# WHY ARE GENERATION Y AND Z IN THAILAND LESS INTERESTED IN GOVERNMENT JOBS THAN PREVIOUS GENERATIONS?
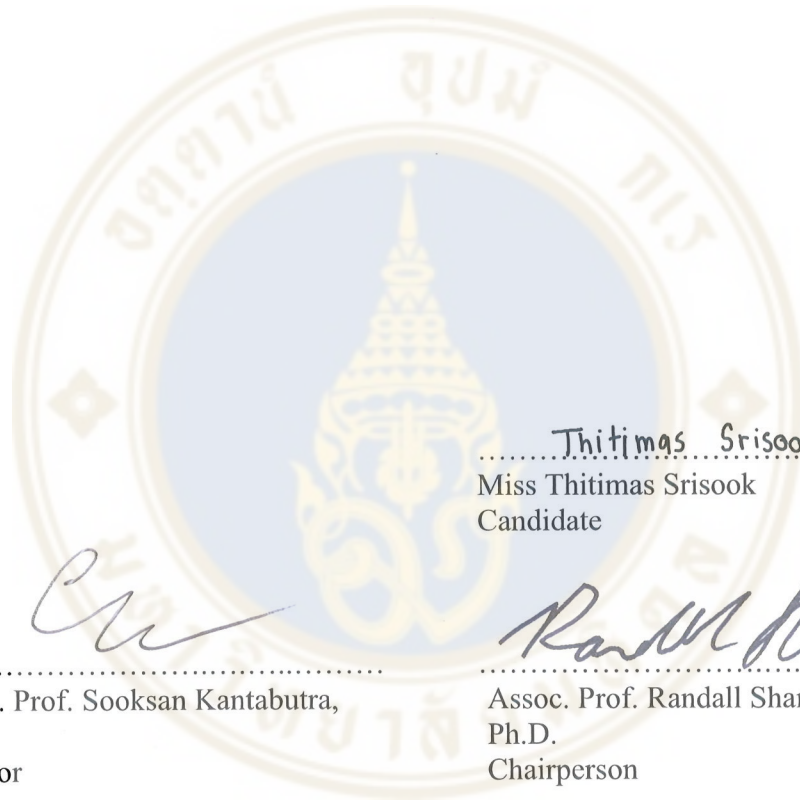
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# WHY ARE GENERATION Y AND Z IN THAILAND LESS INTERESTED IN GOVERNMENT JOBS THAN PREVIOUS GENERATIONS?

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M.M. (GENERAL MANAGEMENT)

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## ABSTRACT

The objective of this thematic paper is to key elements that impact the workforce in generations Y and Z working in government sectors and seek answers to the research question "Why are Generation Y and Z in Thailand having higher turnover in government jobs than previous generations?". This study used a semi-structured interview with ten government employees from Generations Y and Z, asking open-ended questions and allowing them to share as much of their experience as they could. Maslow's hierarchy of needs is the main theoretical framework used in this paper. This paper will provide an interview script, place it in a working analytical framework, and categorize it into answer narratives to ensure data significance. In conclusion, this paper provided key workforce factors in generations Y and Z working in the government sector, as well as recommendations to attract younger workers to government organizations.

KEY WORDS: Government Organization / Job satisfaction / Generation Y / Generation Z / Maslow's hierarchy of needs

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# CHAPTER I

# INTRODUCTION

Working in the public sector has long been a safe and secure career option in Thailand, and many parents want their children to work in the public sector so that they may have solid jobs and enjoy the numerous benefits that come with the position. The majority of Thai baby boomers and Thai Generation X believe that employment in the government sector is the most secure career option since it provides life tenure as well as great health benefits such as insurance coverage and an old-age pension. Government employees, in particular, are protected for life-cycle and economic risks such as unemployment, as well as health, disability, and aging risks. Thai Generation Y and Thai Generation Z, on the other hand, do not appear to consider that a job in the government sector is ideal for them. As their parents suggested, they may first pursue employment in the government sector, but as time passed, they departed, resulting in a high turnover rate of Generation Y and Generation Z Thai government sectors.

Younger generations prefer occupations in the private sector or start-ups over those in government because they better fit their lifestyle. Or, at the very least, what they perceive to be a non-traditional acceptable career route akin to what their parents or grandparents accomplished throughout their time period. Even if some people desire to serve in government to help the community, they eventually understand the bureaucracy that exists behind the scenes and choose to resign.

## 1.1 Problem Statement

Our predecessors frequently preached that if you choose a job in the public sector, such as that of a doctor, teacher, or other such post, your parents will be delighted. Their salary will be complemented by free medical treatment in public hospitals, and when they retire, you will receive a pension. Do generations Y and Z, like earlier generations, want long-term careers in government? In Thailand, Generation Y

and Z appear to be less interested in government work than earlier generations. The goal of this study is to look at generation Y and Z employment motivation in government sectors.

## 1.2 Research Question

● Why are Generation Y and Z in Thailand having higher turnover in government jobs than previous generations?

● What variables influence job retention rates in Thailand's government sectors among Generation Y and Z?

## 1.3 Research Objectives

The objective of this study is to provide insight into the various requirements that must be met within a government organization, because understanding the differences in needs between employee generations Y and Z will help organizations and employers better support their workforce in order to achieve higher workplace happiness and improve overall organizational performance. It will highlight how to entice talent from the future generation of employees to work for government institutions.

1. To identify job motivation of generation Y and Z perspectives toward working in Government sectors.

2. To provide suitable recommendations to increase staff retention rate in the public organization

## 1.4 Expected benefits

This research will benefit government researchers and public institutions since the findings could be applied to restructure Thai governmental organizations to better adapt to younger generations of workers and establish an organizational culture that will retain talent within the organization.

The purpose of this research is to comprehensively explore the key elements that impact the workforce in generations Y and Z working in government sectors. Following the identification of the variables, the following advantages will be realized.

