

An Online-work Motivation Analysis of Generation Y during Covid-19 Pandemic: A Case Study in Prime Agency Insurance

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Abstract: Generation Y or Millennials are slowly replacing Generation X within the insurance company. Even though they are ICT user friendly, insurance companies are having difficulties finding the factors that are able to motivate Generation Y insurance agents to stay and perform well in the company, especially during pandemic era. This research is intended to find factors that motivate and satisfy agents during the pandemic and analyse them by using Herzberg's two-factor theory for the comparison. This qualitative research is conducted by interviewing Generation Y agents and agency directors at Prime Agency, an insurance broker company. The research identified the existence of four motivators and two hygiene factors which drive the performance of the agents during pandemic. The motivators are work itself, advancement, reward and self-development. During pandemic, all factors are present in the motivator section in Herzberg's two-factor theory with the exception of income, which is a factor classified under reward. It is the equivalent of salary, which is supposed to be a hygiene factor, and is found to be the most significant motivating factor. Additionally, a new motivator called holiday trips is found.

1 INTRODUCTION

1.1 Insurance Market

According to (Din et al., 2017) state that the growth in insurance sales in developed countries is caused by high gross domestic product (GDP) while the growth in developing countries is caused by the low level of income that has increased the risk aversion of the people living in those countries. In the year of 2019, the gross premiums in the life and non-life insurance categories have grown on an average of 4.7 percent and 3.6 percent, respectively (Din et al., 2017). The (Din et al., 2017) stated that this may be due to the enhancement of consumer awareness to start saving money to prepare for old age and eventually, retirement.

As the COVID-19 virus began to spread at the end of 2019, it created a volatile environment that is filled with uncertainties as it affects all industries including the insurance sector. Governments took various precautionary actions such as lockdowns, social distancing, converting to online schools and working from home, and many more to fight the continuous waves of the pandemic. With the virus spreading at a

very fast rate, it came by no surprise that the gross premiums and claim payments for health insurance have increased (Din et al., 2017).

In Indonesia, the compound annual growth rate of the life insurance industry (CAGR) from 2014 to 2018 was 14.9 percent while the forecasted CAGR from 2018 to 2023 is 8.8 percent (MarketLine,). This shows that the market is increasing at a slowing rate over the years.

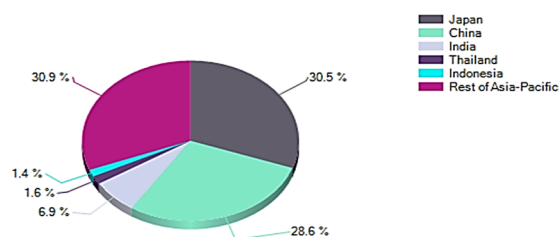


Figure 1: Life Insurance Segment in Asia-Pacific in 2018.

Figure 1 indicates that in the life insurance component in Asia-Pacific, Indonesia only accounts for 1.4 percent, meanwhile Japan taking the number one spot at 30.5 percent. Preliminary interviews with some agents of Prime Agency claimed that the low market share of life insurance is caused by the

difficulty of insurance companies to reach its customers (Deloitte, 2019).

There are some big players in the insurance company in Indonesia: PT Prudential Life Assurance, PT Asuransi Allianz Life Indonesia, PT Axa Mandiri Financial Services, PT Asuransi Jiwa Manulife Indonesia and many more. Most of them were established through joint ventures with foreign companies. A report by (Deloitte, 2019) claimed that Prudential Indonesia dominated the life insurance industry. On the other hand, most companies are domestically-owned in the non-life industry with no leading competitor since all players seem to be specialising in different insurance classes. Furthermore, in the broker insurance industry, most companies are also domestically-owned and they all included property damage on their product offering.

1.2 Prime Agency

Prudential plc was first established in the year of 1848 in London, England and it has now become a household name for many people around the world. The company has branched out into multiple countries including India, the United States, Singapore, Hong Kong, Thailand, Malaysia, Indonesia and many more. Prudential first entered the Indonesian market in 1995 through a merger with Bank Bali Indonesia that resulted in the establishment of PT Prudential BancBali Life Assurance. Currently, the company is headquartered in Jakarta and has marketing offices all around the country including Denpasar, Medan, Bandung and Surabaya. An insurance broker agency acts as an intermediary for insurance companies and their final customers. Therefore, in order to execute the necessary services in relation to insurance policies, it is crucial to foster strong relationships with its customers (Tseng and Kang, 2014).

