



Retention of Y Generation personnel in government organizations

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ABSTRACT

Currently, the Thai labor market faces challenges in managing a workforce of diverse generations, particularly Y Generation, a key force in both public and private sector organizations. This group of employees has unique characteristics that differ from previous generations, including their emphasis on the meaning of work, work-life balance, career advancement, and flexible work environments. However, the turnover rate among this group of employees remains a challenge for human resource management. This article aims to explain approaches to retaining Y Generation personnel by focusing on the analysis of key factors affecting work commitment and motivation, including organizational commitment, perceived organizational support, quality of work life, and human resource management practices. An integrated approach is proposed in the form of the CSQH Model, which covers the enhancement of value, sustainability, and job satisfaction of modern personnel. This approach can be applied to develop and strengthen human resource policies in Thai organizations, particularly in creating work systems that emphasize transparency, flexibility, and recognition of the potential of Y Generation personnel, which will help reduce turnover rates and build long-term organizational commitment.

Introduction

Personnel retention is an important element of human resource management in the present era. Failure to retain quality personnel within the organization will result in impacts on organizational efficiency, costs of recruiting and training new personnel, and loss of continuity of work processes and knowledge within the organization. This is consistent with the report by University Human Resource Management (UHRM), which states that organizations currently face problems with personnel retention. Since the average working life of employees in each organization worldwide is approximately 3.6 years, which reflects the tendency for employees, especially the new generation, to change jobs frequently, personnel retention is an important strategy for creating stability and sustainability for the organization.

In the public sector, efforts have been made to organize staffing and improve compensation to be more appropriate and fairer in order to encourage efficient personnel to remain within the civil service. Meanwhile, the private sector has faced significant business losses from employee turnover. Consequently,

there has been a heightened awareness of strategies and policies for retaining efficient personnel, while also prioritizing employee turnover rates as a key cost-saving measure.

This trend has resulted in the majority of individuals entering the labor market being from Generation Y, which includes those aged approximately 18 to 37 years. This group of people grew up in a rapidly changing environment, have high access to technology, are self-confident, and want rapid career advancement. They are also highly likely to change jobs and do not want to be in a system with strict regulations and inflexibility. Information from the Job DB website. It is estimated that by 2020, Generation Y will comprise 70% of the workforce, demonstrating the importance of organizations taking their talent acquisition seriously.

The study found that the key factors influencing Generation Y employees' decision to stay or leave an organization include organizational commitment, perceived organizational support, quality of work life, and human resource management practices. If organizations can design human resource management systems to meet the needs of this group of personnel, this will help reduce the turnover rate and promote sustainable workforce stability.

Therefore, in-depth study of the behaviors, attitudes, expectations, and motivations of Generation Y personnel is essential for organizations in all sectors to be aware of, particularly in the context of Thailand, which is facing a transformation in its workforce structure. This research focuses on studying factors that influence the retention of Generation Y personnel in public and private organizations and developing appropriate management approaches that can be applied to other organizations.

The meaning of generation Y

Many scholars and experts have defined Generation Y as follows: Lancaster and Stillman (2002) define Generation Y as the group of people born between 1980 and 2000. They grew up in an era when information technology and the Internet were rapidly developing and are therefore familiar with the use of technology and have immediate access to information.

Chamchan and Kittisuksathit (2013) defined Generation Y as having characteristics of a new generation that give importance to work-life balance. Balance) and expect work to have more meaning than just receiving compensation. Phongsakon and Jindalak (2019) stated that Generation Y has distinctive characteristics such as high self-identity, courage to think, courage to express themselves, and giving importance to opportunities for self-development and participation in the organization.

In summary, Generation Y refers to people born between 1980 and 2000. They grew up in the digital age and on the internet, becoming tech-savvy and independent and prioritizing the value and meaning of their work. They prioritize self-improvement and work-life balance over stability or traditional hierarchies.

Retention of Generation Y personnel in government organizations Employee retention refers to the processes, strategies, and practices an organization uses to retain high-potential and valuable employees over the long term. The goal is to reduce turnover, increase operational continuity, and strengthen the organization's knowledge base (Mathis & Jackson, 2010). Effective retention practices not only reduce the cost of recruiting and training new employees but also help maintain positive relationships within the workforce and foster a consistent and sustainable organizational culture.

