

**HOW TO RETAIN GENERATION Z IN THE IT BUSINESS IN
THAILAND?**

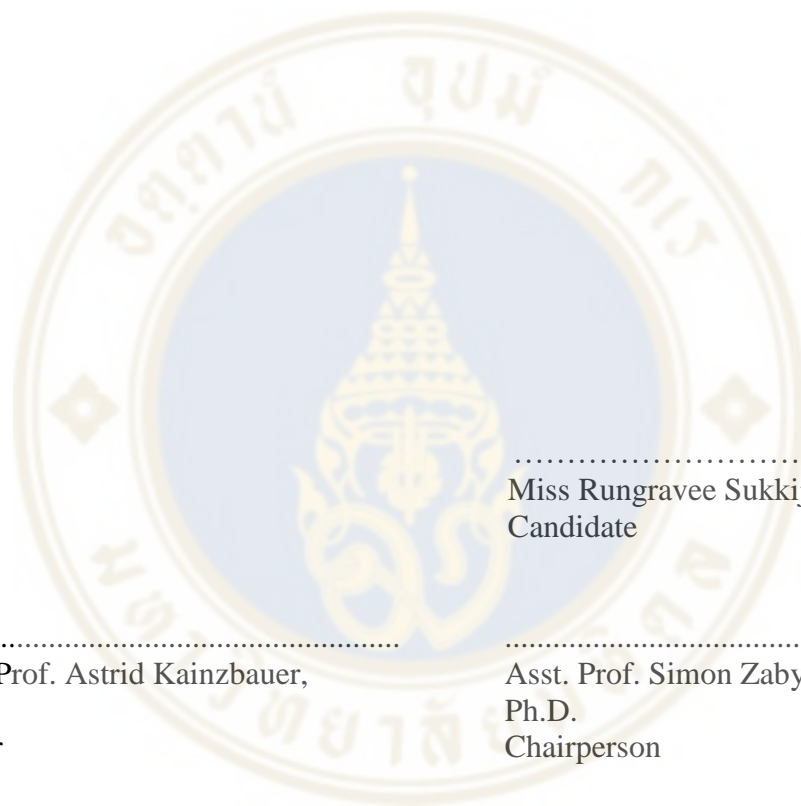


**A THEMATIC PAPER SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR
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entitled
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.....
Miss Rungravee Sukkij,
Candidate

.....
Assoc. Prof. Astrid Kainzbauer,
Ph.D.
Advisor

.....
Asst. Prof. Simon Zaby,
Ph.D.
Chairperson

.....
Assoc. Prof. Vichita Ractham,
Ph.D.
Dean
College of Management
Mahidol University

.....
Detlef Reis,
Ph.D.
Committee Member

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Rungravee Sukkij

HOW TO RETAIN GENERATION Z IN THE IT BUSINESS IN THAILAND?

RUNGRAVEE SUKKIJ 6349009

M.M. (GENERAL MANAGEMENT)

THEMATIC PAPER ADVISORY COMMITTEE: ASSOC. PROF. ASTRID
KAINZBAUER, Ph.D., ASST. PROF. SIMON ZABY, Ph.D., DETLEF REIS, Ph.D.**ABSTRACT**

The purpose of this study is to identify how to engage Generation Z in the organization and why they resign. The research was studied the three groups of people in the IT sector who involved with Generation Z; The recruiters, The manager, and Generation Z. The qualitative method was used in this research and there are 12 interviewees. The research described the Gen Z characteristic and the differentiation between Generation Z and the other gen. Moreover, the perception of the recruiter to Generation Z, the perception of the manager to Generation Z, and the perception of Generation Z. And what Generation Z looking for in their jobs and the organization is. The research found that the three groups of interviewees had the same opinion that Generation Z was looking for Flexibility. Furthermore, the manager should understand Generation Z's characteristics and listen to their ideas. The organization should bring the technology into the working process and reduce the seniority system in the organization.

KEY WORDS: Gen Z / Job-hopping / Employee Engagement / Employee Retention

38 Pages

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CHAPTER I

INTRODUCTION

1.1 How to Retain Generation Z in the IT Business in Thailand?

Nowadays, our world has changed very fast. We are in the digital and high technology age. And we are in a fast-paced environment. This technology brings multifunctional devices ie. Smartphone and Smartwatch. Technology can create our lives easier, fun faster, and better. It is included in our work. Everyone rushes to get an answer for every topic in meetings because they think that we can get information at our fingertips.

In the company, the employees do not need to come to an office and are allowed to have flexible time in some positions. They can do the remote work or use the VPN to access the company's system ie. IT position. After the COVID 19 situation, we can see that most people can work from home and many people can adapt to it very well. However, everything always has two sides. There are advantages and disadvantages of working from home. For the advantage, the rate of COVID 19 decreases (The number of infections and death decrease, people do not stick in traffic to travel to the office, and they increase their technology skills. They have more time to spend with family. For disadvantage, people have less social contact and become stressed. The effective to work is not good as at the office in terms of the internet, network, conference. Less productivity, some people cannot control themselves and has the discipline to work as usual. Some company, they have a hybrid policy to work from home and at the office depending on their schedule. It seems that people adapt themselves to this situation. Moreover, the company cut the rental cost of working space and engage the staff to use hot seats when they come to an office.

This is a time of Generation Z, people who were born in 1997 – 2012 or aged 10 -25 and just entered the labor market. They are 32 % of the world population (World Population Prospects). In Thailand, Gen Z is 19% of the total Thai population (Kasikorn World Research). They were raised by Gen X (age 41 -55) and born with high

technology. Their family background is better than the other generations. When COVID 19 situation happens, Gen Z thinks that it has a negative effect on their work and study. After they can adapt to this situation, they like to work from home and online study. Then, online study is not a big problem for them now. They hope that they still can work from home when COVID 19 is over.

Moreover, they are fast learners, creative and open minds to new things. They like to update their life on social and online channels. They have high confidence and like to work multitasking. As a result, we can see many Generations Z are social influencers. The trend of careers of Generation Z is Digital and Technology, Analytics and data, Design management, and Business Creative. They concern more about passion, not only position in the organization. They prefer to have more than one source of income and they will work in a job for a range of 2 years and 3 months (CareerBuilder). It will create many problems for employers in long term.

Generation Z will increase in the future when the baby boom and Generation X start to disappear from the workplace. When the rate of job-hopping is high, it will affect the organization. A turnover rate is high, and the role will discontinue. The employer needs to recruit new staff and start to train them again. The cost of recruitment is high which included job ads, training, manpower, productivity, cost, and profit decreases. It can damage brand reputation because people will start to think about why employees do not want to work in this organization. Moreover, low morale will happen, and the company's culture will be not strong. It cannot transfer from one generation to a generation. Employees will not feel loyalty to the company and do not care about the company's tradition.

