

What Motivates the Millennials in Bhutan

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ABSTRACT

The study of work motivation among Millennials has become a significant global topic, considering their status as the largest and most recent cohort to enter the workforce. Their unique characteristics, skills, and aspirations distinguish them from previous generations. This research delves into the primary motivational factors among Millennials in Bhutan.

The findings reveal that 51 percent of Bhutanese Millennials express satisfaction with their current employment, unlike the remaining 49 percent. Among their priorities, career development, work-life balance, work passion, salary, and work environment emerge as pivotal motivators. Contrary to conventional assumptions about the primacy of financial incentives, non-financial rewards hold greater sway among Bhutanese Millennials. Despite their current job satisfaction, many express a willingness to explore new opportunities elsewhere, reflecting a penchant for new experiences and enhanced prospects.

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Moreover, the study reveals that conventional motivational strategies, such as the 'push' and 'pull' approach, may not effectively resonate with Millennials. Instead, they are fuelled by their passion for work and seek autonomy and flexibility in their roles. While they seek guidance and support from their leaders, they value independence in their work endeavours.

These findings underscore the need to reassess motivational approaches in the workplace to effectively engage and retain the burgeoning talent pool of Millennials. Adapting the employee value proposition to align with Millennials' preferences is imperative for organizations aiming to attract, retain, and leverage this dynamic demographic.

Keywords: Career, Leadership, Millennials, Motivation, Reward, Recognition, Work Environment

INTRODUCTION

Millennials, typically defined as individuals reaching adulthood around 2000 or in the 21st century, have become a significant demographic globally. Coined by Neil Howe and William Strauss in *Generations: The History of America's Future, 1584 to 2069*, Millennials are generally considered those born between 1982 and 2004 (Artese, 2019). In Bhutan, nearly 44 percent of the population falls within the Millennial category (NSB, 2023a), with a significant portion, approximately 24,837 out of 30,194 civil service personnel, comprising this demographic strength (Royal Civil Service Commission, 2022). This suggests that a majority of civil servants in Bhutan belong to the Millennial cohort. The remaining Millennials are employed across various sectors including public, private, civil society, with some engaged in agriculture, while an estimated 15 percent may be unemployed, reflecting existing youth unemployment figures in Bhutan (NSB, 2023b).

Millennial employees have brought notable disruptions to the workforce, often characterized as entitled, technology-focused, and inclined towards job mobility. However, their expectations from employers are fundamentally reasonable. Key aspects valued by Millennials in the workplace include opportunities to make a positive impact, access to current technologies, avenues for personal growth, inclusive work environments, and ethical leadership (Waters, 2022). In Bhutan, Millennials born after 1999, referred to as digital natives, exhibit a globalized sense of identity reflected in their preferences for cuisine, fashion, music, and professional pursuits. Embracing multiculturalism, they perceive a generational gap with their parents, identifying themselves as open-minded, tech-savvy, and independent (Chuki, 2021).

Millennials are often viewed as purpose-driven, seeking employment in organizations that uphold distinct societal values and behaviors. They prioritize workplace diversity, transparent leadership, and employee well-being (Corduneanu et al., 2022), favoring collaborative, goal-oriented, creative, and flexible work environments that offer continuous feedback (Hamer, 2020).

As Millennials increasingly dominate the workforce, their distinct motivational needs highlight generational gaps with older counterparts, posing challenges for organizations worldwide (MacPherson, 2021). Bhutan faces similar challenges in retaining and motivating young employees, emphasizing the importance of addressing their unique traits, abilities, and aspirations (RIGSS, 2022). Success in any organization hinges on its capacity to attract, motivate, and retain youthful talent.

The aim of this study is to ascertain the primary factors influencing motivation among the millennial workforce in Bhutan, guided by the following specific research inquiries:

- What are the primary motivating factors for the millennial workforce in Bhutan?
- Do motivational disparities exist between male and female millennials?
- Are there discrepancies in motivation among millennials with varying educational backgrounds?

LITERATURE REVIEW

Definition of Different Generation of Workforce

Each generation in the workforce is unique, remarkable, and valued, and they actually tend to see each other differently depending on their individual experiences and life goals (Kothapalli & Thiruchanuru, 2017). Barford and Hester (2011) defined a generation as an identifiable cohort that shares dates of birth, years of age, places of residence, and key life events during pivotal developmental periods. Valickas and Jakstaite (2017) claim that each generation has unique events that help to distinguish one generation from another. Today, the majority of the workforce is made up of people from the following four generations: Traditionalists born between 1928 and 1946, Baby Boomers born between 1946 and 1964, Generation X born between 1965 and 1979, and Generation Y born between 1980 and 1997 (Abdullah et al., 2021). Hart (2006) suggests that traditionalists have a higher respect for authority, avoid financial risks, and are technologically challenged, while boomers emphasize organizational loyalty and employment and have no problem in challenging authority. On the other hand, it is asserted that, in contrast to baby boomers, Generation Xers demand a better work-life balance. They encourage teamwork and involvement, and demand the respect of their superiors (Werth & Werth, 2011). Generation Y, sometimes

known as millennials, are educated, aspirational people who strongly believe that what they do and who they are matter to society. Since they are the first generation to have grown up with technology, millennials are able to quickly adapt to new devices within the workplace (Suleman & Nelson, 2011).