Generation Y (Millennials) are people born between 1980 and 1997 who grew up in an era of technological transformation, digital communication, and unlimited access to information. As a result, this generation has distinct characteristics that differ from previous generations, particularly in terms of work expectations, such as flexibility, participation, and continuous development. And work-life balance (Lancaster & Stillman, 2002; Oliver, 2006). In addition, Generation Y is also a group that tends to change jobs frequently if the organization does not meet their values and life goals. From this context, the organization needs to design a systematic approach to retain this group of personnel and understand the individual context. In particular, it is necessary to consider strategies that can appropriately respond to the behaviors and expectations of this generation. The research of Phongsakorn Srirongthong and Jindalak

Wattanasin (2019) proposed the CSQH model, which consists of 4 main components: Commitment, Support, Quality of Life, and HR Practices. These 4 components are important variables influencing Generation Y personnel's decision to stay or leave the organization.

In summary, retaining Generation Y personnel is not just about increasing compensation or good benefits. Rather, it's about developing and managing human resources in a way that deeply understands the "new generation," including their behavior, thinking, and motivation. If organizations can establish systems that fully address all aspects of their needs, they can build engagement, reduce turnover, and truly develop the organization in a stable and sustainable direction.

Principles for retaining generation Y personnel in the organization

In today's era, Generation Y (Millennials), a group of people born between 1980 and 1997, have become a crucial human resource for the operations and development of both public and private organizations. This is because they are a large and highly capable workforce, with distinct work traits and behaviors that differ significantly from previous generations. However, Generation Y also tends to change jobs frequently and remain unattached to organizations long-term. Therefore, organizations need to effectively manage and retain this workforce to maintain their capabilities and reduce their turnover.

Retaining Generation Y personnel requires a deep understanding of this group's unique characteristics, starting with the realization that this generation prioritizes work - life balance more than previous generations. They no longer view work as simply earning money; they also want it to be a part of their lives that adds value, such as time for family and self-development. and meaningful work. In addition, Generation Y also have high expectations for career growth opportunities and appropriate recognition for their work (Lancaster & Stillman, 2002).

In addition, the behaviors and working methods of Generation Y are significantly different from previous generations. They grew up in the era of digital technology and social media, making them familiar with the use of technology fluently and looking for speed, efficiency, and flexible working methods, such as working from home or flexible working hours. Organizations that can meet these needs are more likely to retain this group of personnel (Oliver, 2006).

Retaining Generation Y personnel should therefore focus on the following key principles:

1. Generational understanding

In today's era, organizations must manage a workforce of diverse generations. Understanding generational differences has become a fundamental and important factor in human resource management, as each generation has distinctly different personality traits, concepts, and work values. This is especially true for Generation Y (also known as Millennials), whose behaviors and work expectations differ significantly from previous generations.

Generation Y, born between 1980 and 1997, grew up amidst the rapidly changing era of digital technology and mass media. They are accustomed to rapid and diverse access to information, are proficient in digital technology, and often seek speed and convenience in their work. Furthermore, Generation Y possesses a distinctive personality, characterized by a high sense of individuality, boldness in thinking, expressing oneself, and a desire for meaningful work rather than simply working for compensation or financial stability (Lancaster & Stillman, 2002).

Therefore, traditional personnel management approaches that emphasize stability, rules, regulations, and strict hierarchy have become ineffective. This may not be able to effectively respond to or motivate Generation Y personnel. Furthermore, it may result in dissatisfaction and decreased motivation, leading to a high turnover rate. This is a problem that organizations continually face in the current era. Therefore, organizations must understand the cultural differences, values, and work styles of each generation, especially Generation Y, in order to design appropriate and effective personnel management and development approaches. This includes creating a work environment conducive to continuous learning

and growth, as well as providing opportunities for this group of personnel to express themselves and participate in the organization's decision-making process.

The differences between Generation Y and previous generations

This generational difference begins with understanding how Generation Y's behaviors and motivations differ from previous generations.

1. The need for meaningful and valuable work Generation Y doesn't view work as just about making money. They want work that is meaningful, meaningful, and aligns with their values. Work that contributes to the development of their organization or society gives them a sense of pride and greater motivation.

