



Learning, Wellbeing and Motivation: What Really Engages Today's Students?

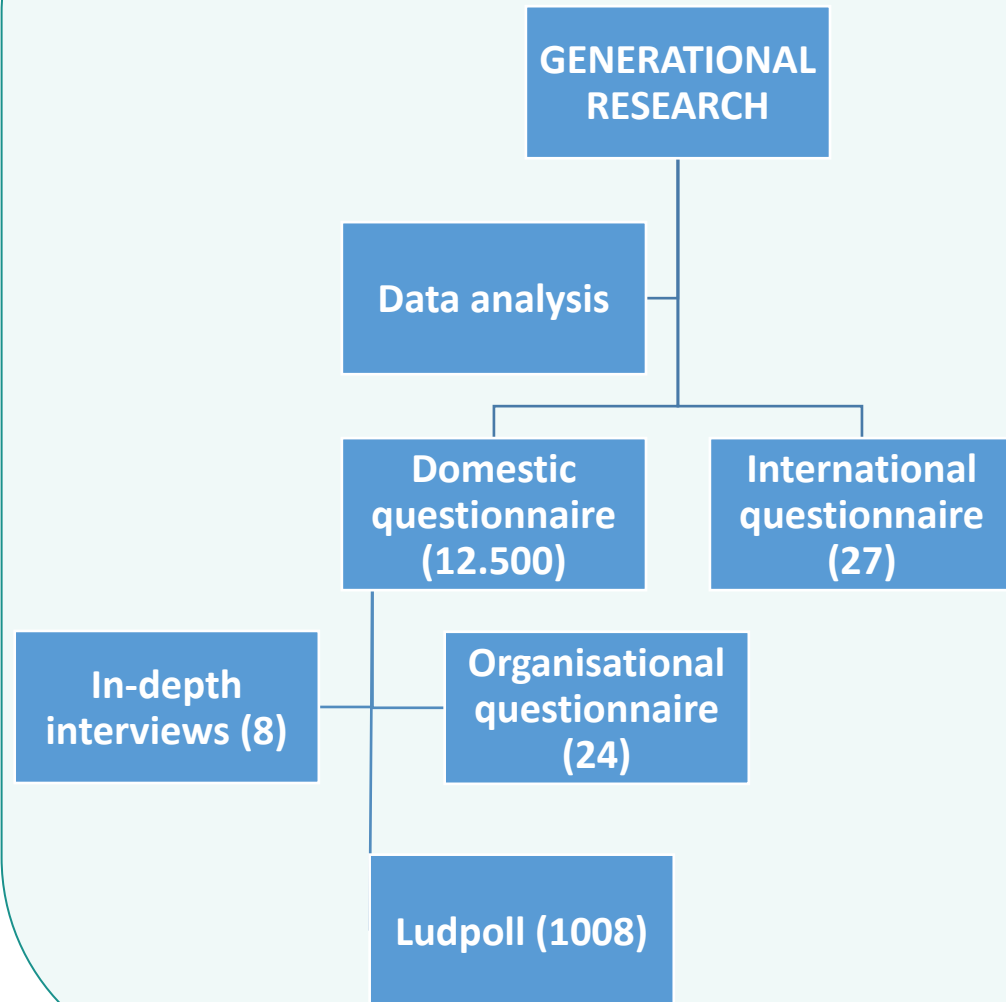
Dr. Csilla Petró PhD.

associate professor,

Department of Human Resources

Ludovika University of Public Service

Generational research



The aging workforce makes knowledge transfer and intergenerational cooperation crucial for maintaining performance.