Currently, Prime Agency has a total of more than 1200 employees, with only 20 people working in administration. There are 40 agent leaders and a minimum of 30 agents are working under their leadership. Amongst those working in and with Prime Agency, there are approximately 80 percent of Millennials. The agents are considered to be ultimately working for Prudential since Prime Agency only serves as a home for its agents by providing an office and utilities such as computers. Therefore, Prudential is responsible for most of the compensation schemes, which includes bonus, commission, free trips to foreign countries, etc. However, it is worth to know that these compensations are awarded according to the quality of performance of the agent. Furthermore, Prime Agency does have its own compensations that it

offers to agents as an additional tool to promote motivation.

The broker agency does not have any available website however, they are very much active on their Instagram page and Facebook posts. This reaffirms the earlier statement that technology is now perceived as very important and the shift to social media platforms as a way of communicating. Figure 2 demonstrates the hierarchy within the broker agency. Every person who joins Prime Agency will always start from the bottom as an agent. It has an internal system which is given by the head company, Prudential, that all partnering agencies must adhere to.



Figure 2: Career and Income Path System.

Figure 2 shows this career path and income system. It demonstrates that it is possible for an agent to be in the executive agency director position in just four years. Therefore, this system may encourage agents to always dream big. Agents can work themselves up the hierarchy by obtaining more and more per month. However, they should be able to maintain their income as there is a chance to be demoted. For instance, if an agency director has failed to achieve its 60 million Rupiah target, he or she would be demoted to associate agency director. The hierarchy in the insurance industry is not similar to a normal company's career path system as this particular system permits numerous people to fill in a position. Hence, there can be more than one agency director at a certain time period.

1.3 Research Problem

Based on the preliminary interviews conducted in the Prime Agency, currently the Agency is developing its human resource systems that provide a room for its employees to have their careers in the Agency. So far, the Agency has not had a clear knowledge about what motivation factors that make it employees performed, willing to stay and building their career in the agency. The knowledge is very important to build career development system in the company, which 80% of its agents are millennials.

1.4 Research Objectives

There are two research objectives for this research:

- To identify motivational factors that make Generation Y employees willing to perform and stay longer in the company during the Covid-19 pandemic.
- To analyse how those factors work by comparing them to those that have been described in Herzberg's motivational theory.

2 LITERATURE REVIEW.

2.1 Characteristics of Generation Y

In the world today, the workforce comprises the Silent Generation, Baby Boomers, Generation X and Generation Y (Twenge et al., 2010). According to (Center, 2019), Generation Y or most commonly called as Millennials, are people who are born between 1981 and 1996. As Millennials slowly replaced Generation X in the workforce, they should be able to promote and sell their insurance policies as good as the earlier generations.

Millennials are more exposed to technology than Boomers or even Generation X did, which has shaped and influenced the way Millennials act or think. (Mehra and Nickerson, 2019) concluded that Millennials in the workforce are more likely to exploit those moderate media tools to communicate with the stakeholders of the company that they are working in.

Many people would say that Millennials are self-assured, driven and positive-minded (Perry, 2015), qualities which seem perfect for any job type. They are considered as great team players in which they would demonstrate full active participation and provide their finest attempts at the work bestowed upon them when they are assigned to work in groups (Perry, 2015). Myers and Sadaghiani (2010) discovered that Millennials are hard-working in achieving their targets in their place of work, although they are said to be self-centred. He said that this is due to the presence of technology, hence although technology is able to maintain a link within the community, it can also cause Millennials to feel detached from other people. Millennials are used to transparency that technology enabled around them (Myers and Sadaghiani, 2010) and so, they expect it to be practiced at their workplace too.

According to (Weber, 2017) found that Millennial workers display a strong eagerness towards learning

new things and that they often search for organisational training programs to join, which are assumed to be due to the need to quickly advance their work position. Additionally, they also discovered that millennial workers crave only positive feedback, which they take very personally, and acknowledgement of their success.

Agreeing with Baker Rosa and Hastings, (Baker Rosa and Hastings, 2018) stated that Millennials will stay in a company longer if the given acknowledgement and compensation, job content and work-life balance are satisfactory. They said that although Millennials need high salaries due to the rise in living expenses, they would rather prioritise the quality of life more than financial compensation.

