

**THE AFFECTING FACTORS OF ORGANIZATIONAL
EMPLOYEE COMMITMENT IN GENERATION Z**

The image shows a large, faint watermark of the Mahidol University logo in the background. The logo is circular and contains a central emblem with Thai script around it. The name of the author, PHITCHAYUT MEEMANO, is printed in bold black capital letters across the center of the watermark.

PHITCHAYUT MEEMANO

**A THEMATIC PAPER SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR
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ABSTRACT

This study attempt to find the factors that impact organizational employee commitment especially in generation Z that work in any company in Thailand. For this purpose, the researcher use theories based on Maslow's hierarchy of needs and Herzberg's 2 factors theory to understand employee commitment to the organization. This study uses the qualitative approach as a research method in order to get in-depth information and determine authentic factors that impact an employee to commit to the organization. The interview questions were developed under those two theories by a focus on the needs and the motivation of employees. There are 15 respondents who were selected by using the criteria in the purposive sampling method. The study indicates that many of the relevant factors impact on the organizational employee commitment related to the theories in many dimensions. Nevertheless, those relative factors could help the leaders or supervisors to understand more about their subordinates and ada

KEY WORDS: Employee commitment/ Generation Z/ Maslow's Hierarchy of needs/ Herzberg's 2 factors theory/ Job satisfaction

35 pages

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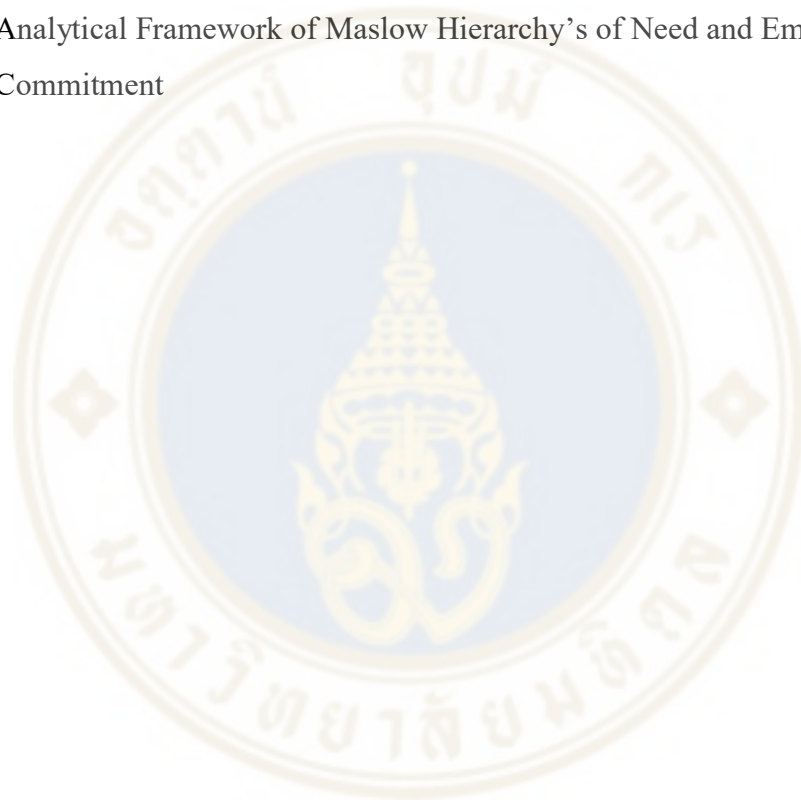
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CHAPTER I

INTRODUCTION

In every organization, people are the significant factor that leads to success and is the key resource to attain competitive advantage for any company (Abbasi & Hollman, 2000). To manage people need to understand their natures because each person would have their own thought depending on personal experiences, particular requirements, and, of course, their reactions to any situation. In the 21st century, employers face a problem they have never faced before, as it is difficult to identify the specific personality and realize the needs of Generation X and Y, and now there is an utterly new challenge with the Generation Z to work on (Singh & Dangmei, 2016). This new generation has defined in various ways and the most common definition cited to those people who were born after 1995 and raised in the innovation of the technology world. The identity of generation Z is digital-centric because they have more connected to digital electronic devices and social networking is an essential part of their lives (Singh & Dangmei, 2016). Most of them have electronic devices and the internet to access the information by just easily searching on the website or the digital resource. However, their lives rely on digital technology which may affect the characteristics of generation Z. According to the study mentioned that the characteristics of generation Z show that they lack problem-solving skills and cannot tackle difficult situations, or make an important decision (Singh & Dangmei, 2016). In spite of that, they prefer self-reliance, freedom to share ideas and opinions, reward and recognition, and digital gadgets in the office. They expected to be realized and to be allowed to get responded, therefore, ignoring them can cause to reduce the productivity, low engagement to the company, low morale, and increase the turnover rate.

In Thailand, generation Z has been starting to become the most significant group that drives many industries, especially in businesses that using technology to operate the organization. These kinds of industries are continuing to grow rapidly, therefore, the competition is considerably high and there are many organizations that acquire new employees while most of the new workers are Generation Z. Nevertheless,

the organization should be able to understand the characteristics and the needs of Generation Z to manage properly and retain the intention to stay of employees.

1.1 Problem statement and its importance

In Thailand, Generation Z becomes an essential key to growth in every organization. Their particular work style and needs are immensely different from previous generations, therefore, it is crucial to understand the characteristics of Generation Z to motivate and encourage them in the right way and sustain the growth of the company. In order to understand the preference of the Generation Z, employers and HR managers should be able to understand their needs and change their strategy for recruiting, inspiring, motivating, and retaining the commitment to the organization. Thus, this research aims to study the characteristics, needs, and motivation of Generation Z in the workplace, and including examine the factors that impact the organization's employee commitment.

1.2 Research Question

What are main factors impact organizational employee commitment in Generation Z?

How do the factors impact organizational employee commitment in Generation Z?

1.3 Research Objective

To study the factors that influence the employees' organizational commitment

To determine the factors that fulfill the employee' needs of Generation Z in the organization.

1.4 Expected benefits

This study thoroughly aims to examine the significant factors that influence the employee commitment to the organization. After the factors would have known, there will be several extra benefits as below.