Generational characteristics, composition, persistence of seniority

Knowledge capital transfer, mentoring programs

The psychological contract

Employer branding

Learning and development

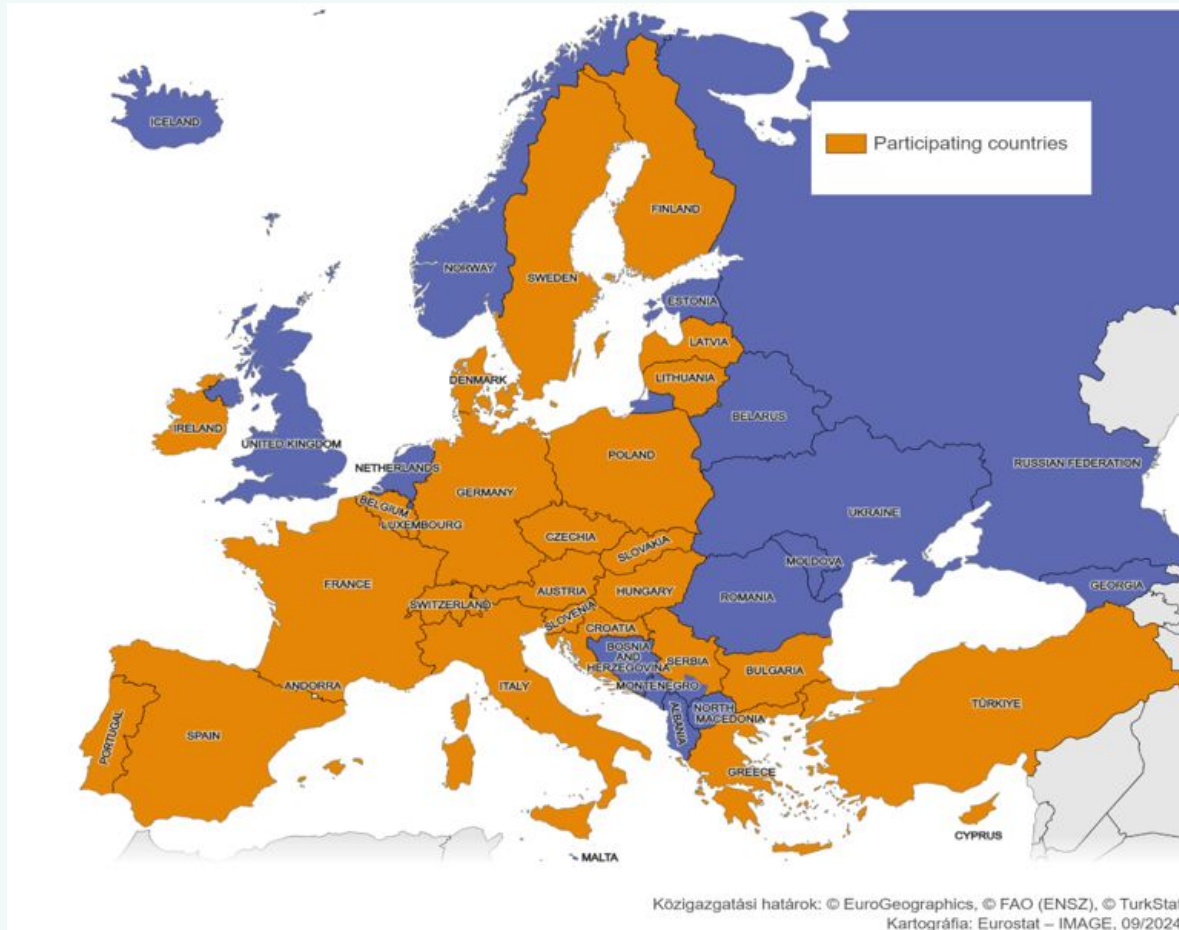
5 administrative state secretaries/deputy