For this study, the research initially tries to better understand Generation Z Characteristics, traits, values, and trends and to better understand the challenges facing the rising Generation Z workforce and their impact on employers and the workplace. My paper will focus on how to retain Generation Z in the IT business in Thailand. This research will be an advantage to organizations nowadays with how to understand the need of Gen Z and how to adapt themselves to decrease the turnover rate.

For the interview, there are three major parties to interview to understand the different perceptions of the interviewees. 1. The recruiter, they are the third party, and the recruiters have the experiences to interview many candidates which are

Generation X, Generation Y, and Generation Z. So, the recruiters can see the differences between each generation. 2. The manager of Generation Z, and 3. the Generation Z employee. The manager of Generation Z and Generation Z employees are from the IT sector because technology has a strong influence on daily life. The IT sector is the one sector that grows up in 2022. Generation Z has a greater interest in or influence on technology. Individuals need to improve and refresh their knowledge and abilities to address global problems, competition and needs as a result of numerous new technologies in the Industrial Revolution 4.0 age (Yunos and Din, 2019)

1.2 Research Questions

- 1) What are the factors to retain Generation Z employees in the organization?
- 2) What are the reasons why Generation Z employees resigned?

CHAPTER II

LITERATURE REVIEW

Nowadays, Generation Z makes up 24 % of the global workforce” (Hamdan et al, 2021). Baby boomers (age 58-74) and Gen X (age 41 -55) are gradually decreasing from the workplace. The increase of Generation Z will replace them in the organization (Hamdan et al, 2021). To secure the business, the organization must recruit Generation Z and utilize its capacity effectively. Moreover, Generation Z was born with technology (Pichler et al, 2021). The candidate reference is still one of the effective ways to find the right candidate.

However, the company should use technology to recruit them to receive the right candidates. The organization shall be ready to advertise and engage potential employees on a wide range of different platforms on an everyday basis and must know what the trend of new networks is (Sidorcuka and Chesnovicka, 2017)

2.1 Generation Z Characteristic

To run a company with an increasing number of Generation Z in the organization and retain them in the organization, understanding Generation Z is important. Generation Z is the most educated, confident, and hyper technology age (Pichler et al, 2021; Hamdan et al, 2021; Jayathilake, 2019) when compared with other generations. They can access the internet 24 hours. They can watch online movies, use social media platforms, online games. However, the lack of sleep and not enough rest will be result and health problems later. So, it can reflect that they are individualistic because they spend time online and search for things on the internet by themselves. Using too much social media can cause loneliness. And they like to communicate by writing in chat and sending emoji icons in chat (Pichler et al, 2021). Sometimes, the other generation is confused by this behavior. Moreover, face-to-face communication and interpersonal decline. On the other hand, they can use technology effectively

because they are a fast learner and excited to learn more about it. They also feel hard life without the internet (Jayathilake, 2019). For this generation, diversity is accepted by generations. They are open to working with people of different nationalities and LGBTQ. (Pichler et al, 2021; Jayathilake, 2019). They also seek fair treatment (Jayanthi and Mathew, 2021; Jayathilake, 2019) and believe in everyone has the right to do things. They are also interested in social and environmental sustainability (Jayanthi and Mathew, 2021; Jayanthi and Mathew, 2021; Lee et al, 2021).

Moreover, they are open to feedback, suggestions, transparency judgment, and two ways of communication and can share their ideas which can develop their creativity and innovation skills (Jayanthi and Mathew, 2021; Hamdan, et al, 2021; Raslie and Ting, 2021; Jayathilake, 2019). Flexibility is one more factor that they are concerned. They would like to have a flexible schedule (not fix start and finish time) and flexible to go to the office because now they can use the internet to work from anywhere. They think flexibility is good for themselves and their family (Jayanthi and Mathew, 2021; Lee et al, 2021; Sidorcuka and Chesnovicka, 2017; Oosthuizen et al, 2016)

The economic crisis was part of Generation Z's childhood. There is a belief that this generation will spend their youth and adult years in an economic downturn. (as cited of Sidorcuka and Chesnovicka, 2017) The relaxed atmosphere of the workplace and good team members are also important (Jayanthi and Mathew, 2021; Pichler et al, 2021). Money is not the most important for them. They seek the security company and not only extrinsic benefits. They consider career paths and the intrinsic benefits as well (Pandita, 2021).

2.2 Factors of Employee Retention

Das and Baruah, 2013 conducted a literature review on employee retention. They studied Factors affecting Employee Retention, Job Satisfaction, and Employee Turnover as explained below.

Compensation

Compensation is things that are given to an employee for their contributions to a company. It is an important part of an employee's job satisfaction since it has a

direct impact on the employee's performance and motivation. The organization gives higher compensation to the top-performing employees, but only a few organizations use it strategically. To retain the employees, one of the most important rewards is monetary pay. Compensation was not one of the most important elements driving non-management turnover, but it can help reduce managerial turnover and increase commitment. Pay is regarded as a motivator as well as a tool for retaining employees. Thus, increased salary has a detrimental impact on employee turnover. However, sometimes salary and benefit policies aren't being used strategically enough within organizations to boost morale, reduce turnover, and meet goals., Das and Baruah, 2013.

Reward and Recognition

A reward is anything that the company provides to its employees in reaction to their work and performance, and something that the employees want because it leaves an indelible effect on employees, giving them the idea that they are valued in the firm. Loyalty is enhanced when supervisors, team members, employees, and customers recognize them. Workers value acknowledgment, and they want to hear that their efforts have been seen and appreciated, Das and Baruah, 2013.

Promotion and Opportunity for growth

There is a positive relationship between promotion and job satisfaction which can retain employees. Employees' internal career advancement is frequently the best predictor of their successful commitment. Flexibility in the workplace, as well as profitable career and life possibilities, is a significant motivator for all employees. Employees desire professional growth chances to develop and advance in their careers, and employers want talented employees to preserve a competitive advantage. Advancement plans, internal promotions, and accurate career previews at the time of employment are examples of these plans, Das and Baruah, 2013.

Participation in decision-making

Modern organizations keep their personnel informed about all key company matters and involve them in decision-making at all levels, allowing them to fully utilize their talents. Employee involvement in decision-making helps in developing a sense of belongingness among the employees, which helps in creating a pleasant working environment and aids in building a healthy employer-employee connection, Das and Baruah, 2013.

Working Condition

Organizations with generous human resource policies have a better chance of satisfying and retaining employees by giving a sufficient level of privacy and sound control over the work environment, which increases employee motivation to stay with the company for the long run. Workplaces that foster a sense of belonging benefit employees. Individual employee requirements in an organization, since this will promote commitment and give a good work environment, Das and Baruah, 2013.

