

THE INFLUENCING FACTORS TO ATTRACT THAI GENERATION Z TO WORK EFFECTIVELY IN AN ORGANIZATION

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Received: November,30, 2023 Revised: Desember,04, 2023 Accepted: December,15, 2023

Abstract Generation Z (Gen Z) holds a unique set of expectations, having grown up in a digital era that has shaped their perspectives and work styles. Estimates suggest that Gen Z constitutes 20% of the Thai population and is more willing to embrace job changes. Consequently, employers face turnover, recruitment, and employee retention challenges. This research investigates the influencing factors that effectively attract, recruit and retain Thai Gen Z individuals in organizational settings. The survey engaged 307 respondents, conducted online among GenZ individuals aged between 20 and 28, holding diplomas, bachelor's degrees, or higher qualifications, and employed in private companies in Bangkok, Thailand. Pearson correlation analysis revealed relationships between variables, while multiple regression analysis (MRA) was used to test hypotheses. The results highlight significant correlations between income packages, leadership culture, company culture, work-life balance, work environment and attraction, recruitment, and retention of Thai Gen Z to work in an organization. Income packages, leadership culture, company culture, work-life balance, and work environment significantly influence this demographic's attraction, recruitment, and retention. This study offers valuable insights into the mindset of Thai GenZ individuals. These recommendations for organizations aiming to attract, recruit, and retain employees in a highly competitive job market are necessary based on quantitative and qualitative research for comprehensive analysis regarding further studies.

Keywords: Generation Z (GenZ); Income package; Leadership culture; Work-life balance; Work environment

INTRODUCTION

The number of GenZ employees is projected to triple by 2030, indicating that the generation born between 1995 and 2015 will soon comprise 30% of the world's labor force and play a pivotal role in shaping future workplaces (Borg et al., 2023). Growing up in an era of rapid technological advancements and widespread internet access, Generation Z is recognized as the first true digital natives, displaying high comfort and proficiency in utilizing technology and various social media platforms (Parvin, 2021).

In Thailand, GenZ currently constitutes 20% of the population (Kirchmayer, 2018) (Farrell & Phungsoonthorn, 2022). This generation has developed a strong affinity for the digital realm and relies extensively on diverse information sources due to their upbringing during the social media boom. Moreover, GenZ can articulate their thoughts and convictions clearly. Notably, many individuals from GenZ in Thailand are pronounced inclined towards entrepreneurship (U-Dee et al., 2022), driven by their ambition, creativity, and a desire for personal growth and independence. Consequently, they are more

predisposed to pursue entrepreneurial ventures or thrive in dynamic, innovative environments.

Having been surrounded by digital technology (Parvin, 2021) from a young age, GenZ is highly proficient in utilizing various digital tools and platforms. They prefer digital communication methods, such as instant messaging and social media, and prioritize workplaces that embrace diversity and inclusion, valuing various backgrounds, experiences, and perspectives. Their advocacy for equality and social justice makes them advocates for inclusivity and fairness in the workplace. Additionally, they are keenly interested in continuous learning and professional development, seeking workplaces offering training programs, mentorship, and avenues for career advancement (Himi, 2021).

Estimates suggest that 20% of Thailand's population belongs to GenZ (Borg et al., 2023). As the future of the workforce is poised to replace retiring Baby Boomers and Generation X (Gen X), GenZ's characteristics have been under intensive scrutiny. Notably, 46% of Thai GenZ individuals intend to change jobs within 6 to 12 months of employment (U-Dee et al., 2022), citing their current employers' inability to meet their prioritized demands, as reported by Jobthai, an online career search service (Kudtho et al., 2022).

The competitive job market has dramatically influenced GenZ, the first to grow entirely in the digital age. Consequently, employers must address turnover, recruitment, and employee retention challenges as GenZ is poised to become a significant portion of the workforce.

Therefore, the research objective of this study is to investigate the influencing factors that effectively attract, recruit, and retain Thai GenZ in organizational settings.