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Millennial Generation and Motivational Challenges

Millennials' motivation at work has become an important topic globally. Millennials are currently the largest generation at work and will reach an estimated 75 percent of the labour force by 2025. Studies have shown that millennials' attitudes on work differ significantly from other generations. They change their job more readily and are generally less committed to their organization, with an estimated 66 percent of millennials planning to quit their current business within five years (Morrell & Abston, 2019). There is a lack of understanding regarding millennials' motivation resulting in increased job turnover. Although organizations offer various incentives to motivate employees, poor retention rates are common

among millennials, making it one of the biggest difficulties facing today's organizations (Sruk, 2020).

Setiyani et al. (2020) claim that it is difficult to engage employees due to the influx of millennial generations into the industry. It was discovered that pay, employer branding, and flexible hours might boost worker motivation. Further, millennials are found to have different attitudes regarding employment than earlier generations. They are less dedicated to their organizations and are more likely to leave their profession. Similarly, Frain and Mulyani (2018) claimed that the millennial generation in Indonesia has a high intention to leave their jobs when they are not motivated at work. Millennial employee turnover intention is a new issue for human resources because millennial employees have different characteristics compared to their predecessors.

Factors Influencing Millennial Motivation

According to a study conducted by Calk and Patrick (2017), millennial employees are motivated by three things: (i) their basic needs, which include comfortable working conditions, more free time, higher salaries, more luxurious personal property, (ii) avoidance of physical discomfort; next is their desire for belongingness, which includes having friendly co-workers and having social interaction opportunities; and (ii) their desire to fit in and finally seek actualization that promotes creativity and results in personal fulfilment. Larkin (2017) highlighted that the millennial generation is intrinsically motivated by their work yet they prefer monetary benefits over all other non-monetary ones. Money is often said to motivate millennials, who are often described as ambitious, having short attention spans, and seeking rapid reward (Clark, 2017).

According to Mallory (2015), millennials are motivated when they feel they are engaged through increased responsibility, recognition and the nature of work. Kathryn (2018) argued that Australian millennials are motivated by established motivators including frequent feedback, interpersonal management, and excellent workplace relationships. Additionally, having a good working connection with clients, distributing the workload fairly, having a positive effect at work, and receiving salary that is commensurate with an employee's abilities are all driving factors of motivation. Australian millennials have been found to favour external lifestyle elements, which have a direct bearing on employment decisions (Kathryn, 2018). The work-life balance is what millennials prefer. They are encouraged to work in a company that offers flexible working hours, telecommuting opportunities, and special holiday hours (Moore et al., 2016).

The motivation of millennials is also discovered to be influenced by leadership. Long (2017) discussed three types of effective leadership styles—social learning, transformational, and servant leadership style. The findings of this study indicated that all three leadership styles effectively motivate millennial employees. However, servant leadership style is the most effective one. With the adoption of social learning, transformational and servant leadership traits, employee job satisfaction may rise. Furthermore, Grubbstrom and Lopez (2018) inferred that millennial workers also prefer leadership dimensions that involve intellectual stimulation and charisma, which correspond to a transformational leadership style compared to a transactional leadership style. Beyond motivating and retaining millennials, the challenge of developing them as leaders involves understanding them and creating environments where they may succeed (Smith & Nichols, 2005).

Millennials, according to Kostanek and Khoreva (2018) are determined and motivated in their work ethics and do not find it challenging to change job or working environments in order to achieve their goals. Millennials are also motivated to work in environments where they feel appreciated and where they can see long-term opportunities for progression within the organization. Gursoy et al. (2013) state that millennials are also motivated by recognition at their workplace. According to Jerome et al. (2014), millennials prefer a lot of attention from supervisors in the form of clear instructions and frequent evaluations to discharge their work efficiently and effectively.

