

FACTORS INFLUENCING GENERATION Z'S EMPLOYMENT DECISION- MAKING IN THAI ORGANIZATIONS

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ABSTRACT

This study aimed to examine the demographic and motivational factors influencing Generation Z's decision to pursue employment in organisations in Thailand. The research focused on understanding the characteristics and motivations that differentiate this new generation of workers, who play an increasingly significant role in shaping the country's labour structure in the digital era. The sample group consisted of individuals belonging to Generation Z, defined as those born between 1995 and 2002 (B.E. 2538- 2545), residing in Thailand. A total of 400 respondents were selected for this study. Data was collected using a structured questionnaire as the primary research instrument. The questionnaire included sections on respondents' demographic profiles, demographic factors, and motivational factors influencing their decision to work in an organisation. Data analysis was conducted using descriptive statistics, including frequency, percentage, mean, and standard deviation, to describe the general characteristics of the sample group. Inferential statistics, including the t-test and one-way analysis of variance (ANOVA), were employed to compare differences in factors influencing job choice decisions among groups with different demographic characteristics. Additionally, multiple regression analysis was employed to investigate the impact of motivational factors on the decision to choose employment in organisations among Generation Z in Thailand.

Keywords: Generation Z, Career, Job selection

INTRODUCTION

In an era of rapid economic, technological, and labour system transitions in Thai society, Generation Z those born between 1995 and 2010 has emerged as a new workforce group that is beginning

to play an increasingly significant role in the Thai labour market. This generation has grown up in a digital age where technology, the internet, and social media have become integral parts of daily life. As a result, they possess values, attitudes, and work expectations that differ from those of previous generations, such as Generation Y or Generation X (Bencsik & Machova, 2016; Francis & Hoefel, 2018) [1] [2].

As a result of these changes, business organisations and various institutions in Thailand must adapt to attract, develop, and retain high-potential Generation Z employees. This new generation of workers not only seeks appropriate compensation but also places importance on purpose and meaning in their work, work-life balance, flexible working hours, organisational culture, and a work environment that fosters creativity and continuous learning (Adecco Thailand, 2023; Turner et al., 2023) [3] [4]. International research has found that Generation Z tends to choose organisations that provide positive work experience, rather than relying solely on organisational reputation (Bennett et al., 2020) [5]. In Thailand, a study by U-Dee et al. (2022) [6] indicates that compensation and benefits, a friendly work environment, and opportunities for career advancement are key factors influencing this generation's decision to join an organisation. In addition, Niyomsujarit and Na Keeree (2024) [7] note that organisational reputation and relationships with colleagues are also significant factors influencing the employment selection intentions of Thai Generation Z.

In the context of Thailand, the labour market is facing shortages of highly skilled workers, alongside rapid technological advancements. Many organisations must adjust their human resource strategies to meet the expectations of the new generation, who often seek opportunities to demonstrate their potential, flexibility in working hours and locations, as well as an environment that supports career development and overall well-being at work. If organisations fail to meet these expectations, they may face high turnover rates and struggle to retain talented employees (Bryant & Allen, 2013) [8]. Human resource management is like a gear or a machine that must contribute to value creation for organizations as well. If all departments in the organization understand their roles and responsibilities. Responsibility, including accountability and good consciousness, will make the organization get the most out of it. Janmuangthai, W, Sitthiwarongchai, C, Rodjam, C. (2023).

Therefore, the study “Factors Influencing the Job Selection Decisions of Generation Z in Thailand” is highly important, as it enables organizations, human resource managers, and labour policymakers to understand the emerging needs of the new workforce. It enables them to develop personnel management strategies that align with Generation Z's values and behaviors, while enhancing the competitiveness of Thai organizations in the digital economy in a sustainable manner.

OBJECTIVE

1. To examine the demographic differences among Generation Z in Thailand that are related to their decisions to join an organisation.
2. To investigate the motivational factors that influence the job selection decisions of Generation Z in Thailand.

METHODOLOGY

This research examines the factors influencing the decision of Generation Z in Thailand to join an organization. These factors include compensation and benefits, job security, job characteristics,

learning and skill development, performance appraisal, career advancement, organizational reputation, relationships with colleagues, work values, and corporate social responsibility (CSR).

The target population in this study consists of Generation Z individuals in Thailand, born between 1995 and 2002 (B.E. 2538- 2545). The research employs a survey research design, using a questionnaire to collect data exclusively from Generation Z respondents in Thailand. Data collection and analysis were conducted from April 2024 to March 2025.

RESULTS

Part1: Results of the analysis of the demographic characteristics of the respondents include gender, age, education level, salary, and work experience as shown in Table 1.