Training and Development

Investing in staff training and development is one of the most critical aspects of employee retention. An organization will always invest in the form of training and development in those employees who will return the investment and provide output. Employees that are well-trained in the latest technology can help firms maintain a competitive advantage in this competitive world. In any work environment, proper creativity and absorption of new knowledge are critical for survival. As a result, any company's most valuable asset is its expertise. In today's market Employee feedback is important to firms, and the more knowledge an employee acquires, the better he or she will perform and meet the market's worldwide difficulties, Das and Baruah, 2013.

Leadership

There is a considerable link between employee productivity, job happiness, and organizational commitment. The supervisory relationship has a significant impact on an employee's view of the company. The quick response of supervisors improves work satisfaction among public sector employees. Leadership style has a good impact on organizational commitment and job satisfaction, and work satisfaction has a positive impact on organizational commitment and performance, Das and Baruah, 2013.

Job Security

Features of employment such as lifetime employment and a seniority structure, as well as job security, lead to high levels of commitment, job satisfaction, and employee retention. Insecurity among employees results in job dissatisfaction. Job insecurity is negatively associated with job performance and organizational commitment, Das and Baruah, 2013.

2.3. Factors of Employee Retention for Generation Z

Apart from the above-mentioned factors of employee retention, several studies have been conducted that focus specifically on generation Z and working in the IT industry.

A study from Oosthuizen (2016) focused on Work-life balance, job satisfaction, and turnover intention amongst information technology employees. They identified the following factor of employee retention among IT employees:

Work-life balance

Work-life balance is described as the degree to which an individual is involved in and equally satisfied with his or her work and family roles, and it is comprised of three dimensions: time, involvement, and satisfaction are all in harmony. Work-life balance refers to a balance that exists not only between work and family but also between work and other activities in one's life. Work stressors, work expectations, hours spent at work, job stress, job support, and job flexibility are all work-related qualities, Oosthuizen, 2016.

The article from Pichler et al, 2021 explores a framework called DITTO (diversity, individualism and teamwork, technology, and organizational support) for Generation Z. They identify the following factors of employee retention, Organization Support, Technology, and Diversity and Individualism and teamwork.

Organization Support

Organizations can provide several well-being-promoting services. The literature, in general, distinguishes between formal and informal organizational support. Interventions such as wellness and associated programs, among other forms of formal organizational assistance, are a vital approach to help employees stay healthy, active, and productive. Google, for example, is known for its on-campus gyms, physical activities, and healthy culinary initiatives. Employee assistance programs, which provide short-term therapy for psychological issues, are a relatively cost-effective strategy to promote psychological wellness. Organizational support perceptions are significant because they contribute to reduced stress, psychological strain, and improved well-being, Pichler et al, 2021.

Technology

Employer groups should consider adopting options that allow for increased virtual contacts, such as remote work and virtual communication platforms like Zoom. Employers should think about how technology can work with their staff development and performance management systems. As a result, organizations may want to examine technologies that enable asynchronous (e.g., web-based) learning, training, and development. Given the recent epidemic, for example, individuals and organizations have found electronic and virtual communications to be more useful, Pichler et al, 2021

Diversity

Generation Z is more diversified and open-minded than prior generations. They are also more interested in organizations with greater diversity (as cited of Yello, 2019). Policies and procedures that promote diversity should be adopted by businesses. The organizations with a more varied workforce outperform their competitors due to improving their performance. Organizations benefit from forming teams with a diverse set of skills and knowledge. These are desired necessities in the workplace, especially with the entry of this younger generation. Promoting diversity and inclusion will be critical for attracting, supporting, and retaining Generation Z employees, as well as achieving and maintaining a competitive advantage. The organization could consider organizing diversity group of employees to implement diversity and policies, one of which may be a group for generational diversity, Pichler et al, 2021.

Individualism and teamwork

In terms of learning, communication, and interpersonal connection, Generation Z appears to be more individualistic. For this generation, working in groups might be a challenge. Organizations should implement socialization programs to assist people in adapting to different cultures and work environments that create value and teamwork. Some companies have discovered that helping Generation Z workers understand that being a part of a team means being a part of something bigger than themselves and helping others build on their ideas is a good method to incorporate them into teams and boost collaboration. Individual contributions to the team's objectives might be recognized as well, Pichler et al, 2021.

A study that focused specifically on the work engagement of Generation Z employees found the Factors Impacting Work Engagement of Generation Z Employees

(Lee et al, 2021): Autonomy, Leadership, Corporate Social Responsibility, Work-Life Balance, and Technology.

Autonomy

Employee engagement and innovation can both benefit from job autonomy. There is a link between a manager's trust in his or her employees and their level of autonomy. Employees will feel more comfortable working autonomously if communication is fostered through clear expectations, which will increase employee engagement. When there was support from both the supervisor and team levels, feelings of job autonomy were stronger, resulting in higher levels of employee engagement.

Leadership

The impact of leadership influence on employee engagement has been investigated through research. Employee engagement and leadership have good links in the workplace. While several studies have linked leadership to employee engagement in general, transformational, and transactional leadership methods (as cited of Burns, 1978) had received a lot of attention, Lee et al, 2021.

Corporate Social Responsibility (CSR)

When employees are involved in the planning, developing, and implementation stages of a CSR effort, there is a desirable association between employee engagement and CSR. There is internal CSR which is the organizations take steps to improve the lives of their employees. And the external CSR which is a positive social and economic impact is promoted by the organizations, Lee et al, 2021.

Work-Life Balance

The elements of liveliness, devotion and absorption were used to measure employee engagement, while stress and leisure were utilized to measure work-life balance. The organizations that develop rules that allow workers to work from home improve their perceptions of work-life balance and reduce stress, resulting in higher employee engagement. Managers should have an open discussion with employees to promote work-life balance so that when personal stressors begin to disrupt work, managers can provide the flexibility needed to keep people motivated, Lee et al, 2021.

Technology

There is a link between technology and employee satisfaction. Holt and Diggins (2010) analyzed the internal communication experiment at a global firm to see

if moving from a paper-based to a digital platform had any effect on employee engagement. It shows that employee understanding of the plan was assessed as 'good' by 93 percent of those surveyed. Employee job engagement improved as a result of the change to digital communication, according to the results, Lee et al, 2021.