Martin (2005) claimed that millennials expect open communication from their managers and supervisors. Similarly, Myers and Sadaghiani (2010) identified three millennial motivational elements that influence their interactions with co-workers and the growth of their professional relationships. First, millennials expect close relationships and frequent feedback from their superiors. Second, they expect open communication with their superiors and managers about all matters pertaining to the organizations. Third, they prefer to work in teams because they find group-based work more enjoyable and effective. However, Werth and Werth (2011) argued that millennials are renowned for having a laid-back attitude toward their jobs and employers, being more loyal to their personal lives than their companies, and being inspired by a fun, flexible work atmosphere with outgoing co-workers.

A study by Diamandis (2015) revealed that millennials are motivated by continuous training, coaching, and mentoring, flexibility, and compensation. Millennials expect to improve in their jobs and are more inclined to look for better employment options that will allow for growth (Smith & Nichols, 2015). In addition, millennial workers place a high emphasis on a fulfilling career and

work-life balance. Soman (2022) mentioned that hygiene factors significantly influence IT millennials. Furthermore, millennial females value job security more than males, while millennial males value achievement and interpersonal relationships more. Similarly, American millennials place a higher importance on leisure time and extrinsic rewards compared to intrinsic rewards (Twenge et al., 2010). Krishnan (2020) asserts that organizations often have success in luring and keeping millennial employees through training and development techniques. Benson (2016) mentioned that millennials anticipate finding employment among groups of people who share their interests and passions. Work enthusiasm is one of the key work mindsets that inspires millennials. Millennials often experience job satisfaction, engagement, and workplace well-being as a result of their work passion, which takes the shape of excitement and enthusiasm (Badri et al., 2020). According to Purba and Ananta (2018), the millennial generation's work passion has a significant impact on their job happiness and work engagement. Burnett (2018) further inferred that millennials value job passion as their top priority because purpose is more important to them. They prefer to be in a position and a role that they are passionate about. They want passion more than money at work.

Strategies to Motivate Millennials

Different strategies are employed to motivate millennial employees in the workplace. In the study conducted by Stephens (2021) to explore the strategies used in the hospitality industry to engage millennial employees in Virginia, it was discovered that managers employed mentoring, coaching, and incentives to engage millennial employees and lower employee engagement barriers. Benge et al. (2019) identified six keys to engage millennials in the workplace. The first step is to establish a clear mission because millennials are more concerned with making a difference in the world than other

generations. The second step is to provide lifelong opportunities for professional development, personal growth, and continuing education. The other strategies are to offer coaching and mentoring opportunities, improve communication, support team-oriented projects, and, finally, provide a flexible work environment.

Farhan (2021) offers a framework for leadership aimed at inspiring millennials. It is based on millennial workers and leadership skills. Three leadership behaviours—ethical competition, servant tolerant, and authentic stringent—have been discovered to be crucial for motivating millennials at work. To engage, keep, and grow millennials within the business, the three approaches offer a foundational development in the field of leadership. Nilo (2021) stated that awards and recognition, high quality leadership, and professional development aid millennials in advancing their careers, achieving financial security, and becoming future leaders.

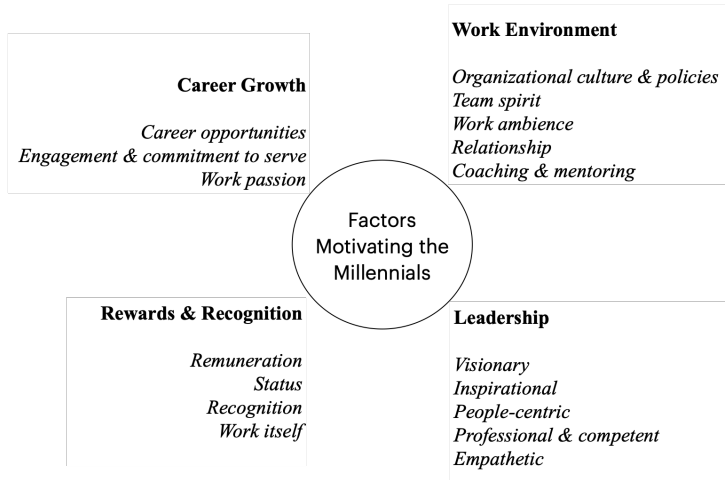
METHODOLOGY

Conceptual Framework

As explained below, the conceptual framework of motivation for this study is categorised into four main factors including: (i) career progression, (ii) work environment, (iii) reward and recognition, and (iv) leadership. The variables in the conceptual framework are derived from the review of various literature sources on the study of millennials including the study carried out in Bhutan by Royal Institute for Governance and Strategic Studies (RIGSS).