LITERATURE REVIEW

Generation Z at work

GenZ, born after 2000, entered the workforce with distinct characteristics, yet much remains unknown about their work style and preferences (Ozkan & Solmaz, 2015). GenZ values teamwork and social service and possesses a different attitude toward labor than previous generations, posing challenges for organizations in recruitment and retention (Gaidhani et al., 2019). While they prioritize meaningful work, compensation still holds significant importance (Safarov, 2020). Gen Z's demands include a comfortable workspace and a balance between work and personal life (Roy et al., 2022).

This generation, termed the first global and highly tech-savvy cohort, differs from Millennials but shares some traits (various sources). They exhibit a strong preference for face-to-face interactions despite their digital immersion (Lanier, 2017). Additionally, they display a greater inclination toward entrepreneurship, needing support from management to foster their innovative spirits (Zahari & Puteh, 2023).

Concept of Motivation

Organizations grapple with motivating and retaining employees, a critical factor for sustained performance (Özkan & Solmaz, 2015). Work motivation (Rampen, 2023) drives individuals to pursue goals influenced by physiological and psychological needs (Safarov, 2020). Maslow's Hierarchy of Needs (Van & Hieu, 2022) categorizes these needs into five levels: physiological, safety, social, esteem, and self-actualization. The theory posits that higher-level needs become relevant only after the fulfilment of lower-level ones.

Herzberg's Two-Factor Theory, an extension of Maslow's framework, examines workplace motivators (intrinsic factors) and hygiene factors (extrinsic factors). Motivators include achievement, appreciation, and career growth, while hygiene factors encompass company policies, relationships with superiors, and working conditions. Herzberg's theory, the interplay between job satisfaction, discontent, and their impact on employee motivation, underscores the cycle between satisfaction, performance, and tenure within an organization (Iyer & Mallika, 2023).

Compensation and benefits

Compensation plans aim to motivate, recruit, reward, and retain employees. However, management must balance offering competitive compensation without overspending. Studies consistently highlight the significance of salary and benefits in job selection and job-hopping behavior (U-Dee et al., 2022). Competitive wages are cited as a primary reason for job changes, meeting employees' economic needs and attracting top talent (Ganguli & Padhy, 2023). An organization's ability to attract and retain talent is linked to appealing compensation packages (Panday et al., 2022). Moreover, salary and benefits significantly impact employees' decisions to stay or leave their current positions.

Compensation strategies are crucial in fostering employee motivation and commitment. Companies must carefully design compensation programs considering individual preferences and incentives (Silva & Carvalho, 2021). Specifically, offering flexibility, work-life balance, performance-based bonuses, skill development opportunities, and transparent career paths is vital for Gen Z employees. Clear communication about pay structures and regular feedback mechanisms can build trust and meet the unique demands of this generation, ultimately attracting and retaining top talent and enhancing overall engagement and productivity.

Leadership/management style

Leadership is pivotal in shaping a positive work environment and influencing Gen Z employees' satisfaction and loyalty (Ozkan & Solmaz, 2015). Effective leaders understand and adapt to Gen Z's traits, fostering growth through clear expectations, regular feedback, and a learning culture. They empower Gen Z to contribute, which enhances engagement and purpose.

For Gen Z, authentic leadership matters—transparency, openness, and collaboration are critical. Relationships with managers are crucial for these tech-savvy individuals, shaping organizational culture and creating a comfortable environment for communication (Van & Hieu, 2022).

Leaders, irrespective of position, drive organizational culture by embodying core values and influencing others positively or negatively (Tanner, 2017). Gen Z strongly desires managers who listen to and value their opinions. Businesses must embrace technology, understand Gen Z, and cultivate strong relationships with them for stability and success to thrive in the competitive market (Ozkan & Solmaz, 2015).

Organization and company environment

The influence of organizational culture on Gen Z employees is paramount. Defined by shared values and practices, it significantly impacts their productivity, satisfaction, and engagement (Sidorcuka & Chesnovicka, 2017). Gen Z seeks inclusive cultures valuing

diversity and social responsibility, fostering a sense of belonging and motivation. Organizations should prioritize diversity programs and communicate clear missions.

Moreover, company culture shapes Gen Z's communication and collaboration behaviors. Their tech proficiency thrives in cultures embracing digital tools and encouraging open communication (Mandagi & Aseng (2021). A vibrant learning culture with cross-functional collaboration is vital for their success (Wuryaningrat et al., 2021).

