

Original Article (Qualitative)

# Design of Model of Recruitment and Recruitment of Y and Z generations in public sector organizations

Vahideh Abasi<sup>1</sup> , Mehrdad Goudarzvand Chegini<sup>1</sup> , Morad Rezaee Dizgah<sup>1</sup> 

1-Department of Management, Rasht Branch, Islamic Azad University, Rasht, Iran.

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**Abstract**

The aim of the present study is to design a model for recruiting and hiring generations Y and Z in public sector organizations. The research method is applicable in terms of its purpose, and qualitative in terms of its implementation method, using meta-synthesis. A mixed theory approach was used to adopt an appropriate framework for selecting and analyzing factors by considering the theory of generations of Mannheim (1952), generational cohorts of Strauss and Howe (1991), and the motivation-hygiene theory of Herzberg (1959). The main question of this study was designed based on the meta-synthesis method. Qualitative articles were purposefully selected and evaluated through different stages. Finally, 27 studies were reviewed with a reliability of 95%, and the final model was designed using the communication model available in MAXQDA 2020 software. The results showed that in order to attract and hire employees of generations Y and Z, it is necessary to consider four dimensions and 30 factors, of which the most emphasis should be placed on issues such as recruitment using virtual space, work-life balance, sense of belonging to work, measuring individual performance during employment, transparent compensation system, work values, and skills training policies. Applying strategies aligned with the aforementioned factors can be effective in increasing the recruitment and capacity of organizations and reducing the job turnover of employees of emerging generations.

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**Publisher:** Research Center of Resource Management Studies and Knowledge-Based Business

**Corresponding Author:** Mehrdad Goudarzvand Chegini

**Email:** mgch.chegini@gmail.com



## Extended abstract

### Introduction

A specific study of different generations allows organizational managers to adopt appropriate policies for them by creating greater understanding of the characteristics of that generation (So Hee & Yeojin, 2024). Given the changes and developments in generational retention and management policies, it is obvious that public sector organizations also feel threatened by the presence of multi-generational workforces in their workplaces and are thinking about managing different generations (Krajac & Samardzija, 2024).

Generational theory, which refers to the recognition of different generations, was first introduced by a sociologist named Karl Mannheim (1952) in a book titled “Generation Theory”, and gradually attention was paid to this concept and its various dimensions by researchers and scholars (Murvanidze, 2020; Orrheim & Thunvall, 2018). Most studies related to generational differences in the workplace have also focused their assumptions on psychological and behavioral differences (Kwiecińska et al, 2023). There were no generational studies in the country before the end of the 1980s, and if there is any information about youth, the elderly, etc., it is related to demographic and statistical issues of population distribution (Abbasi Asafjir et al, 2013).

Generational groups can be divided into five categories: traditionalists, childbearing, Generation X, Generation Y, and Generation Z (Otieno & Nyambegeera, 2019). In a work environment, these same different generations are also present, each of whom perceives the environment around them differently from other generations (Leslie et al, 2021). Studies conducted over the past years have often focused on issues such as the characteristics of Generation Y and Z in terms of attitudes towards environmental protection, motivation for work, work independence, mental priorities, and educational and learning programs (Kuzior et al, 2023). Therefore, attention to the above aspects in the recruitment and hiring process of these two generations should be considered, and the way to enter the recruitment process and how to sign a contract with these two generations should be in a way that, while taking into account their values and priorities, increases their motivation and enthusiasm for being present and working in organizations. Therefore, designing a recruitment model based on Generation Y and Z in public sector organizations is one of the most critical issues and challenges facing human resource managers and heads of these organizations, which have been addressed in the present study. Therefore, the main question is: what is the recruitment and hiring model for Generations Y and Z in public sector organizations?

