

**GENERATION Y EMPLOYEE RETENTION MODEL OF  
PUBLIC AND PRIVATE ORGANIZATIONS**

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**A Dissertation Submitted in Partial  
Fulfillment of the Requirements for the Degree of  
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2018**

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## **ABSTRACT**

<b>Title of Dissertation</b>	Generation Y Employee Retention Model of Public and Private Organizations
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The present research study was conducted with major aims to investigate the retention of Generation Y employees, the factors related to the retention in public and organizations and to derive Generation-Y employee retention model. This mixed-method study employed questionnaire inquiries to obtain quantitative data from 426 Generation Y employees who were 18-37 years old and working in Bangkok. The quantitative data were analyzed using descriptive statistics as follows; frequency, percentage, mean, standard deviation, Pearson correlation coefficient (r), and multiple linear regression. The qualitative data were collected from in-depth interviews with 8 executives and supervisors in the human resources departments of the selected model organizations. In addition, 8 Generation Y employees from government organizations and private companies were interviewed to facilitate the study with qualitative data from both sides.

The result of this study reveals the following findings. 1) The retention of Generation-Y employees was found to be at a high level. 2) The following factors related to the retention of Generation Y employees; organizational commitment, perceived organizational support, quality of work life, and human resource management practices were found to be correlated and accounting for variance in employee retention with statistical significance of .01, and 0.67 coefficient of determination. That means organizational commitment, perceived organizational support, quality of work life, and human resource management practices could be regarded as predictors which explain 67 percent of variance in employee retention in

this case. This also complemented the qualitative findings. 3) The present Generation Y employee retention model of public and private organizations according to the result of this study could be comprised of 4 dimensions including organizational commitment, human resource management practices, perceived organizational support, and quality of work life. The model could be operationalized under the 3-s framework; smart, smile, strategy.

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# CHAPTER 1

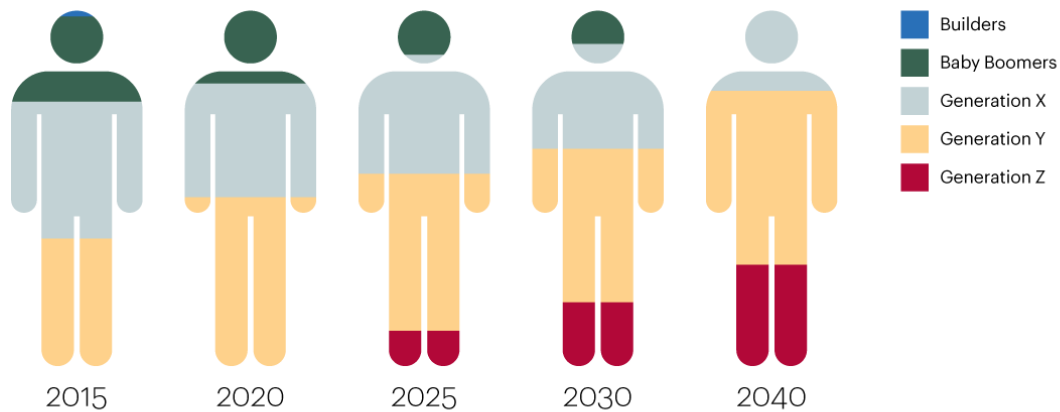
## INTRODUCTION

### 1.1 Significance of the Study

Employee retention is an important human resource management process because an inability to retain employees has an effect on organizational success and is considered a big challenge for organizations. University human resource management (UHRM) also suggests that organizations are facing employee retention challenges since today's workers change jobs on average every 3.6 years. Thus, it is important for an organization to focus on employee retention and to effectively retain employees in the long run (Phawana Veachakij, 2007). The government sector has placed importance on workforce planning, appropriate and fair compensation management, and retention of capable employees. In addition, the Civil Service Act B.E. 2551 in Thailand has emphasized that human resource management should be conducted in accordance with new public administration approaches in order to attract and retain a quality workforce. In the private sector, employee resignation can cause business damage. Leading organizations that are recognized as employers of choice, such as Yahoo and The Pizza Company (in Thailand), give importance to employee retention and regard employee turnover as an important cost indicator. Therefore, they have attempted to reduce employee turnover rates as much as possible.

At present, Thailand's population structure has changed. Young people entering work life are mostly Generation Y, and The Office of the Civil Service Commission (CSC) in Thailand has stated that the current and future working-age population will be mostly comprised of that generation. In the next 5-10 years, Generation Y will become the majority of employees in government organizations (Wisarat Raknapong, 2015). The details are shown in Figure 1.1.

Figure 1

**Millennials will comprise the majority of the workforce by 2025**

Source: U.S. Census Bureau

**Figure 1.1** Millennial will comprise the majority of the workforce by 2025**Source:** US Census Bureau, as cited in Shivinsky, 2018.

Generation Y employees have different work behaviors and needs. They have knowledge of computers and the Internet, creative thinking skills, high self-confidence, and the ability to cope with changes. They need career advancement, focus on building good relationships at work, have high individualism, hate working in organizations with strict rules, and like challenging work so they frequently change their jobs (Matinee Sirisan, 2011, pp. 4-12). If organizations do not understand the characteristics and needs of Generation Y, they will lose young generation employees with high capabilities. Therefore, it is essential to understand and develop the potential of this group of employees, who will become a major force of organizations in the future. Moreover, the survey results from the Job DB website suggest that Generation Y will become the majority of the working-age population (70%) in 2020 (Saowakon Sirakidakon, 2011). This reflects the idea that Generation Y has become an important group of employees that organizations need to pay attention to.

Regarding some of the problems of Generation Y employees, it was found that Generation Y has a high tendency to leave their organization because they think that it is easy to find a new job. Further, Generation Y employees do not have enough

patience to develop themselves to a higher executive level. The results of many surveys similarly have suggested that Generation Y employees intend to change jobs every 3-5 years. They believe that changing jobs can lead to success and bring about a quick increase in salary. This is in line with Morton (2002) and Oliver (2006), who have suggested that Generation Y has high work expectations and needs high compensation, job promotion, and career advancement. However, they tend to have low organizational loyalty, high turnover intentions, and work conflicts with employees from other age groups, which causes them to resign prematurely.

One of the challenges facing organizational leaders is to retain Generation Y employees and to make them remain a major force in driving their organizations to success and goal accomplishment. In order to retain Generation Y employees, organizations should build employee engagement and provide them with good-quality work life. Due to changing circumstances, organizations need to adjust their work systems and processes according to actual situations in order to attract and maintain capable employees. Currently, Generation Y employees are considered a key driver of the country's business growth. This is in line with Panupak Pongatichat (2013), who stated that "people have different characteristics, needs, and behaviors. Continuing to use a personnel management system that ignores this fact is not considered appropriate anymore. In the current world, an effective personnel management system must focus on the needs of each employee". Additionally, human resource management concepts, principles, and policies should be further developed because there are changes in the age of employees. Organizations must adjust their human resource management directions and strategies to be in line with the characteristics, attitudes, and working styles of Generation Y employees, which are different from those of the previous generation employees, and pay attention to the factors affecting Generation Y employee retention. There have also been research results suggesting that organizational commitment is an important factor influencing employees' decisions to leave or remain in their organization (Kittiruengcharn, 1997; Lacity, Lyer, & Rudramuniyaiah, 2008; Ozer & Gunluk, 2010; Pongchan Pusapanich, 2010; Tangthong, Trimetsoontorn, & Rojniruntikul, 2014). In addition, if organizations can make employees feel that they are provided with organizational support, good-quality work life, and appropriate human resource management practices, it will contribute to

the success of employee retention (Chew, Girardi, & Entrekina, 2005; Kwon, Bae, & Lawler, 2010; Juhdi, Pa'wan, Hansaram, & Othman, 2011; Martin, 2011; Pathompong Topanichsuree, 2010). Human resource management policies and strategies should be appropriately modified in order to cope with the changes that are constantly occurring and to make employees of different age groups able to work together efficiently and effectively (Glass, Jocelyn, & Xiaodong, 2007). Employee retention strategies should be especially designed to be suitable for Generation Y employees.

According to previous research, Generation Y employee retention has been carried out through various factors, including organizational commitment, organizational support, and quality of work life, such as compensation that is higher than the market average, annual salary adjustment based on performance, knowledge development and promotion, work-life balance enhancement, and challenging tasks (Chaiwat Painupong, 2008). Organizational commitment has also been found to have relationships with employee retention (Addae, Parboteeah, & Davis, 2006; Chughtai & Zafar, 2006; Sadangharn, 2010). Organizations can build organizational commitment by making employees feel confident, accept organizational goals and values, and have the willingness to work for their organization and maintain their organizational membership (Mowday, Porter, & Steers, 1982). Organizations need to adjust their human resource management according to actual circumstances and the needs of Generation Y employees by conducting graduate recruitment, developing compensation and benefit management that are in line with the age and needs of Generation Y, providing a clear career path, and promoting a work-life balance in order to retain this group of employees.

Understanding the attitudes, behaviors, and needs of Generation Y is essential, as it can contribute to the success of employee retention and organizational management. The present research aims to study the nature of Generation Y employees in the target organizations. The obtained data were thoroughly analyzed and summarized in order to create a model for retaining Generation Y employees in Thai public and private organizations. The developed model will be helpful to various organizations, since it can be used as a guideline for adjusting Generation Y employee retention policies and practices according to different organizational contexts.

## **1.2 Research Questions**

- 1) How is the retention of Generation Y employees implemented?
- 2) What are the factors affecting the Generation Y employee retention of Thai public and private organizations?
- 3) What are the characteristics of the Generation Y employee retention model of Thai public and private organizations?

## **1.3 Research Objectives**

- 1) To study the implementation of Generation Y employee retention
- 2) To investigate the factors affecting the Generation Y employee retention of Thai public and private organizations
- 3) To create a Generation Y employee retention model of Thai public and private organizations

## **1.4 Scope of the Study**

### **1.4.1 Content**

The documentary research approach was applied to study the employee retention concepts, the implementation of Generation Y employee retention, and the factors affecting employee retention, namely organizational commitment, human resource management practices, perceived organizational support, and quality of work life. Other theoretical concepts associated with Generation Y employees were also explored.

### **1.4.2 Population**

The study of the implementation of Generation Y employee retention and the characteristics of a Generation Y employee retention model for Thai public and private organizations was carried out using semi-structured in-depth interviews. The key informants, selected using the purposive sampling technique, included 8 human

resource management executives (or equivalent positions) and human resource management practitioners (such as human resources managers and officers), and 8 Generation Y employees working in public and private organizations.

Regarding the quantitative study of the factors affecting the Generation Y employee retention of Thai public and private organizations, the target population was Generation Y employees in public and private organizations, aged 18-37 years old or born between 1981 and 2000 based on the concept of Cennamo and Garner (2008) and Zemke, Raines, and Filipczak (2000). The questionnaire technique was used to collect data from 400 Generation Y employees working in public and private organizations located in Bangkok. Stratified sampling was used to select the target public organizations, including state enterprises and private organizations. Then a simple random sampling was used to select 200 employees from public organizations and another 200 employees from private organizations. In the actual data collection, there was a total of 426 respondents participating in the study (215 from public organizations and 211 from private organizations).

### **1.5 Definition of Terms**

Employee retention refers to the ability of an organization to retain its Generation Y employees and make them willing to stay with the organization for the longest time possible without resigning, even when they receive better offers.

Generation Y employees refer to employees working in public and private organizations, aged 18 to 37 years or born between 1981 and 2000 based on the concept of Cennamo and Garner (2008) and Zemke, Raines, and Filipczak (2000).

Organizational commitment refers to employees' emotional attachment to their organization and sense of organizational belonging and membership, which are comprised of the following components.

1) Affective commitment refers to the employees' desire to contribute to their work and organization, commitment to organizational goals and values, and willingness to remain in their organization and maintain their organizational membership.

2) Continuance commitment refers to employees' intention to continue to



work for their organization due to an awareness of the costs associated with leaving the organization.

3) Normative commitment refers to employees' sense of loyalty or moral obligation towards their organization, which makes them remain in the organization and devoted to their work.

Human resource management practices refer to all practices and activities that contribute to managing and retaining the human resources in an organization, which consist of the following components.

1) Compensation management refers to an organizational approach to managing and providing fair and adequate monetary and non-monetary compensation to employees so that they can happily work for and stay with their organization.

2) Training and development refers to an organizational approach to developing the potential of employees according to their interests using various self-development and learning methods until they can apply their knowledge at work in a creative way and grow together with the organization.

3) Career development refers to an organizational approach for conducting career planning and management processes in order to create morale and encourage employees to grow in their career path.

Perceived organizational support refers to the degree to which Generation Y employees believe that their organization values their contributions, pays attention to their needs, and cares about their well-being. Perceived organizational support consists of 2 components as follows.

1) Perceived work support refers to employees' perception of their organization's support, such as being aware of mistakes that may occur at work and allowing them to share comments and fix their mistakes.

2) Perceived appreciation refers to employees' perception that their organization values and appreciates their achievements, efforts, and contributions.

Quality of work life refers to employees' happiness and satisfaction at work resulting from organizational operations. It is composed of 2 components as follows.

1) Work-life balance is concerned with organizational practices that enable employees to have flexible work time and place and maintain a healthy balance

between their work and personal life, which consequently contributes to higher work efficiency and happiness at work.

2) Social relevance is involved with organizational practices that support employees to engage with social responsibility and participate in social activities in order to create additional values and make them proud to work for their organization.

## **1.6 Contributions of the Study**

1) The results concerning the implementation of Generation Y employee retention and the factors affecting the Generation Y employee retention of Thai public and private organizations can be used to improve and enhance the efficiency and effectiveness of Generation Y employee retention in the future.

2) The model for retaining Generation Y employees will be developed for Thai public and private organizations.

3) Other organizations can use the results of this research as a guideline for adjusting and developing their Generation Y employee retention policies and strategies.

## **CHAPTER 2**

### **LITERATURE REVIEW**

This chapter present the concepts, theories, research, and documents related to the Generation Y employee retention model of public and private organizations in Thailand. The contents in this chapter are organized and presented as follows:

- 2.1 Employee retention
- 2.2 Organizational commitment
- 2.3 Human resource management practices
- 2.4 Perceived organizational support
- 2.5 Quality of work life
- 2.6 Generation Y
- 2.7 Research framework

#### **2.1 Employee Retention**

Human resource management has three main functions, which are: 1) attracting talented candidates such as human resource planning, recruitment, and selection; 2) developing quality employees in terms of, for example, employee orientation, training and development, and performance management; and 3) retaining capable employees in terms of career development, work-life balance enhancement, and compensation and benefits management (Schermerhorn, 2010, p. 297). The present study intends to focus on employee retention, which is considered the responsibility of an administrator that must be implemented in order to achieve organizational success.

### **2.1.1 Definition of Employee Retention**

Employee retention can be implemented in many ways. It helps motivate employees to stay with their organization without resigning or moving on to another place, which can consequently cause problems for the organization. Employee retention is concerned with making employees remain with an organization for the longest period of time possible and motivating them to work for organizational benefits. Employee retention has been variously defined as follows.

Jackson, Schuler, and Werner (2009, p. 224) defined employee retention as a way to reduce the needs and costs of recruiting new employees. Employers with good employee management plan will be able to avoid turnover. Cronk, Crocker, and Pueschel (1994, p. 64) stated that employee retention is an activity that aims to make employees satisfied with their work and able to achieve life goals.

According to the Business Dictionary (2012), employee retention is an effort to maintain a work environment that encourages employees to remain with the organization. Employee retention is aimed at responding to the various needs of employees to improve their job satisfaction and to reduce the costs of hiring and training new employees. In addition, Naukrihub.com stated that employee retention is a measure to encourage employees to remain in the organization for the maximum period of time. The Management Study Guide also defined employee retention as a management technique that encourages employees to stay with an organization for a longer time. Employee retention strategies help motivate employees to stick to an organization for the maximum period of time, to fully dedicate themselves to their organization, to enjoy career advancement, and to have happiness at work.

Moreover, Nongnuch Wongsuwan (2007, p. 210) stated that employee retention is an effort to retain employees from day one in order to make them work efficiently and continue staying with the organization for a long time. The objectives of employee retention are: 1) to retain knowledgeable and experienced employees; 2) to encourage employees to use their full capacity at work; 3) to support employees to have good physical and mental health and a sense of career security; and 4) to build organizational commitment. This is consistent with the notion of Prakai Pantapalangura (2011), who suggested that employee retention is associated with encouraging employees to stay with the organization for the maximum period of time.

Administrators must place importance on employees and encourage them to possess organizational commitment, good attitudes toward their organization, confidence, and morale, contributing to work efficiency. Wararat Kheawpairee (2010, p. 135) also defined employee retention as an effort to make employees remain with the organization for the longest period of time and encourage them to have good well-being and positive relationships with their colleagues, supervisors, and subordinates.

According to the information above, it can be seen that employee retention has various definitions, but a common theme is that it is a very important issue that every organization must pay attention to. In summary, employee retention refers to organizational practices that aim to make employees willing to remain with the organization for the maximum period of time without resigning or moving on to another job when receiving a better offer.

### **2.1.2 Importance and Benefits of Employee Retention**

Having knowledgeable employees in the organization is a key mechanism for achieving organizational goals. Employees with strong determination and learning ability tend to be successful at work, which contributes to the overall success of their organization. Thus, organizations have to recruit and select employees with appropriate qualifications, develop and train them to effectively fulfill their role, and retain them in order to maintain organizational quality and stability and to ensure goal accomplishment.

Employee retention is a human resource management activity that is as important as, and sometimes even more important than, employee recruitment. It deals with maintaining knowledge, expertise, and professionalism that have been developed over a long period of time (Nisada Wedchayanon, 2011) and is also important to the long-term success of the organization. An ability to retain employees is associated with the satisfaction of employees and customers of both public and private organizations. Employee retention helps maintain organizational knowledge and know-how based on the knowledge management concept. When employees leave an organization, they take with them the knowledge and experience they have gained over time, which can have a great impact on their organization. For example, if an

employee in a public organization resigns, it may lead to operational discontinuity and cause other employees to have to take on a greater workload until the organization can find a new employee with the required skills. Recruiting a new employee may cause a waste of time and money and lead to a lack of effectiveness in working, serving customers, and achieving policy goals due to insufficient manpower. As for the private sector, an inability to retain capable employees and reduce employee turnover is considered a critical problem because it can lead to a lack of work continuity and negatively affect goal achievement.

Richard Luecke and Christopher Bartlett, translated and compiled by Natthaya Sintrakarnphol (2011), stated that there are three reasons that make employee retention important for all organizations. The details are as follows.

1) Employee retention is involved with intellectual capital that includes employees' specialized knowledge and skills, which are indicative of competitive advantage. When employees resign, their organization loses intellectual capital as well.

2) Employee retention is related to customer satisfaction, which is a key factor of organizational growth and survival. Employees that are satisfied with their work and organization can contribute to higher customer satisfaction.

3) Employee retention has an impact on turnover costs. Employee turnover can lead to lower profits because organizations have to spend more money on recruiting, interviewing, and training new employees and waste their resources solving workload problems, building employee morale, and fulfilling vacant positions as quickly as possible.

Good employee retention practices enable employees to have physical and mental safety at work, which directly affects their work performance. If organizations do not pay attention to employee retention practices, employees may resign and move on to a new organization that can respond to their needs. This is because safety is considered a basic human need. Employee retention helps build a good corporate image because it reflects an organization's attempt to adopt the principles of behavioral sciences, which mainly focus on human needs to serve the needs of employees and to create work motivation. It also demonstrates that the organization treats employees as humans rather than machines.

Employee retention can be implemented by creating a good workplace with an attractive and independent environment and by providing good compensation and benefits. Herman (1999, pp. 334-336) has suggested that employee retention can contribute to increased applicant interest, reduced recruitment and staffing costs, higher employee morale, greater family involvement and better responses to surveys, internal promotions, employee longevity, improved efficiency, a greater number of former employees returning, reduced absenteeism, higher productivity, response time, and effectiveness, reduction in turnover rates, and reduction in the need for temporary employees.

Retaining employees in an organization for the maximum period of time is important and necessary for organizational success. This is because employees are responsible for fulfilling their duties and achieving the goals of their organization. Administrators need to recognize the importance and value of employees and carry out various activities to motivate and encourage employees to remain with an organization for a long time.

### **2.1.3 Retention Strategies**

Employee retention strategies are part of resourcing strategies that help ensure effective employment of resources. They are a key element of the human resource management process that is based on a balance of human resources, strategy, and operational needs (Armstrong, 2006b). Employee retention strategies are organizational plans that aim to retain employees and ensure turnover reduction. However, the factors affecting employee persistence and resignation need to be thoroughly analyzed, and the results obtained from exit interviews are usually unreasonable. Organizations should use standardized methods, such as opinion surveys and group discussion in order to study why employees decide to persist with or resign from their organization. Armstrong (2000, as cited in Orjaree Na Takuathung, 2006, pp. 344-351) suggested that organizations should determine an employee retention strategy in order to retain important employees and to reduce turnover rates. Upon establishing an employee retention strategy, organizations

should take into account the factors that can adversely affect employee commitment and satisfaction, some of which are listed below.

1) Compensation: a compensation system that is unfair and unequal may lead to employee dissatisfaction. Organizations should make their employees understand the linkages among compensation, rewards, and performance.

2) Job design: employee dissatisfaction may result from being assigned to do unworthy tasks. Thus, organizations should design tasks that are suitable for the abilities, skills, and responsibilities of each group of employees, let employees have freedom to perform their duty and provide feedback, and support them to learn and grow in their career path.

3) Performance: employees may lack motivation if their organization does not provide them with clear job descriptions, performance standards, feedback, and fair performance evaluation.

4) Training, learning, and development: employee turnover rates may increase if employees are not given the chance to learn and develop themselves or are not provided with appropriate training when being assigned new duties. New employees may face a crisis at work if they have never been properly trained.

5) Career development: being dissatisfied with one's career opportunities is another reason for resignation. The concept of lifetime employment is no longer important. Creating a self-development plan to improve various professional skills can increase the number of qualified employees.

6) Organizational commitment: organizational commitment can be enhanced through clearly clarifying an organization's missions, values, and strategies, promoting employee participation and involvement, communicating with employees in a timely and straightforward manner, and allowing employees to share opinions for work improvement.

7) Lack of cooperation: lack of cooperation can make employees feel lonely and unhappy at work. Employees will feel that they do not belong to a team due to a lack of interaction or may experience anxiety because of organizational politics.



8) Discontent and conflict with administrators or supervisors: dissatisfaction with administrators' unfairness or lack of leadership is considered a common reason for employee resignation.

9) Recruitment, selection, and job promotion: rapid and high employee turnover rates may result from an ineffective selection and promotion system. Organizations should develop a system that can effectively select the right candidates and promote the right employees.

10) Excessive marketing: creating expectations about career development, customized training, potential enhancement, and various job opportunities may lead to employee dissatisfaction and premature resignation if those expectations are not fulfilled. Organizations must be careful about over-advertising their human resource management policy.

In summary, employee retention strategy is a method that aims to make employees remain in the organization and feel satisfied with their work, to build organizational commitment, and to reduce employee turnover rates through the use of various factors such as fair compensation, appropriate welfare, uncomplicated tasks, freedom to work, transparent and fair performance evaluation, fair promotion, shared goals and policies, career path enhancement, training, knowledge development, teamwork, and the administrators' leadership. Organizations and administrators should place emphasis on employee retention strategies together with these factors because they have an effect on employee retention in the long run.

#### **2.1.4 Employees' Intention to Stay with the Organization**

Employees' intention to stay with the organization involves their decision to continue working for their current employer until retirement. As employee retention is a challenge for all organizations, every related party must cooperate to create employee satisfaction and enhance productivity, which will subsequently contribute to organizational efficiency and effectiveness. This approach not only prevents organizations from losing valuable employees but also helps to create a good public image, strengthen organizational stability, and boost employee morale.

Employees' intention to remain with the organization refers to the loyalty and organizational commitment that make them happily willing to remain in their

organization. It involves employee retention and also is indicative of the efficiency of human resource management in terms of improving employee satisfaction, creating a good corporate image, and retaining capable employees for the longest time (Mathis & Jackson, 2004; Neuhauser, 2002; Tourangeau & Cranley, 2006).

In order to successfully retain employees in the organization, it is important to understand the factors influencing employees' intention to stay (Taunton, Krampitz & Woods, 1989), which are comprised of the following:

1) Employee characteristics such as opportunities to do preferred tasks, interaction with co-workers, educational background, family burdens, having good co-workers, belonging to a team, leadership skills, and a fun work atmosphere

2) Task requirements such as routine operations, participating in communications, and being assigned to exciting and challenging tasks

3) Organization characteristics such as compensation, fair treatment, and career advancement

4) Manager characteristics such as administrative motivation, power, influence, and leadership style

The present research examines the intention of Generation Y employees to remain working in Thai public and private organizations. Employees' intention to stay at their job is an important issue that every organization must pay attention to because employees are valuable resources that should be appropriately retained for a long time.

### **2.1.5 Generation Y Employee Retention**

Public and private organizations normally use similar principles to retain employees. However, they need to apply different methods and principles to retain Generation Y employees because Generation Y employees have unique characteristics, including high self-confidence, low tolerance, curiosity, a challenging mind, high ambition, technological expertise, ability to adapt to changes, enthusiasm, optimistic attitudes, creativity, high self-esteem, lack of respect for elders, and low organizational loyalty. Based on a study of the professional expectations of Generation Y employees, it was found that Generation Y employees want creative and challenging jobs that suit their abilities, career advancement opportunities, and

good relationships with their co-workers and supervisors. They also look for jobs that allow them to participate in decision-making and freely express their opinions and that provide them with appropriate compensation and welfare as well as flexible work time and place. Therefore, organizations should determine guidelines for retaining Generation Y employees as follows (Ratchada Asisonthisakul, 2010).

1) Design job structures and workloads by taking into account the characteristics of Generation Y employees that are useful for organizational tasks such as computer and foreign language skills

2) Place emphasis on employee orientation in order to make Generation Y employees clearly understand their organization's operations, expectations, goals, and expected performance, and ensure the alignment of organizational and employee goals. Organizations should have orientations in order to emphasize the importance of each job, which will be helpful to new employees.

3) Support creative ideas and innovation development. Provide 2-way communication channels without seniority rules in order to facilitate opinion sharing, such as organizing various formal and informal activities that allow employees to express their opinions and sincerely listen to those opinions without bias.

4) Given less control but more self-management power under appropriate guidance, for example, giving employees chances to participate in decision-making, problem-solving, and the selection of operational methods. Supervisors should use delegation and monitoring approaches instead of directing and controlling.

5) Delegate tasks with clear expectations. Kurt Einstein, a behavioral psychologist, stated that "telling employees what you expect from them helps them to achieve your expectations." In other words, employees should be properly informed about their employer's expectations because clear goals can contribute to professional achievement.

6) Develop leadership skills of supervisors by focusing on their role as a coach or mentor rather than supervisor. This will help develop close relationships and understanding between supervisors and subordinates and enhance supportive work cultures that are in line with Thai values.

7) Promote collaborative cultures that enable employees of different backgrounds to understand and accept differences in characteristics, values, and expectations and to effectively work together under common goals without conflicts

8) Continuously conduct appropriate training and development activities. As Generation Y employees want to constantly develop themselves and become successful at work, providing them with training and development will make them feel that their organization recognizes their importance.

9) Develop a reward and recognition system that is consistent with the needs of employees by surveying employee opinions on giving rewards based on performance. An effective reward and recognition system must focus on employees' achievements and good behaviors. Compliments should be given both in private and in front of others.

10) Create a work environment that is enthusiastic and fun. Place importance on both the physical environment and relationship aspects. Some organizations decorate their office with bright colors to create a less formal atmosphere. Organizational administrators can reduce formality in conversations and work through frequent team discussions.