A solid corporate culture attracts talent and boosts satisfaction and competitiveness (Berkup, 2014). It defines the daily experience, fostering dedication across all levels (Zahari & Puteh (2023). When aligned with individual values, it creates an environment where employees thrive and feel purposeful.

Work-life balance

Achieving a work-life balance hinges on work complementing life rather than dominating it. Flexible options like part-time work and remote setups enhance this balance, boosting productivity while curbing absenteeism. Workplaces must communicate and implement flexibility rules as people seek harmony between personal and professional realms (Thang et al., 2022). Lack of balance means more work and less free time, urging individuals to seek equilibrium (McLean, 2022).

The traditional definition of work-life balance, based on time allocation, can be misleading. Work and personal life often intertwine. Managing both effectively for success and relaxation defines work-life balance, influencing retention and engagement. The COVID-19 lockdowns reshaped work dynamics, popularizing remote work trends (Gaidhani et al., 2019)

For Gen Z, work-life balance and stability are pivotal in career choices. They prioritize fulfilment alongside financial independence, viewing stability as vital post-pandemic. Understanding their aspirations is crucial, given their increasing presence in the talent pool.

Work Environment

Employee workplace happiness encompasses various elements—both direct and indirect, physical and non-physical—that significantly impact their experience while working. The two primary dimensions of a working environment are work and context. Work involves how a job is performed, its quality, the range of tasks involved, and the value it generates. On the other hand, context refers to the physical and social working environment (Ngoc et al., 2022). The work environment profoundly affects job satisfaction, including interaction standards with colleagues, managers, and the physical workspace. Researchers underscore the criticality of trust between coworkers and superiors in cultivating a positive workplace culture and enhancing employee job satisfaction. Working from home, flexible hours, and a serene yet stimulating environment are advantageous. The ability to work remotely and an enjoyable work atmosphere are two key components, alongside flexible work hours and an engaging environment (Parvin, 2021; Farrell & Phungsoonthorn, 2022).

Attraction and Retention

Employer Attractiveness is crucial for attracting potential employees, especially concerning Gen Z's distinct expectations. Companies worldwide, including in Thailand, lack

comprehensive knowledge in this area. To appeal to Gen Z, firms must revamp recruitment strategies. They compete fiercely for top talent, investing heavily to impress job seekers (Pires, 2017).

Evolution's effective recruitment methods leverage word-of-mouth and employee referrals, maintain a strong media presence, collaborate with renowned brands, host events, and engage with educational institutions (Sidorcuka & Chesnovicka, 2017).

Generation Z values flexibility, innovation, and growth opportunities. They tend toward short-term employment and prioritize innovation and novelty, often seeking better prospects elsewhere. Their lack of loyalty necessitates continual adaptation, active communication, rapid responsiveness, and ongoing innovation from employers (Sidorcuka & Chesnovicka, 2017).

The research hypotheses are summarized as follows:

H1: There is a positive relationship between income package and attraction, recruitment, and retention of Thai Generation Z to work in an organization.

H2: There is a positive relationship between leadership culture and the attraction, recruitment, and retention of Thai Generation Z to work in an organization.

H3: There is a positive relationship between company culture and the attraction, recruitment, and retention of Thai Generation Z to work in an organization.

H4: There is a positive relationship between work-life balance and attraction, recruitment, and retention of Thai Generation Z to work in an organization.

H5: There is a positive relationship between the work environment and the attraction, recruitment, and retention of Thai Generation Z to work in an organization.