The productive, innovative, and collaborative efforts are the result of engaged employees. And it creates a huge benefit and profit for the organization and secures its business (Jayanthi and Mathew, 2021; Lee et al, 2021)

Employee Retention Factors in general (Das & Baruah, 2013)

Employee Retention Factors in Generation Z



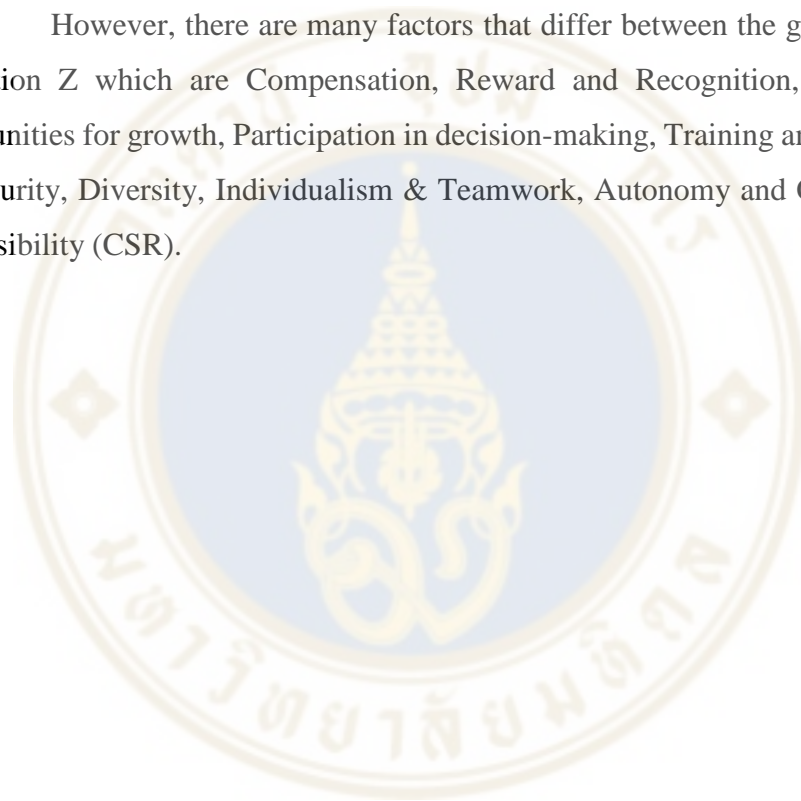
Figure 2.1 The Factors of Employee Retention

This is the model created from the above literature. The model shows that when the retention factors are created in the organization, employees are happy with their work which affects job satisfaction and increases employee retention. The factors of employee retention, in general, are Compensation, Reward and Recognition, Promotion and Opportunities for Growth, Participation in Decision Making, Working

conditions, Training and Development, Leadership, and Job Security. Although, there are factors of employee retention in Generation Z which are Work-Life balance, Organization Support, Technology, Diversity, Individualism & Teamwork, Autonomy, Leadership, and Corporate Social Responsibility (CSR).

As we can see Leadership is the same topic that the general study and Generation Z focus on the factor of employee retention. Besides Working Condition in the General Study is also similar to Work-life balance, Organization Support, and Technology of Study of Generation Z.

However, there are many factors that differ between the general study and Generation Z which are Compensation, Reward and Recognition, Promotion and Opportunities for growth, Participation in decision-making, Training and Development, Job Security, Diversity, Individualism & Teamwork, Autonomy and Corporate Social Responsibility (CSR).



CHAPTER III

METHODOLOGY

3.1 Research Methodology

The goal of this study is to understand the retention factors of Generation Z in the organization and explore the reason for resignation. Moreover, this research explores the perception of recruiters toward Generation Z candidates. The Qualitative data from semi-structured interviews were used in the research by providing probing questions and open-ended questions by allowing interviewees to give the answer flexibility.

There are 12 stakeholders which include the recruiter who has interviewed the Generation Z candidate, the manager of Generation Z, and Generation Z employees in the IT sector in Thailand.

3.2 Sample Selection

A sample of stakeholders was chosen for this study are three groups. Four recruiters have experience in recruiting Generation Z candidates, four Managers of Generation Z, and four Generation Z employees in the IT sector in Thailand.

The interview was conducted by online interview, phone interview, and voice recording. The questions of the interview are sent to interviewees to understand the scope of the interview and they can prepare their answers. This interview will not show the interviewee's name. All interviewees are treated as anonymous.

3.3 Interview Questions

There are three groups of interviewees on which I focus, so the questions set of interviews are different.

3.3.1 Question for recruiters who interviewed Generation Z

- What is your perception of Generation Z candidates?
- Are Generation Z candidates different from other generations? If yes, how?
 - What is the average employment duration of the Generation Z workforce you have experienced?
 - What kind of jobs are Generation Z employees looking for?
 - Why do Generation Z employees resign from the organization?
 - How do you recruit Generation Z candidates for your customers to ensure the contract obligation will be fulfilled?
 - Do you have the recruitment tactic to attract Generation Z candidates to take the job offer?
 - Do you have any recommendations for the organization that works with Generation Z?

3.3.2 Question for Managers of Generation Z

- In your point of view, what do you think about the employment of the Gen Z workforce in your organization?
 - Are your Generation Z employees different from other generations? If yes, how?
 - What is the challenge to work with Generation Z?
 - What do you do when your new staff is Generation Z?
 - How to motivate Generation Z in your team?
 - Based on your experience, what is the turnover rate of the Generation Z workforce in your team? (Is it different from other generations?)
 - What are the main reasons for your Generation Z workforce to quit their jobs?
 - Do you have any recommendations for managers in your organization on how to work with Generation Z employees?

3.3.3 Question for Generation Z

- Why did you choose to work in this company? / Why did you choose this job?
- What do you like about your job? (Give several examples)
- What do you like about your company? (Give several examples)
- If your company could improve something, what should it be?
- What type of organization do you want to work with? Why?
- What is your preferred working environment?
- What are your ideal jobs?
- What type of leadership do you want to work with?
- How many companies do you work until now?
- What are your main reasons for you to change your job in the past?

3.4 Data Collection

There were 12 interviewees who had the interview by online interview, Microsoft Team and phone call. The interviewees were brief on the topic of this research and their name and company's name were treated as anonymous. The interviewees could considerably share their ideas and their experience with Generation Z and the recommendation to the organization. The questions were sent to them before the interview was conducted. The semi-structured, probing question and open-ended questions were used during the interview. Then, the interviewees could explain the reasons and provide more examples. The interview took 20 -25 minutes for each person.

Table 3.1 List of the Interviewees

Code	Type of Interviewee	Age	Sex
R1	Recruiter	30	Female
R2	Recruiter	44	Female
R3	Recruiter	27	Female
R4	Recruiter	29	Male
M1	Manager of Generation Z	45	Male
M2	Manager of Generation Z	32	Female
M3	Manager of Generation Z	30	Male
M4	Manager of Generation Z	38	Female
G1	Generation Z	23	Female
G2	Generation Z	23	Male
G3	Generation Z	24	Male
G4	Generation Z	23	Female

CHAPTER IV

FINDINGS AND DISCUSSION

The interview was conducted online and recorded. The author described the finding and analyzed the data to find the factors of how to retain Generation Z in the organization and why does Generation Z resign from the organization?