2. The need for flexibility in work Generation Y prefers a work style that is not limited by time or location, especially remote or hybrid work, which allows them to better manage their time to create a balance between their personal and work lives (Work - Life Balance).

3. Focusing on learning and development This generation needs opportunities to continuously learn new skills and grow in their careers, as well as receive consistent guidance and feedback to help them develop.

4. Open and transparent communication Generation Y appreciates direct, transparent communication and the opportunity to express their opinions and participate in organizational decision-making processes.

How to change management methods and organizational culture

Organizations must therefore adjust their management methods and organizational culture to appropriately meet these needs as follows:

1. Promoting participation and expressing opinions. Give this generation of employees a voice in matters of work and organizational policy, such as organizing Agile meetings or brainstorming forums that emphasize exchanging ideas and planning together.

2. Development of Soft Skills and learning opportunities. Provide training in communication skills, problem solving skills, or self-management skills that are consistent with the needs and challenges of modern work.

3. Design a clear career path. Let employees know what opportunities there are for advancement and have a systematic long-term development support plan to build confidence and motivation to stay with the organization.

4. Use technology to support work. Incorporating digital tools into your organization's work management and communications efforts is essential to ensure efficiency and responsiveness to the digital lifestyles of Generation Y.

Furthermore, creating a work environment that embraces the differences and diversity of generations within the organization is essential to foster understanding and cooperation across generations, as well as to embrace diverse opinions and perspectives. This fosters a creative and sustainable organizational culture.

A clear example is organizations that prioritize " Employer Branding, " or creating an employer image that attracts and retains Generation Y personnel. These organizations focus on creating an open culture, offering opportunities for self-development, and prioritizing work-life balance over traditional work systems. For example, many tech companies have implemented work-from-home policies, organized team building activities, or provided benefits that cater to the lifestyles of the new generation. In contrast, organizations that still adhere to a rigid hierarchical management style, emphasize control and do not allow flexibility in working hours often experience high turnover rates among Generation Y employees and find it difficult to retain talented people in the organization over the long term.

In conclusion, Understanding generational differences is a crucial starting point for modern human

resource management, particularly for Generation Y , whose unique characteristics make them unique. Organizations that can design and manage work systems and organizational cultures that respond to the needs and behaviors of this generation will truly strengthen engagement, reduce turnover, and advance the organization toward long-term sustainability.

Creating flexibility and work-life balance for Generation Y workers

Generation Y personnel , also known as “ Millennials , ” are a group of people born between 1980 and 1997. They grew up with changes in information technology , internet access , and a culture that emphasizes speed and modernity , which has significantly affected their values , attitudes, and work behaviors. One of the key issues that clearly reflects the characteristics of this generation is their “ seeking balance between work and personal life, ” or what is known as *Work - Life Integration*:

Generation Y workers do n't view work as just a duty or obligation to be performed for compensation. It also needs to be a fulfilling part of their lives, meaningful, and aligned with their personal goals. They prioritize health, happiness, quality time with family and friends, and opportunities for professional and personal development. Therefore, organizations that still adhere to traditional work approaches, such as fixed working hours, 100 % office attendance , or solely measuring success based on working hours, may not be able to effectively meet the needs of this generation. To retain

Generation Y workers in the organization over the long term, leaders and executives need to design a flexible work system that covers *the* following dimensions:

1. Hybrid or remote work It is an increasingly popular option, especially after the COVID - 19 pandemic , which has made organizations realize the potential of working from home. In addition to reducing costs for organizations, it also allows employees to manage their daily time according to their own pace without affecting work efficiency.

2. Flexible working hours (Flexible hours) Allowing employees to start and finish work at different times, as appropriate to their duties and responsibilities, is another model that helps promote a balanced lifestyle. For example, employees with young children may want to start work later, or those who have a lifestyle of exercising in the morning may choose to finish work later.

3. Output-based Evaluation : More than just monitoring attendance, organizations should focus on the outcomes and the value that employees create for the organization.