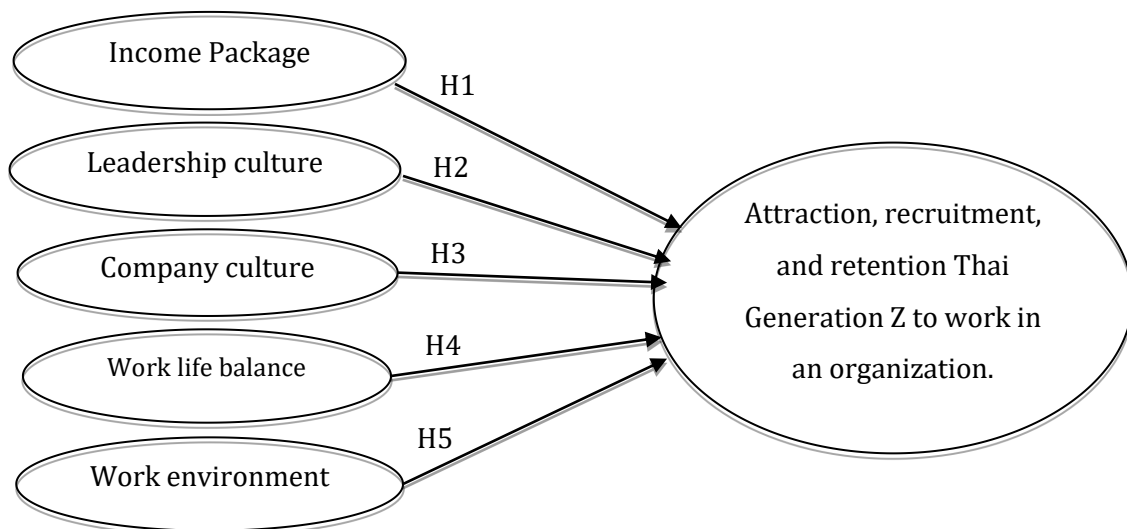


Figure 1 Conceptual Framework of the Study

METHOD

Population and sampling

The research population consists of Thai Gen Z. The sample size was determined using the formula for the unknown population. The study's population is undetermined

regarding the indefinite population. The samples' ages were between 20 and 28 years old. Most samples graduated with a bachelor's degree or higher degree and worked in private companies in Thailand.

Researchers typically start with G-Power for power analysis in business and social science. First, download and install G-Power. Launch the software and select "F tests" analysis. Then, choose "Linear multiple regression: fixed model, R² deviation from zero." Proceed with "A-priori: Compute required sample size given power and effect size." Set the effect size to 0.15 and power to 0.80. Input the number of predictors, typically represented by arrows pointing to a dependent variable. For instance, in this study, with five predictors, the computation in G*Power indicated a minimum sample size of 92 ($\alpha = 0.05$).

Research method

The research's data was collected via online questions and closed-ended questionnaires (Likert's rating scale). The questionnaire questions were developed based on an earlier study that demonstrated the validity of the questions. The reliability and validity of the measurements were evaluated. Dependability is the ability of a measuring tool to give the same results repeatedly (Sidorcuka & Chesnovicka, 2017). A seven-point Likert scale was utilized to evaluate the values for all the critical variables in the study: Strongly agree with a value of 7, Agree with a value of 6, Slightly agree with a value of 5, Neither Agree nor Disagree with a value of 4, Slightly disagree with a value of 3, Disagree with a value of 2, Strongly disagree with a value of 1. The university experts and advisors revised the questionnaire before collecting sample data.

Data collection

The researcher collected data online via a questionnaire from a sample of 307 individuals living in Bangkok, aged between 20 and 28 years old, employed in private companies, and holding diplomas, bachelor's degrees, or higher qualifications. This study used information from the questionnaire via the Google Form online system for research purposes. All data, including other related information, will be destroyed upon completion of the research. Data collection took place between September and October 2023. Following data collection, the researcher analyzed the information using the SPSS program.

Data analysis

After gathering information from questionnaires, the researcher analyzed the data using SPSS. The analysis involved Descriptive Statistics to calculate percentages, frequencies, means, standard deviations, and the Pearson Correlation Coefficient to determine relationships among independent and dependent variables. The completed data underwent multiple regression analysis (MRA) to test the hypotheses.