3 government office leaders

4 ministries/ 20 government offices

1008 Gen Z participants

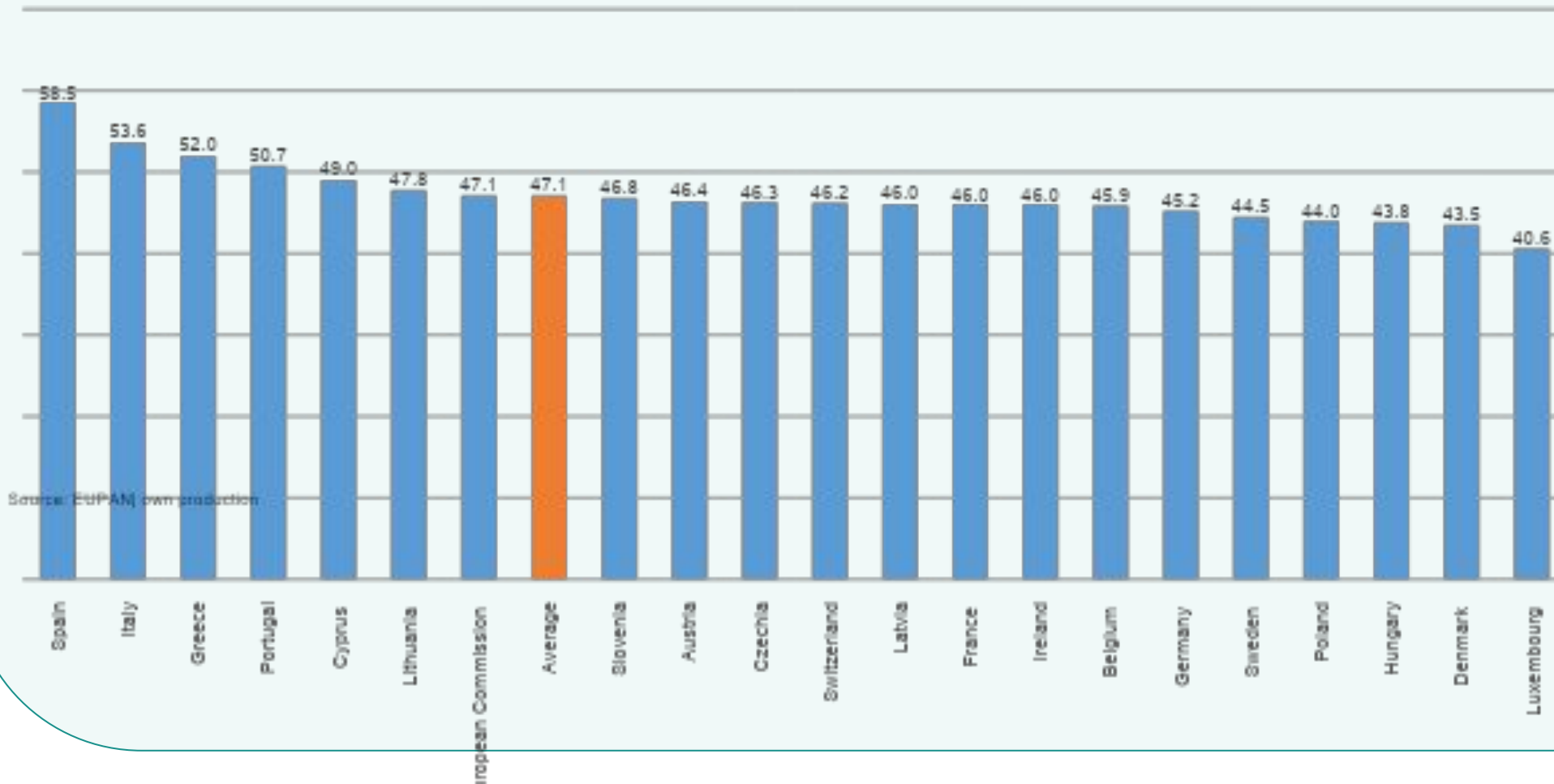
Participants



26 countries and the European Commission completed the questionnaire