1. A strategy for increasing worker retention in government employment

2. Increase government employee job motivation among Generation Y and Z.

3. Reduce the rate of employee turnover

4. Approach to fostering a strong organizational culture that will attract the skills of the next generation.

This research will include the literature review, research methodology, findings discussion, and offering conclusions and recommendations on variables affecting generation Y and Z employees in the public sector.
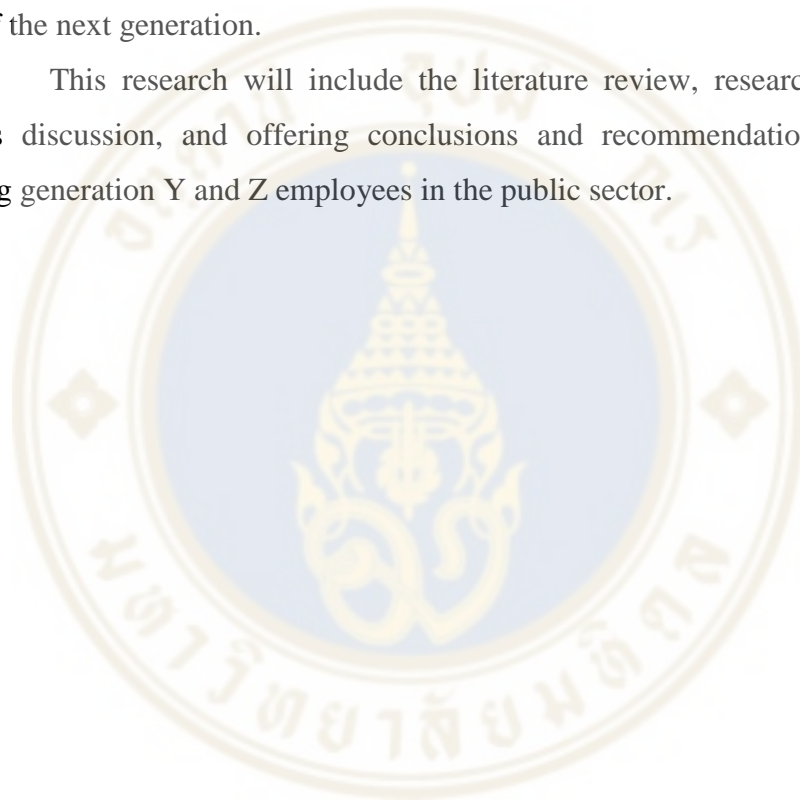
# CHAPTER II
# LITERATURE REVIEW

The Maslow Hierarchy of Needs Framework will be defined in this chapter. In order to understand a complete presentation of the idea, a study of current literature and theoretical conceptions based on needs and motivation theories is also conducted. In addition to a precise characterization of the workforce between generations Y and Z. Furthermore, at the end of this chapter, the strategy and its framework will be provided in order to comprehend the components that impact government employees' motivation and turnover from public organizations.

## 2.1 Employment in Thai Government Sectors

According to Chandoevwit (2011), working for the government was regarded as the most secure type of employment one could have. Every government employee would get lifelong employment, complete health-care benefits, disability insurance, and a pension fund. Government employees are explicitly covered from livelihood and economic risks such as unemployment, as well as possible health, disability, and old-age liabilities.

## 2.2 Career motivation

Motivation is the process of arousing, energizing, directing, and sustaining behavior and performance through stimulating individuals to act and complete desired tasks through their activities. Individuals' motivation is intimately tied to their psychological stress and work performance (Chan, Leung, & Liang, 2018). According to Mustapa, Noor, and Mutalib (2019), career motivation is multidimensional, with three main components: career resilience, career insight, and career identity. The driving force behind how people define themselves via their profession and the company for which

they work is their career identity. The ability to sustain motivation in the face of shifting circumstances is referred to as career resilience. Finally, professional insight is the revival of motivation via a person's career objectives.

## 2.3 Career motivation in Public service sectors

Individual motivation, according to Ritz, Neumann, and Vandenabeele (2016), is focused on moving up the hierarchy to achieve satisfaction, whereas the desire to address an unfulfilled need grows stronger through time. In highly developed societies, public organizations are increasingly confronted with individuals striving for higher order criteria; as a result, while motivating employees, they must emphasize social engagement, social recognition, autonomy, and meaningful activities. According to Deci and Ryan (2002) Public service motivation is an example of extremely self-determined extrinsic motivation. Certain public service motives, for example, are aimed towards society and people who benefit from public service delivery. As a result, those who are driven by public service completely adopt institutional public principles and integrate them with their own beliefs and identity.

## 2.4 Turnover in public sectors

According to Grissom (2016) Employee turnover can be attributable to elements impacting either labor demand or labor supply. The notion of turnover refers to the benefits of organizing public employee turnover thinking around labor demand and supply concepts. In making job decisions, both sides of the employment problem must be considered. Job attributes associated with higher total compensation (i.e., monetary + intangible incentives) are associated with a lower turnover rate.

## 2.5 Maslow hierarchy of needs Framework

Abraham Maslow, an American scientist, introduced Maslow's Hierarchy of Needs Framework in 1943 in his book A Theory of Human Motivation Psychological

Review. Motivation, according to Maslow, is the inherent power for individual advancement. A human's motivation is founded on need, and it includes many different degrees and sorts of requirements. Maslow divides needs into physiological, safety, social, esteem, and self-actualization categories. All of these needs must be satisfied gradually. (Maslow, 1943)

The five components of happiness are (1) physiology, (2) safety, (3) love/belonging, (4) esteem, and (5) self-actualization.
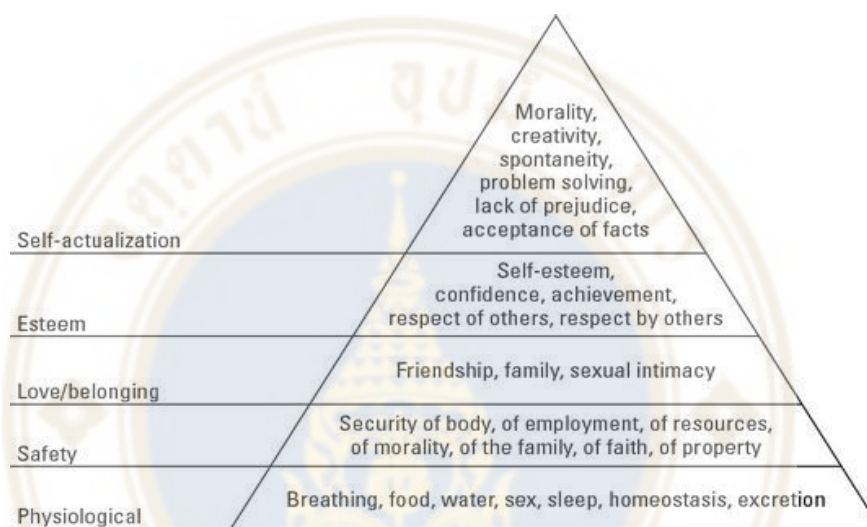