RESULTS

Descriptive analysis

According to Table 1, three hundred and seven (307) respondents from the Thai Gen Z, residing in Bangkok and employed in private companies, completed online questionnaires that were coded and analyzed. The findings revealed that the majority of respondents were female (69.4%), aged between 20 and 22 years old (55.4%), and held a bachelor's degree or higher level of education (78.8%)

Table 1: The demographic characteristics of the respondents (n=307)

Variables		Frequency	Percentage (%)
Gender	Male	84	27.4
	Female	213	69.4
	LGBTQ	10	3.3
Age	20-22 years old	170	55.4
	23-25 years old	89	29.0
	26-28 years old	48	15.6
Education	Bachelor's degree or higher	242	78.8
	Diploma	65	21.2
Total		307	100%

According to Table 2, The mean and standard deviation (SD) of the variables were income package (Mean = 6.79, SD = 0.36), leadership culture (Mean = 6.80, SD = 0.18), company culture (Mean = 6.69, SD = 0.42), work-life balance (Mean = 6.72, SD = 0.40), work environment (Mean = 6.65, SD = 0.42) and attraction, recruiting and retention Thai generation Z for working in an organization effectively (Mean = 6.70, SD = 0.41).

Table 2: The mean and standard deviation of variables (n=307)

Items	Mean	Std. Dev.
Income Package		
• Salary (IC1)	6.83	.38
• Benefits and allowances (IC2)	6.78	.43
• Benefits and allowances include coverage for family (IC3)	6.78	.41
Average	6.79	.36
Leadership Culture		
• The management team brings technology to apply in an organization, such as robots and AI (LC1)	6.81	.39
• The management team encourages employees to share new ideas in the company (LC2)	6.78	.44
• Employee selection, job rotation, and appointments are based on performance (LC3)	6.81	.39
• Performance evaluation based on KPIs (LC4)	6.85	.36
• Clear communication of the company's direction to employees (LC5)	6.86	.34
Average	6.80	.18
Company Culture		
• The company encourages employees to engage in continuous improvement and development (CC1)	6.67	.53
• Organizational diversity, such as gender, language, and culture (CC2)	6.69	.50
• Accept and respect the different opinions of employees (CC3)	6.68	.53
• Organizing learning and acknowledging mistakes (CC4)	6.70	.51
Average	6.69	.42

Work-Life Balance

• The company has flexible working hours (WLB1)	6.68	.53
• The distance between home and the company is not more than 10 kilometers (WLB2)	6.71	.50
• Vacation days are at least 15 days per year (WLB3)	6.70	.51
Average	6.70	.42

Work Environment

• The company has a policy for working from home (ENV1)	6.67	.56
• The company offers co-working spaces, a library, and areas for both working and relaxing (ENV2)	6.66	.53
• The company provides internet for employees to use for searching and working (ENV3)	6.65	.57
• Establish a paperless organization and implement a system for working (ENV4)	6.62	.61
• The company has an online meeting system, such as MS Teams or Zoom (ENV5)	6.66	.55
• The company has a channel to inform employees about company performance, such as Townhall Meetings and Quarterly Meetings (ENV6)	6.66	.57
• There is a mentor or coach who can help employees learn and adjust while working in the company (ENV7)	6.66	.56
• There is a training course available for development and learning (ENV8)	6.63	.59
Average	6.65	.42

Attraction, recruitment, and retention of Thai Gen Z to work in an organization

• The company has job advertisements that are easy to find on platforms such as LinkedIn, Instagram, and TikTok (DV1)	6.67	.52
• The company has an online job application (DV2)	6.68	.53
• The job advertisement provides clear details of income and benefits (DV3)	6.70	.52
• There is a challenging project aimed at developing skills (DV4)	6.73	.53
• There is a potential long-term project to undertake (DV5)	6.67	.58
• There is an opportunity to rotate jobs and grow in career (DV6)	6.75	.47
• The company offers a career path for growth (DV7)	6.70	.53
Average	6.70	.41

*Std. Dev. Stands for standard deviation.

According to Table 3, Cronbach's Alpha values for the questions in income package, leadership culture, company culture, work-life balance, work environment and attraction, recruitment, and retention Thai Gen Z are over 0.7, resulting in 0.86, 0.88, 0.82, 0.76, 0.89, and 0.89 respectively. It implies that the questions for each construct are reliable.

Table 3: Cronbach's Alpha Coefficient

Variable	No. of Items	Cronbach's Alpha coefficient
Income Package	3	.86
Leadership culture	5	.88
Company culture	4	.82
Work-life balance	3	.76
Work environment	8	.89
Attraction, recruitment, and retention	7	.89

Correlation Analysis

Table 4 shows the outcomes of the correlation analysis among the variables.