Table 1: Number and Percentage Demographic Characteristics

Demographic	Number (n = 400)	Percentage
1. Gender		
Male	130	32.5
Female	270	67.5
2. Age		
20 - 23 yrs.	86	21.5
24 - 27 yrs. 314 78.50	314	78.5
3. Education		
Below bachelor's degree	25	6.2
Bachelor's Degree	296	74.0
Post - graduate	79	19.8
4. Salary		
Below 10,000 THB	58	14.5
10,001-20,000 THB	174	43.5
20,001-30,000 THB	116	29.0
Over 30,000 THB	52	13.0
5. Work Experience		
No experience / Below 1 year	85	21.2
1-3 years	180	45.0
Over 3 years	135	33.8

Part2: Results of the analysis of motivational factors influencing the decision to join an organization as shown in Table 2.

Table 2

The results of the analysis of mean ($\bar{x}$) and standard deviation (S.D.) are presented in the overall perspective.

Motivational factors influencing the decision to join an organization	$\bar{x}$	S.D.	Meaning
1. Compensation and benefits	3.95	.924	High
2. Job security	4.15	.751	High
3. Job characteristics, learning, and skill development	3.88	.804	High
4. Performance appraisal	3.94	.765	High
5. Career advancement	4.01	.869	High
6. Organizational reputation	3.65	.680	High
7. Relationships with colleagues	4.26	.697	High
8. Work values	4.06	.723	High
9. Corporate social responsibility of the organization	4.23	.717	High
Overall	4.01	.576	High

Part3: Results of the hypothesis testing

Table 3

Results of the statistical analysis comparing differences in the job selection decisions of Generation Z, classified by gender

Overall job selection decisions of Generation Z in Thailand, classified by gender	Genders	$\bar{x}$	S.D.	t	Sig.
1. The level of individual interests	Male	3.95	.637	.033	.0857
	Female	4.02	.635	-	-
2. The level of individual goals	Male	4.06	.625	0.024	.876
	Female	4.06	.569	-	-
3. The level of organizational attractiveness	Male	4.07	.824	7.586	.006*
	Female	4.11	.642	-	-

Total	Male	4.03	.600	.213	.645
	Female	4.06	.536	-	-

Statistically significant at the 0.05 level*

According to Table 3, the statistical analysis results comparing job selection decisions among Generation Z, classified by gender, indicate an overall significance value of 0.645. Since the Sig. Suppose the value is greater than the statistical significance level of 0.05. In that case, it can be concluded that there is no difference in decision-making levels regarding joining an organization among Generation Z in Thailand, regardless of gender.

CONCLUSION AND FUTURE WORK

Gen Z places significant importance on job security when deciding whether to join an organization. An organisation can provide employees with confidence that they will be able to perform their duties to their fullest potential, pursue their career over a defined period, or achieve goals that align with their personal aspirations. In that case, it positively influences their decision-making process. Examples include organisations that are stable and trustworthy, have clear employment contracts, do not easily terminate employees, and consistently demonstrate continuous growth and firm performance. These factors build confidence among employees that if they perform their duties to the best of their knowledge and abilities and produce quality work that meets accepted standards, they will be able to remain with the organization in the long term. Such security increases the likelihood that Gen Z in Thailand will choose to work for the organization. Job security ensures a stable income or compensation sufficient for living, and having a secure position also contributes to better career advancement opportunities in the future.

Gen Z places great importance on relationships with colleagues when deciding whether to join an organization. This is because Gen Z seeks acceptance and a sense of identity within their social environment. When an organisation provides a positive work atmosphere— characterised by good relationships among colleagues, friendliness, minimal hierarchy, mutual trust, and acceptance— it strongly influences their decision-making. Suppose colleagues are approachable, willing to listen, supportive, and cooperative in carrying out tasks with genuine enthusiasm and to the best of their abilities. In that case, it increases the likelihood that Gen Z in Thailand will choose to work for the organisation. Strong relationships with colleagues are a crucial factor that contributes to smooth and successful work processes, ultimately yielding direct benefits for the organisation.

Gen Z places significant importance on **work values** when deciding whether to join an organization. If an organisation shares similar work values with Gen Z, who tend to seek employers that reflect their own principles, it positively influences their decision-making. For example, Gen Z is drawn to organisations that prioritise work outcomes over personal status or seniority, encourage open-mindedness, treat employees equally, and offer flexibility in management and work arrangements. They value workplaces that provide autonomy, recognition, and opportunities for individuals to gain respect and social acceptance through their performance. Organizations that uphold modern values— such as using advanced technology to support work processes— are particularly appealing. Therefore, if an organisation's work values align with those of Gen Z, it is more likely to increase the level of consideration and intention among Gen Z individuals in Thailand to choose to work for that organisation.

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