Figure 1

Conceptual framework for the study

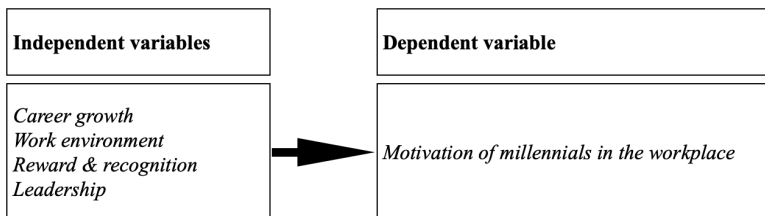


Research Design

The study adopted a quantitative research method and used the conceptual framework as discussed above. The independent and dependent variables for the study are specified in the figure below.

Figure 2

Variables used for the study



Millennials in this study consists of those population born between 1982 and 2004 as defined by Howe and Strauss (Artese, 2019).

Sampling Method and Sample Size

This research study is based on the snowball sampling method. An effort was made to collect data from all the dzongkhags (districts) of Bhutan. The snowball sampling method helped us in reaching target participants which were difficult to sample in the absence of accurate information of the millennials' location across the country. Hence, the target participants were requested to assist the authors in identifying other potential target participants. The sample size for this study was 323 millennials as derived by using Cochran's formula $[n = (z^2 * p * q)/e^2]$ at 95 percent confidence, margin of error 5 percent, z – score at 1.96 and estimated proportion at 0.3.

Data Collection

Data was collected using a structured survey questionnaire. The survey instrument was circulated using a number of various channels, including social media, electronic mail, and word of mouth. Further, selective interviews were conducted at the end with a few participants to get additional clarifications on their views related to the existing motivational practices in the organizations and their needs, work life balance, desired leadership in the organizations, present attrition issues and their commitment for their jobs. The results are used to supplement the discussions and clarify points in this research paper.

Research Ethics

Ethical consideration and anonymity of the respondents were respected and taken into consideration during the research study.

The research was conducted in a manner that showed respect to the decision of the respondents. They were given option not to answer the survey questionnaire if they desire so. Further, all respondents were assured that the information obtained from the survey would be reported only in aggregated form and no individual identity would be disclosed in the report.

Data Analysis

Microsoft Excel and the Statistical Packages for Social Science (SPSS) were used to code, enter, and analyse the data. The variables were studied using descriptive statistics. The results from the interviews were summarised into different thematic areas and were used as supplementary points for the statistical data obtained from the survey.

RESULTS AND DISCUSSIONS

A total of 340 respondents from 20 dzongkhags in Bhutan participated in the online survey of which 332 were valid for study after cleaning the data. The details of findings are explained and discussed below.

Respondents' Profile

More than half (56.6%, 188) of the respondents are females while (43.4%, 144) were males from a total of 332 respondents. The minimum age of respondents is 20 years while the maximum age is 35 years which constituted 1.51 percent and 5.42 percent respectively of the sample size as depicted in Figure 3.

Figure 3

Age distribution of the respondents

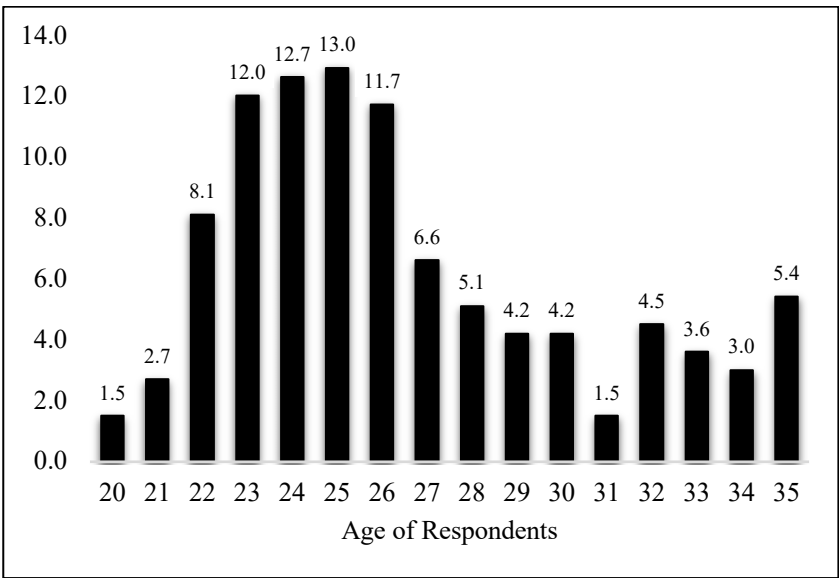
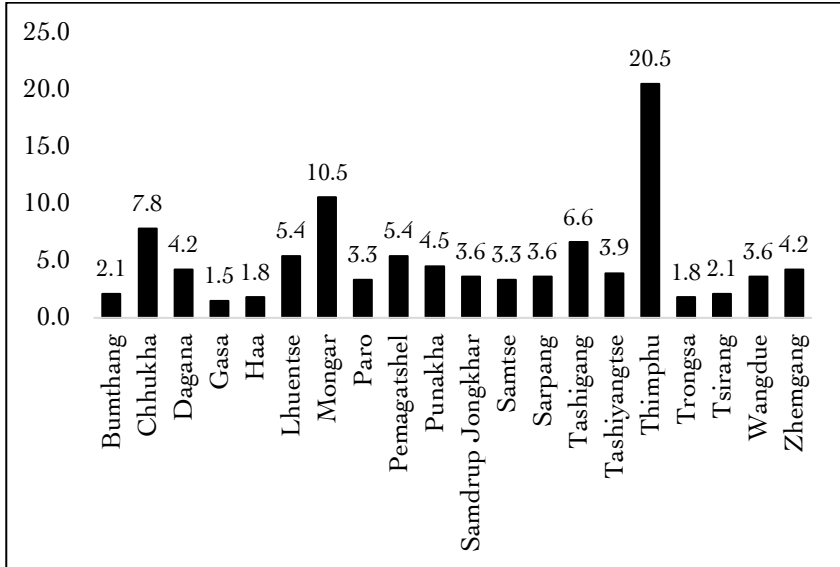