2.2 Generation Y in the Insurance Industry

According to a survey by (Tirta and Erika, 2020) 84 percent of Generation Y in the insurance industry are employed at an insurance agency. Furthermore, 33 percent works in the customer service division and 30 percent works in the sales division. In this current digital era, Millennials are constantly surrounded by technology and are connected to each other through the internet. This shows that they are more techsavvy than the generations before them. There are 59 percent of Millennials in the insurance industry that utilize social media platforms such as Facebook and Instagram, and reported that those platforms are most beneficial to retain customers and provide support (Tirta and Erika, 2020).

The continuous advancement of technology over the years led to the creation of diverse tools that have the potential to give a competitive advantage to businesses. Therefore, it comes by no surprise that on line technology is being adopted by all industries including the insurance sector. Additionally, 81 percent of Millennials in the insurance industry have faith that technology will boost efficiency and 56 percent believe that it can improve relationships. These percentages are higher than the results for Generation X and Boomers. This shows that Millennials have the utmost trust in regards to technology. This could be because they do not need to adapt to the presence of technology since they are born directly into it, as compared to the generations before them who require some time to fully integrate technology into their lives. Companies would want to recruit salespeople who are confident in their ability to use social media as it is proven to improve sales performance (Vertafore, 2020).

2.3 Work Motivation

The word ‘motivation’ stemmed from ‘movere’, a Latin term which translates to movement (Schultz et al., 2012) described work motivation as “a set of energetic forces that originate both within as well as beyond an individual’s being, to initiate work-related behaviour, and to determine its form, direction, intensity, and duration”. Therefore, based on these explanations, it can be concluded that work motivation can be defined as forces that contain the power to stimulate desired actions, which are tailored to a work setting, to improve work performance and achieve organisational goals.

Every individual has their own separate personal goals, hence employees would only be motivated to work in a company if that specific company can aid them in reaching their goals (Steers et al., 2004). Employees possess different needs, which can affect how they act in their workplace; thus, the continuous effort to fulfil their needs will improve their motivation towards work (Jost, 2014). Therefore, if those needs could not be accomplished, employees would not feel satisfied and motivated enough to stay with the company since staying would not benefit them at all.

2.4 Herzberg’s Two-factor Theory

According to (Herzberg et al., 2017), hygiene factors relate to the “job context” while motivators concern the “job content”. He explained that when an employee feels unsatisfied, it involves the general circumstances surrounding their job. Meanwhile, when an employee feels satisfied, it involves the overall nature of their job. In the occasion in which hygiene factors are implemented inadequately, it possesses the power to demotivate employees (Mackay, 2007). On the other hand, if motivators are implemented appropriately, it can create the feeling of satisfaction towards work. Figure 3 shows the overall picture of the twofactor theory and all the variables included within each type of factor.

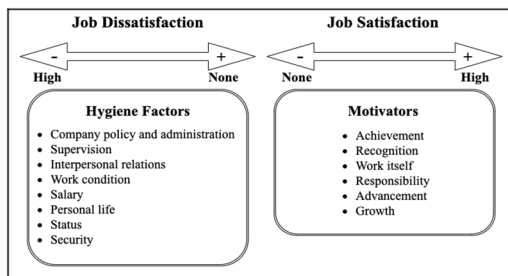


Figure 3: Herzberg’s Two-Factor Theory.

3 RESEARCH METHODOLOGY

3.1 Sampling Method

Since the research questions of this thesis are qualitative in nature, a non-probability type of sampling should be applied (Zhang et al., 2020). The researcher determined which participants are suitable to be studied based on their attributes (Berndt, 2020). This particular sampling method is very beneficial since it allows the researcher to obtain elaborate explanations. By using this sampling method, the researcher could pick potential interviewees that are able to contribute directly to the research topic and assist in answering the research questions.

3.2 Number of Sample

According to (Elfil and Negida, 2017), interviewing a large quantity of participants does not automatically translate to good research. (Brinkmann, 2013) stated that research that is qualitative in nature should remain gathering data until saturation is reached, which is referred to when no new knowledge is gained from the interviews conducted. Prior to the interviews, the researcher decided on the eligibility of the candidates by ensuring that they fulfil all the requirements in order to facilitate the accurateness of the result. The researcher ended up interviewing 11 people from Prime Agency, consist of: 4 Agency Directors and 7 agents.

3.3 Data Analysis Method

Thematic analysis was applied in this research. It is a very common approach usually used in qualitative studies. This type of analysis required the researcher to codify the qualitative information obtained from the interviews to recognise themes or repetitions transpiring throughout the data collection process to enable further investigation (Morse, 1995). All of the interviews were recorded and codified manually by the researcher. Thematic analysis is a well-organised method, which proves to be favourable as it can result in an abundance of valuable interpretations.