4.1 The Respondents' Profiles

There are three groups of interviewees who are involved with Generation Z. The first group was Generation Z, the second group was the manager of Generation Z, and the third group was the recruiter who had the experience to interview Generation Z. The first and second groups are from IT business which came from two IT companies because the scope of ideas will not board. The recruiter group was from the same recruitment company. All interviewees work in Bangkok.

4.2 Perception of the Recruiters to Generation Z

The recruiters had experience with interviewing Generation Z candidates. R1 said that “Generation Z grew up from comfortable incomes of family background” They were confident and dared to share their ideas and were not scared to ask questions. Two of the recruiters (R1 and R2) observed that Generation Z grew up with digitalization and easy-to-access technology. Freedom and flexibility were one of their lifestyles. They would like to have challenging jobs and preferred to work with a modern organization rather than a big organization that came with seniority. Generation Z would go through the details of work, not the organization background. Moreover, R4 said that “They do not have loyalty and commitment to the organization. They just work for money or passion”

The difference between Generation Z with the Other Generations

All the recruiters observed that the other Generations have higher responsibility and more long-term commitment than Generation Z. R1 said that “The other Generation would worry about job security and considered many factors to change their job. On the other hand, Generation Z would change their jobs when they felt that they did not match with the jobs or the organization. They searched for a challenging job more than security. So, there are many Generation Z was Youtuber, Freelance or open the online shop.” R2 observed that they also accepted the contract job which has high risks but challenges that are different from the other Generation that they would consider about job security. The other generation would rarely resign if they did not have a new job. For the communication, R3 observed that Generation Z would use informal words with the recruiter. They would say what they thought. They did not think carefully before speaking when compared with the other generation.

4.2.1 Turnover rate

All the recruiters said that Generation Z has a shorter range when compared with the other Gen and the range of Generation Z worked per organization was in 6 months to two years.

4.2.2 What jobs does Generation Z look for?

Flexibility

The three recruiters (R1, R2, and R3) noticed that Generation Z searched for an organization that provided flexible working hours, work from home, or work from anywhere. The casual style of dress was preferable to the uniform.

High Tech

Two of the Recruiters (R1 and R2) observed that Generation Z looked for jobs that used the technology because they thought that it was good for their career path. And they could open their own IT business or e-commerce in the future. So, they would like to gain knowledge from this sector. They also considered start-up businesses.

The separation between work and rest (work-life balance)

Moreover, R3 noticed that they would like to have a balance between work and private life. They did not want to work until late and had no time for their family or things that they liked.

Remuneration

Generation Z also searched for an organization that could give a high salary which was noticed by R4.

4.2.3 Reason to resign

The three recruiters (R1, R2, R3) observed the reason to resign was that Generation Z resigned from the organization because they got a better offer from the other organization. Moreover, Generation Z found that their organization was not challenging them anymore and there was no career path for them. There was no chance for them to share their ideas. So, they would move to find new challenges. Surprisingly, two of the recruiters (R1 and R4) found that Generation Z employees often could not get along with their managers and colleagues. They could not get along with the manager because they had different working styles. The manager just told them what work to do but the manager did not teach them how to do it. And they felt that the manager did not support their work. For colleagues, they did not feel comfortable talking to them and they did not have the same interests.

4.2.4 How to ensure that Generation Z candidates will match with the organization?

The recruiters must ensure and trust in the candidates before sending them to the customers because sometimes candidates did not show up on the interview day or on the first working day. For Generation Z, the recruiters must be more careful about them because the rate of did not show up on the interview day or the first-day start working are higher than the other generation. Moreover, they could cancel the offer at the last minute, even 1 day before the start of their work.

All recruiters shared a similar process of matching candidates with organizations. First, the recruiters would screen the right qualification of Generation Z to match with the organization. Then, the recruiters would ask about the expectation

from Generation Z. If the expectation matched the organization, the recruiters were quite confident in this candidate. However, R2 observed that Generation Z would ask a lot of questions about jobs and the organization. They also asked for a suggestion on how to prepare for the interview. These could show that they were interested in the organization. During the interview between the recruiters and Generation Z, they would explain their skills carefully to show that they matched the job. Moreover, R3 also observed the tone of voice and the reaction. Did they show the active conversation and how fast they sent the documents to the interviewee? For all these factors, the recruiters could assure that they matched with the organization and were excited to join the organization.

4.2.5 Recruitment tactic to attract Generation Z

R1 would search for the need of Generation Z. What did they look for? Recruiter 1 would inform Generation Z that the organization could provide what they looked for. Moreover, R2 could share the experience of the candidate who worked in the organization with them. They could imagine when they had to work there and the work environment. R3 and R4 also could point out more about the organization's background if this was the organization that Generation Z looked for. And the experience that they gained not only the compensation. Showing the career path and the experience that they would get was one tactic to attract Generation Z

4.3 Perception of the Managers Who Work with Generation Z

Three managers (M1, M2, and M3) observed that Generation Z has high technical skills, confidence, and enthusiasm. They were fast learners. All interviewees said that "Generation Z was not scared to share their ideas and had their own ideas" The new things and challenges were what they like to do. M3 observed that they had good communication skills. M1 said that "Most of them were from the family which had comfortable incomes". Three of the interviewees (M1, M2, and M3) noticed that Generation Z had a low commitment and no loyalty to the organization. When they felt that their jobs were boring, they would change jobs easily because they did not need to

worry about their family. An organization that has high technology would attract Generation Z.

However, M4 observed that had high emotional sensitivity and M3 noticed that they could not wait when they had a long decision process. Besides, M3 said that “The character of Generation Z also depended on their personality. They could not be the same”.

The difference between Generation Z with the other Gen.

The First thing that the three interviewees (M1, M2, and M3) shared was Generation Z changed jobs more often than the other generation. M1 noticed that the other generation had a seniority culture. Generation Z did not want the set of rules. M2 observed that Generation Z preferred to have more freedom and flexible rules such as working time, working from home, work from anywhere. They like to share ideas during the meeting even the small ideas. M3 said that “Generation Z had low patience when compared to the other generation”. When the other generation had problems with their work. They would take time to solve the problems and would not give up easily. On the other hand, Generation Z would give up easily and told to their manager that they could not do it and wanted to resign. The manager must put more effort into Generation Z and support them more than the other generation. M4 also observed that Generation Z had their own ideas, so the manager must prepare information and evidence when telling them because they would not agree with the manager without the evidence or trustworthy information.

4.3.1 The challenge of managing Generation Z

Give autonomy / Self-Government

Two managers (M1 and M3) would assign the challenging project to Generation Z. Then they could show their competency and responsibility to that assignment. They would prepare the process and select the method by themselves. They would feel challenged to every step and solve the problems. However, M1 and M3 still supported them but can give authority to make a decision to them.