Figure 4 illustrates the distribution of respondents' current workplace based on Dzongkhags. Respondents are from public sectors, private sectors, and civil society organizations from across the 20 Dzongkhags. Thimphu Dzongkhag has the highest percentage of respondents (20.5%) followed by Mongar Dzongkhag (10.54%) while the lowest number of respondents are from Gasa (1.5%).

Figure 4

Distribution of the respondents across the districts



Respondents Current Level of Job Satisfaction

The respondents were asked to self-rate their current level of job satisfaction on a scale of 1 to 5, with 1 being 'Extremely Dissatisfied' and 5 'Extremely Satisfied'. The overall satisfaction of the respondents is illustrated in Table 1. The findings show that at least 50.9 percent of the millennials are satisfied in their current jobs while 14.1 percent are not satisfied.

Table 1

Respondents self-rating of their current job satisfaction level

	Responses	Frequency (n)	Percent (%)
Current Level of Job Satisfaction	Extremely Dissatisfied	12	3.6
	Dissatisfied	35	10.5
	Neither Satisfied nor Dissatisfied	116	34.9
	Satisfied	108	32.5
	Extremely Satisfied	61	18.4

Factors Motivating the Millennials in Bhutan

The research findings are presented under four cluster areas: (i) career growth, (ii) work environment, (iii) rewards and recognition, and (iv) leadership in keeping with the conceptual framework of this study.

Career growth

Career growth opportunities are important factors for the millennials especially when they are at the early stages of their careers (Harrington, 2015). The respondents were asked to rate the questions on the career on a five-point scale which ranges from ‘*Strongly Agree*’ to ‘*Strongly Disagree*’. According to the findings as presented in Table 2, majority of the millennials (75.6%, 251) in Bhutan consider their careers as an important motivating factor while only (9.3%, 31) disagree. Similarly, majority of millennials (77.1%, 256) derive meaning from the work they do on a daily basis. However, only 47.6 percent (158) are committed to serve their organizations till they retire. In response to another related question, majority of the millennials (59.3%, 197) indicated that

they will not stay in the same place for a long duration. Some of the reasons why millennials may not want to stay in one place for an extended period of time include plans to travel abroad for studies and other opportunities, uncertainty in the environment, and the need to maintain agility by the individuals.

Table 2

Responses of the millennials on the career growth

Items	Responses	Frequency (n)	Percent (%)
Career opportunities motivates me to work hard in my organization	Strongly Agree	93	28.0
	Agree	158	47.6
	Neutral	50	15.1
	Disagree	28	8.4
	Strongly Disagree	3	0.9
I derive meaning from the work that I do on daily basis	Strongly Agree	91	27.4
	Agree	165	49.7
	Neutral	54	16.3
	Disagree	19	5.7
	Strongly Disagree	3	0.9
I am committed to serve my organization till I retire	Strongly Agree	68	20.5
	Agree	90	27.1
	Neutral	79	23.8
	Disagree	54	16.3
	Strongly Disagree	41	12.3
I value my career more than my family life	Strongly Agree	33	9.9
	Agree	80	24.1
	Neutral	100	30.1
	Disagree	69	20.7
	Strongly Disagree	50	15.1

Millennials have indicated that they are not going to focus on career advancement alone; family is also equally important to them. This finding deviates from the conviction of the earlier generation who would always be keen to serve their organizations throughout their life besides valuing their career more than their family life. Such finding is consistent with the research study carried out by Kostanek and Khoreva (2018) which highlighted the job-hopping nature of the millennials to meet their goals.