3.4 Reliability and Validity

This thesis paper incorporated triangulation to validate the research findings. To verify the data collected, triangulation requires the researcher to utilise two or more sources of data or methods of data accumulation (Morse, 1995). The main purpose of triangulation is to be a supporting method to cross-

check findings. For this particular paper, the researcher used two sources of data, which were extracted from agents and agency directors. Additionally, the researcher interviewed the founder of the Prime Agency.

4 FINDING

4.1 Thematic Data Analysis

The data analysis method utilised in this research paper is thematic analysis, which is beneficial to identify codes and assemble themes derived from the qualitative data.

This particular chapter mainly focuses on the results of the interviews which were conducted by the researcher with the aim to explore the factors that are able to motivate Generation Y individuals working in the insurance industry and how it compares to the well-known two-factor theory.

4.2 Data Display

The data is displayed based on the sound recordings of online interviews which were then manually made into a transcript. Through this transcript, the researcher was able to locate multiple codes which were repeatedly brought up by interviewees or which the researcher deemed to hold a significant value. Therefore, the coding process results in the data display containing numerous codes and sub-codes, two subcategories, and one category. In the discussion, the researcher compares the coding mapping described in Figure 4 with Herzberg's Two-Factor Theory described in Figure 3.

4.3 Coding Description

The following figure provides a coding mapping of the interview results as can be seen in Figure 4.

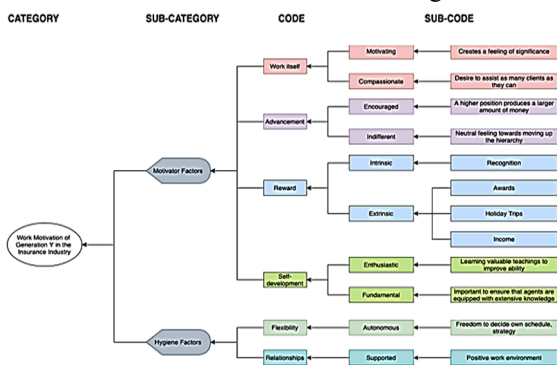


Figure 4: Coding Mapping of the Interview Result.

4.3.1 Motivator Factors

Based on the responses derived from the interviews, the researcher found four motivator factors that play a part in motivating the agents at Prime Agency. As can be seen in the coding mapping of the interview results, the motivators are work itself, advancement, reward and self-development.

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Based on the coding mapping in Figure 4, there are two sub-codes that are found to support the development of work itself, which are Motivating and Compassionate. Below are the samples of interview responses about these two sub-codes:

// We are here to help people as well. There are people who have a mission to help clients have their own insurance. So, of course we are helping a lot of people. //

// Of course what makes me the most motivated is that I want to give the best for my clients because as a result of that, my clients are satisfied . . . and my business also grows. //

// I do not really know, but I just want to give the best for my potential clients. //

// I feel that in this COVID situation, there are a lot of difficulties. Therefore, I feel proud when I can make my customers have their own insurances. This can make me feel motivated. //

The results of the interviews conducted by the researcher above have a general theme of agents desiring to help their customers. Overall, they have a humanitarian attitude, which aims to ensure that customers are protected by insurance.

Based on Figure 4, there are two sub-codes that build reward, which are Intrinsic and Extrinsic. Intrinsic rewards comprise Recognition while Extrinsic rewards consists of Awards, Holiday Trips and Income. The responses that aid in the development of these sub-codes are as follows: Recognition.

// Recognition through the media, where it is published in Kompas newspaper. Then, the award nights are also shown on YouTube, which displays the achievers' photos. //

// Well, what kind of recognition is it? Maybe selfactualisation. So it is like if we get a reward or something, we can be in the Kompas newspaper. So it is like self-actualisation. //

// In the insurance sector, there are usually many people who are good at being sales agents and they usually get a lot of rewards. So there may be an intrinsic compensation in the form of recognition from others. //

Holiday trips awarded by Prudential are always of high quality with one interviewee mentioning that the hotel is always five stars. These exclusive trips therefore make them feel appreciated for their hard work. Hence, the agents feel thankful and motivated when they are given the free trips.