1. Improve job satisfaction of employees
2. Improve working efficiency
3. Improve customer satisfaction
4. Increase job motivation of employees
5. Create a good environment at the workplace
6. Create a healthy organization
7. Reduce employee turnover rate



CHAPTER II

LITERATURE REVIEWS & PROPOSED FRAMEWORKS

In this chapter, a definition of the organizational employee commitment will be given. A review of the existing literature and theoretical concept is also discussed based on the needs and motivation theories in order to understand a clear description of the theory. Furthermore, the proposal and its framework will be given at the end of this chapter in order to understand the factors that influence employees to satisfy and commit to the organization.

2.1 Concept of employee commitment

In this section, the sub-topics relevant to employee commitment are reviewed. The definitions of employee commitment, Generation Z, and the factors that affect Generation Z to commit to the organization are also provided.

2.1.1 Definition of Employee commitment

In this recent decade, employee commitment has been defined in various ways. A general definition of employee commitment referred to the psychological attachment of employees to their organization. The word “commitment” has been described as a power that binds an individual to a particular objective which is most relevant to personal intention, satisfaction, emotion, and passion. Nonetheless, the meaning of the word “commitment” is still unclear when compounding with the word “employee”.

Refer to the research, employee commitment defined as the determination of an employee in order to achieve their personal goals and extends the effort to accomplish the general goal of the organization. (Bhatti, 2007) The direct factors that positively impact employee commitment to the organization are such pleasurable

outcomes as reward and recognition, career advancement, and personal growth. On the contrary, the negative factors are related to such outcomes as lack of improvement, absenteeism, and turnover rate. Accordingly, these external different factors greatly affected an attitude towards job performance and work-related conditions.

Furthermore, there are numerous arguments that employee commitment has different types. The explicit distinction classifies by the characteristic of an employee commitment which has been categorized into two types (Meyer, 2004). First is an affective commitment which means employees have an emotional attachment to the organization, for example, a sense of pleasure at the workplace, good co-operation with colleagues, or receiving rewards and compliments. Second is a continuance commitment that employees perceived the cost of leaving the company, so they must remain to the organization because it is still beneficial to them. Consequently, both of these two types can be inferred that employee commitment can reduce the turnover certainly and constantly because employees joined willingly to the organization. Meaning that the organization that has considerably employee commitment will be a company with a strong foundation and grow steadily.

Bhatti (2007) mentioned that job satisfaction and employee commitment have some relationships. Employee commitment is more acknowledge to the organization whereas job satisfaction is more responsive to the individual perspective toward work-related conditions such as specific tasks, environment factors, and satisfaction with policies, reward, and recognition. Thus, employee commitment should be more consistent than job satisfaction because employees have a strong feeling toward the organization, not merely temporary pleasure. Considering job satisfaction affected by a personal attitude that can change depending on daily life. However, satisfied employees who get rewards and compliments, recognition, and reputation tend to more energetic and have a responsibility for their specific tasks. So, it can summarize that job satisfaction can result in employee commitment in a long period of time.

Moreover, Meyer (2004) referred that employee commitment can serve as a powerful source of motivation and encourage employees to have high morale. As mentioned above that commitment is a power that binds individuals to a particular objective, therefore, it can be a force to drive the motivation of employees to work more efficiently and precisely. In a similar way, job performance seems to be related to

employee commitment (Becker, 1996). In general, employees who are highly committed to their organizations tend to have internal feelings to achieve their personal goals and the organization's goal. In consequence, high employee commitment may have high job performance in order to achieve these two goals.

To sum up, employee commitment is considerably significant to an organization in order to build strong relationships with employees and reduce turnover. Employees who have high commitment tend to have high morale and great incentive to achieve personal goals and an organization's goal. Thus, the organization must retain employee commitment in order to build strong relationships between employees and the organization in both physically and mentally.

2.1.2 Generation Z

At present, Generation Z has been cited to a group of people who were born since 1995 and raised in the 2000s is continuously increasing (Singh & Dangmei, 2016). Most of the employees in the organization are the combination of the group Generation X, Y, and Z. Thus, different generations can cause conflict in different thoughts and communication. The organization must understand thoroughly in Generation Z in order to manage people and connect with them correctly.

Referring to the paper, people in Generation Z were born and raised with digital technology. They have been growing during the biggest change in the century when technology is swiftly advancing. Most people have electronic devices and the internet to access the information by just searching on the website and many online applications. Hence, the identity of generation Z is raised by the digital-centric and social media environment (Singh & Dangmei, 2016).

The main characteristics of generation Z are proficient in technological innovation because they are lived with more connected to electronics and the digital world. The social networking becomes an essential part of their life, therefore, generation Z tend to rely on online communication which makes them lack of direct communication. They also appear to fear to comment on their thoughts and less participating in their communities than earlier generations. Nevertheless, most people in generation Z are positively convinced in selves and prefer to get accepted by the older generation.

One of the papers mentioned that this generation is the Do-It-Yourself generation which means they prefer to live individually and can take care of themselves without receiving the responsibility from progenitors. They tend to be more self-reliant and have the courage to try something new that has never done before. Thus, in this age, there are lots of new innovative technology arising from this generation. In addition, generation z has the efficacy to work on different tasks at the same time while being able to perform those tasks efficiently. Most of them have excellent skills to search and access to information by using digital technology (Iorgulescu, 2016).

Moreover, people in generation Z are more interested in reality more than the imagination, because of their thoughts was framed by a world with facilities and materialism. They tend to think according to principles but lack of the problems solving skills (Singh & Dangmei, 2016) depends on situations. They can analyze the problem and make a decision but considerably rely on using technology devices and searching for solutions, not solving them by themselves. Hence, different generations have a unique identity and it is obvious that generation z is much different from primitive generations.

In conclusion, it is much significant to understand the preferences of generation z because it is apparently different from previous generations. The organization must engage different generations with suitable communications because there are many different things in their life, for example, personal experiences, values and beliefs, working style, communication style, job expectation, education, skills, and capabilities (Berkup, 2014).