Provide Flexibility

M2 adapted the style of work with Generation Z. Too many lectures would be boring for

them. Open to new ideas from Generation Z was good and they did not like to have a fixed working time. Some Generation Z liked to work at night. Thus, M2 would check the result of work by productivity.

Change the Mindset to be less impatient

The mindset of Generation Z is too confident and when they could not achieve their goal, they will give up easily. Trying to change the mindset of Generation Z about patience was one thing that M3 observed. It was not easy because they could resign easily when they felt that they could not work on it. And there were many companies that they could join. He had to make them feel that they could get along together and talked with them often to check how they felt and how the workload was. M1 and M3 also asked about their private life as well to reduce the wall between them.

4.3.2 Preparation before work with Generation Z

Career Path

Generation Z is a new group in the workplace. The number of Generation Z employees in the organization is less than the other generations, which creates a gap between the generations. The manager must be well prepared to bring Generation Z to join their teams and can run the team smoothly.

Three managers (M1, M2, and M4) would prepare information about the organization and introduced Generation Z to the team and which team to work with. Four managers (M1, M2, M3, and M4) observed and asked for information from Generation Z. Then, they could assign the right assignment to Generation Z. The clear expectation from the job must inform and work step by the four managers, so Generation Z would know what to focus on. Moreover, the career path was informed from day 1 of work. So, they could see themselves in the future. And there were many challenges waiting for them.

4.3.3 Motivation of Generation Z

Promotion

To encourage Generation Z to work with the organization for a long time. M1 observed and checked the result of work from Generation Z. When they showed good performance, M1 would do the internal process to promote and increase salary.

He would not use the number of working years as a factor to promote and explain the challenges that Generation Z would have in the future.

Allow sharing ideas

M2 would give the assignment to Generation Z, and they could support it from the project started until it was finished. They could share their ideas with the team and were part of the team. M2 tried to make Generation Z feel that they were important, and the project would not succeed if they were not part of the team. Then, they could share the success together. Generation Z would be proud of themselves and would not leave the team.

Personalized support

For example, M1 motivated Generation Z by giving them praise when they did good jobs and bringing them to dinner.

Generation Z also told M4 about what they would like to do, but the organization did not have the kind of things that they would like. So, M4 motivated Generation Z by offering alternative jobs and told them that if they were the things that they would like to do, the manager would assign them.

One company is an international company, M3 tried to motivate Generation Z by the chance to use English communication in the organization. Especially during COVID 19, some Generation Z was demotivated when they worked from home for a long time. M1 tried to motivate them by calling them and asking general questions, not only working to listen to what they felt and giving them a suggestion.

4.3.4 Turnover rate

M2 found that the shortest working period for Generation Z was one week. However, all managers spotted that the turnover rate of Generation Z was 2 years approximately. For the rate of turnover of the other generations; the Baby boomer was 8.3 years, Generation X was 5.2 years, Generation Y was 2.9 years, and the average of Generation Z was 2.3 years (Paulise, 2021). So, it was surprising that the rate of turnover of Generation Z in this research was shorter than average.

4.3.5 Reason to resign – looking for new challenges

Three managers (M1, M2, and M3) noticed that when Generation Z felt bored and there were no more challenges in the organization. Then, they decided to resign and join the new organization. Two of the managers (M2 and M3) found that the reason to resign also opening their own IT company. To study higher degree was one reason for resigning that M1 said. In summary, looking for new challenges was the most important reason to resign that the managers mentioned.

4.4 Perception of Generation Z Employees

4.4.1 Reason to choose this organization and this position

G1 and G2 were trainees for their organizations for three months. When the organization offered the positions to them, they agreed to accept the offer because they were familiar with the organization. For G3, his cousin worked in the organization. So, he got a referral from his cousin and applied for the job. Three interviewees (G1, G2, and G3) did not choose much with the position. They were concerned only with working with the IT sector. It was their first job, so they would accept any positions. On the other hand, G4 would like to work with an international organization because she would like to use English in the organization. Then, she checked the position that has the job description that she liked.

4.4.2 Why do they like their jobs?

High Tech

Three of the interviewees (G1, G2, and G3) like the technology. They were excited to work with the technical term of technology. G1 informed that she could put her creativity to build the application.

Autonomy

G4 said that “I can take care of the whole process”. She felt a sense of ownership of the project and managed her own schedule. And the direct feedback was from the manager and related parties.

4.4.3 Why do they like their organization?

Flexibility

G1, G2, G3, and G4 had the same direction regarding Flexibility. The organization provided flexible time to work for them. They could work from home or come to the office. One organization did not fix the number of annual leave days. Thus, G1, G2, and G3 could inform the manager when they would like to take leave. For G1, G2, G3, and G4, the KPI would not check from the fixed working time, but it came from the result of work.

Sharing ideas

G1 could share ideas about the job assignment. In the beginning, she was a software developer. After she tried to work for a while, she did not like it. She told the manager. Then, the manager changed her to the other position. She also could tell the manager that she would like to do the project. Then, the manager assigned her to do the project with support from the manager.

Diversity

G4 liked to work with foreigners. She felt comfortable with western culture and enjoy using English in the organization. Moreover, the culture of the organization is not traditional.

Internal Promotion

G4 said that “In my organization, they give the opportunity to the internal employees.” The employees could apply for the vacant position. They could get the interview and do the test. The hiring manager would make a decision for the selection process.

Skills development

G3 could join the training both internal and online training. This training could obtain the certification. It could build his profile and gained knowledge. This is what G3 liked in the organization.

Remuneration

G2 informed that he got higher remuneration than his friends who have the same age. So, he was happy with this organization.

4.4.4 The ideal job

The nature of the job that Generation Z would like to work.

Sharing ideas

Because the interviewee was Generation Z and had less work experience, some organizations would listen to only the senior officer. So, G3 and G4 preferred to have a job where they could share their ideas freely with no right and wrong. They would like to know was their ideas good or bad. Then, it could develop their skills for the future.

Self-Governing

G1 would like to be part of the team since day 1 which started from receiving the inquiry from customers. Then, she would like to set her own process and choose the tools to develop the program by herself and made a decision with the team.

The separation between work and rest

G3 had a project and task to take care of. She had a busy schedule the whole day. Sometimes, the manager and colleagues still called her at night. She preferred to stop and cut off her work in the evening and had time to meet friends, enjoy her life, and did some things that she liked such as her hobbies.

Remuneration

G1 said that “I want to have high compensation even the job is stressful”.

4.4.5 The ideal organization and work environment

The next part describes the nature of the organization that Generation Z would like to work in.

