DOES PASSION MATTER IN CAREER INTEREST IN GENERATION Y AND Z?

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ABSTRACT

This study examines the role of passion in Generation Y and Z career interests in project management. The demand for project management practitioners is increasing; yet, the younger generations are not particularly interested in pursuing this career. A descriptive quantitative study was conducted to test the hypotheses using questionnaires as the instruments. The respondents were students and entry-level employees in project management in Indonesia. Measurements for all variables have been modified from previous studies. Convenience and snowball sampling methods were employed to reach respondents through an online survey. Three hundred forty-six questionnaires collected were analyzed with linear regression using SPSS 25. This analysis revealed that passion is significantly influencing career interest in both Generation Y and Z. There is no significant difference between groups.

Keywords: Career Interests, Generation Z, Generation Y, Passion, Project Management

INTRODUCTION

The consistent growth of project management practitioners' needs has been taken into account as 87.7 million of them will be required globally by 2027, as has been reported by Project Management Institute (PMI, 2017). The needs come from major six industrial sectors. It consists of 9.7 million jobs in manufacturing and construction, 5.5 million jobs in information services and publishing, 4.6 million jobs in financial services, 1.7 million jobs in management and professional services and last but not least, the demand of more than 300.000 jobs in utilities and oil and gas sector. The potential risk of loss of GDP is around USD 207.9 billion in total. It is predicted from 11 countries like United States, Great Britain, Australia, Brazil, China, Germany, Japan, Canada, India, and some other countries in the Middle East, cannot fulfil the demand. This situation is further concurred by a report from the World Economic Forum that the market of future jobs is more project management related in technology adopted positions such application development, internet of things, big data analytics, machine learning and cloud computing (WEF, 2019).

The demand for project management practitioners in Indonesia is becoming imperative as the country has been building massive infrastructures across the nation under President Joko Widodo. The importance of these 21 major infrastructure projects and five major programs have been becoming more significant as they are supported by the presidential decrees (GRI, 2016; 2017; 2018) to be national strategic projects. This surge, however, cannot be fulfilled as the growth of project management practitioners does not seem to be aligned as only less than 5.000 practitioners in 2019 as has been recorded by the Indonesian Project Management Association (PMI, 2019). Meanwhile, Project Management Institute has reported a gap of project management practitioners from entry-level to experienced level (PMI, 2020) hence, it concludes the lack of interest of the younger generation to take project management-related jobs despite demand growth in Indonesia.

Technological advancements, job restructuring, and an increasingly globalized are just some of why careers have become less structured and predictable. How people choose

their careers has been the interest of academia. With the new generations joining the workforce, individuals' career interest is argued to be influenced by passion. However, there are limited studies available to see the influence of passion on career interest, particularly in high-demand Project Management-related careers.

Young people who enter the workplace come from the youngest generations, Generation Y or millennials and Generation Z. They will occupy more than 50% of the workplace this coming year (Kumar, 2008). Both generations are known to define themselves by their interests and passions (Gulyani, 2017; Zirker, 2018; Pollak, 2020). Seventy-nine per cent of millennials define success as "doing what you are passionate about" (Zirker, 2018; Marttinen, 2016) state that member of millennials tends to value the content, interestingness and meaningfulness of work highly. Since the youngest generations put a high value of passion in their career choices, this study aims to see how individual passion will impact the youngest generations' career interests. This study also wants to see whether there is a difference between Generation Y and Z in the influence of passion to career interest in Project Management.

This paper is structured as follows: the next session presents the literature review of project management, Generation Y and Z, and passion. Thereafter, the methodology of the empirical study is described, and the findings are presented. Finally, the conclusion, limitation and recommendation for further research are drawn.

LITERATURE REVIEW

Project Management

The root of project management theory has been understood to be product development (Brown, 1995), and innovation (Shenhar, 1996), and depending on the form of its typology and types of projects; it has been further developed and evolved (Shenhar, 1996). The definition of projects are also varied, but this will always have two significant characteristics, such as temporary in performing it and its unique purpose (PMI, 2017; Kerzner, 2009; Munns, 1996). The set of examples of projects may also differ such new product or services development or enhancement from existing ones, enhancement of processes that may change in structure, staffing, processes or style of an organization, development, acquisition or modification of information technology related system such hardware or software, research and development activities, infrastructure construction activities et cetera.

Some firms execute their formulated strategic initiatives as an internal project, portfolio of projects, programs, as has been reported by the Economist Intelligence Unit (EIU, 2013). Some of these activities are not only particularly to implement but also in selecting, prioritizing and balancing the risk and rewards of the projects to always align with the strategic objectives, so that the firm can pursue the optimum value out of the project results and therefore the in organizational context, the project, program and portfolio is understood as organizational project management and they are done as integrated measures (PMI, 2017). Managing the projects requires active personnel to be assigned (Kerzne, 2009), and they must have a satisfactorily set of specific competence that needs to be developed, which is taken into highest account by many organizations (Crawford, 2005; Stevenson, 2010; Muller, 2009).

