind cooperation.

Pashcharidar Jirapinyo

The Ritsumeikan Asia Pacific University
Graduate School of Management, Marketing and Management