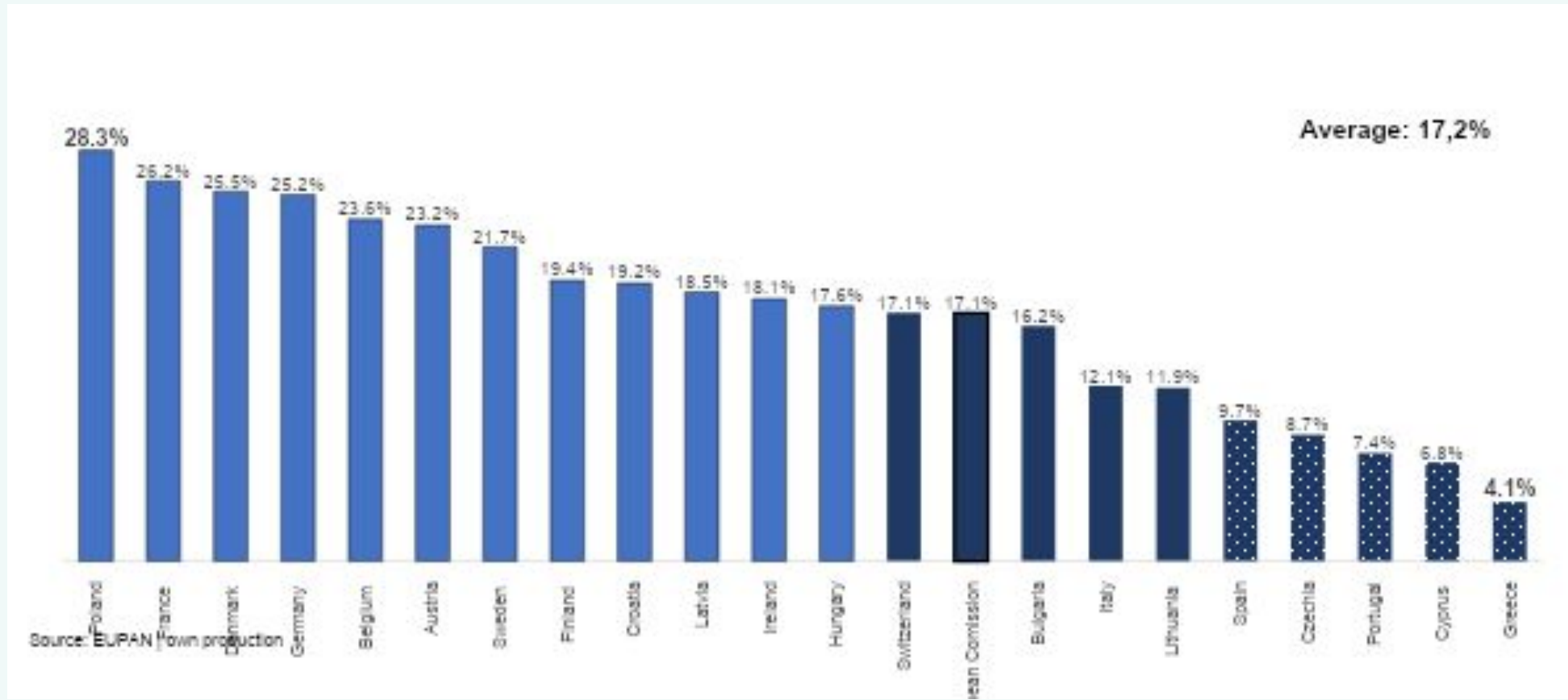
May-September 2024

Workforce composition- Avarage age



(N=2
1)

Age group of 18-34

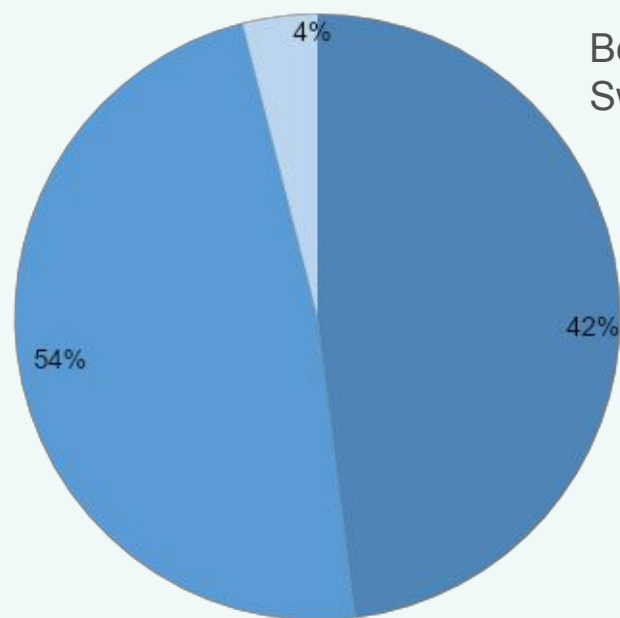


(N=22)