11) Establish a career path system that is not based on seniority. Apart from job promotion, a career path system should also focus on the importance of work and appropriate compensation. Career advancement should be vertically and horizontally supported. A career path plan should be shortened in order to meet the needs of Generation Y employees.

Organizations must adapt themselves to deal with Generation Y employees because traditional human resource management practices cannot engage or motivate the new generation of employees that are independent and self-confident any longer. Administrators, who are open to new ideas, will be able to effectively integrate human resource management practices that are suitable for Generation Y employees.

In addition, Generation Y employee retention can be implemented based on the "3R" principle of Donald R. Hillman, which consists of recruit, relate, and retain (Hillman, 2013, pp. 21-23). The details are as follows (Prakal Pantapalangkura, 2014).

1) Recruit: in order to become attractive employers, organizations must pay attention to employees' work-life balance, teamwork culture, career advancement opportunities and an appropriate salary system.

2) Relate: a study of Generation Y characteristics indicated that Generation Y employees were born in the information age, so they like to explore new information, want to work with others, and have multitasking skills, which affects how they work with cross-functional teams. Thus, organizations should establish a good internal communication system, adjust management styles, create a collaborative atmosphere, and develop a mentoring system. When Generation Y employees are provided with a good working atmosphere and are assigned to tasks that match their working style, they will have dedication to their work and determination to succeed.

3) Retain: according to a study on the job changing of Generation Y, it was found that they on average switch jobs 7 times and change career lines 3 times during the first 10 years of work, which results in work disruptions and the need for continuous new recruitment. Therefore, in order to retain Generation Y employees, organizations should develop a career path system and utilize more modern technology that can create a favorable work atmosphere.

Moreover, an article entitled "Solutions for Retaining Generation Y Employees in the Workplace," written by Lowe, Levitt, and Wilson (2008), suggested that work environment, organization culture, communication, teamwork, creativity, coaching, and career path are important and necessary in order to retain Generation Y employees. It was also found that increasing organizational commitment has a positive effect on Generation Y employee retention. Organizations should assign Generation Y employees to challenging projects because they dislike boring tasks and want to work in accordance with their organization's work style (Sujansky, 2002). Moreover, organizations should have an open-door policy, give encouragement and feedback, provide work flexibility, and understand the linkage between work environment and productivity, which will make them able to design tasks that contribute to work satisfaction and increased productivity and profits. Organizations should also arrange additional areas for informal discussions that are flexible and fun and use modern technology to improve the work environment. A survey of more than

2,000 employees showed that 90 percent of them were likely to work extra time if they were provided with a good work environment. A good work environment was found to have an effect on employees' work attitude and the organizations' competitive advantage (Pfeffer, 2007).

A study by the American Society of Interior Designers (ASID) suggested that the factors influencing Generation Y employees' decision to stay on the job or resign were compensation (62%), benefits (22%), and work environment (21%). Regarding recommendations for effective improvement, 50 percent of the Generation Y employees thought that the traditional work environment does not encourage innovation. Some organizations however use a good work environment to attract new employees. For example, Microsoft Corporation uses flexible workspace to attract Generation Y employees (Gerdes, 2007). Generation Y employees also stated that the work environment is an important factor affecting their decision to resign from or stay with their organization, and they added that they prefer a flexible and informal work environment, which is conducive to creative ideas. Many of them thought that they work to live rather than live to work. This thought reflects the value of a quality work environment and work-life balance (Eisner, 2005). In addition, organizations need to have effective human resource management practices, which are considered a key to organizational success. As members of Generation Y are the majority of employees that will be the driving force of organizational success, organizations should establish a framework for developing this group of employees to have the knowledge, ability, competency, desirable characteristics, and positive attitudes that are in line with organizational goals and strategies.

From the above concepts and theories concerning employee retention, it can be concluded that at present employee retention is an important issue on which all organizations should place importance. Based on the literature review, employee retention refers to the ability of an organization to retain its employees and make them willing to work with the organization for the maximum period of time without resigning when receive better offers. The factors affecting employee retention of each organization vary according to organizational characteristics and social contexts. All aspects of work life, including organizational commitment, human resource

management practices, perceived organizational support, and quality of work life, should be taken into account in order to retain employees.

## **2.2 Organizational Commitment**

Organizational commitment is currently a topic of interest to all organizations because many studies have shown that organizational commitment has an influence on organizational operations. Employees with organizational commitment will work hard and be dedicated to their work, which of course is considered beneficial to organizations. Employees and organizations have interdependent relationships. Employees with high organizational commitment tend to have better work performance, which finally contributes to organizational achievement (Pichit Pitaktepsombat, Chindalak Vadhanasindhu, & Chaiyanant Panyasiri, 2009, pp. 155 - 156). If organizations are unable to serve the diverse needs of employees, it will affect employees' organizational commitment and motivation and eventually will lead to the employees' resignation. Many organizations still pay no attention to organizational commitment; most of them place importance on job satisfaction but still have no clear direction on how to deal with organizational commitment. Organizational commitment is a key variable linking human resource management with operational performance that has been continuously studied. Human resource management scholars pay attention to organizational commitment in the aspects of employees' intention to remain on the job, loyalty, and willingness to continue working for the organization. This is because organizational commitment is related to employee absence rates, productivity, and quality of work (Nattaphan Kecharananta, 2008; Allen and Meyer, 1990). It also helps enhance organizational well-being and is an indicator of organizational effectiveness (Buchanan, 1974). Thus, in order to successfully retain employees, organizations need to build employees' organizational commitment.

### **2.2.1 Definitions of Organizational Commitment**

Most scholars have defined organizational commitment in the same direction. The details are as follows.

Mowday, Porter and Steers (1982, p. 27) and Northcraft and Neale (1990, pp. 464-465) similarly have defined organizational commitment as a strong bond between employees and their organization that is more than general loyalty and that can drive employees to voluntarily devote themselves to the development of their organization. Baron and Greenberg (1990, p. 181) stated that organizational commitment means that employees' desire to be a part of their organization forever—it is a sense of belonging to an organization and having similar values to other organizational members, which makes employees exert their physical and mental effort to accomplish organizational missions. This is consistent with the notion of Salancik (as cited in Streers & Porter, 1991, p. 152) and Jex (2002, p. 133), who defined organizational commitment as employees' strong relationships with an organization resulting from their own actions. Organizational commitment helps ensure employees' involvement, belonging, and dedication to their organization, which are traded for incentives and organizational citizenship. Patalano (2008) also found that high organizational commitment has a positive impact on employees' resignation rates, absence rates, and performance. This indicates that organizational commitment can contribute to employee retention.

In addition, Bhatnagar (2007) provided a definition of organizational commitment as an attitude that reflects the relationships between employees and the organization, when employees are pleased to be a member of their organization, are willing to accept organizational goals and values, and are determined to perform their duties by focusing on the interests of their organization with no plan to resign. Organizational commitment is considered one of the factors that are associated with performance evaluation, especially in terms of turnover and resignation rates. Employees with high organizational commitment tend to stay with their organization longer and contribute more knowledge and expertise to their organization. Thus, organizational commitment is another key to the success of employee retention.

In summary, organizational commitment refers to employees' emotional attachment to their organization and the desire to remain in the organization forever.



### **2.2.2 Organizational Commitment Concepts**

The study of organizational commitment can be divided into 2 main approaches (Mathieu & Zajac, 1990 as cited in Delobbe & Vandenberghe, 2000). The details are as follows.

#### **1) Attitudinal Commitment**

This approach has received more attention because those that support the concept of attitudinal commitment believe that organizational commitment is an employee's sense of belonging to an organization. Mowday, Porter, and Steers (1982) suggested that organizational commitment consists of 3 components: (1) belief in and acceptance of organizational goals and values; (2) willingness to exert effort towards organizational goal accomplishment; and (3) desire to maintain organizational membership. Organizational commitment is also concerned with 2 sub-concepts, which are: (1) internalization of organizational values and (2) affective commitment (Meyer, Allen & Smith, 1993, as cited in Robbins & Judge, 2010), which refer to employees' emotional attachment to and involvement with an organization.

#### **2) Calculative Commitment**

This approach views that employees' organizational commitment is expressed through consistent and continuous working and remaining in an organization. Employees with organizational commitment try to maintain their organizational membership without changing jobs because they are aware of the advantages, disadvantages, and costs associated with leaving the organization. This approach also regards organizational commitment as the employees' loyalty and willingness to dedicate themselves to their organization, which results from organizational and social norms. Becker (1960) stated that organizational commitment is caused by a rational evaluation of costs and benefits, which means that employees recognize what they have to lose if they leave the organization. Employees invest their time, expertise, and physical and mental efforts to their organization and give up some opportunities such as opportunities to be a member of other organizations. Therefore, they expect to gain benefits from their organization in return. If they resign from the organization before receiving a reward, a pension, or other benefits, it is not worth investing their time and effort.

Calculative commitment can be divided into 2 sub-concepts (Delobbe & Vandenberghe, 2000): compliance and continuance commitment. Compliance is the commitment resulting from surrounding organizational circumstances and expectations of rewards associated with accomplishment of organizational needs. Continuance commitment is an awareness of the value of the benefits gained from working for the organization. Continuance commitment occurs when employees continue remaining in the organization and receive compensation and benefits in return. This concept views that the longer employees remain in the organization, the more they invest in and engage with the organization. Employees cannot easily leave the organization because they fear losing their investment and benefits.

### **2.2.3 Components of Organizational Commitment**

Jex (2002, p. 133) stated that organizational commitment can be demonstrated through expressions and organizational behaviors. Subsequently, Meyer and Allen (1991, pp. 61-98) proposed that organizational commitment is composed of 3 components as follows.

1) Affective commitment refers to employees' emotional attachment to and pride in working for their organization. The basic variables that have an impact on affective commitment are personal characteristics, job characteristics, work experience, and organization characteristics.

2) Continuance commitment refers to the employees' tendency to stay in the organization and awareness of the cost of leaving it. The basic variables affecting continuance commitment are the quantity of investment, such as age, organizational membership duration, and pension and position. If employees have no job offer or think that they are provided with appropriate economic compensation, it will result in an increase in continuance commitment. On the other hand, if employees receive better job offers or believe that their compensation is not economically appropriate, their continuance commitment is likely to decrease.

3) Normative commitment refers to employees' moral obligation toward their organization. When employees become a member of their organization, they feel obligated to behave properly and strictly comply with morality in return. Normative commitment is reflected through organizational loyalty and dedication.

Meyer, Allen, and Smith (1993) studied the components of an organizational commitment scale concerning whether they can be generalized to measure other kinds of commitment, such as the occupational commitment of nurses. The results showed that the occupational commitment of nurses is comprised of 3 components, which are the same as the components of organizational commitment. This is in line with the research results on the components of organizational commitment of Meyer and Allen (1991), Hackett, Bycio, and Hausdorf (1994), and Dunham, Grube, and Castaneda (1994).

Steer (1977) and Angle and Perry (1981) also placed importance on organizational commitment. They similarly suggested that organizational commitment can predict employee turnover rates better than job satisfaction; employees with no organizational commitment are likely to exhibit problematic behaviors, which may lead to resignation. Further, Whitney and Cooper (1989) indicated that a lack of organizational commitment can have a negative effect on the success of organizations because it can result in neglect of duty and lead to resignation. In addition, organizational commitment can be used to predict the behaviors of organizational members, especially regarding job changing. Employees with organizational commitment tend to stay with their organization longer and have full willingness to achieve organizational goals. Organizational commitment issues that are involved with employee behaviors and that can cause major problems are discussed below.

1) Organizational commitment is a concept that is broader than job satisfaction. It reflects the employees' overall response to their organization, while job satisfaction reflects the employees' response to specific areas. It has also been found that employee resignation has the highest relationship with organizational commitment.

2) Organizational commitment drives employees to perform better—employees with high organizational commitment have higher work motivation than those with low organizational commitment.

3) Organizational commitment is an indicator of organizational effectiveness—employees with high organizational commitment are more punctual at work than those with low organizational commitment.

Thus, it is important for public and private organizations to motivate Generation Y employees to have organizational commitment. Generation Y employees with organizational commitment and dedication will help their organization achieve its operational efficiency and effectiveness. Low organizational commitment on the other hand can lead to negative work behaviors such as unwillingness to take social responsibility, avoidance of work, absenteeism, and resignation, which are considered major problems associated with employee retention of every organization.

#### **2.2.4 Relevant Research on Organizational Commitment**

Previous research has suggested that organizational commitment has relationships with turnover intentions, which affects the employee retention of private organizations. Anis, Rehman, Rehman, Khan, & Humayoun, (2011) for example studied the impact of organizational commitment on the retention of employees in the pharmaceutical industry and found that organizational commitment has a strong positive impact on employee retention. This is consistent with the work of Addae, Parboteeah and Davis (2006), who conducted research on the relationship between organizational commitment and turnover intentions among mass communication employees in Trinidad and Tobago. The results showed that organizational commitment negatively affected turnover intentions at a statistical significance level. This is in line with the study of Hausknecht, Rodda, and Howard (2009), who developed a theoretical framework for employee retention and suggested that organizational commitment refers to the extent to which employees belong to an organization, including feeling proud of their job and being willing to remain in the organization for a long time. Muhammad and Rahman (2010) also proposed an integrated employee retention model, which consisted of 3 components: affective organizational commitment, acceptance of organizational goals, and intention to stay with the organization. This is similar to a qualitative study entitled “Talent Retention at True Vision (Public Company Limited): A Case Study” of Supaporn Songsujaritkul, Supattra Chaiyakit, Panatthaphan Santirattagul, & Kangwan Yodwisitsak (2008), where the results obtained from the in-depth interviews indicated

that employees' organizational commitment is one of the factors that are important to talent retention.

Sadangharn (2010), who studied the determinants of talent retention in 52 public organizations that participated in the High Performance and Potential System (HiPPS) Program of the Office of the Civil Service Commission (OCSC) in Thailand, stated that organizational and job engagement has a positive relationship with talent retention. The higher the level of engagement, the higher is the level of retention.

Based on the concepts, theories, and previous research on organizational commitment presented above, organizational commitment is a comprehensive concept that reflects employees' overall response to their organization. Therefore, it can be stated that organizational commitment is related to employee engagement through organizational goals and shared values.

In the present research, the 3 components of organizational commitment proposed by Meyer and Allen were used to develop the research framework because they cover both behavioral and attitudinal aspects of organizational commitment. Moreover, the validity of these 3 components were also confirmed by statistical confirmatory factor analyses. Thus, it can be concluded that organizational commitment refers to employees' emotional attachment to their organization and the desire to remain in the organization forever. The 3 components of organizational commitment include: 1) affective commitment, which refers to employees' desire to contribute to their work and organization, commitment to organizational goals and values, and willingness to remain in their organization and to maintain their organizational membership; 2) continuance commitment, which refers to employees' intention to continue to work for their organization due to an awareness of the costs associated with leaving the organization; and 3) normative commitment, which refers to employees' sense of loyalty or moral obligation toward their organization that makes them continue to remain in it.

### **2.3 Human Resource Management Practices (HRM Practices)**

Regarding the current situation of human resource management, each public and private organization needs to attract, recruit, and select qualified and committed

employees and find ways to retain them. One of the key success factors is human resource management practices, which are guidelines and activities for managing employees that are considered valuable resources of organizations. The details are described below.

Human resource management practices can be divided into 2 main (Arthur, 1994), which are control and commitment. The control approach focuses on increasing work efficiency, reducing labor costs, strictly complying with operational rules and procedures, and giving rewards and compensation based on output. In other words, this approach uses rules, rewards, and compliance monitoring to influence employee behaviors. The commitment approach intends to increase work efficiency and productivity by motivating and encouraging employees to understand organizational goals and accept those goals as their own so that they can work fully contributing to the success of their organization. The commitment approach places emphasis on comprehensive organizational practices and policies that have an effect on employee motivation and engagement (Whitener, 2001).

Another approach of human resource management that has received attention from academics and human resource practitioners is high commitment human resource management because it has the potential to increase work and organizational commitment. High commitment human resource management consists of 7 components (Pfeffer, 1998 as cited in Marchington & Wilkinson, 2005): employment security, hiring and selection, training and development, employee involvement and information sharing, teamwork, compensation contingent on performance, and reduction of status differentials.

Delery (1998) has stated that many researchers have tried to summarize the best practices of human resource management that can be practically used in international settings. The results of many studies, carried out with various sample groups in public, private, and non-profit organizations, have shown that commitment-based human resource management practices can better affect employee efficiency and organizational performance in terms of finance and production, compared to control-based human resource management practices (Whitener, 2001).

In Thailand, although all public organizations are governed by the Office of the Civil Service Commission's plan and policy, they have different human resource

management styles and practices depending on the preference and decision of their administrators. The human resource management practices of each private organization are also different. At present, there are many problems associated with human resource management in Thailand, such as the diversity of human resource practices and the lack of linkages among human resource practices and organizational performance. Each organization needs to pay attention to human resources at all levels and in all positions because the quality of employees is important to organizational growth and competitiveness. Thus, employee selection, development, and retention are the key factors of organizational success.

Based on the study of relevant theoretical concepts, it was found that commitment-based human resource management practices have greater positive impact on organizational operations than control-based human resource management practices. Arthur (1994), who studied the impact of the human resource management model on the performance and turnover of employees in the U.S. manufacturing industry, suggested that the companies adopting commitment-based human resource management practices have higher productivity, lower scrap rates, and lower turnover rates than the companies applying control-based human resource management practices. The results also showed that human resource management practices, employee performance, and employee turnover rates are highly related to employee retention.

Human resource management practices have a direct impact on employee retention. According to a study of Chew, Girardi, and Entekin (2005) on the effects of human resource policies on the retention of employees in Australia, it was found that human resource management practices have an effect on employees' intention to stay on the job. Martin (2011), who examined the impacts of human resource management practices on the intention of agricultural cooperative employees with a minimum of 6 years of work experience in the United States to resign, stated that the perception of employees towards human resource management practices has an impact on the intention to resign through organizational commitment and job satisfaction. In addition, Juhdi, Pa'wan, Hansaram, and Othman (2011), who studied the relationships among human resource management practices, organizational commitment, and turnover intentions of industrial workers in Malaysia, suggested that

the human resource management practices of employers have a negative relationship with turnover intentions. In other words, the perception of employees toward good human resources management practices resulting from the appropriate policy formulation of their employer can lead to successful employee retention. Moreover, according to a study entitled “The Influence of Human Resource Management Practices on the Retention of Core Employees of Australian Organizations: An Empirical Study” of Chew (2004), it was found that human resource factors, comprising personal organizational fit, remuneration, rewards and recognition, training and career development, and challenging job opportunities have an influence on employees’ intention to stay on the job.

In terms of relevant research in Thailand, Pathompong Topanichsuree (2010) conducted a study on the retention of high performance officers in Thai Bureaucracy that participated in the HiPPS Program. The results suggested that training and development and rewards and remuneration were the factors positively affecting the retention of high performance officers. This is similar to the work of Wipada Rattanawaraporn (2012), who studied the new roles of human resource management affecting the employee satisfaction of staff members of private companies in the Bangkok metropolitan area. The results indicated that human resource management factors had an effect on employee satisfaction and happiness. Thus, organizations should pay attention to human resource management factors because they can contribute to the success of employee retention.

Khuanchanok Panyarattana (2013), in a study entitled “The Influence of Human Resource Management and Employee Engagement on Employee Retention in Companies in an Industrial Estate in Chonburi Province,” indicated that most employees agreed with their company’s employee retention practices and also suggested that organizational commitment can be developed using non-monetary benefits. They added that administrators should act as role models and mentors. Organizations should place importance on employees rather than profit and loss and promote career advancement and stability for the better well-being of employees. Moreover, a study of the causal relationship model of employee retention showed that human resource management and organizational commitment can be used to explain employee retention. It was also found that organizational commitment is a mediator



explaining the relationships among human resource management and employee retention. Organizational commitment was found to have an influence on employee retention—the higher the level of organizational commitment, the is higher the level of employee retention.

However, some research studies have indicated that human resource management practices have no relationship with employee retention. One study, “Determinants of Talent Retention in the Thai Public Sector” of Sadangharn (2010), indicated a low level of talent retention among HiPPS members. The results also suggested that utilitarian instrumentalism and developmental humanism are not related to talent retention. However, organizational commitment and educational background were found to have an effect on talent retention.

Based on the review of previous research, it was found that human resource management practices are the factors influencing the success of employee retention. The operations of public and private organizations are considered part of social and national development. Thus, human resource management is important and has a direct influence on the retention of Generation Y employees at public and private organizations.

In this research, the researcher aims to study human resource management practices as a factor affecting Generation Y employee retention. The definition of human resource management practices in the present study is organizational practices and activities that contribute to managing and retaining employees, which are valuable resources of an organization. The three components of human resource management practices—compensation management, training and development, and career development—, were used as the key variables. The details are as follows.

### **2.3.1 Compensation Management**

The Society for Human Resource Management (2012) defined compensation as a systematic method of giving money to employees in exchange for their services. The Bureau of Position Classification and Compensation Development, Office of the Civil Service Commission in Thailand, explained that compensation is the monetary and non-monetary remuneration given to employees in exchange for their work in

order to motivate work efficiency, promote employee morale, and enhance the well-being of employees.

One important factor of employee retention is compensation and benefits, which play an important role in attracting and retaining employees. Organizations cannot survive without employees—they need to invest in developing work practices and employee training (Irshad, 2011). Organizations that provide more compensation and benefits can attract more candidates and have lower turnover rates (Lawler, 1990). This is consistent with the idea of Prakal Pantapalangkura (2010), who suggested that compensation management is essential for employee retention. Organizations that are unable to retain employees tend to have a compensation management system that is ineffective and cannot serve the needs of employees.

Bidyut Bijoya Neog and Mukulesh Barua (2015) stated that compensation and benefits have a positive influence on employees' intention to stay with their organization. This is in line with the work of Chandranshu (2012), who indicated that compensation and benefits are two of the three strategic factors influencing employee retention. According to a study conducted in Malaysia by Ahsana, Foonga, Alamb, and Gun Fiea (2013), compensation is important for retaining knowledgeable employees in the organization. Irshad (2011) also suggested that compensation and rewards are a motivating force that plays a key role in employee retention. Bongkochporn Tangchatchai. (2010) similarly stated that compensation is the factor mostly affects employee retention.

In addition, Chew (2004) and Shire of Northam (2009) stated that providing a competitive remuneration/compensation package and financial and non-financial tangible benefits in accordance with the needs of employees and employers is a strategy to attracts and retains employees. This is consistent with Someron (2011), who suggested that the benefits given to employees among the components of employee retention. The American Society of Radiologic Technologies: ASRT (2010) also suggested that the improvement of employee retention is concerned with providing a fair and competitive salary and paying attention to employee benefits. Crawford and Brewin (2007) stated that benefits are one of the most important factors of employee retention. This is in line with the notion of Gupa (2011), who suggested that providing employees with facilities such as housing, vehicle allowance, medical

benefits, a reasonable salary, and equipment that can facilitate work efficiency is an important component of employee retention. Tangthong et al. (2014) stated that compensation is a form of benefits that employees receive as part of employment relationship. They also suggested that a reward system can motivate employees to remain in their organization and that compensation is what organizations use to attract and retain employees.

Compensation and benefits must be designed to suit the needs of employees. At present, the same policy cannot be applied to all organizations and employees. Each organization has to study the needs of each group of employees, which can vary according to age, and there is a need to design more than one compensation plan so that employees have the chance to select the plan that best suits their current needs. Previous research has suggested that organizations with more than one compensation management system are likely to have lower turnover rates than organizations with only one compensation management system (Prakal Pantapalangkura, 2010).

Currently, there has been an emergence of flexible benefits programs or cafeteria plans that allow employees to select benefits based on their needs, like selecting dishes from a menu at a restaurant. This program places importance on the differences in the lifestyles of employees and is consistent with the fact that there is no specific benefit package that suits everyone. The implementation of flexible benefit programs will lead to the following advantages: 1) enhancing competitiveness in the labor market; 2) contributing to a change in organizational cultures and benefits; 3) making employees understand and recognize the value of the benefits they receive; and 4) making employees have a chance to select benefits that suit themselves. Thus, it can be concluded that compensation and benefits have an effect on the retention of employees.

In summary, compensation management is an organizational approach for managing and providing fair and adequate monetary and non-monetary compensation to employees so that they can happily work for and stay with their organization.

### **2.3.2 Training and Development**

Training and development are a human resource management practice that is important for an organization. Training is a systematic process of changing employee

behaviors in a direction that can achieve organizational goals (Byars & Rue, 1997); it is also an activity that provides employees with the knowledge and skills necessary for their current job (Mondy, Noe & Premeaux, 1999). Development is in part the process of educating employees and developing the professional skills that they require for their current and future jobs. It is aimed at developing multi-skilled employees with analytical thinking skills with the use of modern technology, self-learning techniques, and knowledge management. Administrators, supervisors, and employees play a joint role in determining appropriate training topics and methods. Administrators and supervisors also need to play a coaching role to support employees' self-learning.

The training and development process occurs after employees become members of an organization. This helps to ensure that employees have sufficient professional knowledge, expertise, teamwork ability, and interpersonal skills. Training and development are an important component of organizational advantage (Boxall, 1966). Wright and Gardner (2003) stated that training and development are a key element of high commitment human resource management. Regarding the evaluation of training and development, most previous studies aimed to evaluate training and development in the financial or quantitative dimension by focusing on invested money and time rather than the quality or relevance of each training and development activity.

There are many research studies about training and development related to employee retention. According to an employee retention study carried out by Kyndt, Dochy, Michielsen, & Moeyaert (2009), organizations must place importance on organizational development through employee learning enhancement. As employees' learning has an influence on their retention at the workplace, employee development will be beneficial in this regard. This is in line with the notions of Samuel and Chipunza (2009), Armstrong (2010), and Chew (2004), who suggested that training, development, and learning opportunities can motivate employees to stay with their organization. Tangthong et al. (2014) also have stated that training and development are a systematic process of developing the employees' knowledge, skills, and attitudes required to properly perform their organizational tasks. When employees feel that training and development are useful, it will result in increased organizational

commitment and reduced resignation rates, which leads to the success of employee retention.

It can be summarized that training and development are an organizational approach for developing the potential of employees according to their interests using various self-development and learning methods until they can apply their knowledge at work in a creative way and grow together with the organization.

### **2.3.3 Career Development**

Career development is concerned with planning one's career path, determining one's career goals, and finding ways to achieve determined goals based on modern development concepts. Employee and organizational goals should be consistent and support each other. Organizations must help employees plan their career path in order to ensure that the needs of both employees and organizations are simultaneously fulfilled. Armstrong (2006a) has stated that career development is very important because being dissatisfied with career opportunities is one of the reasons why employees leave their organization. Many organizations organize activities to help employees design their own individual development plan (IDP). Members of Generation Y that are entering the labor market expect that employers will provide them with challenging and interesting tasks, appropriate training, and a clear career path. This idea is similar to that of Hillman (2013) and Prakal Pantapalangkura (2014), who stated that in order to retain Generation Y employees, organizations need to focus on career path development, determine guidelines for developing their knowledge, skills, and abilities, and provide them with career advancement and learning opportunities.

Regarding previous studies on career development that are involved with employee retention, Shoaib, Noor, Tirmizi, & Bashir (2009) suggested that career development is a factor influencing the employee retention of telephone organizations in Pakistan. Shire of Northam (2009) proposed that employee retention strategies are comprised of developing career opportunities, enhancing personal and professional development, and providing promotion opportunities. Further, Mathis and Jackson (2004) suggested that the components of employee retention include organizational career opportunities such as career development and career planning, and Chew

(2004) suggested that career development is a human resource factor affecting employees' intention to stay with their organization. Moreover, Pitchaporn Juangvanich and Sauwanee Lewan (2017) stated that organizations facing employee turnover problems should formulate an employee retention strategy focusing on career development, career planning, and career path enhancement in order to reduce work pressure and minimize resignation rates.