**Figure 2.1 Maslow's Hierarchy of Needs Framework**

### 2.5.1 Physiological need

The level of physiological needs, according to Maslow (1987), lies at the bottom of the biological need hierarchy. It includes the necessities for oxygen, water, food, clothing, and a comfortable temperature. It is the pyramid's strongest level because physiological needs must be fulfilled before any level demands in this pyramid can be met. Bowen and Sadri (2011) elaborate that an employee may have physiological needs both within and outside of the workplace. Employees need pay outside of work to maintain their everyday lives, such as clothes, housing, and food. Employees require office supplies and air conditioning to function in a favorable setting.

### 2.5.2 Safety need

Maslow (1943) describes the level of safety needs as the need to be protected from both mental and physical harm. Maslow (1987) emphasized the need for a safe and secure location to dwell, as well as protection from environmental hazards, as well as the need for financial security and a stable existence. According to Taormina and Gao (2013), there are two distinct stages in the life of a corporate employee: working and retirement. During working hours, a sufficient income can enable employees to afford a safe place to live as well as medical insurance. It might be the full retirement pension and benefits when they retire.

### 2.5.3 Social need

According to Maslow (1987), the degree of social needs here is the desire for love, affection, and belonging. People may try to meet their social needs by participating in activities or building relationships with others. Employees in a company can meet this level of expectation from their bosses and coworkers. According to Bowen and Sadri (2011), obtaining aid from colleagues or superiors when dealing with a crisis, becoming close friends, and receiving advise on job performance may all help employees satisfy their social needs within this framework.

### 2.5.4 Self-esteem need

Maslow (1943) identified two components of esteem needs: self-esteem and the respect one receives from others. Respected by others is a lower level of regard; yet, people at this level wish to be accepted by others. Self-respect is a greater degree of regard that, through success, will become a permanent part of the individual. Employees' esteem requirements in the workplace, according to Taormina and Gao (2013), may be addressed through reputation, attention, acknowledgment, and importance. a person's attitude toward and respect for themselves, as well as the related feelings of worthiness, merit, or value as a person

### 2.5.5 Self-actualization need

According to Maslow (1987), self-actualization needs may be attained only when the preceding four stages have been met. Even if all previous needs are satisfied,

individuals will become dissatisfied and restless unless they are executing the purpose for which they were formed. The needs for self-actualization are difficult to separate from the other four types of needs. Self-actualization requirements may be met by activities that assist the organization get stronger and attain a higher level, such as a difficult assignment and a sense of accomplishment at work (Leclerc et al,1998).

## 2.6 Generation Y

Generation Y, commonly known as the Millennials, are those born between 1980 and 1994, according to Mccrindle and Wolfinger (2009). Mccrindle and Wolfinger also estimate that by 2020, 35% of the workforce will be Generation Y. According to Chung (2013), members of Generation Y are diverse, technologically advanced, and vocal about their opinions. They tend to resist traditional hierarchy, want recognition/reward for achievements and distrust institutions. Moreover, they are overly self-confident and self-absorbed and have been depicted as lacking in loyalty and work ethic.

## 2.7 Generation Z

According to Singh and Dangmei (2016), The Generation Z comprises generations that were born in the 1990s and raised in the 2000s through the most significant developments of the century. According to Mccrindle and Wolfinger (2009), Generation Z, those born between 1995 and 2009, represent 19% of the population now and 12% of the workforce in 2020. They live in a world where there is free access to the internet, digital media, smart phones, and computers. Because of the impact that digital growth has had on this generation, they are impatient and expect everything to happen immediately. Their concentration span is short. The ability to be interested in multiple topics at once, however, is one of the beneficial attributes that Internet technology has given to this generation. They are said to have the highest motor skill synchronization for hand, eye, and ear in human history due to their highly developed capacity for multi-issue interest. (Berkup, 2014) Additionally, according to Iorgulescu (2016), generation Z members are very self-assured, have an optimistic perspective on their future careers,

and frequently take on entrepreneurial initiatives because they are so creative and innovative. They tend to dislike working in teams and prefer solitary work.

## 2.8 Conceptual framework

The Hierarchy of Needs is an important psychological concept. It was designed by Abraham Maslow and covers five human sources of motivation: (1) physiology, (2) safety, (3) love/belonging, (4) esteem, and (5) self-actualization are the five components of happiness. The criteria are arranged in descending order of significance, with the most basic at the bottom of the pyramid. The four lowest needs are "deficiency needs." Individuals may not pursue higher demands on the pyramid until these fundamental requirements are met. The framework can help determine which parts of a person's happiness are the most important. Maslow felt that in order to achieve our higher aspirations, we must first address our fundamental needs. Maslow thought that humans want to "self-actualize," or to outperform their own expectations. Their most basic needs must be satisfied first. The same considerations apply to employee participation in the workplace. You may address the most fundamental requirements of your employees by providing enough monetary compensation (physiological needs) and job stability (safety).

Maslow's hierarchy of needs may be used to find several benefits that organizations can provide to meet the needs of their workforce, hence increasing performance. A framework for this study might be provided by evaluating how well the current condition of government employment connects with the requirements of generations Y and Z using Maslow's Hierarchy of Needs. Because it would provide a framework for the investigation of the needs, job motivation, and job satisfaction of Thai government sector workers from generations Y and Z.