2.2 Theories Related to organizational employee commitment

2.2.1 Maslow's hierarchy of needs

Maslow's hierarchy of needs framework was the one theory that most researchers use to describe human needs and classify the needs of each type that make the audience easy to read and to understand. This framework was established in the twentieth century by Abraham Maslow (Zalenski et al, 2006). He proposed that his theory of hierarchical needs and human development in terms of the motivation and

personality of all humans. According to past research, Maslow's hierarchy of needs has been defined as a theory of human motivation that motivate people to fulfill basic needs. Once the basic needs get fulfilled, then people will acquire more advanced needs that want to achieve the goal's life and have the well-being of their lives. (Zalenski et al, 2006).

In Maslow's hierarchy of needs framework, there are five needs in different hierarchy levels, from lowest to highest levels, are physiological needs, safety needs, social needs, self-esteem needs, and self-actualization needs. In each level, there are different distinctive definitions that all humans need to fulfill the lowest basic need before moving forward to the higher level of needs.

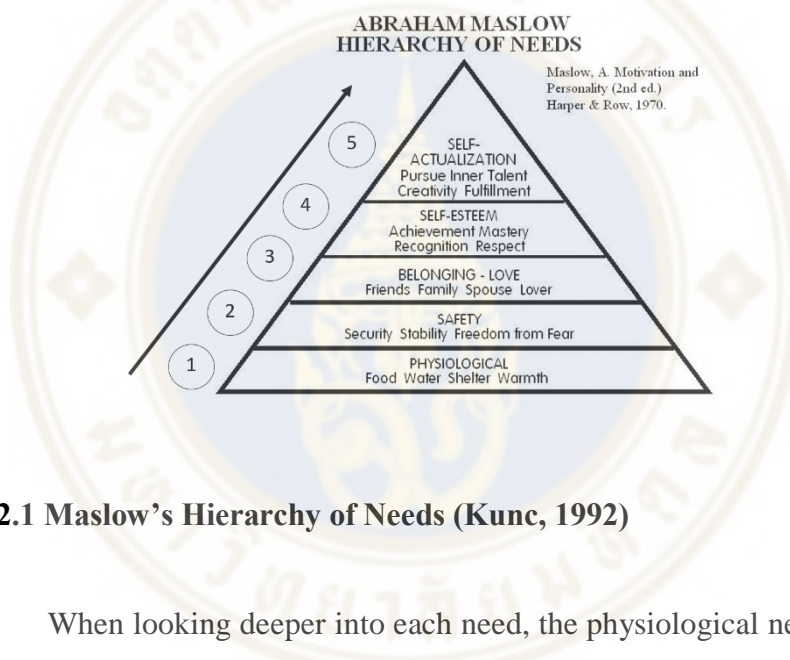


Figure 2.1 Maslow's Hierarchy of Needs (Kunc, 1992)

When looking deeper into each need, the physiological needs are probably simply to understand that including the things that are essential to our life such as food, water, sleep, clothing, shelter. In other words, those needs could be fulfilled by the rate of pay, bonus, welfare, and work-life balance. It means the first needs is the significant needs that individuals search for fulfilling their external satisfaction. The second is the safety needs that individuals concerned about security and safety. Some of the basic examples of safety needs are health and wellness, financial security, safety against accidents, and including laws that protect the safety of citizens. In general, the physiological and safety levels of the hierarchy is often referred to as the basic needs of human. The next three upper-level needs are the needs that individuals want from other people in order to fulfill their feeling, emotion, and satisfaction. The third needs is the

social needs that individuals want to love and get loved by other people such as family, friends, colleagues, and social groups. It is very important for people to get acceptance from other people in order to avoid bad feelings such as loneliness, anxiety, and discouragement.

When the needs at the bottom three levels have been satisfied, the self-esteem needs would become the prominent needs. It is the fourth level in Maslow's hierarchy that is the need to get respect and recognition from other people. Individuals want to get respect and recognition to make them feel more confident and valuable, so they need to improve themselves a lot in order to achieve things and their efforts may have recognized. In addition, people need to sense that they are valued in order to fulfill their self-esteem needs. Finally, it comes to the highest level of needs which is the self-actualization needs. It referred to an individual's aspirations to achieve their goals and realize their potentialities. At this level, people must have more self-awareness to concerned about their personal growth and develop a lot in order to achieve their self-fulfillment. It is not always clear to know the self-actualization of different people, because their fulfillment must be different so we need to appropriately communicate for each person.

The important thing that the organization should fulfill the needs of employees is whenever their self-esteem and self-actualization get attained (Jerome, 2013), after that the individual goal of an employee will share with the organization goal. Meaning that their needs get fulfilled so they can think in terms of helping their colleagues to attain needs, work with better performance, and think about achieving the goal of the organization or we called employee participation. Moreover, the fact that employee's physiological and security needs are the most essential, therefore, when such needs get to pay attention, employee's performance will improve extremely in that organization. Because employees feel that their organization cares so much about their feelings and development status, so most of them would likely improve themselves to work better for the company.

2.2.2 Herzberg's Two Factor theory

Herzberg's Two Factor theory has known as the theory to increase the motivation of an employee. This theory explained about significant factors that could

be able to lessen absenteeism, decrease turnover rate, and increase productivity (Hyun & Oh, 2011). Employee's high satisfaction tends to present a positive commitment to the organization while the opposite results arise from low employee satisfaction. Therefore, it is tremendously significant to motivate employees all the time because it could have resulted in employee's skills which may lead to an increase the productivity and achieve the organization's goal.

Going back to the history of this theory, the two-factor theory was established by Herzberg in the twentieth century. In that time, this theory was indicated that there were two factors driving employee satisfaction in the organization. The actual concept is the difference between two groups of factors which are hygiene factors and motivation factors. The role of hygiene factors was simply defined as avoiding factors that can result in employee dissatisfaction. The examples of hygiene factors are organizational policies, rate of pay, and quality of supervision, job security, career stability, working conditions, and social status (Dartey-Baah & Amoako, 2011). Those factors may not create the motivation but they could be the starting point for aspiring to work. On the other hand, the second type is motivation factors which encourage employees to make progress and enjoy their jobs. These groups of factors can fulfill the physiological needs of employees to increase personal outgrowth and get acknowledgment. Examples of motivation factors are career advancement, passion for the job, respect and recognition, social responsibility, the feeling of achievement, personal growth, and the work itself (Dartey-Baah & Amoako, 2011). Both two types are more significantly associated with job satisfaction, therefore, leaders and supervisors should be able to understand these two factors type and provide some of them in order to satisfy their employees.