In summary, career development is an organizational approach for conducting career planning and management processes in order to create morale and encourage employees to grow in their career path.

The present study aimed to study the human resource management practices affecting Generation Y employee retention by focusing on the three components of human resource management practices: 1) compensation management, 2) training and development, and 3) career development. Based on the above concepts and theories, it can be concluded that human resource management practices refer to all of the practices and activities that contribute to managing and retaining human resources in an organization.

## **2.4 Perceived Organizational Support**

Considering the current situation of human resource management, each organization has tried to attract, recruit, and select capable and committed employees that are willing to develop themselves and engage in assigned tasks as members of the organization. Apart from recruiting and selecting quality employees, each organization also needs to find ways to retain those employees as long as possible. Thus, employee management is considered an important duty of organizational administrators. Perceived organizational support is a key organizational factor affecting employee efficiency and retention in the long run.

### **2.4.1 Definition of Perceived Organizational Support**

Employers generally want their employees to be loyal and to continue working for the organization and also expect them to achieve high work performance and exhibit low turnover rates (Arisa Samrong, 2010, p. 69; Mathieu & Zajac, 1990, p.

172; Mayer & Allen, 1997, p. 45; Mowday et al., 1982, p. 27). At the same time, employees want to receive support and desirable benefits from their organization, such as recognition of importance and value, self-development opportunities, job promotion, higher compensation, and other assistances. This situation is considered an exchange of mutual support between employees and their organization (Rhoades & Eisenberger, 2002, p. 700).

Perceived organizational support refers to the perception of an organization's willingness to give rewards to employees in order to enhance organizational success and to respond to the social needs of employees. It makes employees believe that the organization cares about their well-being (Eisenberger, Huntington, Hutchison, & Sowa, 1986; Shore & Shore, 1995). Perceived organizational support is a basic factor that demonstrates the relationships among employees and their organization (Organ, Podsakoff, & MacKenzie, 2006).

Eisenberger et al. (1986) proposed the concept of perceived organizational support to explain employment relationships based on the social exchange theory. This theory is applied in the working context in order to explain why employees are willing to exert time and effort to work for their organization and to receive rewards in return. Social exchange theory, which is commonly used in organizational research, can be divided into 2 approaches: 1) leader-member exchange and 2) perceived organizational support (Eisenberger, Fasolo, & Davis-LaMastro, 1990). These two approaches have different conceptions. The leader-member exchange approach places emphasis on the degree of emotional support and the exchange of valued resources between the leader and members. On the other hand, the perceived organizational support approach pays attention to the exchange between an organization and its employees and the extent to which an organization cares about the well-being of its employees.

Levinson (1965, as cited in Rhoades & Eisenberger, 2002) stated that actions taken by agents (or executives) of the organization are often viewed as indications of the organization's intent, which is associated with legal, moral, and financial responsibility; organizational policies, norms, and a culture that provides continuity and prescribes role behaviors; and the power that the organization's agents exert over individual employees.

As both leader-member exchange and perceived organizational support approaches are derived from social exchange theory, they have the same common factor, which is the norm of reciprocity (Rhoades & Eisenberger, 2002). When a person feels that he or she is cared about by others, he or she will be obligated to do good things in return. Similarly, when employees feel that they are provided with organizational support or perceive a high-quality exchange with their leaders, they will feel indebted and try to exhibit positive attitudes and behaviors that are beneficial to both the organization and leaders in return.

The concept of perceived organizational support is involved with an employee's belief that an organization is ready to value his or her dedication and cares about his/her well-being, resulting from the organizational experiences of that employee. Perceived organizational support is indicative of an organization's readiness to help employees effectively perform their duties and its willingness to solve employees' problems and unpleasant situations (Rhoades, Eisenberger, & Armeli, 2001).

According to Eisenberger et al. (1986), perceived organizational support refers to an organization's recognition of the value of the employee and concern for his/her well-being, which employees perceive through the compensation they receive, such as higher remuneration, job promotions, and organizational acceptance and the organization's policy, processes, and actions that directly affect their work life. Perceived organizational support makes employees aware of the organization's willingness to provide help to them at any time. This is in line with the work of Prawech Chumkesornkulkit (2011) and Mutita Kongkrapan (2011), who suggested that perceived organizational support refers to the employees' thoughts, beliefs, and feelings resulting from their work experience and their awareness of the organization's recognition of their value, the work support policy, and concern for their well-being. The American Society of Radiologic Technologies: ASRT (2010) also suggested that a key strategy for creating organizational commitment and loyalty and for improving employee retention rates is making employees aware that the organization cares about them.

From the above information, it can be summarized that perceived organizational support refers to employees' perception that their organization values



their achievements, efforts, and contributions, and intends to respond to their needs, gives them assistance, and pays attention to their work.

In terms of previous research studies on perceived organizational support, it was found that most adopted the concept of Eisenberger et al. (1986), where perceived organizational support was divided into 4 aspects (Saran Pimthong, 2012; Khomsan Promnopas, 2012; and Amornrat Saengchai, 2015) as follows.

1) Perceived work support refers to the employees' perception of their organization's support, such as being aware of mistakes that may occur at work and allowing employees to share comments and fix their mistakes, which contributes to employees' satisfaction with their job and organization.

2) Perceived development opportunities refer to employees' perception that their organization provides them with learning opportunities and important and challenging tasks that suit their abilities.

3) Perceived organizational concern for the employees' well-being refers to their perception of their organization's concern for their well-being and the willingness of the organization to deal with operational problems.

4) Perceived appreciation refers to the employees' perception that their organization values and appreciates their achievements, efforts, and contributions.

In addition, Rhoades and Eisenberger (2002) suggested that perceived organizational support is composed of 3 main elements as follows.

1) Fairness refers to the employees' perception of an organization's compensation and benefits management, work regulations, policies, respect for them, and transparency, impartiality, and auditability.

2) Supervisor support refers to the employees' perception of the supervisors' recognition of their efforts, concern for their well-being, and attentiveness to them.

3) Organizational rewards and job conditions refer to an organization's recognition of the employees' efforts and contributions that they perceive through compensation, job promotions, job security, freedom, the work environment, training, career development and support, and employee retention.

### **2.4.2 Effects of Perceived Organizational Support**

Rhodes et al. (2002) analyzed the previous research related to the effects of perceived organizational support. The results are summarized below.

1) Organizational commitment: based on the basic concept of compensation, perceived organizational support makes employees feel indebted to their organization and want to do something in return. Perceived organizational support is related to emotional attachment. It can enhance organizational commitment (Armeli, Eisenberger, Fasolo, & Lynch, 1998; Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001) and increase the level of psychological attachment. This is because when employees' emotional and social needs are fulfilled, they will feel a sense of organizational belonging, have the willingness to cooperate with other organizational members, have clear professional goals, and feel that they are valuable to the organization.

2) Job-related effects: perceived organizational support has an effect on the employees' performance, job satisfaction, and positive mood due to the fulfillment of their emotional and social needs. It makes employees expect more rewards and compensation when they achieve higher performance levels. It is also a sign indicating that an organization is ready to assist employees that are in trouble and need help, and is aware of the value of employees. It can contribute to good emotional conditions as well.

3) Job involvement: job involvement refers to the extent to which employees participate in their work, which contributes to the development of their knowledge and abilities. Perceived organizational support helps employees engage more in their work.

4) Performance: perceived organizational support can increase productivity and operational efficiency and make employees able to work beyond their assigned duties, such as providing help to co-workers, protecting the organization, giving work advice to co-workers, and seeking and applying knowledge and skills useful for the organization.

5) Strains: perceived organizational support can reduce negative mental and physical effects such as strains, physical fatigue, emotional tiredness, anxiety, and headaches.

6) Desire to remain with the job: perceived organizational support is related to a desire to remain on the job, which is different from the necessity to remain that results from economic needs or high costs of leaving the organization.

7) Withdrawal behaviors: perceived organizational support helps minimize withdrawal behaviors such as lateness, absenteeism, and resignation. It can also reduce employee turnover rates and increase affective commitment. Employees with perceived organizational support will exhibit positive behaviors such as maintaining organizational membership and regular work attendance.

In summary, organizational support is a process of mutual interaction between organizational members, which is associated with providing work-related support, advice, and assistance, understanding the personal problems and needs of each other, and allowing employees to show their abilities and participate in decision-making. Organizational support is beneficial for employees, as it can enhance job satisfaction and positive emotions. In addition, organizational support can benefit organizations in many ways, such as increasing work performance and reducing employee turnover rates. This concept is also useful for predicting and examining the effects, consequences, and processes related to employees' perception of organizational support.

### **2.4.3 Relevant Research on Perceived Organizational Support**

Many studies have suggested that perceived organizational support can contribute to job satisfaction and employee retention. Jawahar and Hemmasi (2006), who studied the effects of perceived organizational support on women's advancement and turnover intentions, indicated that perceived organizational support is related to turnover intentions. It was also found that employer satisfaction has a stronger effect on turnover intentions than job satisfaction and mediates the relationship between perceived organizational support and turnover intentions.

Similarly, Allen, Shore, and Griffeth (2003) conducted a study, "The Role of Perceived Organizational Support and Supportive Human Resource Practices in the Turnover Process," and the results showed that perceived organizational support has a positive influence on job satisfaction and also has an indirect influence on turnover intentions through job satisfaction. Crawford and Brewin (2007),

who carried out research on supportive management, suggested that feeling recognized/valued/respected is one of the most important factors of employee retention. Gilleta, Gagné, Sauvage, and Fouquereau (2013) also studied the role of supervisor autonomy support, organizational support, and autonomous and controlled motivation in predicting employees' satisfaction and turnover intentions. The results indicated that perceived organizational support has a positive relationship with job satisfaction and also has a negative relationship with turnover intentions. This is consistent with the study of Tumwesigye (2010), who investigated the relationship between perceived organizational support and the turnover intentions of employees in the private, public, and NGO sectors of a developing country, suggesting that perceived organizational support has a positive relationship with employees' intention to stay in an organization.

Eder and Eisenberger (2008), in a study entitled "Perceived Organizational Support: Reducing the Negative Influence of Coworker Withdrawal Behavior," focusing on employees working in superstores in the United States, suggested that high perceived organizational support can reduce turnover rates at the individual and group levels. It was also found that co-workers' resignation has an effect on turnover intentions. However, an appropriate level of perceived organizational support can reduce those turnover intentions.

In Thailand, Pongchan Pusapanich (2010) studied the relationships among the individual characteristics, perceived organizational support, and turnover intentions of employees. The results showed that perceived organizational support has a negative relationship with the turnover intentions of employees, which means that employees with high perceived organizational support tend to have low turnover intentions.

The present research aimed to study perceived organizational support as a factor affecting the retention of Generation Y employees according to the concept of Eisenberger et al. (1986). The two components of perceived organizational support that were selected to be used in this research included perceived work support and perceived appreciation.

Based on the above concepts and theories related to perceived organizational support, it can be summarized that perceived organizational support refers to the

degree to which Generation Y employees believe that their organization values their contributions, pays attention to their needs, and cares about their well-being.

## **2.5 Quality of Work Life**

Quality of work life reflects the happiness and satisfaction of organizational employees with their work environment, compensation, and job security. It can make employees remain in their organization and reduce turnover rates. Quality of work life is one of the important dimension of quality of life. The development of quality of work life motivates employees to be happy at work, leading to higher productivity. Hackman and Suttle (1977, as cited in Kanokwan Choocheep, 2008) stated that quality of work life can contribute to the happiness and satisfaction of every employee in an organization and may cause other social, economic, and productivity effects, which leads to job satisfaction and organizational commitment. Quality of work life can reduce employee turnover rate as well.

The concept of quality of work life, focusing on job design and development, was first introduced around 1950-1970 in the United States. This concept has been widely applied to the development of organizations. In 1980, many researchers began to combine rewarding, team working, and work environment with the concept of quality of work life (Senasu & Singhapakdi, 2014). Later, the humanity dimension was also included in the quality of work life concept. This concept suggests that if one's work environment is improved according to the needs of employees, it will result in higher job satisfaction and an increased sense of organizational belonging and ownership, which consequently leads to organizational efficiency and productivity (Walker, 1992).

### **2.5.1 Definition of Quality of Work Life**

The term quality of work life has been variously defined. Cascio (1995, p. 23) gave two definitions of quality of work life: 1) an organizational process that is designed to respond to the physical and mental needs of employees, and 2) employees' perception of their work environment, which involves safety, satisfied relationship, career advancement, well-being, fulfillment of needs, and opportunities to grow as an

organizational member. Quality of work life is related to human needs (Kimbuay Petphan, 2008).

Newstrom and Davis (1997) defined quality of work life as everything to be found in the workplace that is in favor of workers and against them. This definition is important because it covers various dimensions, including skills development, remuneration, health, job satisfaction, physical improvement, and negative impacts on employees such as alienation at work, stress, and fatigue. This is in line with the ideas of Phichit Thepphawan (2011), who stated that quality of work life refers to all dimensions of an individual's work life. Bowin and Harvey (2000, p. 87) defined quality of work life as an effort to improve employees' work life through solving the problems that are caused by pressures making them think that their work is worthless and paying attention to their needs, compensation, and benefits.

Based on a review of previous research, quality of work life is a process of organizing basic services, including compensation, benefits, safety, career advancement (Walton, 1975), job security, self-development opportunities, work participation, and work-life balance management, all of which contribute to employees' satisfaction and happiness at work (Hackman & Suttle, 1977).

Thus, it can be summarized that quality of work life is concerned with the organizational operations that make employees feel happy and satisfied and willing to remain in the organization.

### **2.5.2 Quality of Work Life and Employee Retention**

Considering the benefits of quality of work life, when the needs and expectations of employees are fulfilled, they will have organizational commitment and want to dedicate themselves to their work in return. Employees' happiness at work will lead to higher quality work and productivity and reduced turnover rates. This is in line with the notions of Schuler, Beutell and Youngblood (1989, p. 49), who stated that quality of work life not only enhances job satisfaction, employee morale, and work efficiency and effectiveness, but also reduces stress and work accidents. Moreover, quality of work life can contribute to the flexibility of the workforce and the effectiveness of job rotation, employee recruitment, and selection. It makes

employees willing to participate in opinion-sharing and decision-making activities and can significantly reduce employee absenteeism and turnover.

Promoting quality of work life motivates employees to participate in problem-solving and decision-making with the management, resulting in higher organizational productivity, happiness at work, job satisfaction, organizational commitment, and employee retention and lower job change, absenteeism, and turnover rates (Gordon, 1991, pp. 635-636; Greenberg & Bardon, 1995, p. 647; Chinomona & Dhurup, 2013). This is consistent with the study of Yirik and Babür (2014), who suggested that quality of work life has an effect on employees' intention to remain in an organization. Rawee Atthavilai (2012) stated that quality of life is an element important to the retention of educational personnel in local government organizations.

### **2.5.3 Components of Quality of Work Life**

Based on the studies of Walton (1975); Huse and Cummings (1985); Bruce and Blackburn (1992); Cumming and Worley (1997), it can be summarized that quality of work life consists of 8 components as follows.

1) Adequate and fair compensation refers to adequate and fair compensation provided to employees in accordance with prescribed standards and everyday needs, such as appropriate salary that is sufficient for current expenses.

2) A safe and healthy environment refers to a work environment that is safe, convenient, and equipped with accident prevention systems, such as safety clothing and fire alarm systems.

3) Development of human capacities refers to the development opportunities and challenges that an organization gives to its employees in order to enhance their knowledge and abilities such as big project assignments, job promotions, and more difficult tasks.

4) Growth and security refer to opportunities to be promoted that can enhance job security.

5) Constitutionalism in the work organization refers to an organization's administration that focuses on fairness, appropriateness, and human rights, such as having fair and transparent promotion procedures and criteria and paying attention to employees' opinions.

6) Social integration is associated with building good relationships at work, such as organizing activities for employees to work together in order to create good relationships.

7) Social relevance is concerned with the employees' work involvement as well as the organizations' social contributions and responsibilities.

8) Total life space refers to a healthy balance between work and non-work aspects, which allows employees to have appropriate time with their family and freedom to do other activities such as exercising.

The present research aimed to study two main components of quality of work life, which are work-life balance and social relevance. The details are as follows.

#### **2.5.4 Work-Life Balance**

Employees should have opportunities to balance their work and personal life. Organizations should not pressure employees with excessive workloads and should provide them with appropriate work time and flexible work hours, allowing them to have enough time to relax and perform personal activities. Flexible work hours enable employees to manage their work schedules, set their own start and stop time, and create a good balance between work, personal, and family activities; and this will also help to reduce employees' stress when having to work during rush hours. In addition, employees whose work is involved with data analysis and processing should be allowed to work at home and communicate with co-workers via telephone and electronic devices in order to minimize the number of employees in each office. This approach can reduce travel and clothing expenses, organizational politics, and workplace conflicts and can be very helpful for personal life management.

Bidyut Bijoya Neog and Mukulesh Barua (2015) have suggested that a work-life balance can have a positive influence on employee retention. Bashir and Ramay (2008) similarly stated that a policy focusing on a work-life balance has a positive effect on employee retention. An American study also suggested that it will be difficult to retain employees and reduce turnover intentions if administrators do not pay attention to employees' personal life. It was also found that excessive work burden has a negative impact on employees' personal life as well as employee retention. Mitchell and Albright (1971) revealed that workplace boredom, the lack of



a clear work schedule, and stress can damage the work-life balance and have an effect on employee retention. William and Ralph (2006) suggested that a balance between work and family life plays a very important role in employee retention. Regarding previous studies on career development that are involved with employee retention, Shoaib, Noor, Tirmizi, & Bashir (2009) suggested that career development is a factor influencing the employee retention of telephone organizations in Pakistan. Shire of Northam (2009) stated that work-life balance enhancement is considered a strategy for attracting and retaining employees. Further, Mathis and Jackson (2004) and Schermerhorn (2010) indicated that a work-life balance and flexibility are the components of employee retention. They also stated that a work-life balance is an important factor of employee engagement that plays a key role in employee retention.

In summary, a work-life balance is concerned with organizational practices that enable employees to have flexible work times and places and to maintain a healthy balance between their work and personal life, which consequently contributes to higher work efficiency and happiness at work.

### **2.5.5 Social Relevance**

Social relevance is related to employees' feeling that their work is valuable and beneficial to society and that their organization has social responsibility—employees tend to be proud of their work and organization when they perceive that their work and organization can contribute to society. It is important to make employees feel that their organization places importance on social responsibility in terms of production processes, waste management, environmental conservation, employment practices, marketing, public health, and participation in political campaigns and other public interest activities. Huse and Cumming (1985) stated that social relevance is concerned with organizational pride; employees are proud to work in reputable organizations and know that their organization pays attention to social contributions and social responsibility. Organizations should encourage employees to be aware of their social responsibilities in the aspects of production, waste management, environmental conservation, and employment practices.

Most social relevant activities are implemented in accordance with corporate social responsibility (CSR) practices, which are associated with pollution reduction,

compliance with environmental laws, transparent disclosure of information, providing clear information to customers, the development of health-oriented products, and appropriate pricing of goods and services. Social relevance and corporate social responsibility practices typically receive a great deal of attention from young people, especially Generation Y, who generally care about nature and focus on creativity and innovation. If organizations place emphasis on social relevance and corporate social responsibility practices, they will be able to attract Generation Y employees (Wattanasupachoke, 2017, p. 25). Generation Y is likely to give importance to social contributions and public consciousness (Curtis, 2008; Crampton & Hodge, 2009). Social responsibility is considered a human resource management tool that helps enhance organizational commitment among Generation Y employees.

A survey by PricewaterhouseCoopers (PwC) revealed that Generation Y people in Asia want to work in organizations that exhibit social and environmental responsibility. It was also found that they are ready to resign if their organization does not adhere to the issues surrounding corporate social responsibility (Waranya Srisawek, 2010). According to Pasu Decharin (2009), one fourth of Generation Y thinks that it is important for organizations to care about the environment and to pay attention to employees' work environment. Thus, if organizations want to attract a large number of Generation Y, they have to place importance on the environment and the world's resources. In addition, Siriyupa Roongrerngsuke (2010b) has suggested that new generation employees or Generation Y tend to prefer working with organizations that have eco-friendly policies. This is consistent with the ideas of Ananya Suchirat (2009, as cited in Jiraprapa Akkarabaworn, 2011), who has suggested that employees of organizations that frequently participate in social activities are likely to have high organizational commitment. She also added that employees that recognize that their organization has carried out CSR activities that are very beneficial to society tend to have high organizational commitment as well. Thus, it can be said that social relevance is important to organizational commitment and also plays a key role in employee retention.

In summary, social relevance refers to organizational practices that support employees in terms of their engagement in social responsibility and their participation

in social activities in order to create additional values and to make them proud to work for their organization.

According to the Handbook for Enhancing the Quality of Life of Workers in Industrial and Service Sectors, the benefits of quality of life enhancement include the following: 1) reducing conflicts and promoting good relationships between employers and employees; and 2) minimizing employee absenteeism and turnover. Quality of life enhancement can promote employee morale and life security (Churnrurtai Kanchanajittra et al., 2008), and this reflects the importance of quality of work life and shows that organizations can use quality of work life enhancement as an employee retention tool.

The present research aims to study quality of work life as a factor affecting the retention of Generation Y employees. The two components of quality of work life that the researcher selected to use in this research are work-life balance and social relevance based on the concepts of Walton (1975), Huse and Cummings (1985), Bruce and Blackburn (1992), and Cumming and Worley (1997).

According to the concepts and theories about quality of work life described above, it can be concluded that quality of work life refers to organizational operations that contribute to employees' happiness and satisfaction at work.

## **2.6 Generation Y**

The retirement of the previous generation, together with the arrival of new generation employees, has changed the age range of employees in many organizations. The generational diversity in the workplace has become an important challenge for human resource management practitioners (Saowakon Vittawasolarn, 2007). The study of generations has received much attention for years. As most research on generations has been carried out in the United States, many researchers worldwide, including Thai researchers, have tended to follow the classification of generations used by American researchers. However, some Thai researchers have adapted some details based on the context of Thai society (Tummarath Yuprot, 2013). The characteristics of each generation have been used to effectively design organizational tasks and to respond to the needs and expectations of employees in

each age group (Parry & Urwin, 2011, pp. 79-83). As domestic and international scholars define the birth years of Generation Y differently, in the present research the researcher has adopted the concepts of Cennamo and Garner (2008) and Zemke et al. 1981, who indicated that Generation Y are people born between 1981 and 2000.

### **2.6.1 Characteristics of Generation Y**

Generation Y has grown up amid technological changes, communication advancement, high-speed Internet, and online social networks so they are familiar with accessing online information and shopping on the Internet. This group of people is aware of historical events, such as the World Trade Center attack (2001) and the Bali bombings (2002), which make them place more importance on their own safety. The parents of Generation Y are like “helicopter parents,” who pay close attention to their children and are always ready to give them support (Lancaster & Stillman, 2003, pp. 31-32).

Understanding the characteristics of Generation Y, including both their strengths and weaknesses, is very important. If organizations do not understand their needs and thoughts, they are likely to lose young and capable employees. As Generation Y is the key driving force of each organization, it is necessary for employers to learn to understand their characteristics so that they can develop the potential of their employees in an appropriate way.

### **2.6.2 Priorities of Generation Y Employees**

Generation Y employees give importance to flexible work, the meaningfulness of work, organizational acceptance, relationship building, workplace enjoyment, quick and convenient access to information, career development, experience enhancement activities, diversity acceptance, occupational safety, and technology utilization at work. Generation Y generally has high self-confidence, willingness to accept new things, compassion, morality, socializing skills, a sense of belonging, creativity, and public consciousness, and they also want to make a difference (Lancaster & Stillman, 2003; Zemke et al., 2000).

Generation Y has additionally been taught and trained with well-planned methods. The parents of Generation Y use their own experiences and competitiveness

to push their children to become successful and to have competitive habits. The parents support Generation Y to participate in various competitive activities and ensure them that they have special abilities that are different from others and deserve to be praised and rewarded (Galagan, 2006). This makes Generation Y like to express their courage, believe that they have special abilities to create a difference, have self-confidence, think of themselves as very important, need acceptance from others, and always expect something in return for their achievements. In addition, since Generation Y has optimistic attitudes, a public mind, and social responsibility, it tends to place importance on participation in community activities and sustainable environment preservation (Howe & Strauss, 2003, p. 5).

The advancement of communication technology is a factor influencing Generation Y's attitudes, which are very different from people in other age groups. Being familiar with high-speed Internet, instant communication, quick access to information, and real-time online shopping makes Generation Y perceived as being impatient (Fjelstul & Breiter, 2008). As Generation Y places importance on applying modern technology to increase work efficiency and to save operational time, it has more time for personal life, leading to a healthy balance between work and non-work activities.

Generation Y is familiar with using the Internet to search for information, to create online relationships, to listen to music and watch movies, buy products, and play games at the same time as performing assigned tasks, resulting in the development of multi-tasking skills and an ability to instantly access information (Zemke et al., 2000, p. 77). Due to advanced communication technology, Generation Y prefers working in flexible workplaces and communicating with co-workers and clients through effective communication networks without having to stay in an office (Gursoy, Maier, & Chi, 2008, p. 450).

In addition, Generation Y is familiar with systematic learning schedules so these individuals need clear work structures and processes and want to have role models so that they can follow their actions at work. Since Generation Y can quickly adapt to technological changes, employers should change the management style from a commanding one to a collaborative work approach. Moreover, the parents of Generation Y always encourage them to express their opinions and participate in

decision-making and teamwork activities (Lancaster & Stillman, 2003). This makes them expect to work in an organization that focuses on equality and teamwork and that provides employees with fun and a warm and flexible work environment (Howe & Strauss, 2000, p. 4).

According to the information above, it can be summarized that the professional characteristics of Generation Y include having multi-tasking and teamwork abilities, seeking opportunities to make a difference and show their abilities, expecting flexibility in the workplace, applying modern technology to increase their work efficiency and effectiveness, wanting to participate in activities that help enhance their work experience, and preferring challenging and meaningful tasks.

### **2.6.3 Professional Values of Generation Y**

Generation Y individuals have been encouraged to express their opinions at home and school so they value jobs that allow them to participate in decision-making and want to work in organizations that give them opportunities to show their abilities and that listen to their opinions. They want to be assigned to challenging and meaningful tasks because they want to contribute to the success of their organization and show their value to others. Generation Y pays attention to freedom at work. These individuals need clear job expectations and descriptions and want to accomplish their duties using their own methods (Zemke et al., 2000, p. 4).

Generation Y views that work is a tool that gives it access to fulfill various goals. Members of Generation Y want to have a work-life balance so they pay attention to flexible working. Generation Y tends to focus more on quality of life rather than remuneration (Curtis, 2008). Although Generation Y views that work is just one part of their life, it can be fully engaged with its work if it is assigned to challenging and meaningful tasks and given the chance to show its abilities and contribute to its organization. These individuals tend to pay less attention to non-challenging and unimportant tasks because they have been told that they are special and different from others. Moreover, they are familiar with receiving compliments and rewards when expressing their ideas and behaving properly (Galagan, 2006, pp. 27-30). Therefore, being accepted by other people is important to Generation Y. It

makes them have high self-esteem and be willing to show their abilities in order to gain benefit entitlements or rewards in return for their achievements. This group of people has high confidence and thinks that it is different, important, and valuable so that it deserves to be treated well by its organization. Generation Y is ready to cope with challenges that may arise because its members believe that they have the ability (according to them) to do everything. They expect to receive good compensation, incentives, praise, and career advancement (Howe & Strauss, 2000, p. 6). They need learning and self-development opportunities so that they can effectively deal with important tasks. Thus, organizations should give them coaching, mentoring, advice, and support, encourage them to participate in various projects through job rotation, and provide them with continuous training and development activities (Jenkins, 2008; Jurkiewicz, 2000; Tapscott, 2009; Wong, Gardiner, Lang, & Coulon, 2008; Zemke et al., 2000).