Flexibility

G1, G2, G3, and G4 agreed on the flexibility of working hours. The organization should have work from home or hybrid concept. They did not want to have strict working hours. And work from home or hybrid concept was good because they did not want to travel to the office and stuck in a traffic jam. It was waste of time. Moreover, G2 would like to have four working days and three days off.

Working Environment & Support from Colleagues

There were two ideas from the interviewees about their desks. G2 and G4 would like to sit with colleagues because when they felt stressed, they could talk to

colleagues and could build a good relationship with the colleagues. On the other hand, G1 and G3 would like to have a private room for their team because they did not want to get disturbed by the noise of other teams. They would like to focus on their tasks. It would be easy to forget what they tried to write the program of the noise of their colleagues.

G4 mentioned the table tennis table in the office. She thought that it was one way of stress release and could interact with colleagues in other departments and build good relationships.

G2 would like to have support from their colleagues with teamwork and created a positive environment in the organization.

Well-being support

G1 was concerned about her health. She used a lot of energy to develop the application. Sometimes, stress happened. So, it would be great if the organization had a psychologist to consult and get advice about stress release. The psychologist could do this by online consulting or face to face.

International career

The international company was one of the ideal organizations for G3. She thought about her career path and the chance to relocate to other countries. It was great to get new experiences and good career background.

4.4.6 Preferred leadership style

Supportive

G1, G2, G3, and G4 would like to get support from their manager. They would like to get a suggestion when they had problems with the work. Moreover, the manager also could support them with their personal problems.

Active Listener

“To understand the staff, the manager should be an active listener,” said G4. The manager had to have time to listen to the reasons and searched the good solutions. Moreover, she would feel comfortable sharing any problems with the manager. When she talked about work situations, the manager had to give feedback to them.

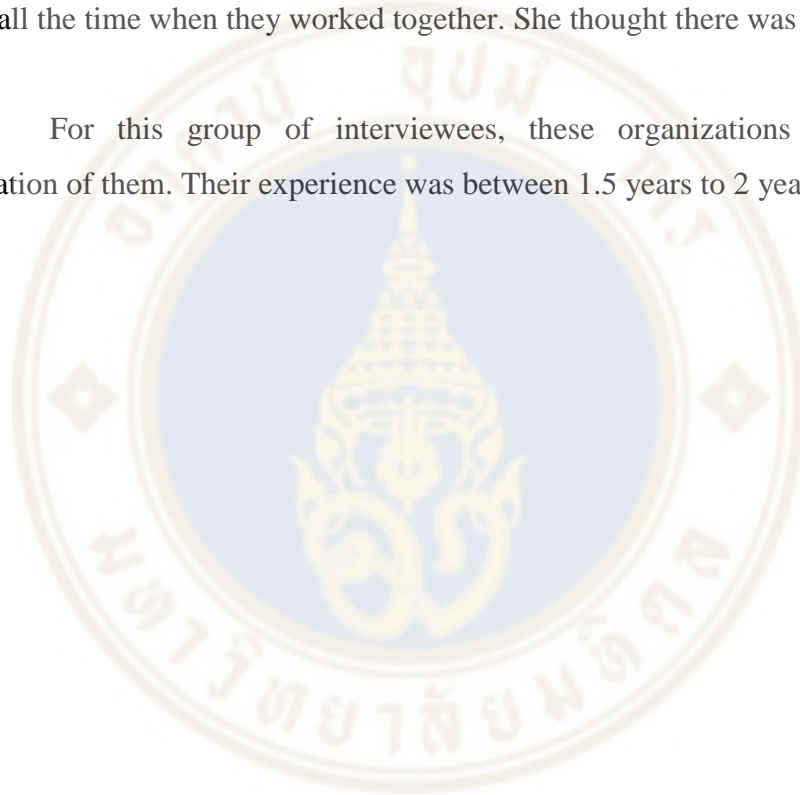
Knowledgeable Role model

G3 would like to work with a manager who had the big picture of the business and was smart and could think in dept about the problems. She would like to gain knowledge from this kind of manager and could be their role model.

Sense of Humor

G3 said that a manager who had a sense of humor could create a relaxed atmosphere in the team. She and her team worked hard and had a lot of pressure. When the manager had a sense of humor sometimes, it would be more relaxed and felt not serious all the time when they worked together. She thought there was no wall between them.

For this group of interviewees, these organizations were the first organization of them. Their experience was between 1.5 years to 2 years.



CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusion

Generation Z is 32% of the world population and 19% of the Thai population. So, the increasing number of Generation Z in the organization is higher every year. The average time that Generation Z works in a company is 2 years 3 months with a high turnover rate. This study focuses on how to retain Generation Z in the organization and the reason Generation Z resign.

After the author analyzed the information, there are many factors from the interviews that same as the literature review; Hi-Tech, The separation between work and rest (work-life balance), Remuneration, Self-Governing, Career path, Promotion, Skills Development, Health, Working condition, Diversity and Participating in Decision Making.

From the in-depth interview, the interviewees who were involved with Generation Z gave information that this generation would like to have flexibility. Generation Z has high confidence. When they cannot achieve their goal, they will give up easily. Then, they will change to the other goal. Allow sharing the idea; Generation Z can share their ideas when they work in a team and can make decisions with the team, International Career; it was a great opportunity to relocate the work to overseas. Support from colleagues and managers, and managers who are knowledgeable and being role models; Generation Z would like to work with smart people who have problem-solving skills, and this kind of manager can be a role model, active listener, and have a sense of humor. It can reflect the characteristics of Generation Z. They are confident and loves the challenges and they do not want the lecture, but they prefer to have autonomy in their task to show that they can take care of the job and can complete the project. Furthermore, their manager must support, give feedback, and not much distance between them. They also like to work in a diverse environment with new people.

- From the research, the author found that the three groups of interviewees had the same ideas on the following topics:

Flexibility

The recruiters and the manager observed that Generation Z was searching for flexibility in starting working time and working from home. Generation Z could work from home or work from anywhere. They did not want to stick in the traffic and the result of their work met the KPI.

Technology

The recruiters and the managers observed that Generation Z is interested in the Technology sector. The managers noticed that Generation Z has high technical skills in the Technology sector, and they are fast learners in Technology. Generation Z would like to work in the Technology sector. They thought that they are many new things to learn in this sector. The recruiters observed that Generation Z is looking for a job that can use technology. It is the field that they are interested in it. And, it can help them in the future when they set up their own company such as e-commerce businesses. Generation Z is excited to work for an IT company or they would like to work in a field that can use technology. Even though, the company is a start-up business.

Challenging job

The recruiter observed that Generation Z would like to get a challenging job. They can work as a contractor, not as permanent employees when the role is more challenging. The manager also observed that Generation Z will resign because they feel that their job is not challenging anymore. Generation Z tried to work on their assignment, but they thought that it is boring and not challenging. They will tell the manager that they are not interested in this role. Then, the manager assigns a new role that is more challenging.