// At that time, I was able to immediately get a trip to Europe. Every achieved target can earn us a trip to somewhere. At that time, I was immediately able to travel to Europe with Prudential in Budapest. //

// For instance, we can get a trip to Europe. The scope is not only in Asia but also Europe and America too. Last year, I was supposed to go to London and Edinburgh. However due to COVID, we were given compensation in the form of cash. So we are given a return in the form of a cash back; thus, we are appreciated for the results of our hard work that year. //

// When we travel, we are given top five stars hotels. For the duration of the stay, sometimes I feel like it is a shame that the hotel is only used for us to sleep in because we always go out from the morning till night. The hotel is never a four star, it is always a five star. //

As specified by the researcher in the coding mapping, there are two sub-codes that build selfdevelopment. These sub-codes include Enthusiastic and Fundamental. Stated below are examples from the interview responses:

// We are often given training, which can be from well-known speakers so we can just attend the seminars. This also gives value as we are able to learn from it. //

// Because I have only worked as an agent for one year, I like to participate in training in order to understand more because there is still much I need to learn. //

// I would say that for me, mentoring and seminars can make me motivated. Because as I have said before, I am also eager to learn. //

The responses derived from the interview transcripts stated above shows that the agents are dedicated to learn and enhance their skills and capabilities. Overall, self-development enables agents to feel motivated as it is crucial for their operations and life outside of their work.

4.3.2 Hygiene Factors

According to the results of the interviews conducted by the researcher, there are two factors identified to have the potential to demotivate agents if it is unsatisfied. As specified in the coding mapping of the interview results, these hygiene factors are flexibility and relationships.

// Another thing besides that is the flexible time, where you can manage your own time so you can follow your child’s golden moments while working. //

// Maybe in Prudential, it is the time freedom or time flexibility because we are able to set our own time when we are working. . . . //

// Flexible working hours can also motivate me because I have children at home. Therefore, there can be good time management. //

// Besides that, the flexible working hours are also really good. //

In this first hygiene factor, there are repeated mentions of time flexibility in all of the responses above. By being able to schedule their own working hours, the interviewees are able to divide their times wisely.

Table 1: Research Findings Summary.

Factors	Align	Equivalent Factors in Herzberg's Two-Factors Theory	
Motivator Factors	Work itself	Yes	Work itself
	Advancement	Yes	Advancement
	Reward		
	Recognition	Yes	Recognition
	Awards	Yes	Achievement
Hygiene Factors	Holiday Trips	No	-
	Income	No	Salary
	Self-development	Yes	Growth
	Flexibility		Responsibility
	Relationships	No	Supervision and Interpersonal Relations
		Yes	

The second factor that is inconsistent with Herzberg’s theory is income, which can be called salary based on Herzberg’s definition. A research by (Berndt, 2020) on the motivation of employees in the Egyptian hotel industry found that money has a positive relationship with job satisfaction due to inadequate access to fundamental life necessities in underdeveloped nations. It can be said that the insurance agents interviewed are quite privileged as compared to low-paid workers in Indonesia. However, since Indonesia is still considered as a developing country, it can be concluded that the quality of life in this country is poorer than in developed countries where Herzberg conducted his research. Therefore, this finding supports the research in which income is considered as a motivator instead of a hygiene factor, although it is of different industries.

On the other hand, in the hygiene section, there is only flexibility and relationships. In this research, most of the hygiene factors from Herzberg's two-factor theory are not identified in this research. This includes company policy and administration, work condition, personal life, status and security. Relationships is a combination of Herzberg's supervision and interpersonal relations, which means that it supports the theory. However, the research found evidence that flexibility, which is parallel to responsibility according to Herzberg's definition, is included in this category. This important finding is found due to the unique nature of the insurance industry that allows and encourages freedom.

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5 DATA ANALYSIS AND DISCUSSION

5.1 Motivator Factors

When compared side-by-side between the research finding and Herzberg's two-factor theory, a motivator that is missing from Herzberg's theory is responsibility, and holiday trips are a new factor, and thus could not be found in the theory. All of the factors that are under reward are aligned with Herzberg's two-factor theory except for holiday trips and income. Hence, it can be concluded that the reward factor as a whole does not fully align with Herzberg's theory.

The second extrinsic reward is holiday trips, which is a newfound motivator identified in this research as it does not relate to Herzberg's theory. Holiday trips are included in the compensation system of Prime Agency and Prudential, and therefore are perceived as quite important.

The last extrinsic reward to be discussed in this section is income. This factor is parallel to the definition of salary in Herzberg's two-factor theory.