Generation Y wants to receive immediate feedback from its performance assessments, which shows that these individuals are attentive to their work. Feedback on performance can contribute to work engagement and make employees know if they need to change their work method in order to achieve determined goals. Continuous feedback can help employees improve themselves until they are able to deal with important and challenging tasks (Gravette & Throckmorton, 2007, p. 102). Generation Y needs equality, fairness, and transparency. It focuses on using their own abilities to achieve success and believes that performance-based practices are essential for the success of an organization. Therefore, employers should provide Generation Y employees with a performance-based compensation system (Gursoy et al., 2008, p. 450).

Social networking helps Generation Y employees to communicate with each other at any time (Twenge, Campbell, Hoffman, & Lance, 2010). Generation Y prefers working with co-workers that are like friends so it expects a work environment that can create good relationships. In addition, the use of the Internet makes Generation Y familiar with instant gratification—the members want to develop themselves and to succeed quickly. They view job change as a normal way of learning and developing professional experience. They tend to change jobs when their

organization is unable to properly utilize their abilities (Gibson, Greenwood, & Murphy, 2009, pp. 1-5).

The job satisfaction of Generation Y can be built by assigning it to important and challenging tasks, giving it flexible working time and places, providing it with a work environment that is fun and safe and can enhance positive relationships among employees, giving it training for career advancement, and encouraging it to participate in social responsibility activities (Gravette & Throckmorton, 2007, p. 98).

#### **2.6.4 Examples of Thai Organizations Placing Importance on Generation Y Employees**

Many organizations have adjusted their employee retention processes and practices according to each generation of employees. Some private organizations analyze the proportion of employees in each generation in order to formulate strategies (Vilaiporn Taweelappunthong, 2013) that are suitable for Generation Y employees. The details are as follows.

The Advanced Contact Center Co., Ltd. encourages Generation Y employees to increasingly participate in organizational activities. The company's administrators understand the difference in characteristics of each generation and use multiple methods to meet the needs and satisfaction of employees. They apply their leadership skills and coaching technique to make employees of all ages understand each other and work together in a harmonious way. As the company recognizes that Generation Y employees prefer self-learning, it encourages Generation Y employees to develop themselves and to grow in their career path. The company also has determined the 4L strategy, consisting of Live, Learn, Love, and Legacy, to enhance employees' intention to stay, organizational commitment, learning development, and contribution to their work. The company was awarded the Best Employer for Generation Y in 2013 and 2015 and also received the Best Employer Award for 3 consecutive years from 2011 to 2015.

Siam Cement Public Company Limited (SCG) has developed an Intranet system to disseminate useful knowledge and information to employees and has also provided employees with WIFI Internet so that they can work anywhere in the organization. Moreover, the company has established an e-learning system to promote



employees' self-learning and provides a sport facility and health center to support employees' well-being. The Career Click system was developed as a job posting application, encouraging Generation Y employees to rotate to other departments based on their interests. All of these practices show that the company is willing to respond to the needs and expectations of Generation Y employees.

NOK Precision Component (Thailand) Ltd. has created a work environment based on the happy workplace concept. The company focuses on enhancing employee involvement through a team working atmosphere and knowledge-sharing activities that encourage seniors to transfer knowledge to younger generations in a fun way.

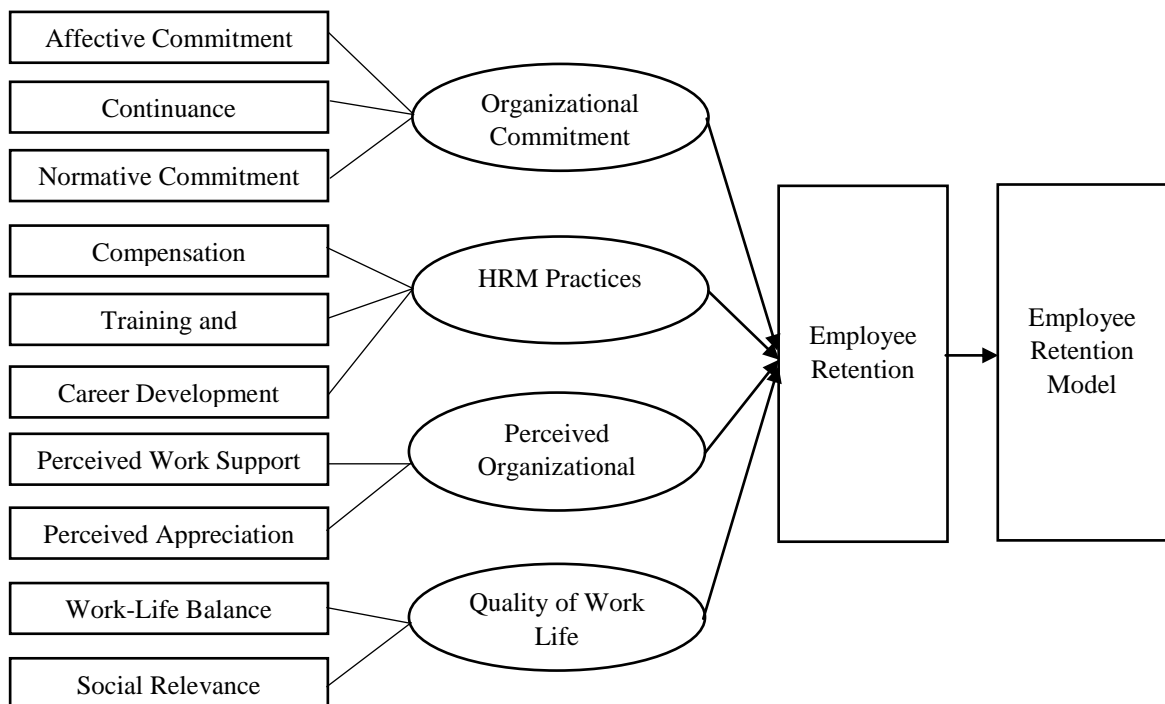
CP Group has established Chareon Phokaphan Corporate University to develop next-generation employees. The Leadership Center was also built to develop young executives with leadership potential.

PTT Public Co., Ltd. has carried out activities to empower Generation Y employees, develop creative ideas, promote work inspiration, and enhance corporate cultures. The "Mission I'm Possible" workshop has been held to provide Generation Y employees with an opportunity to share experiences and brainstorm ideas on 3 main topics, comprising "Job Ultimate, Socialize Harmonization, and Working Lifestyle." These activities help promote Generation Y employees' organizational commitment, which is strongly related to employee retention.

The public sector places emphasis on building employee engagement in order to reduce the turnover rates of government officials, especially members of Generation Y. The Office of the Civil Service Commission (OCSC) has conducted the Work Smart Program, focusing on the smart worksite, smart workweek, smart working time, smart leave time, and smart career choice, to promote employees' quality of work life, create work motivation, enhance work efficiency and effectiveness, and to develop self-development cultures. This program was designed based on the characteristics of Generation Y people, who need freedom at work and flexible working hours and have the ability to utilize modern technology and cope with changes. This is to attract and retain the new generation of government officials that are entering the bureaucracy and will become the key driving force of bureaucratic organizations.

According to the theories about Generation Y described above, it can be summarized that Generation Y employees are employees working in public and private organizations, aged 18-37 years or born between 1981 and 2000, based on the concept of Cennamo and Garner (2008) and Zemke et al. (2000). They are the latest group of people entering the labor market and currently receiving attention from the human resource management department of every organization. Generation Y employees have characteristics and abilities that are required for organizational work, such as tech savvy, multi-tasking skills, and creativity thinking abilities. However, they have been criticized for inappropriate behaviors at work and premature resignation. This made the researcher interested in learning more about Generation Y and in conducting the present research in order to investigate the retention of Generation Y employees in both public and private organizations.

## 2.7 Research Framework



**Figure 2.1** Research Framework

## CHAPTER 3

### RESEARCH METHODOLOGY

The present study on a Generation Y employee retention model of Thai public and private organizations applied a mixed-methods approach, comprising both quantitative and qualitative research methods. The details are as follows.

#### 3.1 Quantitative Research

##### 3.1.1 Population and Samples

###### 1) Population

The target population of this research was Generation Y employees as stated in chapter 1

###### 2) Samples

As the number of Generation Y employees working in Bangkok was large and is constantly changing, the researcher applied the formula of Cochran (Cochran, 1953) to calculate the sample size for an infinite population, as shown below.

= Sample size

= Estimated proportion of an attribute that is present in the population, which is equal to 50% (0.5)

= Confidence level of 95% and precision level of 5% (1.96)

Allowable sampling error (0.05)

The calculation for required sample size is as follows.

Thus, the sample size of 384 was required for the study. In order to prevent incomplete data and errors that might occur, the appropriate sample size of 400 was determined. Stratified sampling was used to select the target public organizations, including state enterprises and private organizations. Then simple random sampling was used to select 200 employees from public organizations and another 200 employees from private organizations. In the actual data collection, there was a total of 426 respondents participating in the study (215 from public organizations and 211 from private organizations).

### **3.1.2 Quantitative Research Instruments**

The quantitative research instrument used in this study were rating scale questionnaire. The process of developing the research instruments can be explained as follows.

1) Study the concepts, theories, research, and documents related to employee retention and the factors affecting employee retention, comprising organizational commitment, human resource management practices, perceived organizational support, and quality of work life. Select Generation Y employees as the samples of this research

2) Determine the structure and definition of each variable

3) Develop the questionnaire, which consisted of 7 parts as follows

1 consisted of 7 multiple-choice and cloze questions on personal information about the respondents, including gender, age, education, monthly income, affiliated organization, job position, and duration of work.

Part 2 included 20 questions about organizational commitment, which were adapted from the scale of Meyer et al. (1983). A rating scale with six possible responses was used to measure the 3 components of organizational commitment; namely, affective commitment, continuance commitment, and normative commitment, ranging from highly agree to agree, somewhat agree, somewhat disagree, disagree, and highly disagree. The higher the score, the higher was the level of organizational commitment.

Part 3 comprised 27 questions about human resource management practices. A rating scale with six possible responses was used to measure the 3 components of human resource management practices; namely, compensation management, training and development, and career development, ranging from highly agree to agree, somewhat agree, somewhat disagree, disagree, and highly disagree. The higher the score, the higher was the perception of human resource management practices.

Part 4 was composed of 10 questions about perceived organizational support, which were adapted from the scales of Eisenberg et al. (1986), Rhoades et al. (2001), and Saran Pimthong (2012). A rating scale with six possible responses was used to measure the 2 components of perceived organizational support; namely, perceived work support and perceived appreciation, ranging from highly agree to agree, somewhat agree, somewhat disagree, disagree, and highly disagree. The higher the score, the higher was the level of perceived organizational support.

Part 5 included 15 questions about quality of work life. A rating scale with six possible responses was used to measure the 2 components of quality of work life; namely, work-life balance and social relevance, ranging from highly agree to agree, somewhat agree, somewhat disagree, disagree, and highly disagree. The higher the score, the higher was the level of quality of work life.

Part 6 was comprised of 9 questions about employee retention, which were adapted from the scales of Mark and Sockel (2001), Kyndt et al. (2009), and Saran Pimthong (2012). A rating scale with six possible responses was used to measure the willingness to remain in the organization, ranging from highly agree to agree, somewhat agree, somewhat disagree, disagree, and highly disagree. The higher the score, the higher the level of willingness to remain in an organization.

4) Ask 5 experts, namely Assistant Professor Police Lieutenant Colonel Dr. Kantita Sripa, Dr. Phonraphee Thummapha, Assistant Professor Dr. Wilailak Langka, Dr. Dhammananthika Jangsawang, and Dr. Sujinda Prasert, to examine the content validity, language accuracy, appropriateness, and relevance of the drafted questionnaire. The index of item-objective congruence (IOC) was used to select the questions with an IOC of 0.5 and above in order to ascertain the validity of the questionnaire.

- +1 means that the question is consistent with the objective.
- 0 means that the question is unclearly consistent with the objective.
- 1 means that the question is not consistent with the objective.

The formula that was used to calculate the IOC is shown below.

where  $IOC = \frac{\text{Item-objective congruence index}}{\text{Total points of each expert}}$   
 $N = \text{Number of experts}$

The questions with an IOC of 0.5 - 1.0 were selected, whereas the questions with an IOC of less than 0.5 were rejected or modified according to the experts' opinions.

5) Develop a rating scale with six possible responses based on the modified questionnaire. Scores could range from 1 to 6, with higher scores indicating greater perception.

6 indicates the highest level of perception.

5 indicates a high level of perception.

4 indicates a somewhat high level of perception.

3 indicates a somewhat low level of perception.

2 indicates a low level of perception.

1 indicates the lowest level of perception.

The interpretation of the scores is as follows.

An average score of 3.51 - 6.00 means that the employee has a high level of perception.

An average score of 1.00 - 3.50 means that the employee has a low level of perception.

6) Try out the modified questionnaire on 30 respondents, who were not the samples of this research, in order to evaluate the quality and reliability of the questionnaire. The evaluation results showed that the Cronbach's alpha coefficients ( $\alpha$ ) of organizational commitment, human resource management

practices, perceived organizational support, quality of work life, and employee retention were .959, .974, .951, .963, and .938 respectively.

### **3.1.3 Quantitative Data Collection**

The quantitative data were collected according to the following steps.

- 1) The researcher sent letters issued by the Graduate School of Public Administration, National Institute of Development Administration, to the target public and private organizations in Bangkok in order to ask for data collection permission.
- 2) The researcher distributed 426 questionnaires to the respondents.
- 3) The researcher collected and examined the returned questionnaires in order to ensure their validity and completeness before analyzing the data.

### **3.1.4 Statistics Used for Quantitative Data Analysis**

The obtained data were analyzed with a statistical program. The details are as follows.

- 1) The personal information of the respondents, comprising age, marital status, educational level, income, work status, duration of work, and department, was analyzed using frequency, percentage, and mean.
- 2) The level of Generation Y employee retention was analyzed using mean and standard deviation.
- 3) The factors affecting Generation Y employee retention were analyzed using mean and standard deviation.
- 4) The relationships between the factors affecting Generation Y employee retention were analyzed using Pearson correlation coefficient ( $r$ ) and stepwise multiple regression analysis (MRA).

The strength of the relationship between a pair of variables was indicated by the correlation coefficient.

$r = 0.91-1.00$  indicates a very strong level of relationship

$r = 0.71-0.90$  indicates a strong level of relationship

$r = 0.31-0.70$  indicates a moderate level of relationship

$r = 0.01-0.30$  indicates a low level of relationship

$r = 0$  indicates no relationship between the two variables

## **3.2 Qualitative Research**

### **3.2.1 Key Informants**

The purposive sampling approach was used to select the key informants from role-model organizations in human resource management. The in-depth interview technique was used to collect data from the key informants that could be divided into 2 main groups as follows.

1) Eight human resource management executives or supervisors from the following: (1) Metropolitan Waterworks Authority; (2) Siam Cement Public Company Limited; (3) PTT Public Company Limited; (4) Advanced Info Services Public Company Limited; (5) Mitr Phol Sugar Corporation Limited; (6) Central Watson Company Limited; (7) SCB Life Assurance Public Company Limited; and (8) the Public Service Executive Development Program (PSED), Office of the Public Sector Development Commission (OPDC).

2) Eight Generation Y employees of public and private organizations in Bangkok.

### **3.2.2 Qualitative Research Instruments**

The structured interviews were used to collect the data between June and October, 2018. After obtaining the quantitative data about Generation Y employee retention and the factors affecting the Generation Y employee retention of public and private organizations, the researcher asked for permission to interview the executives of role-model organizations in human resource management and Generation Y employees. Each interview took about 1 to 2 hours.

The key informants were interviewed using the in-depth interview technique. This technique allowed the key informants to share more opinions and to provide further details when the researcher did not clearly understand some of the topics. However, in order to avoid deviating from the main point, the researcher selected to use the structured interview method for data collection because it is a systematic interview method that enables the researcher to determine a series of questions in advance and to send them to key informants before conducting the actual interviews. Thus, the key informants had enough time to prepare their answers and insightful



information. In the present research, the interview questions were divided into 3 parts as follows.

Part 1 Generation Y employee retention

Part 2 Factors affecting Generation Y employee retention of Thai public and private organizations

Part 3 Development of Generation Y employee retention model of Thai public and private organizations

The researcher submitted the interview questions to the same 5 experts cited above in the 3.1.2 Quantitative Research Instruments section, in order to evaluate the content validity, accuracy, and appropriateness of the language. The content validity was assessed using the index of item-objective congruence. The questions with an IOC of 0.5 and above were selected for use in this research.

### **3.2.3 Qualitative Data Collection**

The qualitative data were collected using in-depth interviews. During the interviews, the researcher began with a self-introduction and then informed the key informants about the research objectives, research procedures, and data confidentiality. The researcher also asked for permission to record their voice before beginning each interview. Prepared questions were used, and the interviews were carried out in a private room to make the key informants feel comfortable in answering all of the questions. The researcher continued asking questions until no new data were obtained. The triangulation technique was used to ensure the validity of the data obtained from the key informants and the researcher's observations. At the end of the interview, each key informant was also asked to recheck and approve the accuracy of the recorded data. The researcher transcribed the audio file and summarized the data before conducting the next interview to ensure that the research results were truly based on the key informants' perspectives.

### **3.2.4 Qualitative Research Analysis**

The data analysis was carried out according to the following procedures.

1) Organize the obtained data, record the observations, and summarize the data after each interview. Repeatedly read the transcription and select the

important messages related to Generation Y employee retention and the factors affecting Generation Y employee retention.

2) Classify the data according to the research objectives

3) Identify similar data in order to make conclusions. If the similarity was greater than or equal to 90 percent, it meant that the data were highly reliable. Then interpret the conclusions (Pakorn Limyothin, 2012; Wiroaj Simatongtrum, 2017).

### 3.3 Research Procedures

The research procedures of the present study are summarized in Table 3.1.

**Table 3.1** Research Procedures

Procedures	Details	Results
1) Study, analyze, and synthesize relevant concepts, theories, and research	Summarize the concepts and theories related to Generation Y employee retention	Research framework consisting of the factors affecting Generation Y employee retention
2) Develop and evaluate the quality of the research instruments, comprising questionnaire and semi-structured interview form	Synthesize the relevant concepts, theories, and information based on the research framework in order to develop the questionnaire and semi-structured interview form Ask the experts to evaluate the validity of the developed questionnaire and interview form Summarize the validity results and modify the research instruments based on the experts' comments	Modified questionnaire and interview form

**Table 3.1** (Continue)

<b>Procedures</b>	<b>Details</b>	<b>Results</b>
3) Collect quantitative data	Survey the opinions of the Generation Y employees	Raw data obtained from the questionnaires
4) Collect qualitative data	Conduct the in-depth interviews with the key informants, who were human resource management executives of role-model organizations and Generation Y employees of Thai public and private organizations Analyze the qualitative data	Qualitative results about employee retention, the factors affecting Generation Y employee retention, and the Generation Y employee retention model
5) Make conclusions	Summarize both quantitative and qualitative results. Discuss the results. Propose recommendations.	Generation Y employee retention model of Thai public and private organizations.

## **CHAPTER 4**

### **RESEARCH RESULTS**

The research results concerning the Generation Y employee retention model were obtained using both quantitative and qualitative research methods. The quantitative data were collected from Generation Y employees working in public and private organizations located in Bangkok using questionnaires. The qualitative data were obtained from semi-structured in-depth interviews with the heads of human resource management departments, executives, and Generation Y employees of the case study organizations. The results were divided into 3 main parts as follows.

Part 1 shows the results of the qualitative research obtained from the in-depth interviews with the heads of the human resource management departments, executives, and Generation Y employees of the case study organizations.

Part 2 presents the results of the quantitative research on the characteristics of the respondents and the basic statistics of the variables.

Part 3 demonstrates the results regarding the development of the Generation Y employee retention model of Thai public and private organizations.

#### **4.1 Results of the Qualitative Research**

The researcher selected the key informants working in public and private organizations that are widely recognized as role-model organizations with good human resource management practices. The in-depth interviews were conducted to collect data about the implementation of Generation Y employee retention and the factors affecting this employee retention from the heads of human resource management departments, executives, and Generation Y employees in order to compare and confirm the accuracy and completeness of the quantitative results. The details are as follows.

#### 4.1.1 The Implementation of Generation Y Employee Retention

According to the research results, it was found that most organizations place importance on the retention of Generation Y employees and try to adjust their organizational operations to be suitable for Generation Y employees. Due to the increased number and unique characteristics of Generation Y employees, most organizations thought that Generation Y employees play an important role at work and are considered the main workforce of the organization that should be retained.

##### Definition of Generation Y Employee Retention

The key informants mostly agreed that Generation Y employee retention is associated with using various methods, including learning development, understanding enhancement, and motivation building, to make Generation Y employees feel satisfied with their work, perceive that their needs are responded to, and be willing to stay with their organization for the maximum period of time without thinking of resigning or changing jobs when receiving better offers. The results regarding the definition of Generation Y employee retention are shown in Table 4.1.

**Table 4.1** Results Concerning the Definition of Generation Y Employee Retention

Topic	Results
<b>Definition</b>	<ul style="list-style-type: none"> <li>- Learning and understanding</li> <li>- Retaining new generation employees as long as possible</li> <li>- Motivating and attracting</li> <li>- Responding to Generation Y employees' needs</li> <li>- Making Generation Y employees grow with the organization</li> <li>- Caring about Generation Y employees and constantly developing their potential</li> <li>- Intending to stay with the organization for the maximum period of time</li> <li>- Not thinking of resigning when receiving better job offers</li> <li>- Being prepared for work</li> </ul>

### Importance of Generation Y Employee Retention

The key informants similarly stated that each organization gave importance to Generation Y employees because they were the new-generation employees with unique characteristics, resulting from a specific parenting style and social environment. Therefore, each organization should learn to understand their different characteristics. In addition, the key informants stated that all organizations have invested time and money in recruiting, selecting, developing, and training Generation Y employees. All of these efforts and investment will be useless if Generation Y employees decide to resign from their job. Thus, every organization needs to retain Generation Y employees for the longest time possible. The details are shown in Table 4.2.

**Table 4.2** Results Concerning the Importance of Generation Y Employee Retention

Topic	Results
<b>Importance</b>	<ul style="list-style-type: none"> <li>- The new of generation employees</li> <li>- The majority of the employees (more than 50%) and the main workforce of the organization</li> <li>- Being able to increase productivity for the organization</li> <li>- Strategic move of the organization</li> <li>- Future leadership preparation</li> <li>- Having unique characteristics such as low patience, frequently changing jobs, needing challenges, and wanting to be accepted</li> <li>- Organizations are challenged to meet the needs of Generation Y employees.</li> <li>- Organizations already invested in Generation Y employees so they need to retain this group of employees to prevent a loss of investment.</li> </ul>

### Implementation of Generation Y Employee Retention

Most key informants stated that their organization had been operating for 4-5 years and has continued to pay attention to the diversity of human resources.

Particularly, the employees of each organization consisted of people from different age groups and generations, such as baby boomers, Generation X, and Generation Y. Each organization needed to adjust its operations to be suitable for Generation Y because they were the majority of the employees. Many organizations have conducted a survey to investigate the needs of this group of employees, have adjusted their operational procedures to suit their needs, and have also organized various activities to build good relationships among all groups of employees so that they can work together in a harmonious way. However, some organizations were found to retain their employees using only the traditional employee retention concept without having a clear Generation Y employee retention plan or policy. The details are shown in Table 4.3.

**Table 4.3** Results Concerning the Implementation of Generation Y Employee Retention

Topic	Results
<b>Implementation</b>	<ul style="list-style-type: none"> <li>- Surveying the needs of Generation Y employees</li> <li>- Adjusting operational processes according to the characteristics and needs of Generation Y employees</li> <li>- Organizing activities to build good relationships among employees of all age groups</li> <li>- Providing flexible benefits</li> <li>- Creating a happy workplace where all employees can work together with mutual understanding</li> <li>- Providing flexible work time</li> <li>- Allowing employees to check in via the office's Wi-Fi without having to swipe a card or scan one's finger</li> <li>- Allowing employees, especially those working in a support function, to dress more casually</li> <li>- Cultivating work cultures that match corporate values</li> <li>- Some organizations had no clear Generation Y retention plan or policy but applied the traditional employee retention concept to retain their employees.</li> </ul>

### Specific Methods Used to Retain Generation Y Employees

The results showed that all of the organizations tried to adjust their internal work processes to be suitable for Generation Y employees and placed more emphasis on this group of employees. Many organizations used digital technology as a tool to facilitate work and link different ideas, which showed that they understood the characteristics of Generation Y employees, who have modern ideas, want to learn new things, and are equipped with knowledge of technology. The details are shown in Table 4.4.

**Table 4.4** Results Concerning the Specific Generation Y Employee Retention Methods

Topic	Results
<b>Specific Methods</b>	<ul style="list-style-type: none"> <li>- Gaining attention from administrators</li> <li>- Senior employees give support and advice and share experiences with junior employees.</li> <li>- Creating happiness at work</li> <li>- Providing good benefits and job security</li> <li>- Applying job rotation</li> <li>- Creating a work-life balance and career opportunity in order to retain employees</li> <li>- Linking corporate values with a learning culture</li> <li>- Using modern digital technology to facilitate fast work</li> <li>- Using smart devices such as tablets to save work time</li> <li>- Allowing employees to work anywhere. Using co-working space and mobile office systems. Providing VPN access for employees.</li> <li>- Using a mobile application to monitor employee attendance, leaves, lateness, and salary</li> <li>- Applying artificial intelligence (AI) or other technologies to work processes</li> </ul>



### Generation Y Employee Retention Problems and Solutions

There were many problems with Generation Y employee retention that were involved with complicated work procedures and misunderstandings between employees, supervisors, and administrators. Moreover, each Generation Y employee was found to have different needs, which made it difficult for the organization to understand and respond to all of them. One of the most important problems was resignation behaviors. Most key informants agreed that the resignation of employees was a major problem that needed to be solved by learning to understand the needs of Generation Y employees. Further details are shown in Table 4.5.

**Table 4.5** Results Concerning Generation Y Employee Retention Problems and Solutions

Topic	Results
<b>Problems</b>	<ul style="list-style-type: none"> <li>- Complicated processes, systems, and regulations, causing delays in operations</li> <li>- Frequent changes of organizational structures, supervisors, and work procedures, making employees feel bored</li> <li>- Misunderstandings between senior employees and Generation Y employees</li> <li>- Differences in the needs of each Generation Y employee, making it difficult for the organization to respond to all of them</li> <li>- Early resignation of Generation Y employees due to their co-workers' leaving</li> <li>- Fierce competition to attract and retain top talent</li> <li>- Generation Y employees do not want to work until retirement.</li> <li>- Work pressure and dissatisfaction with assigned tasks</li> </ul>
<b>Solutions</b>	<ul style="list-style-type: none"> <li>- Administrators must understand the characteristics and traits of Generation Y and figure out how to make them work harmoniously with others.</li> <li>- Administrators should not be arrogant and must give employees chances to speak, ask questions, share ideas, and show their abilities.</li> <li>- Balancing the needs of all Generation Y employees in order to make all related parties happy</li> <li>- Providing competitive compensation to Generation Y employees</li> </ul>

The resignation of the Generation Y employees mostly resulted from work pressure and dissatisfaction with assigned tasks. As this group of employees had high self-confidence, when they were pressured by various factors, including a dissatisfying work environment, or given new job offers, they tended to resign or change jobs. They wanted to learn and experience various tasks and choose what they really wanted to do. They also expected to achieve career advancement. Once they felt that their assigned tasks and duties were not challenging or did not make them grow, they were likely to resign and find a new job.