The next chapter will go through research methodology, including study design, methodology, research questions, and approaches for data collecting and analysis.

# CHAPTER III
# RESEARCH METHODOLOGY

The researcher's goal in this chapter is to give insights on the employment of generation Y and Z in public organizations. This study tried to identify the elements that influence employee turnover rate by employing the method Semi-structured interview and "open-ended question "to better understand interviewees' situations, feelings, and information. The study design, population size and sample size, questionnaire design, and data analysis methodologies are all covered in this chapter.

## 3.1 Research design

Semi-structured interviews will be employed as the research method for this topic since they enable in-depth study of information including opinion, experience, and insight. The study objectives, which involve asking open-ended questions face-to-face and one at a time, are ideal for the interview technique. Due to time constraints, the interview is also conducted over the phone and online. As a result, the interview format depends on the interviewee's requests.

Participants will be asked to provide examples of situations or further details regarding their reasons for leaving a job in the public sector during the interview session.

The study's findings also attempt to identify important causes and contributors to the mismatch between what the government sector offers its employees and what generations Y and Z demand. The end result will assist interested parties and government organizations in understanding the causes and major contributing factors of the high turnover rate of the public sector.

The hypothesis is that Thailand's workforce Generation Y and Z are less interested in government positions than prior generations because government institutions are failing to meet their requirements. As time passed, older generations began to retire, but there were not enough young people in public organizations to

continue performing civil service due to a number of factors, including backward management and recruitment processes, while maintaining old-fashioned approaches to working and management, and trying to maintain similar or less benefits than previous generations. Younger workforce bright individuals prefer to seek employment in private organizations or join start-up cultures that better fit their needs.

Thailand's government institutions continue to operate as usual, without adapting to new circumstances or addressing issues in the minds of the younger generation workforce. To explore the hypothesis, this study will seek to use the Maslow hierarchy of needs framework with a qualitative method on people from generations Y and Z. According to Maslow hierarchy of needs framework, people's requirements must be addressed in stages, with the lowest level being the most powerful because it is the most foundational need for survival. This study will investigate those stages of need through in-depth interviews in order to acquire important insight into the younger generation that work in government.

## 3.2 Data collection methodology

### 3.2.1 Sampling

The target demographic for this study is people who have left different government agencies. These people will be divided into two groups. Generation Y, those born between 1979 and 1994, makes up the first group, followed by generation Z, those born between 1995 and 2010. This would allow the merging of common and unique turnover factors.

The preliminary screening is applied in this research to ensure capability of each individual interviewee to understand the topic and ability to answer the question.

The sample size varies according to the group. There have been five responses from Generation Y. Five people from each generation Z will be interviewed. Both groups are entirely made up of government employees at both levels. Government employees from Generation Y (born 1981-1994) and Generation Z (born 1995 - 2010)

These two generations, which are now entering the workforce, have significantly different workplace relationship preferences and expectations than

previous generations. This is largely influenced by how the private sector treats its employees. Employment in the public sector is usually characterized by inflexible hierarchical duties and salary, as well as limited opportunities for promotion. Furthermore, bureaucratic obstacles such as repetitive formalities, a fixed compensation structure, and a hierarchical workplace culture may discourage people from working for local or central government.

## 3.3 Data collection approach

The objective of this study is to give insight into the numerous standards that must be satisfied inside a government institution. The author used the qualitative technique to collect data and information on the issue since the research required an explanation from employees about how they think and feel about their current employment in a government organization and their job motivation within the organization. This thematic paper is intended to conduct in-depth interviews with 12 government workers (6 from the Y generation and 6 from the Z generation) and pose open-ended questions to allow respondents to explore and express their perspectives about their present job inside government institutions.

### 3.3.1 Data collection

The objective of this study is to give insight into the numerous standards that must be satisfied inside a government institution. The author used the qualitative technique to collect data and information on the issue since the research required an explanation from employees about how they think and feel about their current employment in a government organization and their job motivation within the organization. The purpose of this thematic paper is to conduct in-depth interviews with ten government employers (5 from the Y generation and 5 from the Z generation) and pose open-ended questions to allow respondents to explore and express their perspectives about their current job within government institutions.

The data was gathered through interview sessions, which were captured with a digital recorder device and transcribed for analysis in order to determine the key

factors and explanations for the high turnover rate among generation Y and generation Z in the government organization.

      To reduce possible impact on the interviewees' career path, all of the personal information is kept confidential and not revealed in any of the research materials.

## 3.4 Instrument

      The interview sessions begin by introducing participants with the topic background. Next, they are informed that this interview will be used for educational and research purposes only, and all responses are treated as anonymous. Before the start of the questions part, the interviewees will be asked to sign a consent form to allow the interview to take place.

      Pre-questions ask about demographic information of the participants (age, marital status, family background, education, income, position, organization, and working (period/experience). Additionally, the questions ask about the reason why they became a government officer.

      The guideline questions help the interviewer to control efficient time frames and gain related information which cover all relevant topics for the research. Nevertheless, the actual questions may be different from the guideline questions during the interview, as the interviewee may come up with unexpected and interesting responses. As a consequence, follow-up questions may explore in-depth detail at that point.

      The questions used as a guideline in the interviews to conduct relevant information from the interviewees are as follows:

**Table 3.1 The guideline questions**

| Framework (Maslow's Hierarchy of needs) | Questionnaire |
|---|---|
| Physiological needs | - Were the benefit and compensation from your government job satisfying your lifestyle? |
| Safety needs | - Did you feel secure in your job?<br>- How would you feel more secure in your job? |
| Social needs | - Please describe your organization's culture.<br>- Did you feel intimate with your co-workers or your supervisors?<br>- How effectively did your team cooperate?<br>- Did your team assist you in completing your work?<br>- How did your manager encourage the team? |
| Self- esteem needs | - Were you satisfied with your government career? Please explain<br>- Did you think your capabilities fit with your position at the public sector?<br>- Was there an obvious connection between your job and the company's aims and objectives?<br>- Did you think you have opportunities for promotion and growth?<br>- How strongly did you perceive you are valued at work? |
| Self-actualization needs | - Did the tasks and responsibilities of your government job allow you to reach your fullest potential? |

## 3.5 Data analysis approach

The author intended to employ a working analytical approach to investigate this thematic paper. After completing all 10 interview sessions, the author will write a brief note for each interviewee while recording it. The author will go through a brief note and listen to voice recordings while transcribing the interview. While listening to the audio recording, each interviewee's transcript must be coded. The following step is

to carefully review the brief note and the overall script, grouping relevant data that may be used to categorize into a comparable subject and categorizing on a spreadsheet. The researcher will encapsulate such essences and analyze what most workers say about what elements impact them to the organization, which might result in a high turnover rate among generation Y and Z.