Generation Y and Z

Currently, five generations of legal adults are existing, namely, the Silent Generation (born between 1922 and 1945), the Baby Boomers (born from 1946 to 1964), Generation X (born from 1965 to 1977), Generation Y or Millennials (born from about 1977 to 1993), and Generation Z (born from 1993 to 2005 or 1995 to 2005) (Turner, 2015; Bassiouni, 2014;

Törőcsik, 2014). Within a decade, the younger generations, Generation Y and Z, will occupy most of the workforce (Marttinen, 2016). As a total, Generation Y and Z will occupy almost half of the workplace (Kumar, 2008).

The younger generations are radically different compared to the older generations. They view the world differently from older generations (Kilber, 2014). If Baby boomer grew up with TV and Generation X grew up when computer started to evolve, Generation Y came to age when the internet development was exploded. Generation Z grew up with constant online connection (Törőcsik, 2014; Dimock, 2019). Echnology advancement changes their behaviour and lifestyle, making Generation Y and Z stand out compared to previous generations (Dimock, 2019).

The advancement of technology has made Generation Y and Z connected to their counterparts on the other side of the globe. Generation Z has known to be the first global citizens. Globally, they share the trends of food, fashion, language and expression (Törőcsik, 2014). Both generations are well updated about whatever trending in the world. They are high and fast connected (Törőcsik, 2014; Fishman, 2016) argue that growing up, Millenials have robust support systems, which are family, religion and government programs. It makes Millenials feels empowered and demonstrates concern about others, the environment, and global conditions. Generation Z, similarly, also feels responsible for contributing to 'big' issue in the world, and they actively contribute (Dwidienawati, 2018).

Passion

Passion is defined as a strong inclination toward a particular behaviour or activity which is liked and considered meaningful, in which one is willing to invest time and energy (Ratelle, 2004; Carbonneau, 2008; Ho, 2011). Passion is "the intense feeling of motivation, constant execution of plans related to a specific work that involves the realization of own purposefulness and aligned values" De Clerq, et al., (2013) in (Gulyani, 2017). It is posited that passion influence how an individual reacts toward failure, rejection and success (Vallerand, 2008; 2010; 2003).

Individuals with passion are known to engage with a deliberate and frustrating activity for a very long time to attain high performances (Vallerand, 2003; Vallerand, 2007). Passionate people can spend eight hours per week on their training that they passionate about and it represents around 10% of their waking time (Vallerand, 2003). It describes how important that activity to them.

The literature recognizes that there are two types of passion, which are obsessive and harmonious passion. The distinction of the two lies on how the individual internalized the passionate activity (Vallerand, 2003). Vallerand, 2007 argue that both harmonious and obsessive passions positively influence deliberate practice and mastery goal; harmonious passion positively impacts performance attainment. Meanwhile, obsessive passion predicts performance-avoidance and performance-approach goals. Though both passions can be an internal force for an individual to endure a frustrating deliberate course of actions, harmonious passion is associated with positive consequences. On the contrary, obsessive passion is related to negative consequences (Ratelle, 2004; Vallerand, 2007). In this study, the focus will be on harmonious passion.

Unlike their predecessors, Generation Y and Generation Z define themselves by their interest and passion (Gulyani, 2017). They are known to "live to work, not work to live". Generation Y tends to highly value the work that gives them containment, interestingness and meaningfulness (Marttinen, 2016). Generation Y also considers that meaningful work and how they feel about their work are more important than compensation (Zirker, 2018). Seventy-nine percent of them define a successful career choice as "doing what you are passionate about". The work or career they are passionate about is thighs that can impact others, such as the planet, the environment, social justice, and poverty (Team, 2011).

On the other hand, Generation Z because they born and grew up in less favorable economic conditions compared to Generation Y; therefore, they value job security and stability (Dwidienawati, 2018). They are more realistic about the job as well as the future (Gaidhani, 2019). ; Gutfreund argue that Generation Z may face a struggle when they want to pursue their passion into their career. However, still, they have to enjoy their work. They also consider that the company they work with should contribute to sustainability (Dwidienawati, 2020).