The difference is that Herzberg classified salary as a hygiene factor instead of a motivator factor. According to the results of the interviews, the researcher gathered that the agents are in fact satisfied by monetary rewards, which proves that they don't support Herzberg theory. Therefore, income is not completely aligned with Herzberg's theory as it is a motivator.

5.2 Hygiene Factors

In Herzberg's two-factor theory, there are eight hygiene factors. These include company policy and administration, supervision, interpersonal relations, work condition, salary, personal life, status and security. However, the researcher has only found two factors, which are flexibility and relationships. The reason that they joined the insurance business is mostly because they are not required to work every day. Therefore, they can use their free time from their other job to do insurance work. If this autonomy is decreased or removed, the agents would be demotivated and would potentially end up quitting their insurance roles. Thus, flexibility is considered as a hygiene factor. Another hygiene factor is relationships, which is a combination of interpersonal relations and supervision from Herzberg's two-factor theory. This signifies that this factor is aligned with the theory as relationships along with interpersonal relations and supervision are all considered as hygiene factors. The interview responses regarding relationships involve comments about a supportive environment where peers are helpful towards each other and the willingness of agency directors to lend their help towards those in need. This creates a wonderful synergy within Prime Agency. Hence, the researcher classified this factor as hygiene, which is fully aligned to Herzberg's theory.

5.3 Final Comparison

By comparing the results of this research with Herzberg's two-factor theory, some significant findings are discovered to be very different from the original factors stated by Herzberg. Table 1 presents the summary of all research findings. All motivator factors are identified in the insurance industry, although not all of them are classified as what is supposed to be based on the theory. The motivators which similar to Herzberg's motivators are: work itself, advancement, recognition and reward, as well as self-development. Two factors are found to not support this theory. The first factor is holiday trips, which are identified to possess a motivating power for

Millennial agents. This is not written in the theory and hence, it provides a new finding.

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	Factors Align	Align	Equivalent Factors in Herzberg's Two-Factors Theory
	Work itself	Yes	Work itself
	Advancement	Yes	Advancement
	Reward	Yes	Reward
Motivator Factors	Recognition	Yes	Recognition
	Awards	No	Achievement
	Holiday Trips	No	Salary
	Self-development	Yes	Growth
Hygiene Factors	Flexibility	No	Responsibility
	Relationships	Yes	Supervision and Interpersonal Relations

The second factor that is inconsistent with Herzberg's theory is income, which can be called salary based on Herzberg's definition. A research by (Berndt, 2020) on the motivation of employees in the Egyptian hotel industry found that money has a positive relationship with job satisfaction due to inadequate access to fundamental life necessities in underdeveloped nations. It can be said that the insurance agents interviewed are quite privileged as compared to low-paid workers in Indonesia. However, since Indonesia is still considered as a developing country, it can be concluded that the quality of life in this country is poorer than in developed countries where Herzberg conducted his research. Therefore, this finding supports the research in which income is considered as a motivator instead of a hygiene factor, although it is of different industries.

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As stated in the literature review of this thesis, according to Herzberg's two-factor theory, motivators are intrinsic while hygiene factors have an extrinsic nature. However, the findings derived from this research claimed otherwise. The motivator factors are all intrinsic except for income, which is supposedly a hygiene factor. On the other hand, flexibility is a hygiene factor as opposed to a motivator in Herzberg's theory. This proves that motivator factors and hygiene factors are not always intrinsic and extrinsic, respectively. Instead, there can be a mixture of both natures.

6 CONCLUSION AND RECOMMENDATIONS

6.1 Conclusion

During the pandemic era, there are four motivators identified in the Prime Agency Insurance Broker: work itself, advancement, reward and self-development. Meanwhile, for hygiene factors, there are only two: flexibility and relationship. Compared to Herzberg's two-factor theory, all of the original motivator factors are present while only two hygiene factors are identified at Prime Agency. In addition, the research founds that the salary is more suitable to be put as motivator factor rather than hygiene factor and this is considered as novelty of this research. It concludes that Herzberg's two-factor theory is not fully applicable in insurance industry. The different sample sources that are used by Herzberg (accountants and engineers) and this research may become the cause of the difference. The location of the research also matters as Herzberg conducted his study in a Western country while this research is conducted in Jakarta, Indonesia. .

6.2 Recommendations

For future research, it is recommended that, a similar study is conducted by replication on other insurance broker agencies or by utilising other motivational theories such as Ryan and Deci's self-determination theory.

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