The motivational differences between male and female millennials were compared to check any variation between genders on their career growth. Findings in Table 3 indicated that career opportunities are considered important by both the female respondents. However, male millennials have shown higher commitment to serve their organizations till they retire. On the other hand, more female millennials tend to value their family life over their career growth.

Table 3

Motivational differences based on gender on career related factors

Items	Responses	%	
		Female	Male
Career opportunities motivates me to work hard in organization	Strongly Agree	26.1	30.6
	Agree	47.9	47.2
	Neutral	18.1	11.1
	Disagree	7.4	9.7
	Strongly Disagree	0.5	1.4
I am committed to serve in my organization till I retire	Strongly Agree	18.1	23.6
	Agree	26.6	27.8
	Neutral	23.9	23.6
	Disagree	16.5	16.0

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I derive meaning from the work that I do on a daily basis	Strongly Disagree	14.9	9.0
	Strongly Agree	25.5	29.9
	Agree	49.5	50.0
	Neutral	18.6	13.2
	Disagree	5.9	5.6
I value my career more than my family life	Strongly Disagree	0.5	1.4
	Strongly Agree	10.1	9.7
	Agree	22.9	25.7
	Neutral	27.1	34.0
	Disagree	21.3	20.1
	Strongly Disagree	18.6	10.4

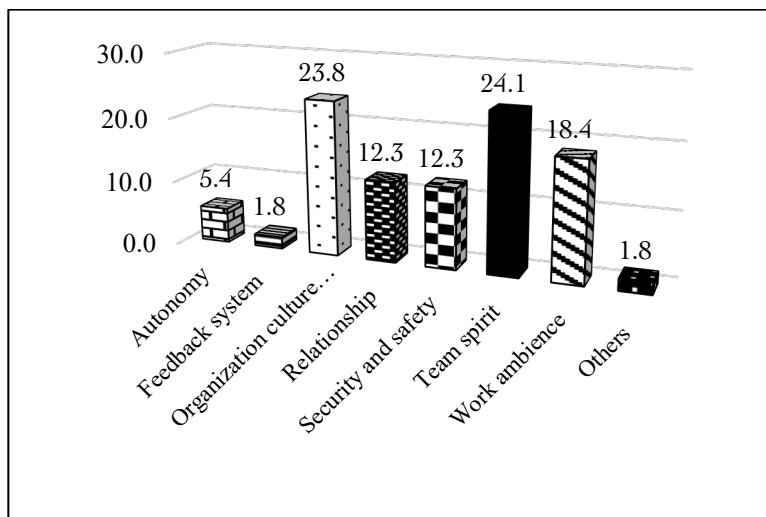
The motivational difference between degree holders and non-degree holders was compared. It is found that higher percentage of degree holders (83.6%) consider career opportunities as a motivating factor while compared to non-degree holders (52.2%). Higher percentage of degree holders (53.9%) expressed their commitment to serve their organizations till they retire as compared to non-degree holders (45.80%). Corollary to this, higher percentage of degree holders (54.80%) experienced meaningfulness in their jobs compared to only 41.20 percent of non-degree holders.

Work Environment

Various factors under the work environment such as autonomy, feedback system, organization culture and policies, relationship, security and safety, team spirit and work ambience were taken into account for study. The findings as presented under Figure 5 revealed that team spirit is ranked the highest motivating factor under the work environment by respondents in their workplaces followed by organization culture and policies, work ambience, relationship, security and safety, autonomy and feedback system.

Figure 5

Motivating factors under work environment



The above findings correspond to the study carried out by Myers and Sadaghiani (2010) in which working in teams is one of the important factors that influence millennials' interaction with co-workers and their professional relationship. Similarly, literature also supports the importance of decent working environment and a fair division of workload as motivating factors for millennials (Kathryn, 2018). While many of the literatures state that millennials are motivated by the feedback system, however, the findings of the study in Bhutan revealed that feedback system has much lesser effect on the millennials' motivation whereby only (1.8%, 6) of the respondents rated it as an influencing motivational factor.