In addition, a better compensation and benefits package was another supportive factor motivating the resignation of the Generation Y employees. In general, Generation Y employees tend to switch jobs during the first 1-2 years of work. They will have greater work commitment, however, after working for 5 years or more. According to the research results, the main reasons for the resignation of the Generation Y employees included receiving a job offer that was more interesting and allowed them to learn new things, wanting to obtain higher positions, receiving a higher compensation, being stressed at their job, their achievements were not recognized by their supervisors, their supervisors could not advise or clearly explain their assigned tasks, having different opinions from their supervisors, feeling that their assigned tasks were not challenging, and believing that working in various organizations and gaining various experiences could contribute to their self-development. It was found that the Generation Y employees planned to work in the organization for about 5-10 years and then quit to start their own business. New generation employees generally want to have their own business and plan to leave their organization when they turn 40 and have enough money to invest. The other reasons for the Generation Y employees' resignation were wanting to pursue higher education and having to taking care of their existing family business.

The resignation of the Generation Y employees had a strong effect on Generation Y employee retention. Some employees worked for only a short period of time before resigning, making the organization need to continually recruit and select more new employees to replace both retired and resigned employees. The resignation rate of the Generation Y employees significantly increased. Most of them decided to resign due to a better compensation offer and a desire to have their own business.

Young generation people want to be a business owner rather than being a lifelong employee. The Generation Y employees with fewer than two years of work experience were found to have the highest resignation rate. Therefore, the resignation of Generation Y employees is a major problem that administrators need to appropriately handle so that it will not affect existing employees' workload.

#### **4.1.2 Factors Affecting Generation Y Employee Retention**

According to the research results, organizational commitment, human resource management practices, perceived organizational support, and quality of work life were the factors affecting Generation Y employee retention. The details are as follows.

##### **Organizational Commitment of Generation Y Employees**

Organizational commitment plays an important role in Generation Y employee retention because it has an impact on organizational performance. Employees with organizational commitment will have a sense of organizational belonging, want to be a part of their organization, pay attention to their work, try to effectively perform their duties, and show more dedication to work. In addition, organizational commitment makes employees feel committed to their work and want to continue working for their organization. If an organization cannot respond to the diverse needs of employees, it will affect the level of organizational commitment. When employees find that the benefits they receive are not worth staying with the organization, they will decide to resign, which can lead to employee retention problems.

The research results indicated that the Generation Y employees gave the most importance to continuance commitment. Most of them weighed the pros and cons of leaving and staying with their organization. Once the costs of staying were greater than the costs of leaving, they would immediately resign. Continuance commitment is an employee's desire to stay with the organization because the costs of leaving are greater than the benefits. Some of the key informants provided further information as follows.

“I love my job (performance) rather than my organization (loyalty). I need to work in exchange for money so I have to do my best to maintain my dignity. The love for my organization depends on what I receive and how I am treated by my organization.”

“I think that nobody is indebted to anyone. It is about a balance of gives and takes. Everybody hates being taken advantage of in terms of money, work, and labor. No one likes to be treated with prejudice only because they are junior. No one should not be treated like a machine. Everybody has values.”

#### Importance of Organizational Commitment to Generation Y Employee Retention

The key informants, who were administrators, stated that commitment to the organization was very important regarding Generation Y employee retention because organizational commitment could contribute to the retention of Generation Y employees. Organizational commitment helped enhance employee engagement, a sense of organizational belonging, and the intention to stay. In order to successfully retain Generation Y employees, it was essential to build organizational commitment, as can be seen in the following statement.

“I tried to build organizational commitment among the employees. I think it is important to the employees’ decision to stay or leave. In other words, if the employees have organizational commitment, they will have to evaluate the pros and cons of leaving before making a decision. If the employees have no organizational commitment, they will simply resign.”

#### Building Organizational Commitment to Retain Generation Y Employees

Many organizations placed emphasis on building organizational commitment in order to retain Generation Y employees. They mostly conducted an annual employee engagement survey and used the survey results to improve their operations.

They sometimes let an external agency to carry out the survey in order to obtain the most realistic information. The survey results were helpful for the organizations' administrators in designing activities to build organizational commitment. As the members of each organization consist of people of different ages, it is necessary to survey the needs and engagement levels of employees in each age group, especially Generation Y employees. Moreover, every organization should pay attention to its employees, such as listening to their opinion. Administrators should place importance on building organizational commitment among employees at all levels. One of the key informants gave more information as follows.

“Although building organizational commitment is not a difficult task, it cannot be accomplished overnight. It takes time to make the employees love and feel engaged with their organization. Therefore, the organization and administrators must sincerely care about the employees, listen to the employees' opinions, give the employees chances to talk to them, reducing the gap between the administrators and employees, and provide useful advice when the employees need.”

**Table 4.6** Results Concerning the Organizational Commitment of Generation Y Employees

<b>Importance</b>	<b>Operations</b>
- Enhance dedication to work and better performance	- Conduct an employee engagement survey on an annual basis or every 2-3 years
- Promote a sense of organizational belonging	- Analyze the survey data and use the results to improve organizational practices,
- Increase employee involvement	work systems, and related operations such
- Reduce absenteeism	as compensation management and work
- Minimize employee turnover	environment development
- Reduce turnover intentions	- Analyze the needs of employees in each
- Boost employee morale	age group, especially Generation Y employees

**Table 4.6** (Continued)

<b>Importance</b>	<b>Operations</b>
<ul style="list-style-type: none"> <li>- Increase happiness at work</li> <li>- Enhance organizational pride</li> <li>- Promote work motivation</li> </ul>	<ul style="list-style-type: none"> <li>- Sincerely care about employees, pay attention to them, listen to their opinions, provide chances for them to talk, reduce the gap between administrators and employees, and give advice when needed</li> <li>- Organize activities to build good relationships between the people in the organization</li> <li>- Change administrators' mindsets in order to promote the participation of all related parties in building organizational commitment</li> <li>- Learn to understand the lifestyle of new generation employees</li> <li>- Cultivate organizational values and corporate cultures</li> <li>- Carry out a "Ready Together" program to prepare Generation Y employees for work</li> <li>- Create a happy working atmosphere</li> <li>- Make the workplace feel like a home</li> <li>- Create a sense of pride</li> </ul>

The key informants similarly stated that the Generation Y employees had quite a low level of organizational commitment compared to the previous generation employees. This was because the Generation Y employees did not think that their job was respectable or secure, and they did not want to work for their organization until retirement. They paid more attention to their work environment rather than the reputation or stability of the organization. They placed importance on challenging and

meaningful tasks, the supervisors' recognition of their performance, the supervisors' guidance and direction that were in line with their ideas, and the supervisors' understanding of the lifestyle of the new generation people. They wanted to be recognized by their achievements without having to work until late at night. They wanted to have a group of friends to socialize with, do activities, and go on vacation together. Therefore, when they had co-workers of the same age and lifestyle in the organization, they were likely to have high organizational commitment.

The Generation Y employees exhibited low affective commitment; they were not attached to their organization and were ready to resign at any time when they were dissatisfied with matters such as relationships with supervisors and co-workers, compensation, career advancement, challenges, and assigned tasks. They also exhibited low organizational citizenship, lacked organizational commitment, and frequently changed jobs. Most Generation Y employees continued to work for their organization because they had continuance commitment. It was found that the Generation Y employees evaluated the pros and cons of leaving their organization. They tended to resign once they found that they would receive worthwhile benefits from leaving, such as higher salary, a higher position, better career opportunity, and more convenient commuting. According to the research results, it was not found that the Generation Y employees had normative commitment. They did not feel that staying with the organization was the right thing based on moral principles. They did not feel indebted to their organization for giving them a job. Most of them thought that it was a reciprocal relationship between employees and employers. The organization gave them compensation and they worked hard in return so they did not need to feel indebted. Most of the Generation Y employees intended to remain in the organization for a short time. Some of them just wanted to gain experience before starting their own business. Thus, organizations should pay attention to building organizational commitment, especially affective commitment, and making Generation Y employees love and feel engaged with their organization by providing caring support and reducing the gap between administrators and employees. When Generation Y employees feel engaged with the organization, they will also encourage their co-workers to love the organization, which finally contributes to the success of employee retention.

### Human Resource Management Practices for Generation Y Employees

Human resource management practices are considered an important factor affecting Generation Y employee retention. Human resource management is the process of managing employees with various methods in order to enhance work motivation, happiness at work, a positive attitude, job satisfaction, and work efficiency, which leads to the achievement of organizational goals.

The key informants mostly stated that each organization should focus on the implementation of human resource management practices because they could facilitate happiness at work and make the Generation Y employees continue to remain in the organization. The research results suggested that compensation management, training and development, and career development had an effect on the retention of Generation Y employees. The information obtained from the interviews regarding the human resource management practices is as follows.

#### Importance of Human Resource Management Practices in Relation to Generation Y Employee Retention

The key informants indicated that human resource management practices were very important regarding Generation Y employee retention because they were organizational approaches and activities to manage employees that were valuable resources of an organization. The key informants suggested that clear and comprehensive human resource management practices that were in line with the needs of employees could contribute to the success of Generation Y employee retention. Most of them thought that the human resource management department should provide basic support and assistance to employees because human resource management was highly related to employee retention.

#### Compensation Management

Compensation management is a human resource management practice that is important to employees of all age groups, including Generation Y employees. At least, employees should be provided with a basic salary or monetary compensation that is competitive in the same industry. At present, many organizations have designed compensation and benefits packages that fit the diverse needs of each group of employees. Most of the key informants stated that one compensation system could not be applied to the entire organization. They also suggested that each organization



had to study the needs of each group of employees and design compensation systems that suit their needs. Particularly, in order to determine effective compensation management, each organization should take into account the needs of Generation Y employees that were different from those of the employees in other age groups. One of key informants provided further information as follows.

“I asked my juniors that are Generation Y people about their main reason for choosing a job. Their answer were similar, compensation. I also asked them what they want as a reward. They clearly said, money because it is tangible.”

In terms of determining the salaries and benefits for Generation Y employees, the key informants thought that it was difficult to change the salary scale and give the Generation Y employees the highest salary base, especially for governmental organizations. However, most of the key informants suggested that each organization should have fair and appropriate compensation management and increase compensation and benefits according to length of service and performance. In addition, salary, benefits, and incentives should be appropriately provided to employees based on their duties and achievements.

Regarding the implementation of compensation management, especially monetary compensation, many organizations tried to adjust the salary base according to the needs of the Generation Y employees so that they could afford the rising cost of living. Some organizations also paid additional allowances for working in difficult conditions. However, some key informants stated that although the organizations tried to raise the salary base, they could not successfully retain this group of employees. This showed that most organizations paid attention to compensation management. One of the key informants also provided further information as follows.

“We appropriately adjust related mechanisms, provide attractive compensation packages to appeal to Generation Y people, improve compensation payment methods, and provide hardship allowance to

employees who have to work at an oil-drilling rig or abroad. The amount of allowance varies based on distance and difficulties.”

Regarding high-potential talents, the key informants suggested that in order to retain these talents, they should be provided with appropriate compensation and benefits that are competitive with other organizations. Importantly, each organization should provide high-potential talents with special adjustment allowances, in addition to an annual salary increases.

The key informants mostly stated that benefits and incentives are essential for human resource management because they can motivate employees to stay with their organization longer and attract more people to work for the organization. Providing good benefits, including special allowances, training, and flexible work options, not only shows that an organization cares about the quality of life of its employees but also reflects the potential and stability of that organization. Regarding the concept of flexible benefits that allows Generation Y employees to select the benefits and incentives they want, the research results showed that some organizations provided their employees with various benefits based on this concept. Some of the details can be seen in the following statements.

“The company provides self-development budget and various benefits necessary for the well-being of employees. At present, Generation Y employees pay more attention to taking care of their own health rather than focusing on medical benefits because they do not want to get sick. They are interested in self-care activities, exercise, running, aerobics dancing, and clean-food buffet. Each department organizes these activities on its own. The HR department only provides support according to the employees’ needs.”

“I think that benefits are the key factor that people consider when choosing a career. A one-size-fit-all approach cannot be used any longer. Currently, the company tries to develop a flexible benefit approach that enables the employees to select benefits they desire. The

Gen-Y employees pay no attention to retirement funds and benefits because they do not plan to work that long. They focus on flexible work hours. They do not want to work on Saturday. They are fine with working outside the office. The company may need to consider whether to continue using the traditional working hours of 9 a.m. to 5 p.m. or let the employees select their own working hours. Moreover, the company may need to provide more flexible options such as allowing the employees to select the benefits based on the given amount of money. I think the company needs to adapt at this point.”

#### Training and Development

Many organizations placed emphasis on human resource development—they set a clear and practical development plan to encourage their employees to visit other organizations, receive training, and pursue further education. The key informants suggested that each organization should provide support and opportunities for the Generation Y employees to develop themselves and learn new things because this group of employees is intellectually curious, ambitious, enthusiastic, creative, self-confident, and fond of changes. Each organization should determine development activities according to job position and characteristics, boost employee morale, and establish training courses that are in line with employee and organizational needs. These suggested approaches will help to reduce employee turnover rates, enhance employees’ potential, and contribute to organizational progress. The key informants provided more details as follows.

“Generation Y employees enjoy learning all the time. When they are assigned to do a task that has never been done, they will study all relevant details and need advice from a consultant. Therefore, we need to provide them with necessary information and knowledgeable consultants to make them willing to work for the company and feel that their skills are being developed. Assigning them a new task is better than having them sit in a training room. It is like an on-the-job-training

that allows them to work, learn, and develop themselves at the same time.

“Generation Y employees place importance on training and development. They focus on constantly learning new things and receiving training and development. The company has tried to create various development measures such as assigning employees to challenging projects or new tasks in order to challenge their out-of-the-box thinking and creative skills.”

“In order to develop the employees, the company uses the 70:20:10 model, which consists of self-learning and learning from the job (70%), learning from administrators, supervisors, colleagues, coaches, experts, and mentors (20%), and learning in classroom (10%).”

Most organizations tried to change their training and development methods and processes and carried out various activities to develop the Generation Y employees' knowledge, abilities, and skills, such as establishing e-learning systems, developing websites, and designing innovation award programs that allow young employees to show ideas and abilities that are useful for the development of organizational innovation. The organizations provided a stage for the Generation Y employees to show their abilities because they knew that this group of employees were fond of challenging tasks and were willing to show their talent.

Apart from assigning challenging and diverse tasks, most organizations also used job rotation to develop the Generation Y employees' knowledge, abilities, and skills. The research results showed that the Generation Y employees paid attention to self-development, enjoyed learning new things, and liked to show their abilities to others. Upon assigning a new task, the organizations should not only tell the Generation Y employees what to do and when to finish, but also explain the overview and significance of each task in order to make them willing to play their role. One of the key informants gave more details as follows.

“There are many interesting programs such as the Young People to Globalization (YP2G) program that aims to develop and retain capable employees. The participants will be continually assigned to challenging tasks. Thus, they need to adapt themselves all the time. This program is suitable for Generation Y talents and young generation people who are interested in challenging tasks and want to develop their ability to the fullest. The duration of the program is 2 years with a regular 6-month rotation.”

Some organizations placed importance on other development methods, such as encouraging employees to continuously develop themselves and pursue higher education. These organizations expected to build a good corporate image in order to attract new Generation Y candidates in addition to retaining the existing Generation Y employees. Some of the key informants provided further information as follows.

“We have various programs to respond to their self-development needs. There are scholarships for employees, who want to pursue master’s or doctoral studies in leading universities abroad. For high-potential talents, we have the fast-track program to develop their personal development skills and learning abilities and make them aware that we appreciate their value.”

“We use educational scholarships to develop our employees. Employees with one-year of service will be granted a master’s degree scholarship in the fields that are related to the company’s operations. They can select to study in the top 5 universities in the United States and United Kingdom. I think this approach can answer the needs of young generation employees, who want to develop themselves, learn new things, and achieve career advancement. After graduation, they can select to work in the department that they want.”

### Career Development

Everyone has the goal of achieving career success. Thus, each organization should ensure that all employees can grow in their career path by providing them with job promotion opportunities and salary increases in order to make prospective candidates decide to join the organization. Career advancement refers to more than job promotion; it includes opportunities to perform challenging tasks. The key informants provided more information as follows.

“We give the employees opportunities to develop abilities and skills according to their interests. We allow them to propose new ideas to create happiness at work. We believe that giving the Generation Y employees opportunities to learn and grow in their career path will help create work passion and drive them to contribute to the success of the company in a sustainable way.”

“The Young People to Globalization (YP2G) program is a personnel development program that aims to develop employees to grow in management positions in a fast-track way. The selected employees are like volunteers that are assigned to various challenging projects until they gain insightful knowledge. This program makes the company have a sufficient number of capable employees with readiness to step into a management position in the long run.”

“The employees can transfer to another department, if they are not satisfied with assigned tasks. In order to serve the needs of the Generation Y employees, the company has established the Career Click system that allows the employees to apply for vacancies in different departments.”

The organizations determined and implemented career development measures according to the needs of the Generation Y employees in order to enhance their happiness at work. A key informant provided further information as follows.

“We study their needs and desired career path before analyzing their strengths. We use the concept “Play with Your Strengths” to drive the employees to achieve career success and personal goals. We will not map the employees to specific roles. We start by paying respect to the employees. The Generation Y employees are happy when they are allowed to do what they want. The most important thing is making them enjoy what they are doing.”

In addition, the career path of Generation Y employee should be linked to training and development in order to enhance their career advancement and boost their morale. One key informant gave further explanation as follows.

“The employees’ career path should be clear and linked to training and development. At our company, we give the employees a career path handbook that looks like a passport to record their career journey. This handbook will guide them to develop necessary competencies in order to grow in their career path. They will get a stamp when they attend training or seminars. They can always check whether they have received all required training. When there is a new training course, the company will send them a boarding pass to inform all details.”

**Table 4.7** Results Concerning the Human Resource Management Practices of Generation Y Employees

<b>Importance</b>	<b>Operations</b>
<ul style="list-style-type: none"> <li>- Personnel management approaches/ activities</li> <li>- Work motivation</li> <li>- Job satisfaction</li> <li>- Encouraging</li> <li>- Facilitating</li> <li>- Supporting</li> <li>- Better work efficiency and performance</li> </ul>	<p data-bbox="842 526 1232 562"><b>Compensation Management</b></p> <ul style="list-style-type: none"> <li>- Design compensation packages that are reasonable, fair, and competitive based on employees' length of service and performance</li> <li>- Additionally provide special adjustment allowances to employees in addition to an annual salary increase</li> <li>- Apply an accelerated salary adjustment (ASA) scheme that is performance oriented</li> <li>- Provide flexible benefits based on employees' needs and given budget</li> <li>- Apply a "not one size fits all" approach</li> </ul> <p data-bbox="842 1294 1214 1330"><b>Training and Development</b></p> <ul style="list-style-type: none"> <li>- Provide on-the-job training</li> <li>- Create new learning activities and out-of-the-box projects</li> <li>- Design various training courses that suit the needs of all related parties</li> <li>- Develop e-learning systems/websites</li> <li>- Conduct innovation award programs</li> <li>- Provide scholarships at top universities in USA/UK</li> </ul>



**Table 4.7** (Continued)

<b>Importance</b>	<b>Operations</b>
	<p data-bbox="842 501 1129 535"><b>Career Development</b></p> <ul style="list-style-type: none"> <li data-bbox="842 555 1098 589">- Apply job rotation</li> <li data-bbox="842 609 1257 698">- Carry out the Young People to Globalization (YP2G) program</li> <li data-bbox="842 719 1337 864">- Establish the Career Click system allowing employees to switch to other positions</li> <li data-bbox="842 884 1358 1025">- Create a career path passport to record one's learning journey and to enhance career advancement</li> </ul>

#### Perceived Organizational Support among Generation Y Employees

Perceived organizational support is an important factor affecting Generation Y employee retention. It is a process of mutual interaction between organizational members and it is associated with organizational supporting, advising, and problem solving. If organizations and administrators understand the problems and needs of Generation Y employees and give them opportunities to show their potential and participate in problem solving, they will have perceived organizational support and feel good about themselves—they will feel that they are important and valuable to their organization and have job satisfaction and happiness at work. This will lead to better performance, higher work dedication, and reduced turnover intentions, which finally benefits the organization.

#### Importance of Perceived Organizational Support to Generation Y Employee Retention

Many key informants, who were administrators, suggested that perceived organizational support was very important because when the Generation Y employees perceived that their organization gave them support in various aspects, they would

develop a good attitude towards their organization, which contributed to their retention.

#### Perceived Work Support

Perceived work support can be considered the employees' perception of their organization's operational support, such as being aware of mistakes that may occur at work and giving instant feedback. Giving instant feedback makes Generation Y employees acknowledge their performance, value, strengths, weaknesses, and failures. It enables Generation Y employees to be proud of their achievements and continuously develop themselves. In addition, when Generation Y employees are given opportunities to express their ideas and fix their mistakes, they will feel satisfied with their job and organization. At present, there are many methods to make employees aware of their organization's work support, such as giving employees opportunities to share their ideas, participate in various organizational activities, work freely, manage their own work time, and perform specific projects. Generation Y employees will find their own way to accomplish their tasks in a timely and effective manner. Thus, the organization should believe in their abilities and allow them to independently perform their duties.

Another important thing is that Generation Y employees have very high self-confidence and do not want to do things like other people do. Each organization should be aware of their characteristics and allow them to work freely in order to achieve their determined goals. During work, ideas that may be considered strange or creative should not be blocked. Administrators and supervisors should focus on the final results and give them advice when a mistake occurs. This approach enables Generation Y employees feel comfortable at work and makes the organization obtain fresh ideas from them. Thus, perceived work support plays an important role in the retention of Generation Y employees. Some of the key informants provided insightful information as follows.

“We have the safe space for the employees to freely express their opinion. The administrators are open to all comments and suggestions and always encourage the employees to share their ideas without complaining or blaming them. We should allow new generation

employees to propose new ideas and encourage them to think and speak because it can benefit our work.”

“The Blooming Talent project is carried out to encourage the Generation Y employees to find their own potentials. The employees will be assigned to 2-3 tasks in order to make them find their own strengths before choosing the department they want to join. We give them chances to think and choose what they really want, which is another way to show that the company always provides them with work support.”

“The company has “I & Q Program,” in which the employees are encouraged to form a team and propose an interesting project related to their work. The management listens to their ideas and also gives useful advice for further improvement. This project allows young generation people to express their ideas, learn new things, and implement their proposed project without fear of being wrong.”

The research results showed that the Generation Y employees often perceived the organization’s work support through the administrators and supervisors, who worked closely with them. One key informant provided further information as follows.

“We try to adhere to the principle of ‘no involvement no commitment.’ We give the new generation employees opportunities to participate, think, and act. When they are not allowed to participate in organizational activities, they will lack a sense of ownership and have low work commitment. Particularly, young generation employees do not want to be commanded. They want to participate. If the company or supervisor encourages them to share ideas from the beginning, they will know how to implement those ideas in the execution process.”

### Perceived Appreciation

Perceived appreciation is the employees' perception that their organization values and appreciates their achievements, efforts, and contributions. According to the research results, the organizations used various methods to show that they recognized the value of the Generation Y employees, such as announcing and giving rewards to outstanding employees of the month that had demonstrated exceptional performance or good personality traits that were admired by co-workers, showing appreciation, and providing compliments in front of others. The key informants mostly agreed that perceived appreciation is important to the retention of Generation Y employees, as shown in the following statements.

“Although the Generation Y employees may seem to have high self-confidence, they still need moral support, compliments, and tangible rewards. We need to continuously pay attention to them and recognize their value because it can motivate them to continue working for the company.”

“They are a group of employees that need attention, acceptance, and recognition. If they are recognized, they will work harder. We understand their nature so we have given certificates of achievement to outstanding talents every year at the company's annual party. This is to make them proud that the company appreciates their value.”

“The company must recognize their importance and put them in the right jobs. If their performance is good, we must praise them. This is very important. Some supervisors do not want to praise their subordinates, although they have done a good job. I always tell my fellow supervisors to give the subordinates compliments when they perform well so that they feel they are valuable.”

“Recognition is very important. When they are assigned to a project, if the supervisor pays no attention to them, they will lose interest in working, feel invaluable, and lack motivation. Therefore, if they do a good job, we should praise them and make them feel motivated to work.”

“When they are assigned to a new task, they will feel happy and think that they are good enough to accomplish it. If I praise them in front of others, they will smile all day. The previous generation may feel shy but the Generation Y employees like to be praised. They will immediately accept the praise and say thank you in return. This reflects that they feel good when the company or supervisor recognizes their achievements and value.”

“The company has an appreciation system that encourages supervisors and employees to show appreciation to each other through the intranet. When the employees are praised for achievements, they will feel valuable. If they are awarded by external agencies, we will officially announce it to make them feel that they are important to the company.”

According to the research results, one method that many organizations used to show their recognition and appreciation of employees' achievements and value was task assignments. A key informant provided more details as follows.

“Normally, we should assign tasks beyond employees' capabilities in order to make them feel challenged. However, if the tasks are too difficult, they may feel stressed, which is not good. If the tasks are too easy, they may feel insulted and invaluable. Thus, it is important to assign them to appropriate, meaningful, and significant tasks and make them feel accepted.”

In addition, administrators and supervisors were found to play an important role in building the perceived appreciation among the Generation Y employees. Therefore, administrators and supervisors should respect the creativity of Generation Y employees and recognize their importance. A key informant gave more information as follows.

“Administrators and supervisors should have leadership and appreciate employees’ value. They must be capable, cool, and open to out-of-the-box ideas and also provide employees with opportunities. Importantly, they need to recognize Generation Y employees’ achievements.”

**Table 4.8** Results Concerning Perceived Organizational Support of Generation Y Employees

<b>Importance</b>	<b>Operations</b>
<ul style="list-style-type: none"> <li>- Good relationships with others</li> <li>- Feeling valuable to the organization</li> <li>- Job satisfaction</li> <li>- Happiness at work</li> <li>- Better performance</li> <li>- Paying attention to work</li> <li>- Turnover reduction</li> </ul>	<p><b>Perceived Work Support</b></p> <ul style="list-style-type: none"> <li>- Organizations and administrators understand and deal with employees’ problems and needs with openness and sincerity.</li> <li>- Give instant feedback</li> <li>- Provide safe space for employees to share opinions without fearing judgment</li> <li>- Let employees find their own potentials through the Blooming Talent project</li> <li>- Encourage employees to form a team and propose their ideas through the I &amp; Q program</li> </ul>

**Table 4.8** (Continued)

<b>Importance</b>	<b>Operations</b>
	<ul style="list-style-type: none"> <li>- Apply the principle of “no involvement no commitment” to enhance employee participation</li> </ul>
	<b>Perceived Appreciation</b>
	<ul style="list-style-type: none"> <li>- Give rewards and compliments in front of others</li> </ul>
	<ul style="list-style-type: none"> <li>- Recognize employees’ value and achievement</li> </ul>
	<ul style="list-style-type: none"> <li>- Assign meaningful and important tasks</li> </ul>
	<ul style="list-style-type: none"> <li>- Apply no pressure. Give opportunities. Focus on performance.</li> </ul>
	<ul style="list-style-type: none"> <li>- Respect competency and initiative</li> </ul>
	<ul style="list-style-type: none"> <li>- Administrators must be open to out-of-the-box ideas.</li> </ul>

#### Quality of Work Life of Generation Y Employees

Quality of work life is a key factor that has an effect on Generation Y employee retention. When employees’ needs and expectations are fulfilled by their organization, they will have organizational commitment and happiness at work, which leads to reduced turnover intentions.