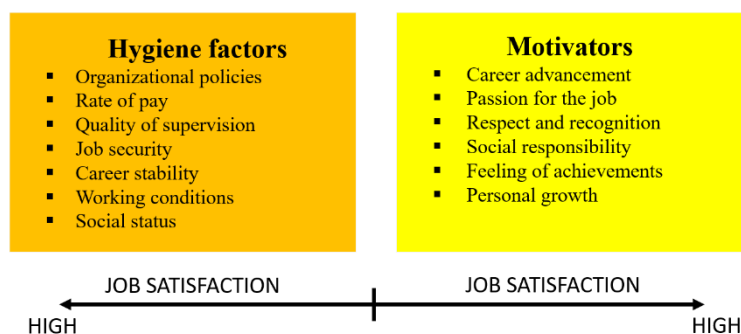


Figure 2.2 Herzberg's 2-factor theory

2.3 Previous Studies on Job Satisfaction

The most frequently cited definitions defined job satisfaction as a combination of positive or negative feelings that employees have towards specific jobs, work roles, and environmental circumstances in the workplace (Aziri, 2011). Moreover, job satisfaction greatly affects by various external factors, for instance, rewards and recognition, individual achievement, pay, and especially a feeling of self-fulfillment. One of the research mentioned that job satisfaction is closely related to the individual's behavior in the workplace (Aziri, 2011). It inferred that employees who have good behaviors tend to receive good care from colleagues and supervisors. On the contrary, employees who have bad behaviors tend to get ignored and not receiving good support. Thereby, the individual's behavior may be one of the reasons that make employees like or dislike their job and the workplace.

Job satisfaction is generally directly related to the productivity of employees. Referring to the research, "Happy worker is a productive worker" (Saari et al, 2004) means that when employees enjoy their jobs, it is feasible to be the motivation that stimulates the enthusiasm and internal feelings in order to achieve their work. Job satisfaction further implies that it can be an essential material that leads to self-improvement, self-fulfillment, employees' participation, and employee commitment. When employees get satisfied with their jobs and work efficiently, it can be considered that job satisfaction is one of the main components in order to make the organization successful (Kalleberg, 1997). In fact, the company should give priority to the needs of employees because they are the most important factors that can increase productivity, company income, and including the achievement of the organization's goal.

In summary, the job satisfaction of employees is the imperative factor that greatly impacts the success of the organization. It could be a good indicator of employee feelings and attitude toward the company. For example, if employees have negative feelings or job dissatisfaction may cause in employees have low morale, increase turnover, absenteeism, and lack of loyalty. Thus, an organization must treat workers fairly and give respect, especially considerate in fulfill the individual needs and want (Aziri, 2011).

2.4 Propositions framework

From the above theoretical foundation, we can develop the proposed framework for the qualitative approach as following.

P1: The provision of five basic needs improves organizational employee commitment in generation z

P2: The provision of job satisfaction improves organizational employee commitment in generation z

P3: The provision of job motivation improves organizational employee commitment in generation Z

2.5 Conceptual Framework

The study is guided by the conceptual framework as it will show below in Figure 2.3. This framework presents factors that may influence organizational commitment based on Maslow's hierarchy of needs and Herzberg's Two Factor theory. All of them are both the extrinsic and intrinsic factors that they will be focused to study in this research.