Table 4: The coefficient values of Pearson Correlation

Pearson Correlation	Coefficient values (r)	P-value	Actions
The income package relates to the attraction, recruitment, and retention of Thai Generation Z to work in an organization.	.657	.000	Moderate positive
Leadership culture relates to the attraction, recruitment, and retention of Thai Generation Z to work in an organization.	.131	.022	Weak positive
Company culture relates to the attraction, recruitment, and retention of Thai Generation Z to work in an organization.	.723	.000	Strong positive
Work-life balance relates to the attraction, recruitment, and retention of Thai Generation Z to work in an organization.	.671	.000	Moderate positive
Work environment relates to the attraction, recruitment, and retention of Thai Generation Z to work in an organization.	.774	.000	Strong positive

Table 5. presents the data and results from testing hypotheses 1, 2, 3,4 and 5 using multiple regression analysis (MRA).

Table 5: The prediction model of burnout by the linear function

Model	Unstandardized Coefficients		Standardized Coefficients	t	p
	B	Std. Error	Beta		
(Constant)	-.67	.57	.00	-1.17	.243
Income Package	.24	.05	.21	4.61	.000***
Leadership Culture	.15	.08	.07	2.00	.046*
Company Culture	.13	.06	.13	2.19	.029*
Work-life balance	.19	.04	.20	4.24	.000***
Work Environment	.39	.05	.40	7.37	.000***

($R^2 = .69$): * $p < 0.05$; and *** $p < 0.001$

According to Table 6, the highest significant factor that influences the attraction, recruitment, and retention of Thai Generation Z to work in an organization is the work environment ($\beta = 0.39, < 0.001$), followed by income package ($\beta = 0.24, p < 0.001$), work-life balance ($\beta = 0.19, p < 0.001$), leadership culture ($\beta = 0.15, < 0.05$), and company culture ($\beta = 0.13, < 0.05$) respectively. According to Table 5, the relationship phenomenon to explain attraction, recruitment, and retention of Thai Gen Z to work in an organization from income package, leadership culture, company culture, work-life balance, and work environment could be explained by about 69% (R square = 0.69).

Table 6: The hypothesis 1, 2, 3, 4, and 5 results

Hypotheses	Statistical Result	Hypothesis Conclusion
H1: Income package → attraction, recruitment, and retention of Thai Gen Z to work in an organization.	$\beta = 0.24$ at p-value $< 0.001^{***}$	Supported
H2: Leadership culture → attraction, recruitment, and retention of Thai Gen Z to work in an organization.	$\beta = 0.15$ at p-value $< 0.05^*$	Supported
H3: Company culture → attraction, recruitment, and retention of Thai Gen Z to work in an organization.	$\beta = 0.13$ at p-value $< 0.05^*$	Supported
H4: Work-life balance → attraction, recruitment, and retention of Thai Gen Z to work in an organization.	$\beta = 0.19$ at p-value $< 0.001^{***}$	Supported
H5: Work environment → attraction, recruitment, and retention of Thai Gen Z to work in an organization.	$\beta = 0.39$ at p-value $< 0.001^{***}$	Supported

* $p < 0.05$; and *** $p < 0.001$

DISCUSSION

The income package significantly influences the attraction, recruitment, and retention of Thai Generation Z to work in an organization.

The study found that income significantly affects how Thai Generation Z individuals are attracted, recruited, and retained in a workplace, impacting their engagement. Higher-paying jobs are more enticing, mainly due to economic pressures, influencing career decisions and long-term planning. It aligns with research by Van & Hieu (2022), Roy et al. (2022), U-Dee et al. (2022), Pires (2017), and Holopainen & Suslova (2019), which emphasizes how competitive salaries motivate employees. Pay and benefits are critical factors in job selection and can prompt job changes. The study supports multiple researchers' findings, confirming that a good income package significantly influences Thai Gen Z's organizational effectiveness. Therefore, H1 was supported.

Leadership culture significantly influences the attraction, recruitment, and retention of Thai Generation Z to work in an organization.