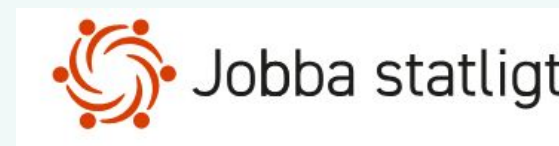
Employer branding

Austria, Slovak Republic

Belgium, Denmark, France, Germany, Ireland, Italy, Latvia, Sweden, Switzerland, EU Commission



■ yes ■ no ■ I don't know



(N=26)

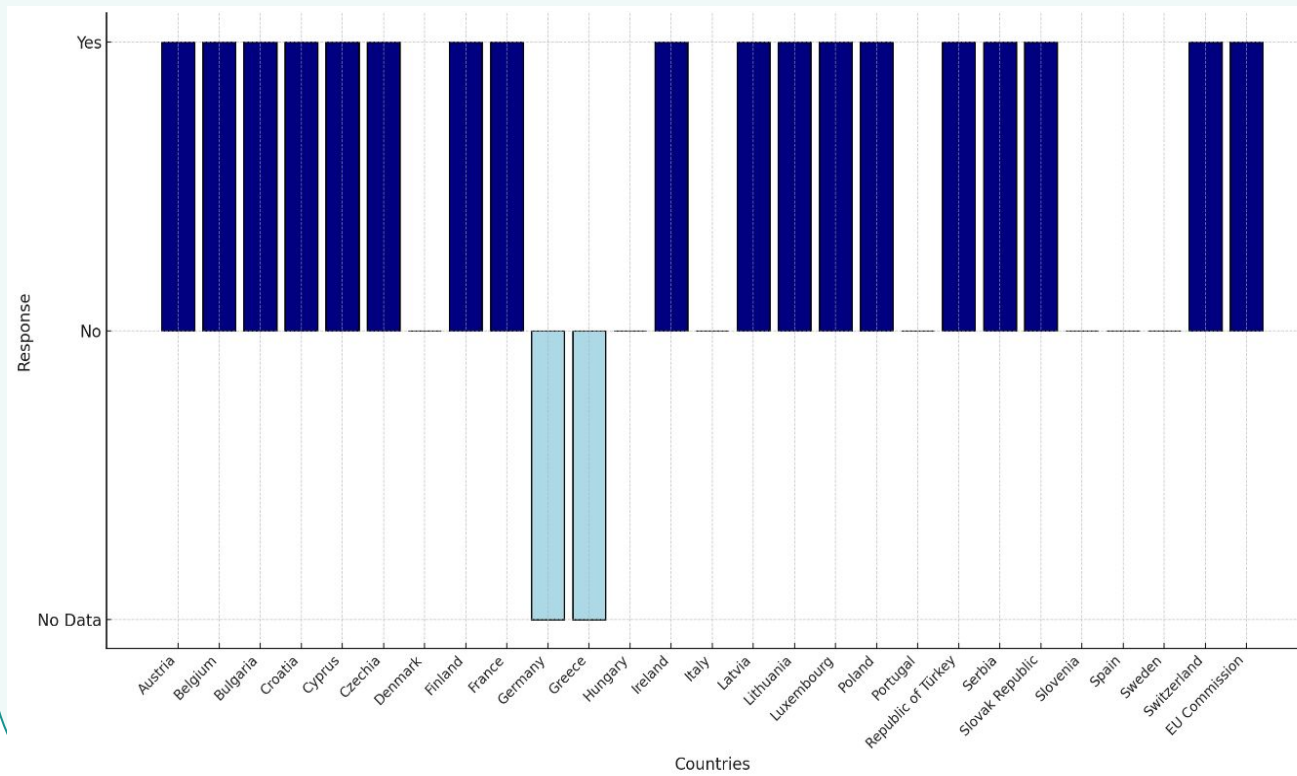
Branding factors

the idea of serving the community, social responsibility	5,29
training and development opportunities	5,27
work-life balance (e.g. family-friendly, flexible working, home office, remote work, part-time work)	5,09
employment security	4,83
career opportunities	4,83
...	...
appropriate handling of generational challenges	2,76
other financial benefits (e.g., cafeteria, company car, laptop, telephone)	2,50
modern technology (e.g., chatbot, virtual assistant, vlog, social media)	2,40
well-being services (e.g., swimming pool, gym, relaxation room, sports facilities)	2,23