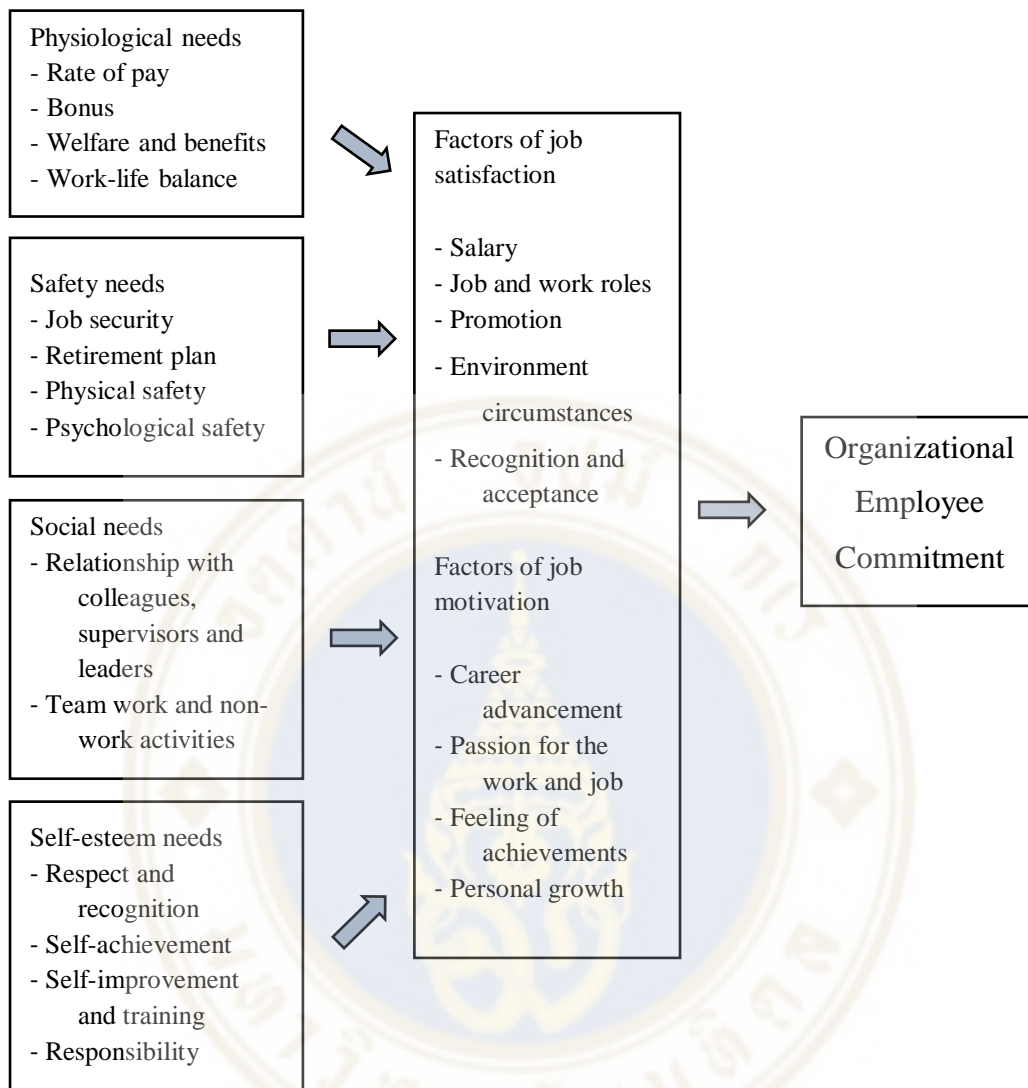


Figure 2.3 Project framework

CHAPTER III

RESEACRH METHODOLOGY

In this chapter, the researcher aims to provide insights of employee commitment of generation Z toward the organization, especially in finance and insurance companies. This study attempted to find the factors that impact employee commitment by using the tool “in-depth interview” and “open-ended question “for better understanding the situation, feelings, and information of interviewees. This chapter describes the research design, population size, and sample size, questionnaire design, and data analysis methods.

3.1 Research design

To understand the factors impact employee commitment and satisfaction in generation Z, this research uses a qualitative method for analyzing data. The rationale for this method is to determine the in-depth information about factors impacts on the employee to commit and stay with the company. The advantages of using the qualitative method are appropriate for this research which typically assumes that objectively derived real information from interviewees because the researcher does not ask for much personal information, which only asks about age and work experience. Furthermore, the qualitative method helps the researcher understand the sampling group better such as people’s attitude, behaviors, environment, and artifacts exist around them. Nevertheless, all qualitative researchers should be very explicit about their biases and personal worldviews in order to understand an employee’s perspective better through their stories.

3.2 Population size and sampling group

This research considered to gathering information from people who were born from 1995 to 2012 which are generation Z, and have at least two years of experiences. Owing to the fact that most generation Z have graduated at the age of 22, therefore, the researcher can only find an employee who has at least two years or three years' experience which is in the criteria that employees will begin to have a commitment to the company.

In this research, the sample size is 15 employees which especially work in finance and insurance companies. The information will be available below.

1. Female staff, 24 years old, an actuarial officer, 2 years of working experiences.
2. Male staff, 23 years old, an actuarial officer, 2 years and 3-month experiences.
3. Male staff, 24 years old, an actuarial officer, 2 years of working experiences.
4. Male staff, 24 years old, valuation officer, 2 years of working experiences.
5. Male staff, 24 years old, an actuarial officer, 2 years of working experiences.
6. Female staff, 24 years old, commission validation, 2 years and a half experiences.
7. Male staff, 24 years old, senior staff, 2 years of working experiences.
8. Female staff, 24 years old, an assistant supervisor, 3 years of working experiences.
9. Female staff, 24 years old, senior assistance, 3 years of working experiences.
10. Male staff, 24 years old, an assistant supervisor, 3 years of working experiences.
11. Female staff, 24 years old, underwriter officer, 2 years of working experiences.
12. Female staff, 24 years old, marketing supporter, 2 years and 2-month experiences.

13. Male staff, 24 years old, an actuarial officer, 2 years of working experiences.

14. Male staff, 24 years old, underwriter officer, 2 years of working experiences.

15. Male staff, 23 years old, an actuarial officer, 2 years and 3-month experiences.

3.3 Data collection

This research seeks to find common factors that impact an employee's commitment to the company. In qualitative research, the researcher uses in-depth interviews by using an open-ended questionnaire to collect the data, because of an in-depth interview on issues helps the researcher better understand the ideas, attitudes, and situation of sampling groups.

The researcher interviewed 15 employees in different four companies in order to see the differences of each company such as cultures, organizational management, and various external needs of employees. The researcher interviewed the sampling group by using questioning, interview note-taking, and also audio recording in the interview. The total of all respondents was completed 100% from the in-depth interview.

3.4 Interview questions

This research developed the interviewee questions based on the conceptual framework and some past researches in order to clarify the purpose and reason for conducting the research. The researcher also went to their comfortable places in order to reduce the tension and make the interviewees feel more relaxed to share their opinions and thoughts freely. The open-ended interview questions are listed below.

1. Demographic questions

- a. What is your age?
- b. What is your work position currently?
- c. How long have you worked in this company?

2. Why did you decide to work for this organization? Can you explain?
3. How do you feel about working here?
 - a. What makes you feel like that?
4. Are you satisfied with your current job? Colleagues? Supervisors?
 - a. Why do you say that?
5. What is your greatest satisfaction when working here?
6. What is your view on benefits that you get in this company?
 - a. Why?
7. What is your motivation when you work in this company?
8. What are your overall feelings regarding your salary?
9. What are your feelings regarding opportunities for promotion or advancement in this organization?
10. Does the organization offer you opportunities for promotion or career advancement?
 - a. What do you think about that?
 - b. Does it matter to you? Why?
11. Do you prefer to work with a team or individually?
 - a. Why do you say that?
12. Do you have a good relationship with your team?
 - a. Is it important for you to have a good relationship? Why?
13. Do your supervisors give you participate in the decision making?
 - a. How about solving important problems?
 - b. Does it matter to you? Why?
14. Do you get some rewards and recognition from your supervisors?
 - a. Does it matter to you? Why?
15. Do you get respect from your collaborators?
 - a. Does it matter to you? Why?
16. Do you think the company has a safety provision towards the employees well?
 - a. Job security/ working environment, is it safe?
 - b. Good retirement plan
17. Do you have a goal in your life? And goal in work?

18. Do you think this organization can help you to achieve your personal goal?

a. How?

19. Do you have the employee commitment in your company?

20. What are factors that make you have the employee commitment to the company?

3.5 Variables of this research

This research aims to study factors influencing employee commitment to the organization of generation Z. All factors were developed from literature reviews in chapter 2 to determined independent variables which are reward and recognition, job motivation, job satisfaction, co-worker support, supervisor support, and dependent variable which impact on the organizational commitment

3.6 Data analyzing

This research uses a qualitative method to interview the sampling group, therefore, the researcher uses a working analytical framework to analyze the data that get collected. A working analytical framework is an analysis technique called “coding” that use to find some common themes emerging from the set of data. In other words, what is it that the interviewees say in common? Capturing those words and analyzing what most employees say about what factors affect them to the organization, and those factors can result in employee commitment to the organization.