In addition to organizing work systems, creating an organizational culture that supports life balance is also important, such as:

1. Welfare that is consistent with the lifestyles of the new generation: Such as flexible leave, maternity / paternity leave that covers both parents, mental health care through counseling services (Mental Health Support), medical reimbursement that covers holistic health, and recreational activities that promote relationships in the workplace.

2. Family life support policy For example, providing leave rights to care for elderly family members, having a childcare center in the workplace, or organizing activities that allow employees' families to participate are all ways to help personnel to support their roles in both areas with quality.

3. Activities to promote health For example, exercise promotion programs, mental health workshops, and appropriate breaks throughout the day can all help reduce burnout and increase work-life satisfaction,

according to a study by Na Pathalung & Weerakit (2018) found that organizations with policies and cultures that promote *Work - Life Balance* This truly results in high levels of organizational commitment, reduced turnover, and significantly improved overall team performance. These outcomes impact the organization's long-term competitiveness.

Therefore, " flexibility and work-life balance " are not just options for modern organizations, but are essential for retaining and attracting new talent to join the organization in building its future. If leaders

can establish a strategic approach that emphasizes both organizational goals and employees' life goals, it will truly foster sustainable human resource development.

Creating flexibility and work-life balance for Generation Y workers

In today's increasingly diverse workforce, particularly Generation Y, a key force in organizations during the transition to a digital society, retaining this workforce goes beyond simply providing excellent compensation and benefits. Career development and growth opportunities must also be considered, a factor directly influencing long-term engagement and commitment to the organization.

This new generation of employees has grown up in a competitive environment, rapidly advancing technology, and access to diverse learning resources. As a result, they often have high expectations of themselves and the organization, particularly when it comes to work that not only meets their income targets but also provides opportunities for career advancement, stability, and ongoing challenges.

1. Creating a clear career path One of the key demands of this group of employees is a vision of their own "future" within the organization, which is reflected in the clarity of the career paths the organization has designed. Organizations that prioritize this issue will have a progressive career path from entry-level to executive level, with clear qualifications for each stage of progression, such as experience, performance, and required skills.

Establishing a systematic career path also helps employees feel confident that their efforts and potential will be considered and rewarded fairly, which is the foundation for long-term engagement and reduces factors that may lead to premature turnover.

2. Continuous learning & upskilling Generation Y prioritizes continuous learning and views "development" as an investment in their future. Therefore, organizations should systematically implement training and skills development programs, such as in-house training, workshops, and even scholarship programs.

In addition to hard skills such as IT and project management, developing soft skills such as communication, collaboration, critical thinking, and leadership are also highly valued by this generation, as they understand that these competencies are central to career growth and long-term value creation. Mathis and Jackson (2010) interestingly stated that "effective human resource development should be a continuous, targeted and measurable process", which is consistent with the trend of Long-Term Talent Development that focuses on building people along with building organizations.

3. Challenging and meaningful assignments Another characteristic of Generation Y workers is that they are not satisfied with merely "routine," but rather seek challenging work that provides a sense of belonging and impact on the organization as a whole. Assigning meaningful work, such as managing special projects, working across functions, or engaging in strategic thinking, is one approach that effectively meets these needs. Furthermore, providing employees with the freedom to make decisions or allowing them to propose new ideas and take responsibility for their own work can further foster a sense of "ownership" and stimulate effective creativity in the workplace (Oliver, 2006).

4. Mentorship & coaching system Career growth doesn't come from learning alone. Having a mentor or coach within your organization who can provide guidance, advice, and help you reflect on your strengths and weaknesses is a highly effective tool for developing people, especially in the early stages of their careers. Generation Y workers often look for people who can provide honest advice, understand the context of their work, and can provide genuine guidance on the path to success. Mentoring not only fosters learning, but also serves as a channel for fostering positive relationships within the organization.

5. Creating a culture that fosters growth Finally, an equally important approach is to create an organizational culture that promotes learning, growth, and self-expression. A culture that encourages employees to experiment, embraces diversity of thought, and rewards innovative ideas will encourage employees to continually develop and transform themselves. Organizations that allow their employees to "grow with the organization" without having to seek challenges elsewhere will be able to retain quality

talent in the long term.