### Theoretical Framework

#### Generations Y and Z

Generation Z is the first group to have fully grown in the digital world. This group of people is known as the first generation that has been familiar with digital technologies, the Internet, and smartphones since birth. The fact that they have been constantly exposed to advanced technologies during their growing up has had a profound impact on the way they think, interact, and behave socially. Some researchers call this generation “digital natives” because, unlike previous generations who had to get used to using technologies, Generation Z has grown up with these technologies naturally and without the need for special training (Koushki & Taghipour, 2023). The birth of Generation Y began somewhere in the late 1970s or early 1980s and ended in the early 2000s, which in Iran corresponds to the beginning of the 1350s to the end of the 1370s. The sixties are the first generation that their parents seek help with technology (Nasiri et al, 2024).

Akbari et al, (2023) investigated the identification of factors affecting the retention of Generation Z employees in the compensation and benefits system in the capital market. The

content analysis method was used as one of the qualitative research methods for this purpose. The research paradigm was interpretive, and semi-structured interviews were used as a research tool to collect primary data from Generation Z employees in the capital market. These employees were selected through maximum diversity purposive sampling. A total of 26 interviews, after analysis, led to the identification of 3 overarching themes, 11 organizing themes, and 79 basic themes, which are based on the existence of specific criteria for granting salaries and benefits, the perception of fairness in salaries and benefits, and flexibility in benefits and special benefits.

Dehghan et al, (2023) investigated the factors affecting the special attraction and recruitment of Generation Z employees. The results of the study identified 6 levels of importance in identifying factors affecting the attraction and recruitment of Generation Z employees. At the first level, 5 indicators (qualification index, organizational selection system improvement index, organizational attractiveness index, highlighting goals and values index, and creating an environment of accountability and acceptance of transformational managers) were determined, and finally, the variables of need assessment and public information, making jobs attractive to Generation Z, measuring the capacity and efficiency coefficient of the individual during recruitment, measuring the computer skills of individuals, recruiting using social networks, applying for online jobs, and building a personal brand were identified as the most fundamental elements of the model. Finally, based on the Mikmaq scenario analysis, 6 indicators and 21 sub-indicators were identified, which are the scenarios of measuring the capacity and efficiency coefficient of the individual during recruitment, applying for online jobs, and building a personal brand, providing benefits commensurate with academic capabilities, and planning the design of attractive jobs, division of labor according to the abilities of the generation, educational policies in management fields, and increasing skills training.

### **Research Methodology**

The research method is applicable in terms of its purpose, and qualitative in terms of its implementation method, using meta-synthesis. A mixed theory approach was used to adopt an appropriate framework for selecting and analyzing factors by considering the theory of generations of Mannheim (1952), generational cohorts of Strauss and Howe (1991), and the motivation-hygiene theory of Herzberg (1959). The main question of this study was designed based on the meta-synthesis method.

### **Research findings**

Qualitative articles were purposefully selected and evaluated through different stages. Finally, 27 studies were reviewed with a reliability of 95%, and the final model was designed using the communication model available in MAXQDA 2020 software. The results showed that in order to attract and hire employees of generations Y and Z, it is necessary to consider four dimensions and 30 factors, of which the most emphasis should be placed on issues such as recruitment using virtual space, work-life balance, sense of belonging to work, measuring individual performance during employment, transparent compensation system, work values, and skills training policies. Applying strategies aligned with the aforementioned factors can be effective in increasing the recruitment and capacity of organizations and reducing the job turnover of employees of emerging generations.

### **Conclusion**

The present study was conducted with the aim of designing a model for recruiting and hiring generations Y and Z in public sector organizations. The results of this study are consistent



with the results of Akbari et al, (2023), Dehghan et al, (2023), Moffett et al, (2023), Niknam et al, (2022), Leslie et al, (2021), Chillakuri (2020), and Sidorcuka & Chesnovicka (2018). Sidorcuka & Chesnovicka (2018) showed that this generation of employees is looking for employers who meet their needs and preferences, otherwise they are not willing to stay in the relevant organization. Among their most important preferences are flexible working hours, job diversity, company reputation, promotion and advancement, and special fringe benefits. According to the research results, it is suggested that if managers and heads of organizations pay special attention to the processes of hiring new workers, they can increase the level of innovation and ensure the improvement of the quality of service delivery while reducing training costs.