#### Importance of Quality of Work Life to Generation Y Employee Retention

Most key informants agreed that quality of work life is important to both the employees and organizations because the organizations were directly affected by employees’ quality of work life. If an organization places importance on employees’ physical and mental health and provides basic factors to serve their needs, employees will love and feel attached to the organization and exert all efforts to achieve organizational goals. When employees have a good quality of work life and feel happy at work, they will continue working for the organization. On the other hand, if

they have a poor quality of work life, they will pay more attention to their personal issues rather than assigned tasks. Particularly, the key informants suggested that quality of work life is the main factor that Generation Y employees take into account when considering whether to leave or stay with the organization.

#### Work-Life Balance

Employees' work-life balance is involved with organizational practices that enable employees to have a balanced work and personal life. It was found that the Generation Y employees paid more attention to work-life balance than the previous generation employees. They did not want to work excessively long hours. They needed work flexibility and enough time to do personal activities. The organizations tried to serve their needs through various operations, such as offering flexible work hours and allowing the employees to work from anywhere or work from home. Most Generation Y employees selected to work in flexible organizations that allowed them to develop their skills and that provided them with work flexibility. This was because they wanted more time to spend with family and do personal activities such as hobbies from which they can make extra money.

In addition, it was found that the Generation Y employees liked challenges and wanted a serious but not a stressful work environment. They wanted a friendly environment, sincere conversations, continuous learning, and skill development. Although they aimed to sustain their personal and organizational success, they did not want to work very hard; they wanted to have enough personal time. They did not want a performance evaluation system focusing on early arrival and late departure. Thus, work-life balance was vital to the retention of Generation Y employees. Some of the key informants provided further information as seen below.

“The new generation people really need work-life balance. Their life does not depend on work alone. They also need personal time to do other things.”

“Arriving at and departing from work on time cannot guarantee good performance. This group of employees are easily bored and



unwilling to do repetitive tasks. They need a new way of working. The company pays attention to what they want. We adjust work processes and provide flexible working hours to the employees who live far from the company. We did not force the employees to wear uniforms like in the past but allow them to freely dress in appropriate and polite attire.”

“Yong generation employees like to travel. The company increases annual leave from 6 to 10 days in order to serve their needs.”

“Flexible working hours are important. Nobody wants to frequently work overtime or work until late at night. Therefore, the company determines that all employees have to work 8 hours a day and lets them manage their own working time. The company no longer tracks their lateness but allows them to design their work schedule. I think it matches the lifestyle of Generation Y employees, who love freedom.”

“Generation Y employees want to achieve work-life balance. Although they have to carry out many duties, they still need personal time to relax and take care of their own health. During the supervisor training, the speaker suggested that we should not order subordinates around without taking account of their personal time. If they are often mistreated, they may decide to leave.”

“Generation Y people are characterized by “live then work.” They enjoy living life and want to achieve work-life balance. If they have chances to do what they want or like, they will be happy and their performance tends to be higher. This is because they are individualistic and have creativity. When they are happy, they will not think of changing jobs.”

### Social Relevance

Corporate social and environmental responsibility can attract Generation Y employees to work for an organization. The key informants, who were Generation Y employees, stated that corporate social responsibility (CSR) was the main factor that they considered when choosing to work for an organization. Many organizations recognize the importance of social relevance and carry out various corporate social responsibility activities to support social enterprises and to enhance environmental and natural resource preservation. The organizations also encouraged Generation Y employees to increasingly participate in those CSR activities in order to make them feel that their organization is also focused on contributing to society, apart from seeking a profit. Making the employees feel happy with and proud of their organization could lead to higher organizational unity, increased organizational commitment, and reduced employee turnover rates. Thus, it can be said that social relevance plays a key role in Generation Y employee retention. The key informants gave more details as follows.

“It can enhance employee enthusiasm, increase organizational commitment, and reduce turnover rates. Participating in CSR activities makes the employees proud of and love their organization more.”

“CSR activities help make the employees feel proud. They take pride in helping communities and feel happy to see the smiles of villagers. Most CSR activities are linked to employee activities and personnel development. The employees are given chances to do activities together in order to build organizational unity. New generation employees like to contribute to society.”

In addition, social relevance helped to create good the corporate image, promote organizational reputation, and attract the Generation Y employee to work for an organization. This is because the concept of employer of choice has become important for attracting and retaining Generation Y employees, as a key informant explained as follows.

“CSR has an impact on corporate image and reputation. Every organization implements CSR practices in order to build brand image and corporate reputation. We also use the employer of choice strategy to attract new employees through CSR activities. If we do not build corporate reputation, nobody will want to work for our company.”

**Table 4.9** Results Concerning the Work-Life Balance of Generation Y Employees

<b>Importance</b>	<b>Operations</b>
<ul style="list-style-type: none"> <li>- Organizational commitment</li> <li>- Happiness at work</li> <li>- Reduced turnover rates</li> <li>- Full dedication to work</li> <li>- Intention to stay</li> <li>- A sense of organizational pride</li> <li>- Good relationships at work</li> <li>- Good corporate image</li> </ul>	<p><b>Work-Life Balance</b></p> <ul style="list-style-type: none"> <li>- Implement a work-life balance policy</li> <li>- Apply flexible management practices such as flexible work hours, work from anywhere, work from home, and flexible work attire</li> <li>- Focus on the motto “live then work.” Let employees enjoy what they want to do.</li> </ul> <p><b>Social Relevance</b></p> <ul style="list-style-type: none"> <li>- Carry out community, social, and environmental activities</li> <li>- Encourage employees to participate in developing their hometown through the “Sharing for Better Future” program</li> <li>- Focus on the concept of the social enterprise</li> <li>- Pay attention to the circular economy</li> <li>- Create a culture of love at work</li> <li>- Conduct CSR activities that are linked to personnel development</li> <li>- Create an employer of choice culture</li> </ul>

In conclusion, the factors affecting the retention of Generation Y employees are associated with their lifestyles and thoughts, which are different from those of the previous generation employees. The Generation Y employees' intentions to stay at their place of employment depend on many factors, including organizational commitment and perceived organizational support. When Generation Y employees have organizational commitment, they will have the intention to stay with their organization. Each organization should build organizational commitment among this group of employees because low organizational commitment is currently the main factor that has an influence on the turnover and retention of Generation Y employees. The components of perceived organizational support, comprising perceived work support and perceived appreciation, are also important. Perceived work support is involved with challenging tasks, a serious but not stressful work environment, continuous learning, participation, and organizational acceptance. Perceived appreciation is concerned with the recognition of employees' achievements and contributions. Overall, if Generation Y employees receive appropriate support and recognition that are in line with their needs and expectations, they will have the intention to stay with their organization.

Moreover, human resource management practices in the dimensions of compensation management, training and development, and career development are considered vital to Generation Y employee retention. Reasonable compensation, flexible benefits, career advancement, promotion opportunities, and continuous skill training and development are the factors that should be provided to Generation Y employees in an appropriate and consistent way. If they are provided with a good work environment but a low salary or lack career advancement, they will have low intentions to stay on the job and look for a new job with higher compensation. When Generation Y employees recognize that their organization properly applies human resource management practices, covering compensation management, training and development, and career development, and provides them with opportunities to grow in their career path, they will choose to stay with their organization. Quality of work life is another significant factor; if Generation Y employees have a good-quality work life, they will intend to remain with their organization. The work-life balance is a component of the quality of work life, which is associated with work flexibility, such

as flexible work hours that allow Generation Y employees have enough personal time to relax and enjoy their life. Social relevance is another component of the quality of work life that each organization should pay attention to. Generation Y employees should be encouraged to participate in CSR activities in order to make them proud of their organization's contribution to society. When they recognize their organization's CSR efforts, it will finally contribute to reduced turnover rates and the success of Generation Y employee retention.

In order to successfully retain Generation Y employees, each organization should allocate manpower according to workload, reduce stress at work, and assign appropriate tasks. This is because Generation Y employees do not like routine or repetitive tasks. Particularly, they want to learn new things from capable supervisors, who have leadership skills and role-model qualities and continue to challenge them with difficult tasks. Thus, job rotation should be applied to make them have opportunities to perform challenging tasks, gain new experiences, and develop themselves in various areas until they are recognized and able to serve the diverse needs of their organization. Organizations should develop a faster and more concise work process in order to deal with various risk situations. Moreover, they should appropriately allocate resources to enable Generation Y employees to perform different tasks, provide freedom for the design of new work methods, and recognize and believe in the Generation Y employees' value and achievements. As Generation Y employees need to be accepted by others, it is necessary to assign them to participate in various activities, such as attending meetings on behalf of the organization's administrators and being guest speakers at educational institutions so that their need for recognition is fulfilled.

Another strategy to retain Generation Y employees is supporting them to grow in their career path. Organization should develop career paths that are in line with a job grade structure for all employees, especially Generation Y employees with fast-track potential. Organizations should also create career tracks for employees according to their varying abilities and needs and for those of different age groups and statuses. Moreover, organizations should consider and compare the average age range of employees holding the same position in other organizations in order to determine appropriate career development plans.

In addition, supervisors should be able to pay close attention to detail, provide operational advice, build good relationships with fellow co-workers and subordinates, allow subordinates to manage their own work time, and play a role as a mentor to guide new employees to concentrate on each task. This will allow Generation Y employees grow in their career path and receive appropriate compensation. In order to prepare Generation Y employees for further career advancement, there should be an effective personnel development plan to enhance their knowledge, abilities, and strengths and simultaneously reduce their weaknesses. They should be provided with educational scholarships on a continuous basis in order to motivate them to stay with their organization.

In terms of compensation, although there have been survey results suggesting that compensation is not a major factor influencing Generation Y employee retention, organizations still need to pay attention to and regularly review their compensation policy. Generation Y talents, who have high-potential, should be provided with extra incentives in addition to annual salary adjustment. Moreover, Generation Y employees should be supported to have a balanced work and personal life without having to work too hard or work late at night because this group of employees needs a work-life balance and high privacy. As Generation Y employees are working-age people that are very important to the labor market, organizations should take care of them, support them to achieve a work-life balance and be happy at work, and make them develop their capabilities to the fullest, which will finally contribute to the success of Generation Y employee retention.

## **4.2 Results of the Quantitative Research**

### **4.2.1 Basic Information on the Respondents**

**Table 4.10** Number and Percentage of the Respondents

n = 426

<b>Personal Information</b>	<b>Number</b>	<b>Percentage</b>
<b>Gender</b>		
Male	177	41.5
Female	249	58.5
<b>Age</b>		
18 - 25 years	89	20.9
26 - 35 years	299	70.2
36 years and over	38	8.9
<b>Educational Level</b>		
Lower than a bachelor's degree	30	7.0
Bachelor's degree	263	61.7
Master's degree	127	29.8
Doctoral degree	6	1.41
<b>Monthly Income</b>		
Less than 15,000 baht	65	15.3
15,001 - 25,000 baht	182	42.7
25,001 - 35,000 baht	91	21.4
35,001 - 45,000 baht	32	7.5
45,001 - 55,000 baht	56	13.1
55,001 baht and greater	-	-
<b>Type of Organization</b>		
Government organization/state enterprise	215	50.5
Private organization	211	49.5
<b>Length of Service</b>		
1 - 3 years	204	50.4
4 - 6 years	104	25.6
7 years and over	97	24.0

According to Table 4.10, the results of the statistical data analysis can be summarized as follows.

#### Gender

The respondents consisted of 249 females (58.5%) and 177 males (41.5%).

#### Age

The majority of the sample was in the age group of 26-35 years (n=299, 70.2%), followed by 18-25 years (n=89, 20.9%), and 36 years and over (n=38, 8.9%).

#### Educational Level

Most of the respondents had obtained a bachelor's degree (n= 263, 61.7%), followed by a master's degree (n= 127, 29.8%), lower than a bachelor's degree (n=30, 7%), and a doctoral degree (n=6, 1.41%).

#### Type of Organization

The majority of the respondents worked in a government organization/state enterprise (n= 215, 50.5%), followed by a private organization (n=211, 49.5%).

#### Length of Service

Most of the respondents had worked at their current organization for 1-3 years (n= 204, 50.4%), followed by 4-6 years (n=104, 25.6%), and 7 years and over (n=97, 24%).

### 4.2.2 Descriptive Analysis Results of the Variables

**Table 4.11** Means and Standard Deviations of the Variables

	n = 426		
Variables	Mean	SD.	Level of Perception
<b>Employee Retention</b>	<b>4.04</b>	<b>1.10</b>	<b>High</b>
<b>Organizational Commitment</b>	<b>4.16</b>	<b>.90</b>	<b>High</b>
- Affective commitment	4.50	.93	High
- Continuance commitment	4.03	1.16	High
- Normative commitment	3.76	1.04	High



**Table 4.11** (Continued)

	n = 426		
Variables	Mean	SD.	Level of Perception
<b>Human Resource Management Practices</b>	<b>3.89</b>	<b>.98</b>	<b>High</b>
- Compensation management	3.73	1.12	High
- Training and development	4.24	1.04	High
- Career development	3.67	1.18	High
<b>Perceived Organizational Support</b>	<b>3.91</b>	<b>1.02</b>	<b>High</b>
- Perceived work support	4.05	1.05	High
- Perceived appreciation	3.77	1.10	High
<b>Quality of Work Life</b>	<b>4.04</b>	<b>1.02</b>	<b>High</b>
- Work-life balance	3.72	1.20	High
- Social relevance	4.32	1.14	High

The results shown in Table 4.11 are described below.

The Generation Y employees had a high perception of the implementation of employee retention (mean = 4.04).

The Generation Y employees had a high level of overall organizational commitment (mean = 4.16). They were also found to have a high level of affective commitment (mean = 4.50), continuance commitment (mean = 4.03), and normative commitment (mean = 3.76).

Additionally, they had a high perception of overall human resource management practices (mean = 3.89) and also had a high perception of training and development (mean = 4.24), compensation management (mean = 3.73), and career development (mean = 3.67).

The Generation Y employees had a high level of overall perceived organizational support (mean = 3.91). Moreover, they were found to have a high level of perceived work support (mean = 4.05) and perceived appreciation (mean = 3.77).

Further, they had a high perception of the overall quality of work life (mean = 4.04) and also had a high perception of social relevance (mean = 4.32) and work-life balance (mean = 3.72).

**Table 4.12** Correlation Coefficients between the Variables and Employee Retention

n = 426

Variables	1	2	3	4	5
1) Employee Retention	1.00				
2) Organizational Commitment	.73*	1.00			
3) Human Resource Management Practices	.72*	.71*	1.00		
4) Perceived Organizational Support	.72*	.64*	.81*	1.00	
5) Quality of Work Life	.68*	.60*	.69*	.74*	.100

\* Achieving a statistical significance level of .01

Based on Table 4.12, it was found that employee retention was correlated with organizational commitment, human resource management practices, perceived organizational support, and quality of work life at a statistical significance level of .01. The correlation coefficients between the independent variables ranged from .60 to .81. In other words, all of the correlation coefficients were less than .85, which was considered acceptable (Pannathadh Chomchark, 2018, p. 95). The correlation coefficients of less than .85 indicated that the independent variables were not significantly related to each other and multicollinearity was not found.

**Table 4.13** Variables Affecting Employee Retention

n = 426

Variables	b	Std. error	$\beta$	t	p
Organizational Commitment	.45	.05	.37	9.08	.00*
Perceived Organizational Support	.24	.05	.28	4.31	.00*
Quality of Work Life	.21	.04	.20	4.62	.00*
Human Resource Management Practices	.15	.06	.13	2.55	.00*
a = 0.27		F= 215.69	R= 0.82	$R^2 = 0.67$	Adj $R^2 = 0.67$

\* Achieving a statistical significance level of .01

According to the multiple regression analysis results shown in Table 4.13, it was found that the independent variables, comprising organizational commitment, perceived organizational support, quality of work life, and human resource management practices, had relationships with each other and could jointly influence the variance of employee retention. They could predict employee retention at a statistical significance level of .01. They had a predictive power of 0.67, which indicated that organizational commitment, perceived organizational support, quality of work life, and human resource management practices could explain 67 percent of the variance of employee retention.

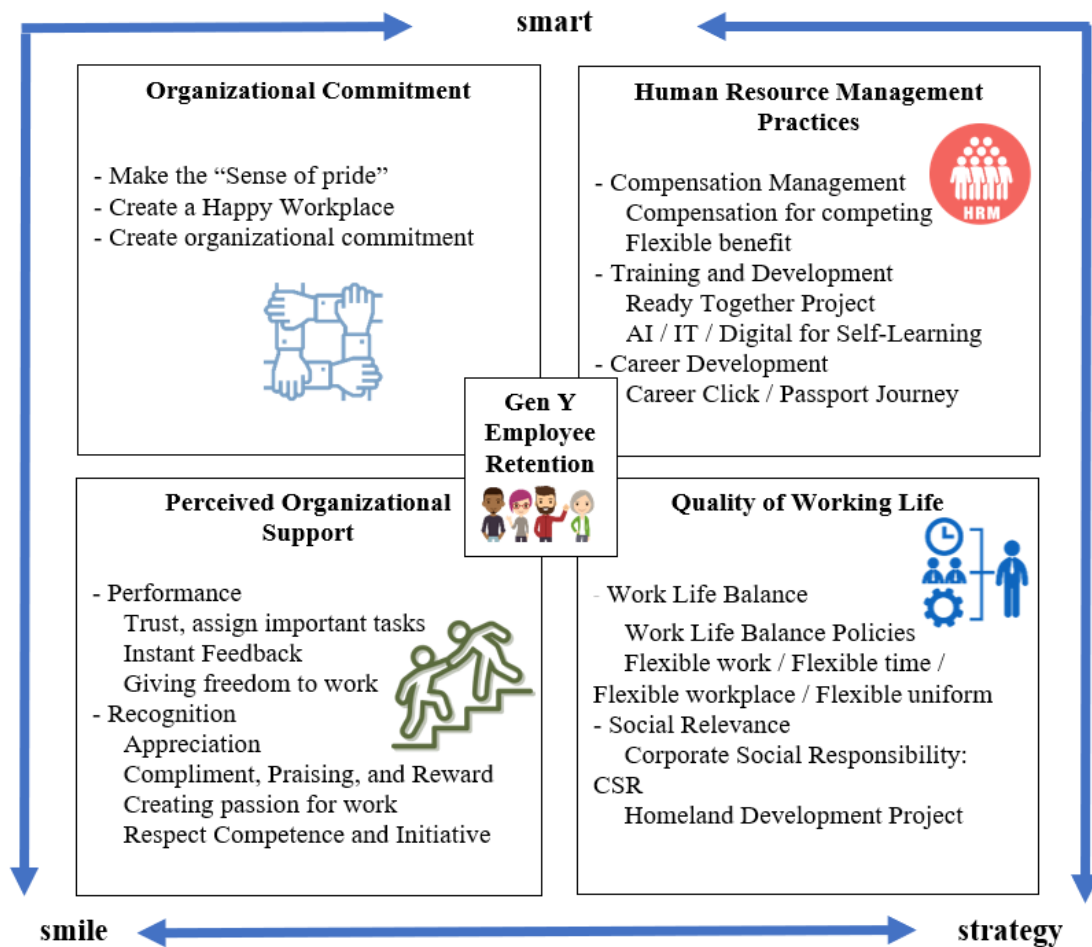
### **4.3 Analysis Results for Creating a Generation Y Employee Retention Model for Public and Private Organizations**

At present, both public and private organizations in Thailand have to adapt themselves to keep pace with current changes and situations. People or human resources are considered a significant factor that every organization pays attention to. The research results suggested that the Generation Y employees, who are increasingly entering the labor market, have unique characteristics and behaviors that are different from the previous generation employees. Thus, every organization placed importance on employee retention because it wanted to retain young, capable, and knowledgeable

employees, minimize turnover rates, reduce the burden of teaching new employees, build teamwork culture, enhance love and understanding at work, promote employee engagement, reduce cost and time, improve operational continuity, build morale and motivation, and encourage employees to love their job and organization. This is considered preparation of manpower for future growth and a way to create a good corporate image because Generation Y employees are likely to remain in the organizations that recognize their value and provide them with good living conditions, warmth, and security for a long time.

It is important for organizations to accurately respond to the needs of Generation Y employees in order to successfully attract and retain capable employees that have creativity and love their organization. This group of employees place importance on the factors that are associated with their lifestyle rather than monetary compensation, such as flexible work time, a work-life balance, career challenges and advancement, a work environment, and organizational management styles. As there has never been a specific model for retaining Generation Y employees to date, some organizations might already have implement retaining operations but have not obtained practical results. Some organizations might already have determined a policy but have not yet implemented it. Therefore, it is important to develop an employee retention model that can serve as an effective guideline for retaining Generation Y employees.

After analyzing and synthesizing the data on the factors affecting Generation Y employee retention, namely organizational commitment, human resource management practices, perceived organizational support, and quality of work life, which were obtained from the questionnaires and the interviews with the organizational administrators, HR managers, and Generation Y employees working in the case study organizations based on the relevant concepts and theories, the researcher used the results to develop a Generation Y employee retention model that can be used to effectively retain Generation Y employees and develop new academic knowledge in the future. The developed model is shown in Figure 4.1.



**Figure 4.1** Generation Y Employee Retention Model for Public and Private Organizations

The Generation Y employee retention model shown in Figure 4.1 can be described as follows.

1) Organizational Commitment

Organizations need to build organizational commitment by making Generation Y employees have a sense of pride through various methods, such as participatory working and listening to the opinions of all related parties or co-workers. Organizations should cultivate a belief that every idea is valuable and can be applied to achieve organizational goals. Moreover, organizations should carry out activities to build good relationships among employees, organize professional skill competitions,

and give rewards and certificates of achievements to outstanding employees in order to enhance a sense of pride among Generation Y employees.

Proper organizational support is one of the factors that help to build organizational commitment. It is concerned with a clear organizational direction, leaders' attention, appropriate workloads, a culture of giving, sharing successful experiences with co-workers and other organizational members, appreciating the success of others, and creating the motivation for employees to continuously develop themselves and be willing to contribute to organizational development.

Creating a happy workplace is also important because the workplace is one of the main causes of stress. A poor workplace can lead to a poor-quality work life. In general, Generation Y employees do not like a psychologically uncomfortable atmosphere. If they feel uncomfortable, they will not bear with it and tend to resign. Therefore, organizations should create an organizational culture that encourages employees of all ages to meet, discuss, work, and help each other in order to build close relationships, reduce adherence to the seniority system, and that will make employees sincerely respect each other like their own family members. Supervisors, who work closely with Generation Y employees, should provide them with care and make them feel that their well-being is taken care of. When Generation Y employees perceive that their importance is recognized, they will be happy and willing to work hard in return. As employees' expectations have steadily increased, organizations should place importance on enhancing their happiness and engagement. Moreover, organizations should listen to their opinions, respond to their needs, and enable them to happily work and grow in their career path. Organizations should take care of employees and focus on developing their potentials. If organizations pay attention to employee development and encourage employees to attend training and field trips, they will have organizational commitment and happiness at work, which can ultimately motivate them to contribute to organizational development in a creative and innovative way.

## 2) Human Resource Management Practices

### Compensation Management

Compensation management is a factor that can attract, retain, and motivate capable Generation Y employees to dedicate themselves to their work. Compensation

management should be adjusted according to each organization's growth. It is important for organizations to establish a compensation and benefit system that is clear, fair, transparent, and competitive with other organizations in the same industry. In addition, organizations should link a compensation and benefit system and a career advancement system together in order to make Generation Y employees aware that if they continue to advance in their career path, their compensation and benefits will accordingly increase.

Compensation, both monetary and non-monetary, is considered a factor that can affect an employee's standard of living and social status. In order to boost morale, enhance work quality, and prevent absenteeism and turnover among Generation Y employees, organizations should place emphasis on compensation management by taking into account employees' job position, responsibility, educational level, experience, and work difficulty when determining compensation rates. Moreover, high-performance employees should receive a salary increase in the form of accelerated salary adjustment (ASA) on a 6-month basis.

In terms of non-monetary compensation and benefits, many organizations use flexible benefits to attract and retain Generation Y employees. The "many sizes fit all" concept has been used instead of the "one size fits all" approach in order to respond to the needs of Generation Y employees, who prefer lifestyle-related benefits. Many organizations provide flexible benefit packages that allow Generation Y employees select the benefits that best suit their basic needs and lifestyles. Employees will receive cumulative points based on their job level, which can be used to obtain the benefits they want within a given budget limit.

#### Training and Development

Organizations should encourage Generation Y employees to continuously develop themselves with the use of following methods.

- 1) They should organize on-the-job training for Generation Y employees so that they can learn new things from actual job experience and be ready to cope with changes. They should assign them to new and challenging projects to exercise "out of the box" thinking. Further, they should support them to develop their professional abilities and creative ideas through the Young People to Globalization (YP2G) program.

2) Employers should provide Generation Y employees with employee orientation, coaching and mentoring activities, operational manuals, and various development programs such as job preparation programs and the Ready Together program in order to make them learn from various sources, including people and documents, and gain the ability to adapt to changes. These activities can enhance the understanding between organizations and Generation Y employees, create mutual acceptance of corporate values and goals, and promote a sense of organizational belonging.

3) They should send Generation Y employees to various training course both inside and outside their organization, encourage them to visit other organizations with the best operational practices, and give them chances to apply the obtained knowledge to their work.

4) New training and development programs should be designed that are different from traditional ones but still include all of the necessary content in order to serve the diverse needs and interests of Generation Y employees.

5) A training roadmap should be determined to develop the competency of Generation Y employees that is necessary for their work and that is useful for developing organizational innovations.

6) Modern information technology systems and media should be utilized in training activities, such as learning applications, e-learning and self-learning systems, and AI and machine learning.

7) Organizations should provide scholarships for Generation Y employees to pursue master's and doctoral studies in leading universities abroad so that they have opportunities to develop professional abilities, increase their knowledge, and prepare themselves for management roles.

8) Job rotation should be used in order to train Generation Y employees on new tasks, develop multi-tasking skills, enhance continuous development, and motivate Generation Y employees to develop themselves in various areas. This is to respond to the needs of Generation Y employees that enjoy challenges and learning new things at work.



### Career Development

Organizations should provide Generation Y employees with career advancement opportunities. Career development is a process that aims to develop employees' skills and abilities in accordance with an organization's operational direction and encourages capable employees to grow in their career path. Career development practices can enhance work motivation and contribute to the success of Generation Y employee retention. Career development can be variously implemented as follows.

1) A career management system or process can be established to retain, develop, and utilize Generation Y employees in an optimum way. Further, a career advancement preparation system can be developed that enables Generation Y employees to set their own career goal based on their abilities.

2) Career planning activities should be carried out that allow Generation Y employees determine their career goals and create their own individual development plans. Organizations need to make Generation Y employees know how to grow in their career and provide them with continuous development support, such as career path "passports" and learning journey handbook so that Generation Y employees can truly understand their career path and gradually develop their knowledge, abilities, and skills for a higher position.

3) A system should be established that allows Generation Y employees transfer to another department if they are dissatisfied with their assigned tasks, such as the Career Click system, which enables employees to apply for vacancies in different departments. This is to help Generation Y employees explore their own strengths and choose a career path they like.

4) A succession plan should be created that is linked to a career development system. This is because career development systems are associated with developing capable Generation Y employees according to the organization's operational direction, while succession planning is aimed to ensure the retention of Generation Y employees for future missions.

5) Career counseling should be provided to Generation Y employees in order to make them have a clearer picture of their career goals and advancement.