In summary , Career development and growth are not just motivational tools, but also a crucial strategy for retaining Generation Y employees, who have high expectations for their work and a desire for a secure and meaningful future. Designing a visionary career development system that meets the specific needs of this group is key to enabling organizations to sustainably retain and develop talented individuals who can grow alongside them in a rapidly changing world.

Open communication and participation for generation Y workers

Organizations need to adapt to the unique characteristics of various workforce groups, especially “ Generation Y ” (often referred to as “ Millennials ”), a key workforce whose role continues to grow. This generation has a different cultural background than previous generations, having grown up amidst modern and widespread communication technologies such as social media , instant messaging , and online meeting platforms . As a result, they are accustomed to “ instant ” communication and expect transparency and fairness in the exchange of information.

Generation Y ’s communication needs This generation of workers wants to have a " voice " at work.

They want their opinions to be heard and actively used in decision-making. They don't want to be in the rigid hierarchy of the past, but want to be in an organization that allows them to express their thoughts, feelings, and suggestions in a safe atmosphere, without being judged or punished. Listening to employee voices is therefore the heart of modern management that emphasizes humanity and diversity.

In addition, Generation Y values regular feedback . They don't want to wait for annual evaluations like in the old system. Instead, they want clear and straightforward advice periodically so that they can improve their work in a timely manner. Therefore, organizations should implement modern feedback systems, such as 360- degree evaluations or weekly Agile meetings , to ensure continuous and effective communication.

Strategies for creating a culture of open communication Creating an open communication culture within an organization cannot be achieved simply by establishing policies. It must begin with senior executives who dare to communicate transparently, embrace differing opinions, and create space for genuine dialogue. Executives should model respectful communication, avoid using oppressive power, and motivate others through participation. One effective tool is to create multiple communication channels, both formal, such as weekly briefings, internal forums , or corporate communication applications such as Slack, Microsoft Teams , and informal, such as Line Groups or employee exchange activities during breaks . Using real-time feedback systems through online platforms or satisfaction surveys (Pulse Surveys) can help organizations quickly recognize issues and suggestions, reduce misunderstandings, and lead to targeted improvements, increasing engagement and commitment to the organization. Participation is another important factor that aligns with the nature of Generation Y , which is highly individualistic , wants to influence the environment in which they live, and wants to feel that " what they are doing has meaning. " Organizations can provide opportunities for employees to participate through various activities, such as : Establishing an internal youth committee (Young Leadership Board) , organizing brainstorming activities (Brainstorming Day) , innovation hackathons , monthly forums for presenting new ideas , and opening discussion forums between executives and employees (Townhall). These activities not only empower employees to feel a sense of belonging within the organization, but also provide management with new perspectives that can lead to effective improvements in internal processes,

impacting employee engagement and retention.

When Gen Y employees feel empowered to communicate and participate, they experience higher levels of organizational commitment, resulting in greater job satisfaction, reduced feelings of isolation and powerlessness, and, crucially, significantly reduced turnover.

Open communication is also a powerful tool for resolving organizational conflicts, reducing misunderstandings, and fostering mutual trust. When employees feel confident that their opinions are heard and valued by the organization, they are more willing to devote their efforts to the organization's success.

In conclusion, open communication and participation are not just a rhetorical strategy, but are a core part of modern organizational culture, especially for Generation Y employees. Providing them with opportunities to express their opinions freely, providing diverse and accessible communication channels, and creating activities that encourage participation at all levels all contribute to retaining a quality workforce in the long run. They also help create an environment conducive to learning, creativity, and growth for both individuals and the organization.

Creating equity and recognition

Equity and recognition are key mechanisms directly influencing the motivation, satisfaction, and commitment of Generation Y, a working-age group with distinctive characteristics. They prioritize equal, fair, and transparent treatment, and want their abilities and dedication to be recognized and properly acknowledged. Generation Y workers are growing up in a rapidly changing world,

where social media is ingrained in their way of life. This leads them to demand clarity and rapid response, whether in terms of performance management or career advancement evaluation. Research by Phongsakorn and Jindalak (2019) indicates that this group highly values “ organizational justice .” If an organization lacks a transparent evaluation system and systematic feedback, it will lead to a sense of distrust and a significant decrease in loyalty. Organizations that wish to retain and develop this generation of employees should start by designing an evaluation system with clear, transparent criteria and effective communication. A good evaluation should not be limited to performance alone, but should also consider effort, creativity, and participation. and the ability to work with others. A meeting should be held to announce the results of individual evaluations, and employees should be given the opportunity to freely ask questions or provide feedback on the evaluation system. This will help foster a sense of belonging and reduce potential resistance.