The analytical framework used to analyze and evaluate data from interviewees is shown below as an example.

**Table 3.2 Analytical Framework**

| Interviewees | Framework (Maslow's Hierarchy of needs) | | | | |
|---|---|---|---|---|---|
| | **Physiological needs** | **Safety needs** | **Social needs** | **Self- esteem needs** | **Self-actualization needs** |
| **Questions** | Were the benefit and compensation from your government job satisfying your lifestyle? | Did you feel secure in your job? How would you feel more secure in your job? | Please describe your organization's culture. Did you feel intimate with your co-workers or your supervisors? How effectively did your team cooperate? Did your team assist you in completing your work? How did your manager encourage the team? | Were you satisfied with your government career? Please explain Did you think your capabilities are suitable for your position at the public sector? Was there an obvious connection between your job and the company's aims and objectives? Do you think you have opportunities for promotion and growth? How strongly do you perceive you are valued at work? | Did the tasks and responsibilities of your job allow you to reach your fullest potential? |

**Table 3.2 Analytical Framework (cont.)**

| Interviewees | Framework (Maslow's Hierarchy of needs) | | | | |
|---|---|---|---|---|---|
| Questions | Physiological needs | Safety needs | Social needs | Self- esteem needs | Self-actualization needs |
| Answers | Example: Yes, the benefits and compensation at was satisfied my lifestyle | Example:I felt more comfortable and safe working here than I did in my prior private sector employment. | Example: I didn't always feel like I fit in inside the organization, especially with the group of more senior colleagues. | Example: Even though I was aware that I am only part of a big operation, I am not always motivated to repeat the same work without seeing the results. | Example: In this government service work, you are not encouraged to be creative, but rather to stick to the set path to avoid mistakes; one major mistake might cost your boss his reputation, and you would suffer as a result in a variety of ways. |
| Interpretation | The respondent satisfied with Physiological needs | The respondent satisfied with safety needs | The respondent does not satisfied with social needs | The respondent does not satisfied with self- esteem needs | The respondent does not satisfied with self-actualization needs |

This chapter listed interview questions, established validity of the data for the study, and demonstrated how I collected and analyzed data. The study findings from all interviews will be presented in the next chapter.

## 3.6 Data Validity

During the interview, the author employed various measures to check that the subject was delivering accurate information and reliability. I used probing inquiries, which is a strategy of asking similar questions to see if interviewees answer their own tale or not. Another strategy I picked was observation since I wanted to know more specifics about their sentiments based on their personal experiences, so I planned to interview some of them later during their relaxation time. The interview will not be held at their working table or in a public place where anybody can come and go. To make individuals feel more comfortable and comfortable in sharing their true feelings, the interview room would be positioned on a separate floor than their working floor. I will discuss the sorts of questions that will be asked before conducting an interview so that they may prepare.

The following chapter will go over the research of semi-structured interviews that aided in the discovery of in-depth information about ten government employers in order to learn about the factors that influence Generation Y and Z workforce.

# CHAPTER IV
# FINDING DISCUSSION

This chapter includes a detailed discussion of the semi-structured interviews that aided in the discovery of in-depth information about ten government employers (5 from the Y generation and 5 from the Z generation) and pose open-ended questions to allow respondents to explore and express their perspectives about their current job within government institutions. To learn about the factors that impact Generation Y and Z in Thailand being less interested in government professions than prior generations, which can be described using Maslow's hierarchy of needs.

## 4.1 Result from the interview

### 4.1.1 Physiological need
*Generation Y*

In terms of psychological needs, I noted that members of generation Y all answered in a similar manner, indicating that it aligned with what they sought and that they are aware of the essential necessity of obtaining a government job. *"It is justified in terms of monetary and long-term benefits that we would receive after retirement, in addition to the medical care that all government employees receive."* their responses stated.

The other response added, *"Unlike some of their colleagues who work in private organizations, most government workers can enjoy their spare time after work and do not typically carry over tasks to complete at home."* The majority of the responses pointed in this direction, implying that generation Y employees' psychological requirements are met to some extent.

*Generation Z*

In order to fulfill Generation Z's psychological demands, replies are heading in the right direction. Respondents are satisfied with their perks and fair compensation from their government jobs. *"Government jobs give reasonable compensation, and we all know enough about their wellbeing before opting to obtain this position"* according to the response.

*"If you are a full-time government employee, not a contract employee, you are set with certain perks and income, and it just gets better from there"* they all said. The majority of replies indicated thus, showing that generation Z employees' psychological needs are being satisfied to some degree.

### 4.1.2 Safety needs
*Generation Y*

All respondents from Generation Y agreed that government employment is completely secure and do not believe they can be made more secure. Working conditions and hours are expected, and the tasks are acceptable to do within the time range. *"You cannot actually be fired from a government post unless you intervene against serious misconduct"*

The other further elaborates *"I was previously in a sales position, and I cannot do well under pressure, so I was fired. After that, my parents suggested that I apply for procurement in the government sector. The jobs in the government sector were comparable, but the pressure was considerably lower, and I can do my work better."* and when asked how they might make their employment seem more secure? They all agreed that if you get a full-time job, you would instantly feel secure and stable. To this regard, Generation Y workers said that they were satisfied with the safety requirements.