### 3) Perceived Organizational Support

#### Perceived Work Support

Trust plays an important role in work assignment and delegation. Many organizations do not assign Generation Y employees to significant projects due to a lack of trust. This makes Generation Y employees feel bored at work and think that their opportunities to grow are limited. They are thus ready to switch to a new job that allows them to exhibit their abilities and provides them with career advancement opportunities. Thus, in order to retain Generation Y employees with high potential, organizations should allow them to prove their value by assigning them to new and meaningful tasks. This is because Generation Y employees are fond of challenging, valuable, and significant tasks. They also need feedback and comments from supervisors or administrators. If there is a mistake at work, they will need a chance to fix it.

In addition, organizations should give Generation Y employees freedom to work on their own terms in order to achieve organizational goals. Generation Y employees will be happy if they are allowed to use their own abilities. When there is a problem at work, they will ask for advice from co-workers, supervisors, and administrators. Once Generation Y employees have freedom at work, they will feel happy and proud of their achievements. Organizations should clearly determine a job structure and the responsibilities of each employee and give employees freedom to think and work in a creative way, which will finally lead to positive outcomes. Moreover, organizations should support Generation Y employees to show their potential through various development activities, such as the I & Q program, which encourages employees to form a team, present a project proposal, and receive comments from administrators. Organizations should also provide Generation Y employees with opportunities to improve their work methods and solve inevitable problems. Improvement and revision will lead to higher-quality work.

#### Perceived Appreciation

Organizations should recognize the value of Generation Y employees, pay attention to their goals, achievements, and advancement, and appreciate their efforts and contribution. In order to make Generation Y employees feel valuable and want to contribute to organizational success, organizations need to recognize the importance

of Generation Y employees, even if they are young and have no experience. For example, organization should send representative Generation Y employees to work closely with administrators so that the administrators can thoroughly understand their needs, lifestyles, work methods. When Generation Y receives encouragement and obtains a sense of pride through compliments and rewards, it will feel valuable and have a sense of organizational belonging.

One thing that makes this group of employees believe that the organization recognizes their value and importance is the encouragement of passion. Generation Y employees normally have a passion for their job, are committed to quality work, and want to learn to work better. They choose a job they like without focusing on organizational reputation. Therefore, if organizations want to have committed employees, they need to recruit and select Generation Y employees with personalities and professional attitudes that fit their work style. When Generation Y employees feel that they are important to their organization and have a chance to perform valuable tasks based on their interests and aptitude, it will contribute to both personal and organizational development.

Generation Y employees, who feel that they are valuable to their organization, will have a sense of organizational belonging and a passion to work for their organization. Thus, organizations should try to recognize and appreciate their importance and show that their work and contribution are meaningful to organizational success. Organizations should appreciate their achievements, jointly find solutions when facing problems, and focus on communicating and building good feelings.

#### 4) Quality of Work Life

##### Work-Life Balance

When Generation Y employees feel that they are provided with sufficient time for family and their personal life, and have good relationships with their co-workers, they will be able to develop creative ideas, build a strong bond with their co-workers, and create organizational harmony, which leads to reduced turnover intentions. Thus, organizations need to support Generation Y employees to achieve a work-life balance. It is essential to have rules for working with many people of all ages within the workplace. However, Generation Y employees may feel dissatisfied with those rules

if they are too strict and not related to work. This is because Generation Y employees basically have their own ideas and do not like being forced to do things. Too-strict rules may have an effect on their work and intention to stay. At present, many organizations have begun to understand this point and they are trying to adjust their organizational rules to be more flexible, pay more attention to outcomes, and give freedom to work without adhering to operational rules and procedures in order to make Generation Y employees happy and to create positive outcomes.

Work flexibility is another factor that organizations should take into account because technological changes and changing work conditions make it difficult to separate work from one's personal life. Generation Y employees need flexible work options that allow them to have enough time for personal activities. Work flexibility includes the following elements.

1) Flexible time: Generation Y employees should be allowed to select their work arrival and departure time based on their convenience, such as arriving at the office around 7-9 a.m. However, they are required to complete the specified core work hours.

2) Flexible leave days: Generation Y employees should be allowed to manage their own leave days without adhering to a maximum of 6 days of vacation leave or 30 days of paid sick leave. For example, if employees are given a total of 50 leave days per year, they should be allowed to freely manage their own leave days without having to care about the type of leave.

3) Flexible workplace: Generation Y employees do not need to come to work at the main office every day. They should be allowed to work outside the office 1-2 days a week. However, they are required to attend meetings and work with co-workers at the main office on the remaining days. This approach enables Generation Y employees determine their own work schedule and have enough time for relaxation and to conduct their personal and family activities. They should also be allowed to work from home when assigned to some specific tasks. In addition, organizations may need to provide a co-working space for Generation Y employees in order to create a pleasant work environment and lively atmosphere that can facilitate creativity.

4) Flexible uniform: Generation Y employees should be allowed to dress casually when not meeting with clients.

However, the implementation of work flexibility requires clear conditions and agreements. There must be a new performance evaluation system that focuses on outcomes rather than the work time or workplace. Moreover, modern technology should be used to facilitate working from anywhere, at any time.

#### Social Relevance

Organizations need to carry out various community, social, and environmental activities to demonstrate corporate social responsibility and also to encourage Generation Y employees to participate in those activities in order to make them perceive their organization's contribution to society, have opportunities to join volunteer activities without only focusing on personal and organizational matters, and feel a sense of pride in being able to help others. This is because Generation Y employees tend to want to work with organizations that are environmentally friendly and committed to social responsibility. In addition, organizations should link CSR activities with personnel development programs so that Generation Y employees have opportunities to do activities with employees from other age groups, which will finally lead to organizational unity.

Based on the above 4 factors affecting Generation Y employee retention, the 3S (smart, smile, strategy) concept was developed, consisting of the following components.

1) Smart refers to modern operations that apply digital technology as a tool to drive factors influencing Generation Y employee retention.

(1) Smart office: modern technology must be utilized to create a convenient workplace, such as a remote lighting control system that can turn lights on and off from anywhere via mobile phone, an automatic lighting system, an automatic air conditioning system, an automatic electrical control system, and an automatic security system. These systems can be controlled from anywhere via smart phone or tablet over an Internet network. In addition, Generation Y employees should be provided with Wi-Fi service so that they can work anywhere within the workplace. A co-working space that can support all related technology systems should also be provided. This is to build a positive work environment, minimize formality, promote knowledge sharing and learning among employees, create a team atmosphere, and enable employees of all ages to get to know each other more.

(2) Smart HRM: information systems, technologies, and applications must be applied to the human resource information system in order to facilitate organizational work in terms of training and development, e-learning systems, self-learning websites, mobile applications for employees to check in and out, a work hour management system, a leave/absence/lateness monitoring system, a career path information system, dissemination of organizational information, and appreciation of employee achievements.

(3) Smart worker: employees should be supported to achieve professional success, have enough time for personal activities, have a balanced work and personal life, enjoy living their life, and work in the most effective and efficient way by using the least amount of time.

The “smart” approach is in line with Generation Y employees’ working style that places importance on the utilization of technology. As Generation Y employees are tech savvy, they focus on working smart. If they are provided with modern work systems, they will be satisfied with their work and feel that their needs are fulfilled, which will finally lead to the success of Generation Y employee retention.

2) Smile refers to organizational operations that aim to enhance Generation Y employees’ happiness and intentions to stay. It focuses on using the 4 factors affecting Generation Y employee retention to create a happy workplace, such as providing appropriate, sufficient, and fair compensation, additional incentives, and flexible benefit packages that suit the needs and interests of Generation Y employees, providing organizational support and encouragement, providing opportunities to express opinions, recognizing employees’ value and importance, praising, rewarding, and supporting employees to achieve a work-life balance, providing work flexibility in terms of time and place, and encouraging employees to join CSR activities in order to promote happiness at work and to create a sense of pride. When Generation Y employees are happy with their work, they will possess organizational commitment, which contributes to the success of Generation Y employee retention in the long run.

3) Strategy refers to organizational operations that use strategic management to retain Generation Y employees. It places importance on formulating a clear Generation Y employee retention policy, analyzing and evaluating the internal and external environment of the organization, and determining operational guidelines

according to actual situations and organizational directions. Each organization should adjust or apply the 4 factors affecting Generation Y employee retention as follows.

(1) Organizational commitment strategies should be used to make Generation Y employees feel engaged with their organization, have a sense of belonging, accept organizational goals and values, be willing to dedicate themselves to the organization, intend to stay with their organization, and perceive that the organization gives them benefits and that they need to work hard in return.

(2) Human resource management strategies should be applied to create guidelines and activities for retaining Generation Y employees, who are considered valuable human resources of all organizations. The human resource management strategies can be implemented through various operations, such as compensation management, training and development, and career development.

(3) Organizational support strategies should be used to make Generation Y employees believe or feel that their organization recognizes their value and contributions, responds to their needs, provides support and motivation, gives them opportunities to express their ideas, and pays attention to their work.

(4) Quality of work life strategies should be applied to make Generation Y employees be happy at work and have job satisfaction and want to remain with their organization. The quality of the work life strategies can be implemented through creating a work-life balance and by encouraging employees to perform tasks and activities relevant to social responsibility.

## CHAPTER 5

### CONCLUSION, DISCUSSION, AND RECOMMENDATIONS

The results of the present study on the Generation Y employee retention model of public and private organizations can be summarized as follows.

#### 5.1 Conclusion

Most of the respondents were female (n=249, 58.5%), aged 26-35 years (n=299, 70.2%) and had obtained a bachelor's degree (n=263, 61.7%). Their monthly income was 15,001-25,000 baht (n=182, 42.7%). They had mostly worked at government organizations/state enterprises (n=215, 50.5%) for 1-3 years (n=204, 50.4%).

The results indicated that the Generation Y employees had a high perception of the implementation of employee retention (mean=4.04). They were found to have a high level of overall organizational commitment (mean=4.16) and affective commitment (mean=4.50). They had a high perception of overall human resource management practices (mean=3.89) and also had a high perception of training and development (mean=4.24). Moreover, they had a high level of overall perceived organizational support (mean=3.91) and perceived work support (mean= 4.05). Further, they had a high perception of overall quality of work life (mean=4.04) and social relevance (mean=4.32).

Employee retention was found to be correlated with organizational commitment, human resource management practices, perceived organizational support, and quality of work life at a statistical significance level of .01.

Regarding the multiple regression analysis results, it was found that the independent variables, comprising organizational commitment, perceived organizational support, quality of work life, and human resource management practices, had relationships with each other and could jointly influence the variance of



employee retention. They could predict employee retention at a statistical significance level of .01. They were found to have a predictive power of 0.67, meaning that organizational commitment, perceived organizational support, quality of work life, and human resource management practices could explain 67 percent of the variance of employee retention.

The Generation Y employee retention model comprised 4 main factors, which were 1) organizational commitment, 2) human resource management practices, 3) perceived organizational support, and 4) quality of work life. These 4 factors were found to have an effect on Generation Y employee retention. Organizations should apply these 4 factors to retain Generation Y employees based on the 3s (smart, smile, strategy) concept.

## **5.2 Discussion**

The results of the present research can be discussed as follows.

### **5.2.1 Levels of Generation Y Employee Retention of Public and Private Organizations**

The results showed that the Generation Y employees working in public and private organizations had a high perception of employee retention (mean=4.04), indicating that they wanted to remain with their organization for the maximum period of time without thinking of resigning. This is probably because their organization applied modern Generation Y employee retention strategies (Ratchada Asisonthisakul, 2006) that were in line with the needs of Generation Y employees. When Generation Y employees are satisfied with their organization, they will have loyalty and want to remain with their organization (Tremblay, 2010). Generation Y employee retention needs to take into account the characteristics of Generation Y employees, who tend to live for today, have no long-term plans for the future, focus on challenging jobs and outcomes rather than work processes, and possess multitasking abilities (Decha Daechawattanapaisarn, Kritsaya Noompaya, Jeerapa Nualluck, & Chonnapat Pluemboon, 2014). This is not consistent with the findings of Hendricks and Cope (2013), which indicated that Generation Y employees are likely to change jobs when they have more challenging options. Weingarten (2009) also

suggested that Generation Y employees tend to switch jobs if other organizations offer them better benefits.

The obtained quantitative results are in line with the qualitative results, which suggested that Generation Y employee retention was concerned with organizational operations that used various methods to enhance learning, understanding, and work motivation and to provide Generation Y employees with job satisfaction, make them feel that their needs are fulfilled, and encourage them to remain with their organization for the longest time possible without thinking of resigning or changing jobs even when receiving better offers. Many organizations had implemented Generation Y employees for 4-5 years due to a human resource management trend focusing on bridging the gap between employees of different age groups. They adjusted various operations by placing emphasis on the Generation Y employees, who were entering the labor market and would become the majority of the organization. Many organizations surveyed the needs of this group of employees in order to adjust their work procedures and carry out organizational activities that could build good relationships among employees of different ages. However, the qualitative results of the present study indicated that Generation Y employees' resignation behavior was a major problem that adversely affected the success of Generation Y employee retention in many organizations. This is consistent with previous research, which suggested that Generation Y employees want high compensation and career advancement. As they love freedom, they dislike being committed to work and working hard (Zemke, Raines, & Filipczak, 2000). They have low patience, both physically and mentally, and do not like being forced to do things (Saowakon Vittawasolarn, 2007; Luerat Anuratpanich, 2015). Generation Y employees are individualistic and have high confidence. When they are pressured by various factors, dissatisfied with the work environment, or are given better job opportunities, they will decide to resign or change jobs. This is because they want to learn new tasks and try new jobs in order to find what they really want to do. Generation Y employees need career advancement. If they feel that their assigned tasks are not challenging or do not allow them to grow, they will resign and find a new job.

## **5.2.2 Factors Affecting Generation Y Employee Retention in Public and Private Organizations**

The present research aimed to study the factors affecting Generation Y employee retention in public and private organizations, which consisted of organizational commitment, human resource management practices, perceived organizational support, and quality of work life. The research results can be discussed as follows.

### **5.2.2.1 Organizational Commitment Affecting Generation Y Employee Retention**

According to the research results, it was found that the Generation Y employees had a high level of overall organizational commitment with the mean of 4.16. Organizational commitment is an important factor affecting Generation Y employee retention. The higher the level of organizational commitment, the higher is their level of intention to stay on the job. If Generation Y employees have a high level of organizational commitment, they will have low turnover intention and want to remain with the organization. This is in line with previous research, which suggested that if employees have high organizational commitment, it will result in improved work statistics, reduced employee absenteeism, and increased performance (Reilly & Orsak, 1991). Meyer, Becker, and Vandenberghe (2004) also indicated that organizational commitment is a variable with the strongest effect on turnover intentions. This is consistent with Danai Hantrakul (2014) and Allen and Meyer (1990), who suggested that affective commitment makes employees want to remain with their organization, continuance commitment makes employees feel that they need to remain with the organization, and normative commitment makes employees feel obligated to remain with their organization. This is also in line with the research results of Anis et al. (2011), which indicated that organizational commitment has a significant positive correlation with employee retention.

In addition, the results of the sub-component analysis showed that the Generation Y employees had a high level of affective commitment (mean=4.50), continuance commitment (mean=4.03), and normative commitment (mean=3.76). Once their organization was able to make this group of employees have a sense of organizational belonging and increasingly participate in organizational activities, it

would contribute to the success of Generation Y employee retention. This is consistent with O'Reilly and Chatman (1986) and McGee and Ford (1987), who suggested that affective commitment is concerned with employees' positive attitude towards their organization and dedication to the development of organizational efficiency and effectiveness; normative commitment is the employees' sense of obligation to stay with their organization; and continuance commitment is the employees' awareness of the consequences of leaving and staying with their organization.

The above quantitative results are in line with the qualitative results, which suggested that organizational commitment is important to Generation Y employee retention. Once Generation Y employees love their organization and have a sense of belonging, they will fully dedicate themselves to their work. The results also showed that the Generation Y employees placed the most importance on continuance commitment. As continuance commitment is concerned with the employees' intention to stay on the job, resulting from an evaluation of the pros and cons of leaving, it was found that most of the Generation Y employees compared the pros and cons of leaving and staying. Once the pros of leaving were found to be greater than those of staying, they would immediately resign.

Moreover, the results of this research are consistent with previous studies that suggested that Generation Y employees with organizational commitment tend to have low turnover intentions (Caldwell & Herold, 2006; Fedor, Robbins & Timothy, 2013; Meyer & Allen, 1991; Mowday, Steers, & Porter, 1979). Benson and Brown (2007) also indicated that organizational commitment is negatively related to employee turnover. Farrell and Peterson (1984) similarly stated that reduced organizational commitment has an effect on employee turnover. This is in line with Chayapa Chenwanitwiboon (2011), who suggested that organizational commitment, especially affective and normative commitment, has an influence on and can be used to predict employees' intention to stay. Buck and Watson (2002) found that organizational commitment has a direct effect on employee turnover. In other words, if employees have high organizational commitment, they will have low turnover intention. Therefore, organizational commitment is the key to retaining committed employees (Bhatnagar, 2007). This is in line with Vincent-Hoper and Muser and

Janneck (2012), who indicated that employees will exhibit organizational commitment and dedicate themselves to their organization when they are happy with their work. They also stated that organizational commitment helps boost employees' morale and enhance trust in the organization (American Society for Training & Development [ASTD], 2008 as cited in Paradise, 2008). Meyer et al. (1993) suggested that if employees are proud of their work, professionally motivated, and are confident in their benefits they will take good care of their organization's reputation, have positive attitude towards their organization, and want to maintain their organizational membership. Mowday et al. (1982) also stated that employees that have organizational commitment, trust, and dedication are likely to have low turnover intention. This is similar to the findings of Pakorn Limyothin (2012) and Teerawut Treepasitchai (2014), which suggested that organizational commitment has an influence on the factors affecting employee retention and turnover.

#### 5.2.2.2 Human Resource Management Practices Affecting Generation Y Employee Retention

Based on the research results, the Generation Y employees had a high perception of overall human resource management practices with the mean of 3.89. The results indicated that the higher was the perception human resource management practices, the higher was the success of Generation Y employee retention. Human resource management practices are organizational guidelines and activities for managing and retaining employees that are valuable organizational resources. At present, many organizations apply human resource management practices to retain employees, which is in line with the concept of high-commitment human resource management, especially in the aspects of training and environment and compensation adjustment (Pfeffer, 1998, as cited in Marchington & Wilkinson, 2005). This approach can clearly affect employee performance and organizational productivity (Delery, 1998; Whitener, 2001) and also contribute to reduced turnover rates, which is related to employee retention (Arthur, 1994). This is consistent with Neuhauser (2002, p. 470), who stated that human resource management is important for long-term employee retention. Learning to understand the characteristics and intentions of Generation Y employees to stay on the job enables organizations to cope with

problems that may occur and effectively implement Generation Y employee retention strategies.

The obtained quantitative results are similar to the qualitative results, which indicated that human resource management practices play an important role in Generation Y employee retention. In order to successfully retain Generation Y employees, organizations must pay attention to human resource management practices, which are involved with compensation management, training and development, and career development, as human resource management practices can enhance Generation Y employees' happiness at work and the intention to remain on the job.

The present research results are also in line with those of Chew, Girardi and Entrekin (2005), who found that human resource management practices have an influence on the intention to stay of the employees in Australia. Similarly, Martin (2011) suggested that employers' human resource management practices have relationships with employees' turnover intention. Kwon, Bae, and Lawler (2010) indicated that human resource management practices have an effect on employee retention and the intention to stay on the job of high-achievement employees. This is consistent with Juhdi, Pa'wan, Hansaram, and Othman (2011), who suggested that employers' human resource management practices are negatively related to employees' turnover intention. In other words, when employees perceive that their organization has good human resource management practices resulting from appropriate policy formulation, it will lead to the success of employee retention. Kim, Wehbi, DelliFraine, and Brannon (2013) found that human resource policies can predict employees' turnover intention. However, the present research results are not consistent with a study entitled "Determinants of Talent Retention in the Thai Public Sector" by Sadangharn (2010), which indicated that human resource management practices, including utilitarian instrumentalism and developmental humanism, have no relationship with talent retention.

In addition, the results of the sub-component analysis revealed that the Generation Y employees had the highest perception of training and development (mean=4.24), followed by compensation management (mean=3.73), and career development (mean=3.67).

### Training and Development

The research results showed that the Generation Y employees had a high level of training and development perception with the mean of 4.24. This might be because their organization had placed importance on developing the Generation Y employees' knowledge and abilities in order to achieve the predetermined organizational goals since the first day of work. Therefore, the Generation Y employees felt proud of and satisfied with the organization's effort to develop their potential. This is in line with Mondy, Noe, and Premeaux (1999), who indicated that training is a systematic process to change employee behaviors for organizational achievement or a learning activity that aims to provide employees with the knowledge and skills necessary for their current job, while development is a process of educating and developing the professional skills required for employees' current and future jobs. Cole (1999, pp. 7-8) and Pitcher and Purcell (1998, pp. 181-183) similarly suggested that Generation Y employees expect to receive training and development opportunities that can enable them to continue with their work. This is consistent with Leiber (2010, p. 85), who suggested that training and development opportunities are considered an important motivating factor for Generation Y employees. This is also in line with Tangthong, Trimetsoontorn, and Rojniruntikul (2014), who stated that training and development are a logical way to develop employees' knowledge, skills, and attitudes so that they can properly perform their tasks. Training and development are the most common human resource management practices. When employees perceive that the given training is useful for their work, they will feel engaged with their organization and have low turnover intention. Therefore, administrators should pay attention to providing employees with training opportunities, promoting employee development, and encouraging employee participation.

### Compensation Management

The research results indicated that the Generation Y employees had a high perception of compensation management with the mean of 3.73. This was probably because their organization paid attention to compensation management and regarded it as a major factor influencing the Generation Y employees' turnover intention. Compensation plays a key role in employee retention (Irshad, 2011); organizations that provide more compensation and benefits will be able to attract

more new employees and achieve reduced turnover (Lawler, 1990). Generation Y employees believe that they deserve high compensation because they have knowledge and abilities. Decha Daechawattanapaisarn, Kritsaya Noompaya, Jeerapa Nualluck, and Chonnapat Pluemboon (2014) suggested that Generation Y people tend to want to work with organizations that offer high compensation. They are ready to work hard if their organization provides them with high compensation. Chaiwat Painupong (2008) similarly indicated that Generation Y employees care about compensation the most—they are ready to leave their organization if other organizations offer them higher compensation. Therefore, organizations should adjust their compensation management according to current situations and focus more on accuracy, transparency, fairness, and accountability. This is in line with the ideas of Tangthong, Trimetsoontorn, and Rojniruntikul (2014), who stated that compensation is a form of benefit directly and indirectly given to employees, which is part of the employment relationship. In addition, a reward system is another factor that can motivate employees to change their behaviors. Many organizations use compensation to retain valuable employees. However, each organization needs to truly understand the needs of Generation Y employees in order to provide them with appropriate compensation. In addition to money, Generation Y employees also want other benefits and incentives, such as life insurance, accident insurance, and medical expenses. Thus, organizations should give them flexible benefit options that suit their current needs and lifestyle. This is consistent with Prakal Pantapalangkura (2010), who found that the organizations that provide employees with more than one compensation and benefit management system will have lower employee turnover rates than those with a single option.

#### Career Development

According to the research results, the Generation Y employees had a high perception of career development with the mean of 3.67. This might be because this group of employees paid more attention to learning and received more educational opportunities to become the key driving force of the organization. The Generation Y employees could quickly advance in their career because they had innovative and creative thinking abilities. This is consistent with the needs of Generation Y people, who generally do not want to continue working as operational



staff members (Karnpitcha Kengkarnchang, 2013). Pitchaporn Juangvanich and Sauwanee Lewan (2017) similarly stated that organizations that are facing an employee turnover problem may use the notions of career development and career path to reduce work pressure and turnover rate. This is also in line with Huegel (2013), who suggested that a Generation Y employee retention model should focus on providing quicker career progression in order to increase employee retention rates. Organizations, administrators, and human resource management departments must pay attention to why employees choose to voluntarily resign and then adjust related organizational policies and structures so as to improve employee retention rates. Organizations should promote employees' career development by providing a career path that makes them feel that they are important to the success of their organization.

#### 5.2.2.3 Perceived Organizational Support Affecting Generation Y Employee Retention

The research results indicated that the Generation Y employees had a high level of perceived organizational support with the mean of 3.91. Perceived organizational support is concerned with the interactions among organizational members, giving support and advice, and solving problems at work. If organizations and administrators understand the needs and problems of Generation Y employees and allow them to contribute to organizational success and participate in decision-making, these employees will recognize that they are supported by their organization and feel good about themselves, including feeling important to the organization, being satisfied with their work, and being happy at work. This will consequently lead to improved performance, increased dedication to work, and reduced turnover rates (Arisa Samrong, 2010, p. 69; Mathieu & Zajac, 1990, p. 172; Mayer & Allen, 1997, p. 45; Mowday et al., 1982, p. 27). This group of employees believes that when the organization recognizes their value and dedication, they will be given compensation such as salary, benefits, and incentives in return (Eisenberger et al., 1986). Employees will analyze whether an organization is merciful or cruel by taking into account its policies and operations (Eisenberger et al., 2001). Employees think that if the organization provides them with appropriate benefits, they will fully dedicate themselves to their work and organization.

The research results are consistent with the qualitative research results, which showed that perceived organizational support played an important role in Generation Y employee retention. The organizations responded to the needs of the Generation Y employees, gave them support, and recognized the importance of their work, which resulted in the success of Generation Y employee retention.

Moreover, the present research results are also in line with the work of Rhodes, Eisenberger, and Armeil (2001), who suggested that perceived organizational support has relationships with employees' desire to remain, which is not concerned with economic needs or the high cost of leaving their organization, and can reduce withdrawal behavior such as tardiness, absence, and turnover. Perceived organizational support helps reduce employee turnover, increases affective commitment, enhances organizational membership behavior, and promotes regular and consistent attendance at work. This is consistent with Eisenberger et al. (1990), who stated that employees with high perceived organizational support will have low turnover intention. If employees perceive organizational support, they are likely to remain with their organization. Employees with low perceived organizational support have a higher tendency to resign (Wayne et al., 1997). Similarly, Rhoades et al. (2001) suggested that organizational commitment is a mediator variable between perceived organizational support and turnover intentions. Eder and Eisenberger (2008), who carried out a study entitled "Perceived Organizational Support: Reducing the Negative Influence of Co-worker Withdrawal Behavior," suggested that high perceived organizational support can reduce turnover rates at the work group and individual levels. When employees perceive adequate support from their organization, it will result in reduced turnover intentions, even if their co-workers exhibit turnover behavior. Tumwesigye (2010), who studied the relationship between perceived organizational support and intention to stay, found that perceived organizational support has a positive relationship with intention to stay at a statistically-significant level. Moreover, Pongchan Pusapanich (2010), who studied the relationships among personal characteristics, perceived organizational support, and turnover intentions suggested that perceived organizational support is negatively correlated with the turnover intention of university staff members. In other words, university staff

workers with high-perceived organizational support will exhibit low turnover intention.

In addition, the results of the sub-components analysis indicated that the Generation Y employees had a high level of perceived work support (mean=4.05) and perceived appreciation (mean=3.77).

#### Perceived Work Support

The research results showed that the Generation Y employees had a high level of perceived work support with the mean of 4.05. This might be because the Generation Y employees received moral support and opportunities to express their ideas and to fix mistakes for their organization. When Generation Y employees are given opportunities to learn from mistakes that may occur, they will feel satisfied with their job and organization (Amonrat Saengsai, 2015; Eisenberger et al., 1986; Khomsan Promnopas, 2012; Saran Pimthong, 2012) and choose the job they love. Thus, opportunities are important for employees' development and progression. Organizations should continue to create challenges, enhance employees' potential and experience, and give employees freedom to express their opinions and perform their tasks in order to assist them with career advancement.