In addition to fairness, recognizing and valuing employee performance is another important motivator, especially for Generation Y, who value open recognition, whether in meetings, online platforms, or at organization events. Rewards don't always have to be in the form of physical items. They can come in the form of positive words, compliments, thank-you notes, or recognition through internal communication channels, such as the organization's newsletter or employee application

Na Pathalung and Weerakit (2018) found that even small recognitions can create significant positive energy for employees. Generation Y employees are often sensitive to comparisons. If praise or rewards are found to be unfair or biased, it can unknowingly backfire and create friction for the organization. Therefore, organizations should design diverse reward and recognition systems that can be tailored to the context of each department or type of work, such as individual rewards, team awards, innovation awards, or even generosity awards.

Currently, many leading organizations have adopted the concept of " Recognition Culture " to promote appreciation and recognition as part of daily work life. Employees can give " Shout - outs " or " Kudos " to coworkers via the company's online platforms, such as Microsoft Teams, Slack, or HRIS systems that display rewards on a real-time dashboard. Creating such a space makes employees feel that their good deeds will not be overlooked and helps promote sustainable positive behavior within the organization.

In addition, recognition that aligns with the values of the new generation is an important element that Surattichaikun and Sapsanguanboon (2023) stated that sustainable work motivation can be created if organizations can communicate to their employees that their rewards or praise are meaningful and align with the organization's goals and values. This will increase pride and reduce the feeling of " just doing it

for nothing, " which often occurs among employees who feel undervalued by the organization.

Finally, organizations should encourage executives at all levels to become " recognition-oriented leaders. " This involves training or developing soft skills for supervisors to appropriately express appreciation. Recognition from direct executives often carries more psychological weight than automatic recognition. This type of recognition inspires and strengthens the relationship between leaders and followers, which is the foundation of a strong organizational culture.

In conclusion, maintaining an effective and sustainable Generation Y workforce requires fairness and recognition as key components. Transparent evaluation systems, open communication, appropriate rewards, and daily recognition all play a role in building motivation, satisfaction, and loyalty to the organization over the long term.

Building organizational commitment

Organizational commitment is an important strategy for retaining Generation Y personnel, a key force in today's labor market . This group of personnel grew up in a rapidly changing environment, tended to change jobs frequently, and had higher expectations for the meaning of their work and shared value with the organization than previous generations (Pongsakorn & Jindalak , 2019) . Therefore , organizations that want to retain and motivate this generation of workers to perform effectively in the long term need to create deep and lasting commitment.

One of the key components of commitment is: Value Congruence Between employees and organizations, Generation Y personnel value meaningful personal goals such as freedom in their work, the ability to express themselves, and making a positive impact on society. Organizations should therefore create a culture that reflects these values, such as having CSR programs , promoting volunteerism, or providing space for free expression of opinions. This will make employees feel that " this organization is the right fit for me " and create a sense of ownership in their job roles.

Another effective approach to building engagement is: Employer Branding Especially in the digital age, corporate image can influence employee job applications and retention. Organizations that demonstrate transparency, promote personal growth, and a friendly work atmosphere will be more attractive to the new generation. Communicating positive organizational values through social media, such as telling stories of successful employees, sharing organizational activities, and listening to employee voices through various channels, will help promote a friendly, attractive, and trustworthy corporate image (Surattichaikun & Sapsanguanboon, 2023).

Employee participation is another important factor in building engagement . Organizations should design work systems that allow employees to participate in decision-making, such as cross - functional teamwork, departmental committees, or using an Agile approach that emphasizes short-term collaborative planning. In addition to creating shared responsibility, it also helps enhance a sense of value and meaning in work and organizational activities.