- The Similarity between Recruiter and Generation Z

Work-life balance

The recruiters noticed that Generation Z was seeking a balance between work and their private life. They would like to have time for themselves and did things that they liked.

Generation Z also would like to have a separation between work and private life. They did not want the manager or related parties to follow up on their tasks after working hours. They would like to meet friends and did hobbies.

Remuneration

The recruiter gave the information that Generation Z would work for the company that gave the high salary which was the same information from Generation Z that their salary was higher when compared with their friends in the other business sector. And Generation Z preferred to have a high salary even though the job was stressful.

- Similarity between Manager and Generation Z

Autonomy

The manager provided autonomy to Generation Z. So, they can create their own work flows and solve the problem by themselves. At the same time, the manager could support and give them feedback. Generation Z also would like to make their own decision. They would like to be part of the project that they can involve from the beginning, select the methods, made decisions, and solved the problems. They felt that they had their own decisions and working process.

Promotion

Generation Z expected from the organization that promoted them the productivity or result of work (not by the seniority). So, they worked hard and wanted to show their success and they expected the organization would do the promotion. At the same time, the managers would observe the result of the work of Generation Z. When they showed that they had a capability and great work, the manager would do the process of promotion for them because the managers also would like to retain the good Generation Z employees.

- Similarity between Recruiter and Manager

Career Path

The recruiter informed that one of the tactics to recruit Generation Z is showing the career path that they will have in the organization. What is the next level that they will be at? What is the experience that they will get along the way? The manager said that the career path should be informed for Generation Z from day 1 and they know what they will take responsibility for when they join the organization.

Furthermore, the manager would like Generation Z to be more patient. They should not give up things easily and should put more effort and try more solutions to achieve the goal. They are confident and should keep that confidence and think that the problem is challenging and try all the ways to solve that problem.

A good manager for Generation Z should be a good role model. Smart, problem-solving, see the big picture of the organization are good role models for Generation Z. They would like to get the experience from this manager and copy this style because they would like to be smart and successful people.

Between managers and staff, they should have something fun to create a relaxed environment at the office. Talk about work and problems create stress atmosphere. They can have some topics that can discuss together. For example, movies, music, dining, or hang-out places. They can share ideas about other things and exchange information. This kind of topic will make them get closer. It can reduce the wall between them, and the staff can express feelings naturally.

Besides, Generation Z would like to be an important part of the team and receive support from the manager and colleagues. For the reason to resign, Generation Z found that their jobs were not challenging and there was no career path. They could not share their ideas. And they could not get along with the manager and the team. Besides, they resigned to open their IT business. Some of them went to study for a higher degree.

In addition, the author found that the factor of retention in the literature review is also the same as information from the interviewees:

Technology

The organization would like to retain the employees by considering the new technology to use in the organization and increase the effectiveness of work. The interviewees also would like to explore the company that is the high technology and have new things to learn and gain more experiences and which is good for their career.

Work-life balance

The literature and information from interviewees informed the same that the balance of workload and family must be equal. Moreover, it is not only for family, but the employees should have time for the things that they like such as hobbies.

Compensation

Compensation is a direct impact on employees' performance and motivation. The employees will work with companies that pay high even if they get stressed. However, they also feel happy and proud of themselves because they get paid higher than their friends of the same age.

Autonomy

When the managers trust their staff, they will assign the job so that the staff can create the workflow by themselves. In the same way, the staffs also like autonomy because they can use their ideas and create their own steps of work and find the solution by themselves.

Promotion and Opportunity for growth

The organization gives the opportunity to the employee through internal promotion. So, the employee does not look for external opportunities. And the employee can apply for the positions too. Moreover, the manager can do the promotion for the employee when he or she sees that the employee has enough capability for the next step.

Participating in Decision Making

The organization should allow all levels of the employee to participate in the meeting and the employee can share the ideas for the projects and also give suggestions. It can make the employee feel that they belong to this organization.

Diversity

The organization that has high diversity has more competitive advantage than the others. It can attract Generation Z because they are open-minded and challenged to work with diversity environment. The diversity can be diverse in the generation of people, skills, and nationality.

Training Development

Investing in the employee is a great idea for the organization. When the employee has strong skills in their work. Then, the capacity of the organization increases as well. For the employees, they feel that the company thinks that they are important and provide more training in both soft skills and technical skills. It can improve their profile as well.

Working condition (Well-being)

A good environment at the office can engage the employees to work longer. The psychologist and relaxing activity in the office can create the employee's well-being and nice atmosphere in the office.

5.2 Recommendations

From the result of the interviews, the author would like to give recommendations to the manager of Generation Z and the organization.

5.2.1 Recommendations for the manager of Generation Z

The manager should understand the nature of Generation Z. In some conditions, the manager should give flexibility to Generation Z such as working time. Generation Z would like to have support from work problems and private life. The manager should be open mind and listen to them. Allow them to share ideas as much as possible will be one factor that they feel like they are part of us. Being easy to talk to and not difficult to contact. The career path should be mentioned and the benefit to Generation Z should declare transparency. Moreover, it should be two ways of feedback between the manager and Generation Z. When the manager rejects the ideas, the reasons must be given to Generation Z. Moreover, the manager must give autonomy to Generation Z. Do not tell them all steps of work. The manager should let them decide what to do. The manager should trust in them, so they will feel prouder and can give more productivity. Besides Generation Z has high self-pride. They believe in themselves. So, the manager cannot give negative feedback straightforwardly to them. They are sensitive and will lose their confidence.

5.2.2 Recommendations for the organization

The organization should use technology in the work process and reduce the seniority system. The promotion should consider the skills and results of work as the factors, not only the seniority. In addition, the organization must improve how to promote itself. For example, the organization should change the process of recruitment. The traditional organization posts the vacancy in the job advertisement. Nowadays, they

should start to use the social platform. The vacancy can post on Facebook, or Instagram or scan the QR code. Regarding Generation Z like the flexible time of working. So, the nap room should be prepared in case that person works the whole night and must come to the office the next day. They can use it for a while to recharge their energy to be ready to work again. Work from home or Hybrid will adapt to the organization. Thus, they do not need fixed desks for the staff. The desks should be changed to hot desks. The cost of investment will reduce because the staff will not come to the office every day.

The organization should have a playroom and a relaxed area. So, they can feel more relaxed at the office and less stressed. Moreover, the psychologist should be available for the employees. They can call a psychologist or send a message and ask for advice when they get stressed.

5.3 Limitation

The research is based on interviewees who live in Bangkok with a small sample of the interviewees. And the research focuses on only the IT sector.

5.4 Future Research

For future research, the research should explore other sectors. The sample size should be bigger. Quantitative research with surveys could provide additional information.

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