*Generation Z*

The majority of Generation Z respondents express concern about their safety. *"Obtaining a full-time job is more difficult than ever before, the competition is fierce, and you may only acquire contract employment with inadequate perks"* they say. However, all respondents stated that after 1 - 2 years, they generally obtain a full-time job and are no longer worried about their personal job safety. When enquired about how

to improve job security, Majority agreed that once individuals receive full time employment they will not need to worry about losing their job.

As indicated from the statement *"If you perform as expected from your superior when you were a contract employee, as soon as you get tenure, your job stays with you"*. In this regard, generation Z government workers answered with little trepidation, but all resolved after obtaining full-time positions and meeting their safety requirements.

### 4.1.3 Social needs
#### *Generation Y*

The majority of Generation Y is in lower management, where they want more engagement and tight collaboration across departments. As a result, when asked to define the culture of their organization, they have a myriad of responses. *"It's pretty hierarchical in the department."* others say, *"but I'm used to it because I started at the bottom and gradually earned more responsibility over time."* and *"Working for the government may sound bureaucratic to outsiders, but most individuals here work harmoniously and we constantly assist one other in personal and professional life."* Another note. All generation Y respondents stated that they are more intimate with their coworkers than with their supervisor.

*"Supervisor level frequently attempts to preserve some distance from subordinate level, but they acted kindly to everyone, and it's like an unspoken tradition to respect higher authority and older people in the workplace here"* one answered. When asked to comment on their managers, the majority agreed that *"The supervisor tried to cheer everyone up and attempted to hold monthly activities that the whole office can do together such as some sports activities, sing karaoke and sometimes field trips as a reward, sometimes we might contribute a bit, with major contribute from the supervisor or pull from recreational budget."* Responses from generation Y workers indicates high level of importance toward Social needs and social interaction require to strive in their workplace

### Generation Z

Because the majority of Generation Z workers are entry level or junior associates in their organization, their responses to organizational culture are similar: *"Working in government sector everything goes rather slow and so many processes require to do paperworks, approval process and it is all about being respectful."* When asked about their relationship with their coworkers, the youngest are frequently rebuked by older individuals who are not their immediate bosses, and they think it is sometimes more difficult to fit in. *"I got scolded if I arrive at work a few minutes late, and it sometimes feels like everyone was waiting for me to do something wrong so they can criticize me."* As a result, it is more difficult for them to collaborate effectively with their senior colleagues, and it may have delayed their working progress.

*"My colleagues helped me from time to time, especially when they were also responsible for the tasks, but they frequently asked me to do their tasks while they chitted chat about other things or take longer breaks,"* One says. Even if their supervisors do not criticize them, the younger generation may find it difficult to fit in at work. *"During a workplace party, I had to be the one who serves food and refills drinks for everyone, and I really didn't want to go, I have outside friends and better stuff to do."* one person says. In terms of social requirements, generation Z is fundamental, yet working in the government sector can often fall short.

#### 4.1.4 Self- esteem needs
##### Generation Y

Three out of the five respondents in generation Y are content with their chosen profession and its trajectory, as some remarked, *"I am fully aware of a career serving in public sectors, but it gives me a chance to do something for the community that will make my family proud."* Other two dissatisfied employees stated, *"In the beginning, I believed I would do more for the community, but it was simply collecting and pushing paperwork that sometimes I did not get to experience the outcomes of my efforts since conditions change so quickly and the department has to pivot the plan."*

When questioned about their capabilities, they all agreed that the department did not fully utilize them, as stated *"I studied from relevant field, as well as most other in my department, but sometimes the work is not enough to keep me engaged, I am bored*

*at work from time to time, bureaucratic work wants you to gain more seniority before actually enabling you to do more serious work."* Though most participants are aware of their public servant department's mission, one respondent stated, *"I wish I could contribute more to the people and policies I want to work for, but when your position does not allow you to do so, you have to do what you are told."*

When asked about promotion and growth opportunities in the organization, all respondents somewhat agreed that there are clear path for you to take in order to grow and if you work hard and keeping good work with the boss you will have higher chance to promote as described by one of the respondents *" There are process for anyone to take and some room to grow if you have degree and follow the news of the department, but most people can follow the step and write report to keep proceed every 2-3 years."*

When questioned about their perceived value at work, the majority of respondents replied, *"Even though I knew I am a little cog that supports a greater system, sometimes I did not feel inspired enough to perform the same tasks over and again without seeing the outcomes."* Based on all of the statements, generation Y has high needs associated with self-esteem needs that go unsatisfied, making them feel less excited about their employment.

### *Generation Z*

Majority of respondents from Generation Z are content with their responsibilities and function in the organization that matches their capacity and expertise, which gives them confidence in their responsibility. *"I was comfortable with the responsibility and role that I had since it is what I am competent at; I chose this role or responsibilities in this department because they are related to what I want to achieve"*

Others say, *"I knew that what I did will help to the greater picture because I believe in systemic improvements, as we are progressively seeing from the current governor's administration, things can change with individuals who have the proper vision."* And, because the majority of the workforce in generation Z is still at the entry level, they have more room and possibilities to improve, as mentioned in *"promotion exam and annual report review offer a glimpse of progression in the organization that is reasonable, but not flashy."*

According to the respondents, they believe they are valuable enough for their current position, and their supervisors try to offer unique responsibilities that are appropriate for the younger generation, as stated *"My boss frequently asked me to do some unique tasks related to technology, for example, during covid lockdown, I helped the department coordinate microsoft team meeting set up, and from then on my supervisor kept asking me to do these tasks that more senior staff could not perform."* Generation Z appeared to be satisfied with their requirement for self-esteem, as the majority carefully chose the organization and department that they wanted to join in the first place, making them adequately fit into their responsibilities.

### 4.1.5 Self-actualization needs

*Generation Y*

In terms of self-actualization needs, generation Y employees all agreed that with the right management and guidance from their supervisor and department manager, they could go above and beyond their potentials, as stated *"Sometimes, I did not know how to do certain tasks, and there are no precedent case or sample report, and I cannot turn to anyone to ask, and my supervisor is often busy doing others' work, so I just did what I could, but proper instruction would be helpful."*

Respondents intended to learn more about possibilities, but were limited in their capacity to participate in training or competence development activities mediated by a third party, as mentioned. *"While others were in training, I had written a report since training opportunities are for more senior employees who will be promoted soon; if you are not on the route to promotion, you will not be taught to prepare for more duties just yet."* The majority of the statements stated that generation Y employees' needs for self-actualization are not being met.