Relationship-building activities such as Team Building, Employee Appreciation Day, or creative activities such as Design Thinking Workshop and Hackathon also play an important role in creating an atmosphere conducive to organizational engagement. These activities not only help bridge the gap between employees, but also serve as an opportunity to build good relationships between supervisors and subordinates, which is one of the important variables affecting the retention of Generation Y employees in the organization. Clear and consistent communication of organizational goals is another tool that helps strengthen engagement, because this generation wants to see the " big picture " of how their work connects to the organizational vision. For example, Google uses a clear and open OKRs (Objectives and Key Results) approach , allowing all employees to understand how their goals align with the overall organization, increasing engagement and challenge at work.

In addition, Na Pathalung 's research and Weerakit (2018) also pointed out that organizational commitment can be created through Clear career progression If employees perceive that the organization

provides them with fair opportunities for skill development and promotion, they will feel more secure and proud to stay with the organization long-term. Coaching or mentoring programs are also an important tool in promoting growth in both skills and attitudes.

Ultimately, Measuring Engagement This should be done continuously, such as conducting a quarterly Employee Engagement Survey or using the Organizational Commitment Questionnaire (OCQ) to enable executives to understand the level of employee engagement and design policy strategies that truly meet the needs of the new generation.

In conclusion, building organizational commitment among Generation Y requires a multifaceted approach, encompassing shared values, brand, organization, work engagement, career growth, and positive workplace relationships. When employees feel that their organization provides them with opportunities, shared goals, and meaning in their work, they will reward the organization with loyalty, motivation, and sustainable performance.

Table 1 Summary of 6 principles of personnel management for Generation Y

Principle	Short description	Expected results
1. Principle of understanding generational differences (Generational understanding)	Understand the differences and Gen Y characteristics such as individuality and finding value in work	Increase engagement and reduce turnover
2. Principles of flexibility and work-life balance (Work-life Integration)	Promote work flexibility and work-life balance, such as hybrid working and flexible working hours.	Increase satisfaction, reduce stress and resignation intentions
3. Principles of career development and growth (Career Development)	Provide clear opportunities for learning and career growth, with challenging assignments and opportunities for participation.	Develop potential, increase motivation and engagement
4. Principles of open communication and participation (Open Communication&Participation)	Promote open communication and participation in decision-making processes, both vertically and horizontally.	Create a sense of value and motivation at work
5. Principles of equity and Recognition	A fair and transparent evaluation and recognition system with both formal and informal rewards and recognition.	Increase motivation and loyalty to the organization
6. Principles of creating organizational commitment (Organizational commitment)	Build engagement through employer branding, shared values and team building activities.	Reduce turnover and promote efficient work

New knowledge

In an era where digital technology plays a crucial role in every sector of society, human resource management needs to adapt to the times, especially for Generation Y, who have grown up with technology and are accustomed to using information quickly online. They expect organizations to be able to effectively

meet this need. The application of digital technology in human resource management, such as online human resource management systems (HRIS), data analysis systems (HR Analytics), and online learning platforms, enables accurate management and meets the needs of individual employees. It also promotes a modern work experience that aligns with Generation Y's lifestyle through fast and convenient digital communication channels. The expected outcome is increased satisfaction and productivity of Generation Y employees. Organizations will be able to reduce redundant processes and manage personnel with clearer data, resulting in the organization's ability to effectively retain quality personnel, reduce turnover rates, and create long-term sustainability.

Conclusion

Retaining Generation Y employees is a significant challenge for both public and private organizations, as they play a crucial role in driving the organization forward, yet tend to change jobs frequently. Retaining this group requires strategies that understand the unique characteristics of Generation Y, particularly their need for work-life balance, career development opportunities, recognition, and open communication. This article suggests that effective retention principles should encompass six key elements : understanding generational differences, flexibility and work-life balance, career development and growth , open communication and participation, fairness and acceptance, and organizational commitment . These elements are reflected in the CSQH model, which consists of Commitment, Support, Quality of Life, and HR Practices. Organizations that can establish HR systems that appropriately respond to the specific needs and behaviors of Generation Y will reduce turnover, build lasting engagement, and continuously improve work efficiency, all of which contributes to the long-term stability and sustainability of the organization. Therefore, retaining Generation Y personnel is not just about benefits or compensation. It involves deep human resource management and adapting approaches to meet the expectations and values of today's new generation.

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