H1   Passion has a positive influence to Career Interest for Generation Y
H2   Passion has a positive influence to Career Interest for Generation Z
H3   There is a significant different of the influence of Passion to Career Interest between
*   Generation Y and Generation Z*

METHODOLOGY

Research Design

This study was designed as a descriptive quantitative study. Structured questionnaires were used as the instruments for an online survey which was conducted in July 2020. Statements related to the variables and other information such as gender, age, location, university, and type of university are the questionnaires' contents. Study disclosure about the nature of the study and informed consent about respondents' willingness to join the survey were also included at the beginning of the questionnaires. Questionnaires without informed concerned approvals from respondents were omitted for analysis. For questions related to variables measured, a five-point Likert scale (from 1 strongly disagree to 5 strongly agree) was used for respondents to rate their opinions.

Procedures and Participants

The survey was conducted online using google form. Snowball and convenience sampling methods were used in this study. The respondents were from 2 types of groups, namely Generation Y and Generation Z. The first group was students who were born from 1977-1993. The second group were students who were born from 1993-2005. The respondents were students in the university and entry-level employees in project management. They were asked to self-rate their opinions for each statement in the questionnaires. Missing data was managed as followed. If missing data were only one indicator of one variable, the data would be replaced with that indicator's mean value. However, if the missing data were more than one for a particular indicator, the questionnaire will be omitted from the analysis.

Measurement

Al All measurement scales used in the present study were measured using a framework from a previous study. Career interest was measured by 3 items modified from (Zhao, 2005; Blanco, 2011). Passion was measured by 5 items modified from (Carbonneau, 2008).

Table 1 MEASUREMENT			
Variable	**Code**	**Statement in Questionnaires**	**Reference**
Career Interest	CIN1	Consider the job valuable	Zhao (2005); Blanco (2011)
	CIN2	Gathering Occupational Information	
	CIN3	Pursuing further knowledge	

	PAS1	Career in Project Management will allow me to live incredible experiences.	
	PAS2	Career in Project Management will align with the other activities in my life	
Passion	PAS3	The new things that I discover with this Project Management career will allow me to appreciate it even more	Ratelle (2004)
	PAS4	Career in Project Management will reflect the qualities I like about myself.	
	PAS5	Career in Project Management will allow me to live a variety of experiences	

Data Analysis

Collected data were analyzed using SPSS. A two-step analysis approach was used. First, the measurement model analysis was employed to ensure that all indicators or observed variables used were valid and reliable. After the measurement model was confirmed to be valid and reliable, the next step in the two-step approach was to conduct a relationship analysis. The difference between groups was analyzed using case label in SPSS 25 while using linear regression to apply age as control variable.

RESULTS

Descriptive Analysis

Total data from 378 respondents have been collected and further filtered. These resulted in a total of 346 clean data that were analyzed. The status of respondents (students or entry-level professionals) is depicted in Table 2.

Table 2 DEMOGRAPHY - STATUS OF RESPONDENTS		
Description	**Year of birth between 1977-1993**	**Years of birth between 1993-2005**
Still studying in Semester 1-2	3	56
Still studying in semester 3-4	1	104
Still studying in Semester 5-6	1	91
Working experience 1-2 years		27
Working experience 3-4 years	6	15
Working experience more than 5 years	40	2
Grand Total	51	295

Table 2 shows that most of the respondents are students (256 respondents or 73.9%) and are mostly in 3rd and 4th semesters (105 respondents or 30.3%). More students from private universities (209 respondents or 60.4%) compared to state universities (47 respondents or 13.6%) as shown in Table 3. Meanwhile, for working respondents, more respondents graduated from the state universities (51 students or 14.7%) than private ones (39 students or 11.3%). Regarding the universities' locations, there are 251 respondents (72.5%) from Greater Jakarta, Indonesia, while the remaining (95 respondents or 27.5%) are from outside Jakarta.

Table 3 DEMOGRAPHY – TYPE OF UNIVERSITY		
Row Labels	**Private University**	**State University**
Still studying in Semester 1-2	45	14
Still studying in semester 3-4	93	12
Still studying in Semester 5-6	71	21
Working experience 1-2 years	13	14
Working experience 3-4 years	7	14
Working experience more than 5 years	19	23
Grand Total	248	98

Table 4 shall provide the information of the descriptive analysis result. As the analysis focuses on two latent variables Career Interest and Passion, the mean value of each respected indicator from the latent variables is measured.

Table 4 DESCRIPTIVE ANALYSIS (n=346)						
	N	**Min**	**Max**	**Sum**	**Mean**	**Std. Dev**
MEAN_CIN	346	2	5	1450.62	4.1925	0.68169
MEAN_PAS	346	1.8	5	1391.8	4.0225	0.70744
Valid N (listwise)	346					

Measurement Model Analysis

Before structural model analysis, the data from 346 respondents are analyzed to whether the items used in the research tools are valid and reliable. Below Table 5 shall provide the information of validity and reliability analysis result.