Below is the example of the analytical framework to organize and interpret the data from the informants. The answers from the interviewees are analyzed with the framework.

Interviewee No.	Maslow Motivation Framework					Employee commitment
	Physiological needs	Safety needs	Social belonging	Self-esteem	Self-actualization	
	Example question: What is your view on benefits that you get in this company?	Example question: Do you think the company has a safety provision towards the employees well?	Example question: Do you have a good relationship with your team? Is it important for you to have a good relationship?	Example question: Do you get some rewards and recognition from your supervisors?	Example question: Do you think this organization can help you to achieve your personal goal?	Example question: Do you have employee commitment in your company? What are factors that make you have the employee commitment to the company?
Questions, Answers, and Interpretation	Example answer: In my opinion, the salary and welfare that my company provided are in the acceptable criteria.	Example answer: For me, I feel very safe. There are guards in front of my office for twenty-four hours.	Example answer: Sure. I am very lucky that I have good colleagues and best supervisor that listen to my comments and give me very cool recommendations. It makes me happy with my work	Example answer: Yes, I do. The rewards or admiration are also important in order to increase the morale and incentive at work.	Example answer: Sure, it can help for now. Because I would like to accumulate experience and collect some money for use in the future.	Example answer: Yes, I have some. Actually, it is not the commitment in the organization but I have a commitment with my colleagues and my supervisor. They are very important to me for having the incentive in work.
	Result: fulfilled	Result: fulfilled	Result: fulfilled	Result: Not fulfilled for all participants	Result: Not fulfilled for all participants	Result: Most of participants do not commit to the organization

Figure 3.1 Analytical Framework of Maslow Hierarchy's of Need and Employee Commitment

CHAPTER IV

FINDINGS AND DISCUSSION

This chapter reported the results of the study that conducted for seeking what factors influence employee commitment to companies. The findings are from 15 participants who are in financial and insurance company. The result of the interview will be shown and identify in from of descriptive data summaries, and the factors that impact or relate to organizational commitment.

After conducted in-depth interview (one-by-one interview) with all participants and using coding method to analyze the data, the study found there are many factors that impact on the employee commitment as discussed follows.

4.1 Result from interviewee

4.1.1 Physiological Needs

From the analytical framework, all participants do enjoy the existing facilities and the physiological needs of the company. In comparison for all four companies seem to provide general benefits such as health benefits, based-salary, and facilities service. There is no significant result that supports for lacking this level of needs. Most of the participants claimed that the company already provided and fulfilled this basic needs which make them satisfied and have no concern. Moreover, the common responses support that collecting an experience and earning a satisfactory salary are the imperative factor that fulfill this physiological needs. As long as the participants could learn new abilities and the salary is not too lower than regular expectations, most of participants acceptably committed to continuing to work in their organization.

“My company already provided me very good welfare, funds used for professional examination, and higher salaries comparing with other companies. I am very satisfied for working here”

“There are many benefits that my company gives me, for example, an annual bonus based on salaries, or the general welfare such as fitness fees and glasses repair fees. Moreover, my supervisor always teaches new knowledge and challenge with the hard tasks to keep practicing my abilities and skills. ”

“For now, I am studying in the master's degree so I need some money to be able to pay for the tuition fees. My company can give me that amount of money to pay for my studying so that is why I accept to work in this company.”

4.1.2 Safety Needs

Refer the results from the analytical framework, the employee’s motivation level for safety need is under the expected level. For physical safety, all four companies already provided the facilities that can make their employees feel safe at workplace at any time. However, it seems like all respondents feel safe because of the external factors, for example, a safe society that has good people around the workplace, the workplace is near to the community or the department store or BTS station, and the strictness of laws and regulations. Furthermore, for psychological safety, those companies maintain the policy that have the provident fund for all employees and some companies also have the retirement plan for workers who stay for a long time, therefore, they feel like their companies can fulfill this safety needs.

“I feel very safe in my workplace. There are guards in front of my office all day and night. Moreover, if I work until late at night, my company provides a car to deliver me to the destination I want to go”.

“I feel very safe because there are security guards secured the office twenty-four hours.”

“At my company’s building, there are many organizations work together. Therefore, a safety could be guaranteed to a certain level. Moreover, my company is near the BTS station so it is near the community where there are a lot of people. That is the reason why I feel very safe.”

4.1.3 Social Needs

The results from the analytical framework could be inferred that this social needs is the most significant needs that make employees satisfied at work, increase job

motivations and be the most important factor that influences employee commitment. Since most of the employees at the subordinate level have more interactions with each other, a good environment at work and good relationships can directly affect employee to have the intention to work. And for the management level, they also get the direct support from the owner which helps to increase the level of motivation toward social need.

“Good collaborators are very important at work because we have to rely on each other to accomplish the work. In my opinion, colleagues are the closest thing when working. We may live with them more than our family at this age, therefore, if we are not okay with colleagues, the work will not come out well. For me, I am very lucky to have good colleagues”

“As I said, my company is a small company so we are worked together as a family. If we want to say something, we can say directly. It helps to access the information easily, do work quickly and get fast learning for new jobbers. Every job requires cooperation with colleagues. When the relationship is not good, the work will come out very bad”

“In my opinion, teamwork is very important. If the work atmosphere is good, it makes me feel comfortable and wants to do work. Moreover, communication is considered as a basic skill of human, and also the significant skill at work. We cannot work base on ourselves alone so having a team will help us make better decisions and get supporting our ideas. ”

“I am very lucky that I have good colleagues that can help me solve hard problems and also best supervisors that listen to my comments and give me very cool recommendations. It makes me happy with my work”

4.1.4 Self-esteem Needs

From the analytical framework, the results show that in this level of needs most participants replied that the reward and recognition from supervisors is the most significant factor to have high morale at work. They mentioned that these are precious feelings that make them feel valuable to the company and will create incentives for work because they feel they deserve to be praised. The praise from the leader can increase a sense of pride in subordinates and encourage them to have motivation at work.