The study found that leadership culture influences Thai Gen Z's attraction, recruitment, and retention to work effectively within an organization. It demonstrated that leadership culture significantly affects Gen Z in the workplace. The leadership team's involvement in the success of Gen Z personnel is crucial. Effective leaders give followers

direction, encouragement, and support to help Generation Z attain their full potential. This finding is also supported by Pires (2017), Holopainen & Suslova (2019), and Silva & Carvalho (2021). Therefore, H2 was supported.

Company culture significantly influences the attraction, recruitment, and retention of Thai Gen Z to work in an organization.

The findings confirmed the studies conducted by (U-Dee et al., 2022), McLean (2023), and Pires (2017), indicated that company culture influences the attraction, recruitment, and retention of Thai Gen Z, enabling them to work effectively within an organization. The research demonstrated that company culture significantly impacts Gen Z in the workplace. When a company encourages employees to develop and improve themselves and promotes diversity in gender, language, and culture, it benefits Gen Z. Therefore, H3 was supported.

Work-life balance significantly influences the attraction, recruitment, and retention of Thai Generation Z to work in an organization.

The findings confirmed studies conducted by Pires (2017), Ngoc et al. (2022), and Kirchmayer & Fratričová (2020), indicating that Generation Z prefers flexible work arrangements, such as remote work and flexible hours. Providing generous paid time off, including vacation days, sick leave, and paid family leave, is crucial. A well-designed time-off policy allows Gen Z employees to recharge, address personal needs, and maintain a healthy work-life balance.

Access to mental health resources, counselling services, or stress management programs is essential. Additionally, promoting a stigma-free environment where employees feel comfortable seeking help when needed is critical. Work-life balance significantly influences the attraction, recruitment, and retention of Thai Generation Z in an organization. Therefore, H4 was supported.

Work environment significantly influences the attraction, recruitment, and retention of Thai Generation Z to work in an organization.

The findings confirmed the studies conducted by Kirchmayer (2018), Van & Hieu (2022), and Parvin (2021). These studies highlighted that the work environment, whether direct or indirect, physical or non-physical, significantly impacts the experience of individuals while working. Elements such as working from home, flexible hours, co-working spaces, internet access, online meetings, company town hall meetings, mentoring, coaching, and career development training courses all influence the effectiveness of Thai Generation Z employees in an organization. The work environment considerably influences Thai Gen Z. Therefore, H5 was supported.

IMPLICATION

This study provides valuable insights for Thai employers seeking to recruit and retain Gen Z employees. Key recommendations include the work Environment: Create a tech-forward, positive workplace with modern digital tools. Income Package: Offer competitive salaries, bonuses, benefits, and growth opportunities. Work-Life Balance: Prioritize flexibility, remote work, and adaptable schedules. Leadership Culture: Embrace accessible, empathetic, and inclusive leadership styles. Company Culture: Foster

collaborative spaces and encourage teamwork and idea sharing. Implementing these suggestions can help attract and retain Gen Z workers in Thailand.

CONCLUSION

This research explores the factors influencing Thai Gen Z individuals living in Bangkok, aged between 20 and 28 years old, working in private companies, and holding bachelor's degrees or higher qualifications. The study aims to enhance understanding of the factors that effectively attract Thai Gen Z to work within an organization and those contributing to retaining and recruiting talent from this generation.

The findings reveal that all independent variables, i.e., income package, leadership culture, company culture, work-life balance, and work environment—significantly influence attracting, recruiting, and retaining the Thai Gen Z workforce. Furthermore, all these independent variables positively correlate with the dependent variable.

The work environment is the most influential factor in attracting, recruiting, and retaining Thai Gen Z, followed by the income package, work-life balance, leadership culture, and company culture.

LIMITATIONS AND FUTURE RESEARCH

This study could be well explained in Bangkok but may not be applicable for predicting how Generation Z lives in rural areas in Thailand. Additional factors not mentioned in the research influence Generation Z's choice to work in a company. Therefore, expanding the scope to include different areas and factors should be considered for further investigation.

ACKNOWLEDGEMENT

Thank you. The University of Geomatika, Malaysia, encourages MBA Students under the supervision of professors to collaborate in this conference.

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