*Generation Z*

Employees in Generation Z appear to be similar to those in Generation Y in that they are enthusiastic about performing tasks, but there aren't enough demanding projects to properly harness and optimize their potential. *"I recognized that I was in an entry-level job, and most supervisors would not immediately trust a junior to execute duties that were vital to them, so we got to learn from the bottom and coordinate around, and sometimes undertake unique tasks that look acceptable for our age."* as noted.

Others add, *"In this public servant job, you are not encouraged to exhibit your creativity, but rather keep to the established route to prevent mistakes; one big mistake might lose your supervisor his reputation, and you will suffer for it in various ways."* According to the observations, the generation Z workforce in government is likewise unable to meet the need for self-actualization.

This paper's research question has been answered in accordance with the research question. The following chapter will discuss the conclusion based on the findings from this chapter.

# CHAPTER V
# RECOMMENDATION AND CONCLUSION

The research aims to present the study's conclusion, recommendations, and limitations in this chapter. Future research recommendations are also provided.

## 5.1 Recommendation

To encourage and attract young talent from generation Y and Z, government agencies must understand distinct demands of their workers and regularly analyze those needs in order to retain competent people to support the organization and offer the community with the public service that it deserves. Even though both generations are somewhat satisfied with their psychological and safety needs because they see that government work provides fair compensation and is always secure from the start of a full-time position, revising organizational culture to move with the times would be a strategic move to improve the organization's outlook and attract younger workforce that may be put off by the old fashion and hierarchical culture that they have always heard about working in the public sector.

Not only would a reform of the department vision and process to eliminate redundancy of workload and manual labors offer a fresh appeal that would attract young talents to apply for additional positions where they saw prospects to progress within the public sectors. Constantly provide training and professional development challenges to maximize the potential of current employees, as well as a defined framework and criteria for possibilities to progress inside the organization or across agencies.

## 5.2 Conclusion

This research intended understanding and insight from ten respondents (five from generation Y employees and five from generation Z employees) into the various requirements that must be met within a government organization, because understanding the differences in needs between employee generations Y and Z will help organizations and employers better support their workforce in order to achieve higher workplace happiness and improve overall organizational performance. It will focus on how to attract talent from the next generation of employees to work for government agencies.

According to the data collection findings, the workforce of Generation Y and Z places a high value on physiological needs and safety needs as a baseline, but Generation Z is relatively more concerned about their relationship with colleagues and senior staffs within the organization, as they do not feel generally fit in the office environment, but are willing to perform tasks as long as their supervisor sees their importance. While generation Y is more concerned with their self-esteem requirements, they tend to work well with their senior colleagues, but they would like to feel more involved in their organization and the community that they serve. However, both generations Y and Z unanimously agreed that public service jobs do not give the self-actualization that they desire as bureaucratic processes obstruct their tasks and professional development.

## 5.3 Limitation and recommendation for further research

The study's limitations include the small sample size of ten respondents (five from each age), which cannot represent the whole population working in the government sector across both generations. This study did not collect a large amount of data to summarize the elements that impact the younger generation's interest in working in the public sector. As a result, future study should increase the number of respondents to better represent the population of both generation Y and Z working in government institutions. Due to the short period of research, the author only investigated factors related to Maslow's hierarchy of needs to focus on a specific subject, but there are several factors that may have a similar effect on motivation to work with government organizations that should be investigated further in future research. Furthermore,

respondents for this semi-structured interview were chosen using random convenience sampling, which may be insufficient to represent a more varied sampling community.

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**APPENDICES**

# Appendix A: Analytical framework Perspective of generation Y

| No. | Component of Maslow's Hierarchy of needs | Supporting coded Data | Need satisfaction ? | Supporting evidence |
|---|---|---|---|---|
| 1 | **Physiological need** | It is **justified in terms of monetary and long-term benefits** that we would receive after retirement, | Satisfied | Reasinable benefit and compensation |
| | | and **long-term benefits** that we would receive after **retirement**, | Satisfied | Projected retirement benefits |
| | | in addition to the **medical care** that all government employees receive. | Satisfied | Medical benefits on topof monetary benefits |
| | | Unlike some of their colleagues who work in private organizations, **most government workers can enjoy their spare time after work** | Satisfied | Able to continue with their daily life after work. |
| | | and **do not typically carry over tasks to complete at home**. | Satisfied | capable to maintain work-life balance |
| 2 | **Safety needs** | **You cannot actually be fired from a government post** unless you intervene against serious misconduct | Satisfied | Job stability |
| | | I was previously in a sales position, and I cannot do well under pressure, so I was fired. After that, my parents suggested that I apply for procurement in the government sector. The jobs at the government sector were comparable, but the **pressure was considerably lower, and I can do my work better.** | Satisfied | Feel safe and secure at work |
| 3 | **Social needs** | It's pretty hierarchical in the department." others say, "but I'm used to it because **I** | Satisfied | Acceptance of organization structure |

| No. | Component of Maslow's Hierarchy of needs | Supporting coded Data | Need satisfaction ? | Supporting evidence |
|-----|------------------------------------------|-----------------------|---------------------|---------------------|
|     |                                          | **started at the bottom and gradually earned more responsibility over time.** |           |                     |
|     |                                          | Working for the government may sound bureaucratic to outsiders, but **most individuals here work harmoniously** | Satisfied | Individuals and departments cooperate well. |
|     |                                          | and we **constantly assist one other in personal and professional life.** | Satisfied | Constant support from colleagues. |
|     |                                          | Supervisor level frequently attempts to **preserve some distance** from subordinate level, but they **acted kindly to everyone** | Satisfied | Attitude toward supervisor |
|     |                                          | and it's like an u**nspoken tradition to respect higher authority** and older people in the workplace here" | Satisfied | Acceptance of workplace culture |
|     |                                          | **The supervisor tried to cheer everyone up and attempted to hold monthly activities** that the whole office can do together such as some sports activities, sing karaoke and sometimes field trips as a reward | Satisfied | Supervisor's hospitality |
|     |                                          | **sometimes we might contribute a bit, with major contribute from the supervisor** or pull from recreational budget. | Satisfied | Whole department contribution toward activities |
| 4   | **Self- esteem needs**                   | I was fully aware of a career serving in public sectors, but it gave me **a chance to do something for the community** | Satisfied | Self motivated goal |