Additionally, some of the participants mentioned that if the leader opens his mind and listens to their opinions, so it will make them feel proud and honored. They cited that if we kindly respect the leader, then the leader should listen to their opinions and respect our decisions.

A management team should be able to understand the feelings of their subordinates because it can affect the quality of work and the desire to work at this company. The leader could have to explain for their reasons why the results should be like this.

“All humans should appreciate each other, not to blame all the time. Otherwise, that person who get blamed will work ineffectively. I think that encouraging is very good thing to make people work efficiency. ”

“I feel very satisfied when I get promoted to a higher position. It could be the factor that drives me to work effectively because my boss sees my effort and I feel I am precious and have valued.”

“When we worked out well. We will feel proud. Giving awards and appreciation is very important. Because it's like being a good morale.”

4.1.5 Self-actualization Needs

From the employee’s point of view, most supervisors give their subordinates to participate in decision making and the development of an action plan. Although the company cannot give them to accomplish their own goals, they mentioned that experiences and salaries from the company could be the path to achieve their goals in the future.

“The company has assigned many important tasks to me. These tasks make me practice my skills, give me the opportunity to show ability and being a path for me to grow in the future”

“My goal is I want to be valuable at work. I mean the work I achieved can be the benefits for the company. This company give me lots of skills, and develop my capacity to learn.”

“My boss always give me a job that I can decide the way to achieve it by myself. Sometimes he ask me to help to decide the hard choice for the company. It

makes me feel worthy and have valued at work. Suppose that we have the leader who does not support us, we will not make progress at all.”

4.1.6 Job satisfaction

For job satisfaction, the researcher asked participants about what is the greatest satisfaction when they work in this company, and most participants replied that a good environment at the workplace and have great supervisors would be the most satisfaction of working in every job. Moreover, working life-balance also affects job satisfaction. The results from the analytical framework have shown that when there are lots of work and too difficult, employees would be dissatisfied at work because it makes their lives stressful and displeased. By giving the ability to allocate working time could help them to manage the life balance which will be able to get sufficient rest and work more efficiently.

In addition, some of the participants mentioned that getting a low salary can cause dissatisfaction in their jobs. The organization must realize that the expected salary and promotion should be provided properly because it is not difficult for new workers to change their job and lack of motivation. However, most of them answered that the first priority requirement is to gain experience at work and to improve skills and abilities, therefore, the management team must be able to give new knowledge, provide training and maintain the feelings of desire to work of subordinates.

4.1.7 Job motivation

In this study, job motivation could be the incentive to work but it may not affect employee commitment. The results from the analytical framework inferred that the challenge of work can be the effective motivation because employees feel that they need to improve themselves to tackle with the difficult work. One of the respondents mentioned that in order to gain great experiences, it would be better if he can get the valuable work and receive a hard challenge because he can practice a lot and develop his abilities. The feeling of the desire to work could be the great motivation that affect the quality of assigned work and the intention to stay to the organization.

Furthermore, salary and promotion could be motivation as well. Most of the participants mentioned that if we can get a higher promotion and have high salaries

could be interpreted as we are acknowledged from supervisors that we have really good workmanship and performance. Moreover, in a higher position, an employee would receive more responsibilities and better-assigned work which cause to gain more experience and improve greater skills. Therefore, the organization should have a good allocation of positions and perpetually provide the employee's career advancement, since these two are employee's expectations.

4.1.8 Employee commitment

Consequently, results from the analytical framework inferred that most respondents do not commit to the organization, but they have a commitment to the environment at work and collaborators. However, the researcher also asks their opinions about factors that affect employee commitment to the organization. The researcher found that the positive feelings to a good environment and nice colleagues can affect the organization's commitment because employees would have the motivation to work in this workplace. Moreover, another important factor is the value in work, for example, if employees can perceive that their work has valued to the organization, then it could create some commitments in the employee because they would have a sense of pride and precious feelings in a job.

“When working in the actuary department, I didn't feel it. But when I was in product development, I felt much attached. Because good boss me like a work a lot. There is also a good environment that makes me feel not boring and have fun with do work. ”

“I think that the company helps me to develop my skills but it does not help me to succeed in life. Regarding helping to achieve the short-term but it's not in the long term. Most of my feeling attached to colleagues and my supervisor, not the organization.”

“There are some, because it is the first place of work. This company taught a lot of things. The company also provides experience, knowledge, but if other companies can offer more opportunities May be interested in other companies as well.”

4.2 Managerial implication and suggestion

The interviewed results also provided some of the significant factors that may affect employee commitment. Thus, the organization and the management team could be regarded as relevant considerations in order to influence their employee to commit to the company.

Bonus

The research shows that most of the respondents receive an acceptable bonus at the end of the year. However, some of them do not get it which causes dissatisfaction and unintentional to stay for a long period. They tend to compare the wages and bonuses between their companies and other companies by asking their friends and searching for information on the website. Therefore, the organization should concern about this factor which can lead to the intention to stay of employees.

Overall welfare

The research shows that the overall welfare does meet the expectation of all respondents. Most of them interpret the welfare in terms of health benefits and they have good feelings about having some money to help to reduce the health expenses. However, some of the respondents mentioned that they probably worked for a short period and do not pay attention to welfare much enough. Some of respondents also think about what if they grow up and their health may get worse when working hard, so will there be more welfare as well? The organization and management team should have some concern about this welfare as well if they want their employees to stay for a long time.

Environment at the workplace

The research shows that the environment at the workplace could be one of the most important factors that make employees satisfy and want to work. There are many of the employees who mentioned that having a good environment in the workplace will make them feel comfortable and engage with the company. They said, "The outcome would be great when they have high morale and good motivation at work". However, a good environment could have interpreted in terms of a great workplace and nice colleagues. All respondents answered in the same way that good behaviors of supervisors,

colleagues and subordinates can affect the efficiency of the work. They mentioned that working with good employees could support each other's and can reduce stress from work. The HR managers should consider thoroughly about the behaviors of new employees that they can work effectively with other employees.

Systematic working process

The research shows that most of the employees also concerned about the systematic working process. They expect that their supervisors should respect their comments and order the work systematically. By getting support and pay attention, their supervisors should be able to open their minds and listen to those comments. Otherwise, the outcome would be the feeling of dissatisfaction and disrespect. The management team should understand the identity of new Generation Z employees that they want to get acceptance and give some feedback, and also discussing the problems in their responsibility because they want to know the acceptable reason to improve themselves.