The qualitative research results also indicated that the organizations gave the Generation Y employees encouragement and accepted that they might make mistakes at work. Moreover, the organizations provided them with instant feedback in order to make them aware of their own performance, value, and mistakes. When the organizations allowed the Generation Y employees to express their ideas and solve their mistakes, they would be satisfied with their job and with the organization. At present, organizations apply various methods to make Generation Y employees feel that they are well accepted and supported, such as giving them freedom to work on their own time and terms and assigning them project tasks and letting them manage everything on their own. Generation Y employees will find their best way to finish a project in a timely manner. Zemke et al. (2000, p. 4) stated that Generation Y people have been encouraged to express their opinions both at home and in school so they place importance on a culture of participation and expect to work with organizations that allow them to demonstrate their abilities and ideas. They want to be assigned to important tasks so that they can prove their value to their organization. Thus, it can be

clearly seen that perceived work support plays an important role in Generation Y employee retention.

#### Perceived Appreciation

The research results showed that the Generation Y employees had a high level of perceived appreciation with the mean of 3.77. This was probably because the Generation Y employees continually perceived recognition and appreciation from their organization and received organizational acceptance. The organizations were found to pay attention to capable employees in a practical way, for example, giving certificates of recognition to employees with outstanding performance. This is in line with the idea of Weingarten (2009), who suggested that Generation Y employees want recognition from older people at work. Shacklock and Brunetto (2001) also stated that Generation Y people focus on career success and want recognition from other organizational members. This is similar to the qualitative research results, which indicated that the organizations used various methods, including announcing and giving rewards to employees of the month that had exhibited outstanding performance or good personality traits that was admired by co-workers, showing appreciation, and providing compliments in front of others, to show that they recognized the Generation Y employees' importance and treated them in a fair way. The organizations chose to assign the Generation Y employees to valuable and important tasks in order to demonstrate their trust in the Generation Y employees and to signal their value.

In addition, the research results are consistent with those of Howe and Strauss (2000, p. 6), who stated that Generation Y people believe that they have the ability to create a difference, possess high self-confidence, and think of themselves as very important so they deserve to be treated well by their organization. They are ready to cope with challenges because they believe that they have the ability to do everything. Thus, they expect to receive rewards, incentives, and praise. This is in line with the work of Galagan (2006, pp. 27-30), who suggested that organizations should assign Generation Y employees to challenging and important tasks and give them opportunities to show their abilities and participate in contributing to organizational success. Generation Y employees tend to pay less attention to non-challenging and meaningless tasks because they have been told by their parents that they are special

and different from others. Moreover, they are familiar with receiving compliments and rewards when expressing their ideas and behaving properly. Being accepted by other people is important to Generation Y employees, as it can contribute to their self-esteem.

#### 5.2.2.4 Quality of Work Life Affecting Generation Y Employee Retention

The research results revealed that the Generation Y employees had a high perception of the quality of their work life with the mean of 4.04. The quality of work life is involved with organizational operations that aim to enhance employees' happiness and satisfaction at work. It is considered a factor that binds employees with their organization and helps to reduce employee turnover rates (Hackman & Suttle, 1977). Based on the research results, it was found that the organizations supported the Generation Y employees to have a good-quality work life, which is consistent with the work of Curtis (2008) and Crampton and Hodge (2009), who suggested that quality of work life is very important for Generation Y employees. The present qualitative results also indicated that quality of work life played a key role in the retention of Generation Y employees. Paying attention to the Generation Y employees' quality of work life both in terms of work-life balance and social relevance made them love and feel attached to their organization and want to fully dedicate themselves to their work. Therefore, it could be said that happiness at work and a good-quality work life made the Generation Y employees want to continue working with their organization.

Moreover, the research results are in line with those of Gordon (1991, pp. 635-636), Greenberg and Bardon, (2003, p. 647), Chinomona & Dhurup (2013), Deery and Jago (2015), and Pitoon Amornwitthawat (2012), who suggested that the quality of one's work life is concerned with encouraging employees to participate in problem-solving and decision-making activities with administrators, which can enhance job satisfaction, promote happiness at work, create organizational commitment, reduce turnover intentions, increase intentions to stay, and minimize absenteeism and turnover rates. Yirik and Babür (2014) similarly stated that one's quality of work life has an effect on the employees' intention to stay on the job.

Rawee Atthavilai (2012) also indicated that quality of work life is a component of the educational personnel retention in local government organizations.

In addition, the results of the sub-component analysis showed that the Generation Y employees had a high perception of social relevance (mean=4.32) and work-life balance (mean=3.72).

#### Social Relevance

The research results showed that the Generation Y employees had a high perception of social relevance at the highest mean of 4.32. Social relevance is associated with organizational pride, which refers to employees being proud of working in organizations that are reputable and pay attention to social contributions and social responsibility (Huse & Cumming, 1985). Based on the research results, in order to gain attention and acceptance from Generation Y employees, the organization must place importance on the implementation of corporate social responsibility and be aware that Generation Y employees generally pay attention to corporate social responsibility, care about nature, and focus on creativity and innovation (Wattanasupachoke, 2017, p. 25). Moreover, Generation Y employees also place emphasis on social contributions and public consciousness (Crampton and Hodge, 2009; Curtis, 2008). The social responsibility strategy is a human resource management tool that helps enhance organizational commitment among Generation Y employees. The qualitative research results indicated that when the Generation Y employees perceived that their organization carried out various CSR activities to promote environmental and natural resource preservation and support social enterprises, and also to encouraged all employees to participate in those activities, they tended to think that their organization also focused on contributing to society rather than solely seeking profits. As a result, the Generation Y employees felt happy at work and proud to tell other people about their organization, which could eventually lead to increased organizational commitment and reduced employee turnover rates. Therefore, social relevance is considered very important regarding Generation Y employee retention.

The research results are also in line with the survey results of Price Waterhouse Cooper, which indicated that Generation Y people in Asia want to work in organizations with social and environmental responsibility and are ready to resign

if their organization does not adhere to corporate social responsibility (Waranya Srisawek, 2010). Pasu Decharin (2009) stated that one fourth of Generation Y people believe that it is important for organizations to care about the environment and pay attention to the employees' work environment. Thus, if organizations want to attract a large number of Generation Y people, they have to place importance on the preservation of the environment and the world's resources. Siriyupa Roongrengsuke (2010a) also suggested that new generation employees or Generation Y tend to prefer working with organizations that have eco-friendly policies. This is consistent with the ideas of Ananya Sujirat (2009, as cited in Jiraprapa Akkarabaworn, 2011), who stated that organizational employees, who frequently participate in social activities, are likely to have high organizational commitment. She also added that employees that recognize their organization's CSR efforts tend to have high organizational commitment, which contributes to the success of employee retention.

#### Work-Life Balance

According to the quantitative results, the Generation Y employees had a high perception of work-life balance with the mean of 3.72. The Generation Y employees perceived that their organization had a work-life balance policy that could increase the effectiveness of the human resource management process and reduce employees' absenteeism and turnover rates (Bond & Wise, 2003; Hutton, 2005). Thus, it could be said that work-life balance can contribute to Generation Y employee retention. This is in line with the work of Keepnews (2010) and Sherman (2014), who indicated that Generation Y people want to have a work-life balance and pay close attention to their family. If organizations cannot provide them with a work-life balance, they may want to change their jobs or resign. The qualitative results also indicated that the Generation Y employees placed more importance on achieving a work-life balance than employees in other age groups. As the Generation Y employees needed work flexibility and sufficient time for personal life and relaxation, the organizations tried to respond to their needs through various operations, such as providing flexible work times and allowing them to work from anywhere or to work from home. Generation Y employees preferred a friendly atmosphere and wanted a serious but not stressful work environment. Although they aimed to sustain personal and organizational success, they did not want to work very hard. They wanted to have

enough personal time. They did not want a performance evaluation system focusing on early arrival and late departure. Thus, work-life balance was essential for the retention of Generation Y employees.

The present research results are consistent with those of Liew, Rahman, Patah, and Rahman (2016), who suggested that Generation Y employees have an appropriate and flexible work schedule. Therefore, they can properly fulfill their family duties and plan personal activities in advance without having to worry about work. Pongsatorn Upatump, Orapin Santiteerakul, and Kemakorn Chairasit (2016) similarly stated that paying attention to the work-life balance can contribute to the retention of Generation Y employees, reflects an organization's recognition of employees' value, boosts employees' morale, and leads to the achievement of organizational goals. It is important to take into account the lifestyle of Generation Y employees (Myers, 2010, p. 227), as a work-life balance is vital to Generation Y employees (Gilbert, 2011, pp. 26-28). This is in line with the notion of Downs (2009, p. 29), who stated that Generation Y employees are interested in maintaining a work-life balance and tend to "work to live." Thus, flexibility is an important factor affecting their passion (Leiber, 2010, pp. 85-91). This is consistent with the work of Richman, Civian, Shannon, Jeffrey, and Brennan (2008), who suggested that increased work flexibility can reduce employee turnover rates. Huegel (2013) also stated that the Generation Y employee retention model should emphasize balance and flexibility in order to effectively retain more Generation Y employees. Moreover, as Generation Y employees believe that they can accomplish their tasks in less time, they feel that they should be given a flexible work schedule and assigned to challenging tasks (Lloyd, 2007, p. 12). It can be clearly seen that Generation Y employees' lifestyles and values are different from those of the previous generation employees, who have been taught to work hard in order to achieve career advancement (Pongsatorn Upatump et al., 2016, p. 524).

### **5.2.3 Generation Y Employee Retention Model for Public and Private Organizations**

The research results were used to create the Generation Y employee retention model, consisting of 4 main factors: 1) organizational commitment, 2) human



resource management practices, 3) perceived organizational support, and 4) quality of work life. The 4 factors were found to have an effect on the retention of Generation Y employees. The model should be applied in accordance with the 3s (smart, smile, strategy) concept, which is described below.

1) Smart refers to modern operations that apply digital technology as a tool to facilitate work, connect different ideas, and to create participatory collaboration in an organization. In order to respond to the needs of Generation Y employees, who are modern and tech savvy, various technologies should be used to adjust the work environment and to increase work efficiency and effectiveness (Lancaster & Stillman, 2003; Zemke et al., 2000; Fjelstul & Breiter, 2008), for example, creating a digital workplace that supports flexibility and mobility and allows employees to work online from anywhere without having to go to their office. The advancement of communication technology enables employees to work anywhere and to connect to necessary information at any time (Gursoy et al., 2008, p. 450).

2) Smile refers to organizational operations that aim to enhance Generation Y employees' happiness at work and to create a happy workplace. Importantly, administrators must understand and adapt to the needs of Generation Y employees. Parry and Urwin (2011, pp. 79-83) similarly suggested that employers need to understand the unique characteristics of Generation Y employees, design tasks and incentives that suit their needs and values, promote their satisfaction and happiness at work, give them rewards and compliments (Galagan, 2006), recognize their importance (Howe & Strauss, 2003, p. 5), create a team atmosphere (Lancaster & Stillman, 2003), provide them with a fun and warm work environment and work flexibility (Howe & Strauss, 2000, p. 4), support them to achieve a work-life balance, focus on the quality of work life rather than money (Curtis, 2008), allow them to demonstrate their abilities and perform challenging and valuable tasks, give them learning and self-development opportunities, and provide them with career development programs, mentoring and job rotation activities, and continuous training and development (Jenkins, 2008; Jurkiewicz, 2000; Tapscott, 2009; Wong, Gardiner, Lang, & Couon, 2008; Zemke et al., 2000).

3) Strategy refers to organizational operations that use strategic management to retain Generation Y employees. Organizations should examine and

study all related situations and survey the needs of Generation Y employees, who will become the majority of organizational members, in order to determine a strategic retention plan that can effectively respond to actual problems and create activities to build good relationships and collaboration among employees of all ages. This is in line with the ideas of Pitchaporn Juangvanich and Sauwanee Lewan (2017), who suggested that organizations facing employee turnover problems should formulate an employee retention strategy to deal with those problems. Vilaiporn Taweelappanthong (2013) also indicated that many organizations have adjusted their Generation Y employee retention processes and practices, carried out statistical analyses, and formulated strategies that suit the needs of Generation Y employees such as compensation management strategies and training and development strategies.

### **5.3 Recommendations**

The recommendations generated based on the findings of this research can be divided into 2 parts as follows.

#### **5.3.1 Recommendations for Implementation**

1) The Generation Y employee retention model should be applied to design retention activities and operations that are consistent with each organization's management policy, culture, and context in order to optimize operational efficiency and effectiveness and to ensure the successful retention of Generation Y employees.

2) As support and encouragement of administrators can contribute to the efficiency of Generation Y employee retention, the administrators of each organization should place importance on Generation Y employee retention, communicate and cultivate a culture of Generation Y employee retention, and thoroughly transfer Generation Y employee retention knowledge and understanding to administrators at all levels.

3) Human resource management processes should be adjusted in accordance with the Generation Y employee retention model. For example, the recruitment and selection process should focus on recruiting Generation Y employees

whose work values are congruent with the organizational culture, and the performance evaluation process should be fair and transparent and focus on actual achievement; and the training and development process should take into account the needs and interests of Generation Y employees.

### **5.3.2 Recommendations for Further Research**

1) Future research should be carried out to explore more independent variables that have an impact on Generation Y employee retention such as job satisfaction, task characteristics, work environment, and administrators' leadership in order to develop a comprehensive model for retaining Generation Y employees.

2) Other human resource management aspects that are relevant to Generation Y employees, such as recruitment and selection and performance management, should be studied in order to effectively integrate human resource management practices with Generation Y employee retention.

3) The definition and characteristics of Generation Y employees should be further studied by focusing on the perspectives of Generation Y people in Thailand, who are considered the new workforce entering the labor market. The results can be used to develop management practices that suit the needs of Generation Y employees and to enhance organizational readiness for changes in work procedures and human resource management systems.

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## **APPENDICES**

## **Appendix A**

### **Questionnaire**

#### **Generation Y Employee Retention Model of Public and Private Organizations**

## Appendix A

Questionnaire No. ....

### Questionnaire Generation Y Employee Retention Model of Public and Private Organizations

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#### Explanation

This questionnaire is part of a doctoral dissertation in public administration, the Graduate School of Public Administration, National Institute of Development Administration, which is composed of 7 parts as follows.

Part 1 Personal Factors (7 items)

Part 2 Organizational Commitment (20 items)

Part 3 Human Resource Management Practices (27 items)

Part 4 Perceived Organizational Support (10 items)

Part 5 Quality of Work Life (15 items)

Part 6 Employee Retention (9 items)

Part 7 Generation Y Employee Retention Guidelines and Other Suggestions

Your participation in this study is highly appreciated, as it will contribute to the development of public administration knowledge. Please complete all questions on the questionnaire. All your responses will be kept confidential. The researcher would like to thank all the respondents for valuable feedback and participation.

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#### Part 1 General Information

**Instruction** Please mark ✓ and fill in your answer in each blank provided below.

**1. Gender**     1. Male                       2. Female

**2. Age** ..... years old (18-37 years old or being born between 1981 and 2000)

**3. Highest educational level**

- 1. Lower than bachelor’s degree
- 2. Bachelor’s degree
- 3. Master’s degree
- 4. Doctoral degree

**4. Monthly income**

- 1. Less than 15,000 baht
- 2. 15,001-25,000 baht
- 3. 25,001-35,000 baht
- 4. 35,001-45,000 baht
- 5. 45,001-55,000 baht
- 6. 55,001 baht or over

**5. Organization**

- 1. Public organization / state enterprise  
please specify.....
- 2. Public organization  
please specify.....

**6. Position.....**

**7. Length of service ..... years**

**Instruction** Please mark ✓ in the space that best describes your answer.

**Level of agreement**  
 1 = lowest, 2 = low, 3 = somewhat low, 4 = somewhat high, 5 = high, 6 =highest

**Part 2 Organizational Commitment**

Organizational Commitment	Level of Agreement					
<b>Affective Commitment</b>						
1. I want to contribute to the achievement of organizational goals.	1	2	3	4	5	6
2. I have tried to do everything to maintain my membership at this organization.	1	2	3	4	5	6
3. I am willing to work to the fullest of my potential in order to make the organization successful.	1	2	3	4	5	6
4. I am happy to dedicate myself to the assigned tasks.	1	2	3	4	5	6
5. I want to be a member of this organization forever.	1	2	3	4	5	6
6. I trust in and willingly adhere to the organizational values.	1	2	3	4	5	6

<b>Organizational Commitment</b>	<b>Level of Agreement</b>					
<b>Affective Commitment</b>						
7. I want to participate in every organizational activity.	1	2	3	4	5	6
8. I believe in the organizational goals and want to accomplish them.	1	2	3	4	5	6
9. I really feel as if this organization's problems are my own.	1	2	3	4	5	6
<b>Continuance Commitment</b>						
10. I want to continue working for this organization, when recognizing that the pros of staying are greater than the cons.	1	2	3	4	5	6
11. I am unwilling to leave this organization because I do not want to lose the benefits that have been accumulated.	1	2	3	4	5	6
12. I am unwilling to leave this organization because I am afraid to lose the existing benefits.	1	2	3	4	5	6
13. I want to work for this organization for a long time because I am worry about losing my career security.	1	2	3	4	5	6
14. I want to work for this organization forever because I think that I will receive more good things.	1	2	3	4	5	6
<b>Normative Commitment</b>						
15. I feel that staying with this organization is considered a way to show my gratitude towards the organization.	1	2	3	4	5	6
16. I feel obligated to dedicate my time and effort to contribute to the organization.	1	2	3	4	5	6
17. I feel that I must work to the fullest of my potential for the organization's advancement.	1	2	3	4	5	6
18. I feel that I owe this organization because it has given me career opportunities.	1	2	3	4	5	6
19. I feel that leaving this organization is regarded as a betrayal.	1	2	3	4	5	6
20. I always feel grateful to the organization for giving me this job.	1	2	3	4	5	6



### Part 3 Human Resource Management Practices

Human Resource Management Practices	Level of Agreement					
<b>Compensation Management</b>						
21. My organization determines monetary compensation rates based on employees' workload.	1	2	3	4	5	6
22. My organization provides me with the benefits that are sufficient for my needs.	1	2	3	4	5	6
23. My organization offers me flexible benefit options and allows me to choose the option I need.	1	2	3	4	5	6
24. My organization provides me with adequate benefits that suit my needs.	1	2	3	4	5	6
25. My organization determines compensation rates according to my job position.	1	2	3	4	5	6
26. My organization determines monetary compensation rates based on task difficulties.	1	2	3	4	5	6
27. My organization determines compensation rates based on employees' education and experience.	1	2	3	4	5	6
28. My organization provides me with the benefits that suit my lifestyle.	1	2	3	4	5	6
29. My organization provides me with the benefits that are in line with my basic needs.	1	2	3	4	5	6
30. My organization provides me with compensation that is sufficient for my expenses.	1	2	3	4	5	6
<b>Training and Development</b>						
31. My organization gives me opportunities to develop abilities based on my interests.	1	2	3	4	5	6
32. My organization supports me to learn new knowledge through various methods without limitations.	1	2	3	4	5	6
33. My organization encourages me to learn from actual work activities.	1	2	3	4	5	6
34. My organization encourages me to carry out self-learning based on my aptitude.	1	2	3	4	5	6

<b>Human Resource Management Practices</b>	<b>Level of Agreement</b>					
35. My organization supports me to develop an ability to create an innovative way of working.	1	2	3	4	5	6
36. My organization gives me self-development opportunities and allows me to select the development program based on my interests.	1	2	3	4	5	6
37. My organization supports me to develop my potential so that I can deal with more challenging tasks.	1	2	3	4	5	6
38. My organization encourages me to participate in self-learning activities through various technological media and systems.	1	2	3	4	5	6
39. My organization encourages me to develop new knowledge that can be used to modernize work processes.	1	2	3	4	5	6
40. My organization supports me to learn new things through trial and error.	1	2	3	4	5	6
<b>Career Development</b>						
41. My organization allows me to determine my own career goal and plan.	1	2	3	4	5	6
42. My organization provides me a career path.	1	2	3	4	5	6
43. My organization provides career counseling in order to help me achieve my career goal.	1	2	3	4	5	6
44. My organization has a career advancement preparation system.	1	2	3	4	5	6
45. My organization encourages me to determine a career goal according to the potential assessment results.	1	2	3	4	5	6
46. My organization creates a succession plan to prepare employees for higher positions.	1	2	3	4	5	6
47. My organization gives me opportunities to develop my own individual development plan in order to achieve the determined career goal.	1	2	3	4	5	6

### Part 4 Perceived Organizational Support

Perceived Organizational Support	Level of Agreement					
<b>Perceived Work Support</b>						
48. My organization recognizes my achievements and good work performance.	1	2	3	4	5	6
49. My organization gives me support when facing problems at work.	1	2	3	4	5	6
50. My organization holds meeting to discuss employees' problems on a regular basis.	1	2	3	4	5	6
51. My organization pays attention to my efforts that is beyond my regular duties.	1	2	3	4	5	6
52. My organization is willing to flexibly adjust some rules in order to make me able to work to the fullest of my potential.	1	2	3	4	5	6
<b>Perceived Appreciation</b>						
53. My organization clearly places importance on my value, goal, achievement, and career advancement.	1	2	3	4	5	6
54. My organization cares about me as an organizational member.	1	2	3	4	5	6
55. My organization recognizes and appreciates my dedication and effort.	1	2	3	4	5	6
56. If I decide to resign, my organization will do everything to make me stay.	1	2	3	4	5	6
57. My organization focuses more on the employees than its reputation.	1	2	3	4	5	6

**Part 5 Quality of Work Life**

Quality of Work Life	Level of Agreement					
<b>Work-Life Balance</b>						
58. My organization gives me freedom to appropriately manage my own working time.	1	2	3	4	5	6
59. My organization allows me to work outside the office on an occasional basis.	1	2	3	4	5	6
60. My organization encourages me to effectively organize my schedule in order to have sufficient time for work and relaxation.	1	2	3	4	5	6
61. My organization allows me to determine the starting and quitting time according to my lifestyle.	1	2	3	4	5	6
62. My organization encourages me to appropriately allocate time for work and personal life.	1	2	3	4	5	6
63. My organization encourages me to allocate time for other activities apart from work.	1	2	3	4	5	6
64. My organization provides me facilities to work anywhere in the organization.	1	2	3	4	5	6
<b>Social Relevance</b>						
65. My organization encourages me to contribute to the environment, community, and society.	1	2	3	4	5	6
66. My organization encourages me to participate in volunteer activities.	1	2	3	4	5	6
67. My organization encourages me to perform tasks that are related to stakeholders in an ethical way.	1	2	3	4	5	6
68. My organization encourages me to participate in social activities as a volunteer.	1	2	3	4	5	6
69. My organization encourages me to perform tasks that are involved with community, social, and environmental development.	1	2	3	4	5	6
70. My organization encourages me to perform tasks that are concerned with consumers in an honest way.	1	2	3	4	5	6
71. My organization encourages me to participate in public interest activities.	1	2	3	4	5	6
72. My organization encourages me to adhere to the principles of good governance.	1	2	3	4	5	6

**Part 6 Employee Retention**

<b>Employee Retention</b>	<b>Level of Agreement</b>					
73. I will work at this organization as long as possible.	1	2	3	4	5	6
74. I will stay with this organization, even when receiving a better offer from other organizations.	1	2	3	4	5	6
75. I plan to work at this organization for at least 3 years.	1	2	3	4	5	6
76. I have a long career path at this organization.	1	2	3	4	5	6
77. If I could go back in time, I would still choose to work at this organization.	1	2	3	4	5	6
78. I want to work at this organization until retirement.	1	2	3	4	5	6
79. Working at this organization makes me feel valuable and have a sense of pride.	1	2	3	4	5	6
80. I enjoy working at this organization.	1	2	3	4	5	6
81. I am not bored or tired of working at this organization.	1	2	3	4	5	6

**Part 7 Generation Y Employee Retention Guidelines and Other Suggestions**

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Thank you for taking time to answer this questionnaire.

## **Appendix B**

### **Interview Form**

### **Generation Y Employee Retention Model of Public and Private Organizations**

## **Appendix B**

### **Interview Form**

### **Generation Y Employee Retention Model of Public and Private Organizations**

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#### **Explanation**

1) This interview form is used to collect data regarding the Generation Y employee retention model of public and private organizations.

2) This interview form consists of 4 parts as follows.

Part 1 General Information of the Key Informants

Part 2 Implementation of Generation Y Employee Retention

Part 3 Factors Affecting Generation Y Employee Retention

Part 4 Development of Generation Y Employee Retention Model

#### **Part 1 General Information of the Key Informants**

- 1) Name and surname of the key informants
- 2) Current position
- 3) Organization

#### **Part 2 Implementation of Generation Y Employee Retention**

- 1) How do you define the term “Generation Y employee retention”?
- 2) In your opinion, do you think Generation Y employee retention is important for your organization? Why?
- 3) How does your organization implement Generation Y employee retention?
- 4) What are your organization’s specific Generation Y employee retention methods?

5) What are your organization's problems in Generation Y employee retention?

**Part 3 Factors Affecting Generation Y Employee Retention**

1) How does organizational commitment affect Generation Y employee retention?

(1) Do you think organizational commitment has an importance on Generation Y employee retention? Why?

(2) How does your organization create organizational commitment among Generation Y employees?

2) How do human resource management practices affect Generation Y employee retention?

(1) Do you think human resource management practices have an importance on Generation Y employee retention? Why?

(2) How does your organization apply "compensation management" to retain Generation Y employees?

(3) How does your organization apply "training and development" to retain Generation Y employees?

(4) How does your organization apply "career development" to retain Generation Y employees?

3) How does perceived organizational support affect Generation Y employee retention?

(1) Do you think perceived organizational support has an importance on Generation Y employee retention? Why?

(2) How does your organization apply "perceived work support" to retain Generation Y employees?

(3) How does your organization apply "perceived appreciation" to retain Generation Y employees?

4) How does quality of work life affect Generation Y employee retention?

(1) Do you think quality of work life has an importance on Generation Y employee retention? Why?

(2) How does your organization apply "work-life balance" to retain Generation Y employees?



(3) How does your organization apply “social relevance” to retain Generation Y employees?

**Part 4 Development of Generation Y Employee Retention Model**

1) In your opinion, what are the characteristics of an effective Generation Y employee retention model?

Interview date .....

Interview time .....

## **Appendix C**

### **List of Experts**

#### **Examining Content Validity of Questionnaire and Interview Form**

## **Appendix C**

### **List of Experts**

#### **Examining Content Validity of Questionnaire and Interview Form**

- 1) Assistant Professor Police Lieutenant Colonel Dr. Kantita Sripa  
Lecturer, Psychiatric Nursing Science, Police Nursing College, Thailand
- 2) Dr. Phonraphee Thummaphan
- 3) Assistant Professor Dr. Wilailak Langka  
Lecturer, Educational Measurement and Evaluation, Faculty of Education,  
Srinakharinwirot University, Thailand
- 4) Dr. Dhammananthika Jangsawang  
Lecturer, Faculty of Sports Science, Burapha University, Thailand
- 5) Dr. Sujinda Prasert  
Lecturer, Public Administration, Faculty of Humanities and Social  
Sciences, Chandrakasem Rajabhat University, Thailand

## **BIOGRAPHY**

**NAME**

Mr. Pongsakorn Srirongthong

**ACADEMIC BACKGROUND**

Bachelor's Degree with a major in Social Work (first class honour) from Thammasat University, Bangkok, Thailand in 2005 and a Master's Degree in Public Administration from Chulalongkorn University, Bangkok, Thailand in 2009

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