| No. | Component of Maslow's Hierarchy of needs | Supporting coded Data | Need satisfaction ? | Supporting evidence |
|---|---|---|---|---|
| | | and will **make my family proud.** | Satisfied | Alignmen with family's value |
| | | In the beginning, I believed I would do more for the community, but **it was simply collecting and pushing paperwork** | Not Satisfied | Lack of recognition |
| | | that sometimes I did not get to experience the outcomes of my efforts since conditions change so quickly and the department has to pivot the plan. | Not Satisfied | Lack of recognition |
| | | I studied from relevant field, as well as most other in my department, but **sometimes the work was not enough to keep me engaged** | Not Satisfied | Low job motivation |
| | | I was **bored at work** from time to time, bureaucratic work wants you to gain more seniority before actually enabling you to do more serious work. | Not Satisfied | Lack of autonomy |
| | | I wish I could contribute more to the people and policies I want to work for, but when **your position does not allow you to do so, you have to do what you are told.** | Not Satisfied | Lack of autonomy |
| | | **There were process for anyone to take and some room to grow** if you have degree and follow the news of the department, but most people can follow the step and write report to keep proceed every 2-3 years. | Satisfied | Clear future opportunity |

| No. | Component of Maslow's Hierarchy of needs | Supporting coded Data | Need satisfaction ? | Supporting evidence |
|---|---|---|---|---|
| | | "Even though I knew I am a little cog that supports a greater system, sometimes **I did not feel inspired enough to perform the same tasks over and again** without seeing the outcomes." | Not Satisfied | Low job motivation |
| 5 | **Self-actualization needs** | Sometimes, **I did not know how to do certain tasks, and there are no precedent case or sample report** | Not Satisfied | Lack of support |
| | | and I **cannot turn to anyone to ask, and my supervisor is often busy doing others' work**, so I just did what I can, but proper instruction would be helpful. | Not Satisfied | Lack of support from supervisor |
| | | While others were in training, I had written a report since training opportunities are for more senior employees who will be promoted soon | Not Satisfied | Lack of career development opportunities |
| | | if you are not on the route to promotion, you will not be taught to prepare for more duties just yet. | Not Satisfied | Low carrer motivation |

# Appendix B: Analytical framework Perspective of generation Z

| No. | Component of Maslow's Hierarchy of needs | Supporting coded Data | Need satisfaction ? | Supporting evidence |
|---|---|---|---|---|
| 1 | Physiological need | Government jobs give **reasonable compensation**, and we all know enough about their wellbeing before opting to obtain this position | Satisfied | Reasonable compensation |
| | | If you are a full-time government employee, not a contract employee, **you are set with certain perks and income, and it just gets better from there** | Satisfied | Clear benefits and salary guideline |
| 2 | Safety needs | **Obtaining a full-time job is more difficult than ever** before, the competition is fierce, and you may only acquire **contract employment with inadequate perks** | Not Satisfied | Inadequate stability until receive fulltime employment |
| | | If you perform as expected from your superior when you were a contract employee**, as soon as you get tenure, your job stays with you**. | Satisfied | Job stability |
| 3 | Social needs | Working at the government sector **everything goes rather slow and so many processes require to do** paperworks, approval process and it is all about being respectful. | Not Satisfied | Tedious bearuacratic process |
| | | **I got scolded** if I arrive at work a few minutes late | Not Satisfied | Harsh environment |
| | | and it **sometimes feels like everyone was waiting for me to do something wrong** so they can criticize me. | Not Satisfied | Social pressure |

| No. | Component of Maslow's Hierarchy of needs | Supporting coded Data | Need satisfaction ? | Supporting evidence |
|---|---|---|---|---|
| | | My colleagues helped me from time to time, especially when they were also responsible for the tasks, but **they frequently asked me to do their tasks while they chitted chat about other thingss or take longer breaks** | Not Satisfied | Unable to fit in social group |
| | | During a workplace party, I had to be the one who serves food and refills drinks for everyone, and **I really didn't want to go, I have outside friends and better stuff to do.** | Not Satisfied | Workplace pressure |
| 4 | **Self- esteem needs** | I was comfortable with the responsibility and role that I had since it is **what I am competent at; I chose this role or responsibilities** in this department because they are related to what I want to achieve" | Satisfied | Shared values |
| | | **I knew that what I did will help to the greater picture** because I believe in systemic improvements, as we are progressively seeing from the current governor's administration, things can change with individuals who have the proper vision. | Satisfied | High job motivation |
| | | promotion exam and annual report review offer a glimpse of **progression in the organization that is reasonable, but not flashy.** | Satisfied | Reasonable progress |
| | | my boss frequently asked me to do some unique tasks related to technology, for example, during covid | Satisfied | Satisfied work challenge |

| No. | Component of Maslow's Hierarchy of needs | Supporting coded Data | Need satisfaction ? | Supporting evidence |
|---|---|---|---|---|
| | | lockdown, I helped the department coordinate microsoft team meeting set up, and from **then on my supervisor kept asking me to do these tasks that more senior staff could not perform**. | | |
| 5 | **Self-actualization needs** | I recognized that I was in an entry-level job, and most supervisors would not immediately trust a junior to execute duties that are vital to them | Not Satisfied | Lack of trust |
| | | so we got to learn from the bottom and coordinate around, and sometimes undertake unique tasks that look acceptable for our age. | Not Satisfied | Low job motivation |
| | | "In this public servant job, you are not encouraged to exhibit your creativity, but rather keep to the established route to prevent mistakes; one big mistake might lose your supervisor his reputation, and you will suffer for it in various ways." | Not Satisfied | No autonomy |