CHAPTER V

DISCUSSION AND CONCLUSION

In this chapter, the research aims to presents the conclusion, the recommendation and limitations of this study. The recommendations for the future research are also provided.

5.1 Conclusion

The purpose of this study was to determine the factors that affect Generation Z to commit to the organization in Thailand. Moreover, the research aims to study the needs and motivation of Generation Z based on ‘Maslow’s Hierarchy of Needs’ and ‘Herzberg’s two-Factor Theory’. The results in this study collected by using the qualitative research method and face to face interview in order to obtain in-depth information and understand the main factors that satisfy and motivate the needs of Generation Z. Therefore, the completion of this study brought the insights of Generation Z requirement at the workplace and collected the related factors that impact on an employee to commit to the organization.

The findings of this research indicate that having good colleagues and open-minded supervisors are the most influential factors that impact employees’ satisfaction and increase the commitment to the organization. The results from interviews show that most respondents prefer to work as a team more than work individually. Additionally, they are more satisfied if they have friendly colleagues and a good relationship with their supervisors who provide them with support and allow them to share their thoughts. Some of the respondents mentioned that even if the work assigned is very hard, but they can achieve it because of receiving great help from their co-workers. The work itself is also considered to have an effect on employee commitment because most of them expect to get great experiences and seek the opportunity for promotion provided by the

organization, therefore, providing a challenging and interesting job could motivate employees to want to work in the organization.

The results of this study are quite similar to those of the previous studies that find the factors influence Generation Y to commit to the organization. According to the previous study mentioned that Generation Y pays more attention to having a good relationship with colleagues and supervisors (Berkup, 2014), especially in colleagues because they think that having trustworthy colleagues would have each other in a difficult time and also providing advice on work and personal matters. It will be an important factor that increases the intention to stay with this organization as same as Generation Z. In addition, both Generation Y and Generation Z have concerned about salary which should be suitable for the job assigned. A challenging and interesting job assigned could be motivation as well. Those two generations prefer to do important works and gain more experiences because they want to fulfill a sense of pride, and get rewards and recognition (Berkup, 2014). However, there are some different factors between Generation Y and Generation Z in the organization. For example, Generation Y would give the job duty as the priority thing in the workplace while Generation Z concerned about their feelings more than the work (Montana & Petit, 2008). Furthermore, Generation Y has more concerned about promotion and career advancement whereas Generation Z wants to gather more experiences in the condition that the salary is not less than the expectation (Montana & Petit, 2008).

According to the literature review, the results are also supported by Maslow's Hierarchy of Needs Theory proposes that people normally seek satisfaction and motivation through a hierarchy of needs. The results present that the organization that is able to fulfill the five basic needs, could have resulted in increasing motivation and satisfaction. Most of the respondents are most satisfied with their relationship with co-workers, earning a suitable salary, promotion for career advancement, and improve personal growth which can be identified as physiological needs and psychological needs. Moreover, regarding Herzberg's Two-Factor Theory, significant factors in hygiene factors and motivator factors could be involved to motivate employees and lead to job satisfaction. For example, hygiene factors: rate of pay, social status at the workplace, relationship with colleagues and supervisors, and motivators factors: career advancement, a feeling of achievements, and personal growth. Those factors are

considered as the factors in Maslow's Hierarchy of Needs Theory which can cause job satisfaction which leads to organizational employee commitment.

5.2 Recommendations for the organization

From the study of the factors that affect the organizational commitment of Generation Z, this research has some recommendations for managers as a way to manage the Generation Z group and increase the commitment to the organization which is as follows.

5.2.1 Most Generation Z would like to rapidly increase the experience at work and they could do many tasks at the same time. Their supervisors should assign new tasks and challenging them to make progress. So that they can develop more capabilities and skills at work.

5.2.2 Generation Z does not like to do repetitive work, because it is boring and they cannot get any new knowledge, therefore, changing the role of the job could be one way to solve this problem. For instance, the first year working on inbound documents and the second year changing to outbound documents or other departments. This way will make a difference in the work and it can create a variety of jobs too.

5.2.3 Generation Z requires more monetary compensation than welfare benefits. Therefore, the organization should concern about the wage management system to provide a suitable salary to its employees regarding wages, salaries, and bonuses.

5.2.4 Generation Z does not concern much about the career path. However, the organization must provide a clear career path and communicate properly in order to motivate and encourage them to work. Additionally, setting the goal that unclear could have resulted in lacking loyalty to the organization.

5.2.5 The relationship in the organization is a significant factor for Generation Z. More than to find the best employee performance, the HR managers should consider recruiting a talented employee with an open mind and listening to other opinions. Supervisors could manage the work and distribute appropriately in order to create a balance for subordinates life.

These recommendations regarding the main factors that affect the employee commitment which could be applied by the management in the organization in order to motivate, encourage, and retain Generation Z employees to continue working for the organization

5.3 Limitations and recommendations for Further Research

The findings and contributions of this research are limited by the following:

5.3.1 The Number of Respondents for the Interview

The limitations of this study are the small sample size of respondents and a few different business sectors and industries. This research was not collected a lot amount of data to summarize the factors that affect employee commitment, therefore, it may not fully representative of all Generation Z employees in any company. Therefore, future research should conduct the results from more respondents which could be the completely representative of generation Z. The results from a large number of respondents could be able to provide different perspectives and more information. Moreover, future research should examine more different business sectors and industries in order to find the overall factors that affect organizational employee commitment.

5.3.2 The Research Method

The data for this research was collected by using the qualitative method and analyzed by the coding. However, future research could combine with the quantitative method to provide supporting statistical data and could reach to more factors that impact the organizational employee commitment. This will help to provide more reliable results for any future research.

5.3.3 The Factors of employee commitment

In this study, there are only two theories which are 'Maslow's Hierarchy of Needs' and 'Herzberg's two-Factor Theory' that this research examines to study the factors of employee commitment. For future research, it could use other theories as a

tool to determine factors that affect the organization's employee commitment. Perhaps it could find some factors that were not mentioned in this research.



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