While dissecting the findings by genders and the assessing the top five work environment factors, team spirit (25.5%, 47) is the most motivating factor for female millennials followed by organization

culture (22.8%), work ambience (20.7%), safety and security (13.3%) and relationship (9.2%) while organization culture and policies (25.7%, 37) are ranked the most important factors by the male counterparts followed by team spirit (22.2%), relationship (16%), work ambience 15.3%, and security and safety (11.1%). Females do give higher preferences to the security and safety issues in the workplace. Similarly, while comparing the motivational differences among millennials with different educational levels (degree and non-degree holders), the findings indicated that the majority of respondents (76.30%) in degree holder category believe organization culture and policies to be the most influential motivating factors followed by team spirit (63.5%) and work ambience (63.2%). On the other hand, majority of respondents (90.0%) in non-degree holder category perceive relationship as the most influencing motivating factor followed by security and safety (69.6%) and team spirit (60.8%). This shows that the perception on the motivating factors does vary, to some extent, in terms of gender and education qualification. Interestingly, safety and security and team spirit are given higher preferences both by the females and non-degree holders as compared to males and degree holders.

Rewards and Recognition

Employee engagement and productivity increase when the culture of recognition is fostered (Baskar & Rajkumar, 2013). In terms of preferences for financial and non-financial rewards by the millennials (as indicated by separate ratings for the financial and non-financial factors), 81.6 percent (271) consider non-financial rewards (example: praise and attention) from the supervisors important while 79.8 percent (265) considered financial incentives as important source of motivation which showed that there is higher preference for non-financial motivational factors among millennials. This is in line with the results of the study carried out by Martin

(2005) which showed that millennials expect non-financial rewards in the form of open communication, praises and attention from their supervisors.

The motivational differences on the rewards and recognition were compared between male and female millennials which are presented in Table 4. The finding shows that males are more status conscious in their jobs than the females while females expect higher degree of recognition than the males. Females are less happy with the existing incentives they get in their jobs than the males indicating the need to explore the desired incentives by them. Further, as presented above, preferences for the non-financial rewards are higher than the financial rewards by both the genders.

Table 4

Gender based motivational differences among the millennials

Statements	Responses	%	
		Female	Male
My status in workplace motivates me	Yes	73.4	74.3
	No	26.6	25.7
Recognition in workplace is significant reward for me	Yes	80.3	77.1
	No	19.7	22.9
My organization provides employees with relevant incentives	Yes	68.1	72.2
	No	31.9	27.8
Financial incentives are the main source of motivation for me	Yes	81.4	77.8
	No	18.6	22.2
I value non-financial rewards (e.g., praise, attention by supervisor) equally important as the financial rewards	Yes	84.0	78.5
	No	16.0	21.5

The motivational differences on reward and recognition factors were compared between degree holders and non-degree holders. Higher percentage of non-degree holders (90.80%) consider financial incentives important factor of motivation as compared to 80.60 percent of degree holders. On the other hand, 82.10 percent of degree holders consider status in the organization more important motivating factor as compared to 53.80 percent of non-degree holders.

Leadership

Millennials have different leadership preferences as Dulin (2008) identified in his study on successful leadership for managing millennials. He concluded that millennials desire their leaders to be competent enough by being educated, professional, and knowledgeable. They want a leader who can collaborate effectively with others by being cordial, deferential, approachable, and giving helpful criticism. Millennials prefer leaders who can foster a healthy work atmosphere on the job, set a good example, and have effective communication skills.

The respondents were asked to choose the type of leadership they like to work with in their organizations. Findings from the study showed that 20.2 percent (67) of the millennials prefer leaders who provide positive direction followed by 17.2 percent (57) who are professional, competent and determined, and 15.7 percent (52) who are good listeners and communicators while 10.5 percent (35) of millennials prefer leaders who acknowledge the contribution of their employees.

Table 5 presents the preferences for leadership style between genders. While there are not much variations in terms of the given attributes of leadership between males and females, however,

higher variations are observed between male and female millennials in the people centric and supportive leadership and ethical leadership while there is high consensus (with small margins) in terms of leadership for positive direction, professional and competent leadership, inspirational and visionary leadership, leaders who are good listener and communicator and one who acknowledge the contribution of the staff in the organizations.

Table 5

Gender preferences of leadership

Leadership attributes		Female	Male
Choice of leadership style you prefer in your organization to keep you motivated	A leader who acknowledges your contribution	11.7	9.0
	A leader who is good listener and communicates well	14.4	17.4
	A leader who is highly ethical	8.5	14.6
	A leader who is inspirational and visionary	13.3	14.6
	A leader who is people centric and supportive	13.3	9.0
	A leader who is professional, competent and determined	16.5	18.1
	A leader who provides you with positive direction	22.3	17.4

Degree holders expressed their preferences for inspirational and visionary leadership style while most of the non-degree holders indicated the need for people centric and supportive leadership followed by leaders who are professional, competent and determined and one who acknowledge employees' contribution.