Table 5 VALIDITY AND RELIABILITY ANALYSIS				
Latent Variables	**Cronbach's α**	**Reliability Test Result**	**Pearson correlation (r>0.105 with α=0.05)**	**Validity Test Result**
MEAN_PAS	0.85	Reliable	0.740**	Valid
MEAN_CIN	0.85	Reliable	0.740**	Valid
** Significant at 0.01				

The test result reveals that both items are valid and reliable; hence they can be further analysed.

Relationship between Variables

Using linear regression, both variables are analyzed, and the result is shown in Table 6. The result is including all data without distinguishing the age group of generation Y and Z.

Table 6 LINEAR REGRESSION RESULT					
Model	**Unstandardized Coefficients**		**Standardized Coefficients**		
	B	**Std. Error**	**Beta**	**t**	**Sig.**
1 (Constant)	1.325	0.143		9.28	0
MEAN_PAS	0.713	0.035	0.74	20.397	0
a. Dependent Variable: MEAN_CIN					

The result reveals that the Beta Coefficient of Passion is with a high effect (0.713) with R^2=0.547, which means 54.7% of variable Career Interest is predicted from the relationship with variable passion. The result indicates that variable passion predicts 0.713 of Career Interest. The t-value result is also 20.397, which indicates high significance of both variables' effect.

Different between Groups

Now both variables are further tested with age as the control variable. The test can be done using a case label while analyzing the regression. The data is now categorized into two groups. The first age group is Generation Y, and they are those who are born in period 1977 – 1993 and Generation Z who are born between 1993 and 2005.

	Table 7 LINEAR REGRESSION RESULT WITH CONTROL VARIABLE					
Latent Variable	**Generation Y**			**Generation Z**		
	Unstandardized Coefficients		**Standardized Coefficients**	**Unstandardized Coefficients**		**Standardized Coefficients**
	B	**Std. Error**	**Beta**	**B**	**Std. Error**	**Beta**
(Constant)	0.941	0.408		1.361	0.155	
MEAN_PAS	0.797	0.094	0.772	0.705	0.038	0.731

Note: Gen Y (N=51) and Gen Y (N=295)

Table 7 showed that the Beta Coefficient of Generation Y (0.797) is higher than coefficient Z (0.705), where both indicate a high effect of passion on career interest. The value of R^2Gen Y is higher (0.596) compared to R^2Gen Z (0.535), and both are in a moderate level. It can be concluded that the effect of Passion to Career Interest is higher for Generation Y in comparison to Generation Z.

Hypothesis Testing

T The linear regression test includes the hypothesis testing that is also shown in Table 8 below.

	Table 8 HYPOTHESIS TESTING RESULT			
Latent Variable	**Generation Y**		**Generation Z**	
	t-value	**Sig.**	**t-value**	**Sig.**
(Constant)	2.306	0.025	8.783	0
MEAN_PAS	8.504	0	18.349	0
Note: Gen Y (N=51) and Gen Y (N=295)				

Both hypothesis results are significant with t-value that are higher than 1.96 and p-value far less than α=0.05. It can be concluded that there is no significant difference between Generation Y and Z. In both cases, Career Interest is significantly influenced by passion.

CONCLUSION

This study provides empirical evidence that the younger generation put passion in remarkably high value in their life decision, in this case, in the career decision. Confirming the statement from Gulyani, 2017 that both Generation Y and Generation Z define themselves by their passion. They do not merely work just for compensation, but work should be aligned with their passion.

However, this study failed to show that there is difference in how passion influences career decision between Generation Y and Z. Study showed that Generation Z is more realistic compared to optimistic Generation Y. Generation Z value job security and stability (Dwidienawati, 2018). This study showed that how passion influences career interest is similar between Generation Y and Generation Z. The explanation can be that Generation Y and Generation Z are global citizens. They share similar trends in food, fashion, language and expression (Törőcsik, 2014). They are well informed about what happens in the other side of the world; therefore, pursuing what they passionate about is spread worldwide.

Theoretical Implication

This study's findings provide empirical evidence on how passion influences life decisions for Generation Y and Generation Z. Both generations will consider passion in their career decision. This study also confirms the passion theory in career interests.

Managerial Implication

Despite the increasing demand for a career in project management, the growth of project management practitioners in Indonesia does not seem to be in line. The younger generations are not particularly interested in pursuing careers in project management regardless of the growing demand in Indonesia and globally. This study's results can give insight to industrial and educational sectors to improve young generations' interest in project management careers. The management approach to attract young generations to project management career-related is by exposing the young generations to how project management will contribute to society and sustainability. This effort might increase the 'value' of a project management related career.

Limitation and Further Research

The first limitation of this study is the size of samples of Generation Y. Further study with a bigger and balanced sample size of Generation Y is recommended. The second limitation is that the research did not extend to find out the reason. A mixed-method study to find out the reason behind the study's result can give more rich insight.

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