Key Highlights of the Motivating Factors and Discussions

While the motivating factors are discussed under each of the four clusters above, the authors were interested to find out the preference and ranking of these factors by the millennials. Therefore, respondents were asked to rate their choices. Amongst all, career development (21.7%) is the sturdiest motivating factor among the millennials in the workplace followed by work-life balance (16.3%). These findings are upheld by existing literature in which Smith and Nichols (2015) assert that millennials are more likely to search for better employment opportunities that support professional advancement and provide meaningful careers and work-life balance. Similarly, millennials have emphasized the importance of work passion (15.1%) which falls under the non-financial aspects of the motivation. This finding corresponds to the results of the study carried out by Badri et al. (2020) which claimed that millennials who are passionate about their work report higher levels of job satisfaction, engagement, and workplace wellbeing. Salary (12.3%) is ranked the fourth motivating factor. Monetary incentives although not the main motivating factor is said to motivate millennials, who are often described as ambitious, having short attention spans, and seeking rapid reward (Clark, 2017). Work environment (8.7%) is ranked the fifth important motivating factor with preference for autonomy, security and safe place workplace.

In the context of Bhutan, while the public sector, in general, provides better career development opportunities than the private sector, however, it lacks systematic succession planning, talent management and career pathing for the individuals. Further, lateral mobility of public servants is limited with exception of a selective positions. For example, lateral mobility of civil servants within civil service agencies is limited due to restricted transfer rules and

regulations. In the same way, lateral mobility of non-civil servants from other public, private or civil society organizations into the civil service is almost non-existent. On the other hand, millennials expect flexibility to switch to other jobs and occupations based on their emerging passions in life or self-actualization needs. Therefore, more space in terms of career opportunities will have to be created both at the vertical and horizontal level to accommodate the aspirations of our millennials in the future and thereby minimizing the brain drain. Succession planning and career pathing will also will require constant coaching, guidance and mentorship towards nurturing and retaining talents which is a weak point among many organizations in Bhutan. In the absence of these systems in the organizations, some young generation employees including millennials are not certain as to whether they will be able to fulfil their aspirations and goals and serve in their optimum capacity. While the earlier generations of the Bhutanese workforce including the baby boomers devoted significant part of their time to their works, younger generations are expecting their work career that balances their family and individual needs including social and psychological aspects. While the workplaces in Bhutan were seen stress-free in the past, however, the recent demand for work pressures due to the shortage of personnel in certain critical occupations along with the increasing attrition of workforce to other countries is posing a serious challenge to maintain work life balance. These factors are further aggravating the situation as manifested in the shift of attrition rate of civil servants from 4 percent to 16 percent high in the recent years.

The research findings have revealed that the millennials value non-financial rewards higher than the financial rewards. This will require change in mindset of our leaders and managers in the organizations to explore and make use of non-financial rewards as well rather than relying too much on monetary factors alone or

dispelling from the notion that they can't motivate people if they don't have money at their discretion. Leadership in the organizations can play critical role to instil a culture of passion among the young generation by channelizing the energies of the youth to achieve the bigger purpose of the society and the nation. Passion can create self-drive in the individuals without the need to go for 'push' or 'pull' factors which were commonly practiced by our supervisors to get things done in the past. Among the work environment factors, autonomy, job security and safety, and team work have surfaced strongly among the millennials emphasizing the need to trust and delegate responsibilities to our today's youths. We can't expect high creativity and innovation through micromanagement of people in the organizations which are raised commonly by some of the millennials. The result of micromanagement is either the individuals will fail to take new initiatives or the talented people will leave the system because we do not trust them. These are reported as some of the reasons for the attrition of the millennials. Salary is also given importance by the millennials although it is rated lower than non-financial rewards. Since many of them are in their early stage of their careers, money becomes dominant to fulfil their basic physiological needs as supported by Maslow's Hierarchy of Needs which however progresses to the fulfilment of other non-financial needs including security, safety, status, recognition and self-actualization needs. Therefore, it is important that we take into account the emerging motivational needs of the millennials in our Bhutanese work place rather than stereotyping only the traditional practices of motivation.

CONCLUSION

Millennials are found to be dominant generation group in the Bhutanese workforce today. Therefore, understanding their motivational needs is crucial in order to attract and retain them well

and make optimum use of their potentials. While the findings shows that around 51 percent of the millennials are motivated in their jobs in the Bhutanese workplace, it is important to understand as to why the 49 percent of them are not motivated. Among the motivating factors, career development, work life balance, work passion, salary and work environment are considered critical by the millennials. Although, there is no significant differences in motivational aspects with regard to genders and educational level, the message is clear from the findings on the need to create meaningful jobs and careers for them, provide autonomy & flexibility and value their contributions. Millennials are passionate in their works but are expecting positive direction in their workplace to channelize their passion. They yearn for leadership who is people centric and supportive, ethical, professional and the one who can link their passion to the bigger purpose to the society and nation.

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