On 1-6
scale

(N=
24)

Satisfaction and Progress



regular satisfaction surveys – 67%
annually - in every 2-3 years

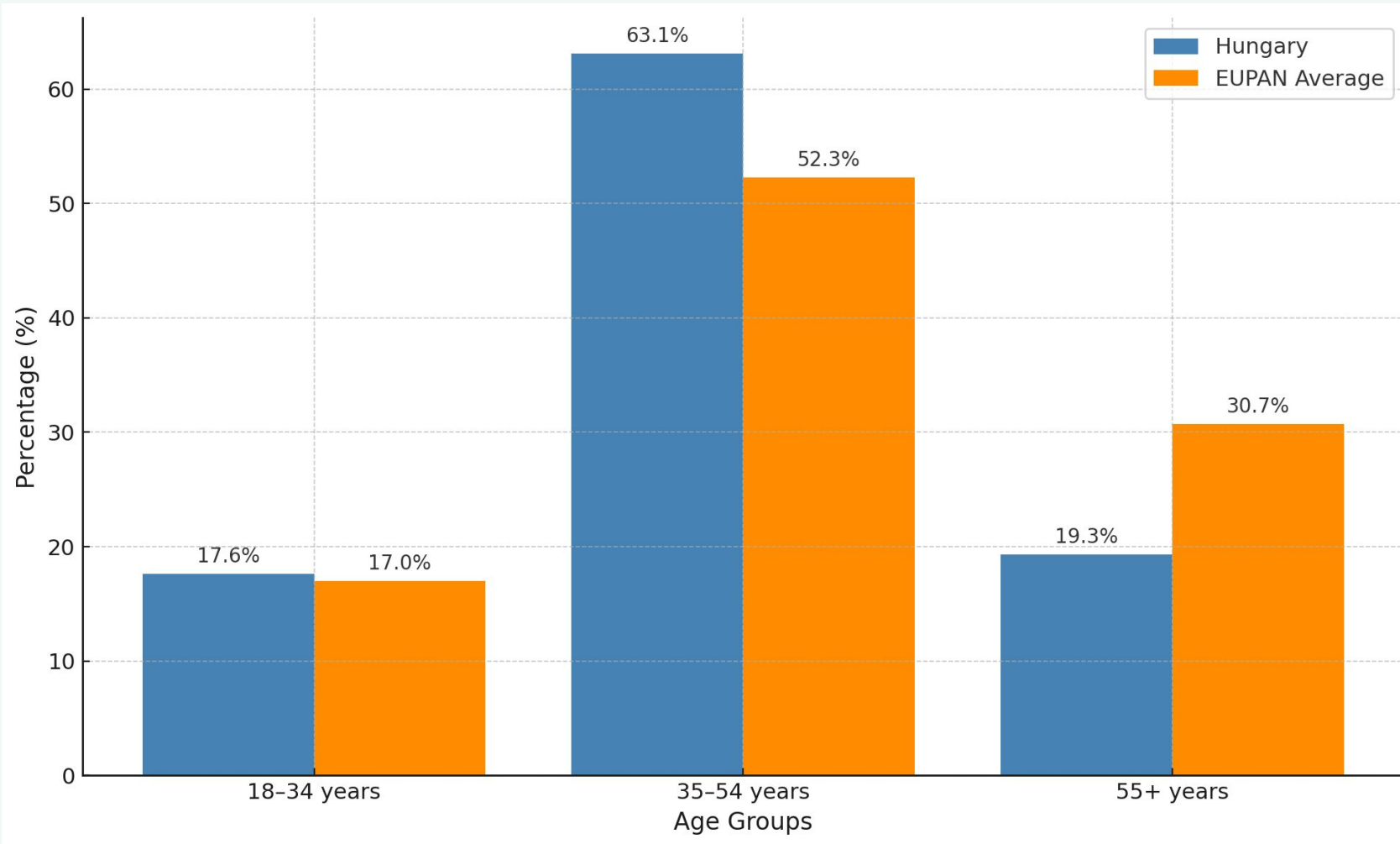
commitment to positive work environments,
proactivity

organizational development program (OD) – 37%

improved management practices & organisational
culture

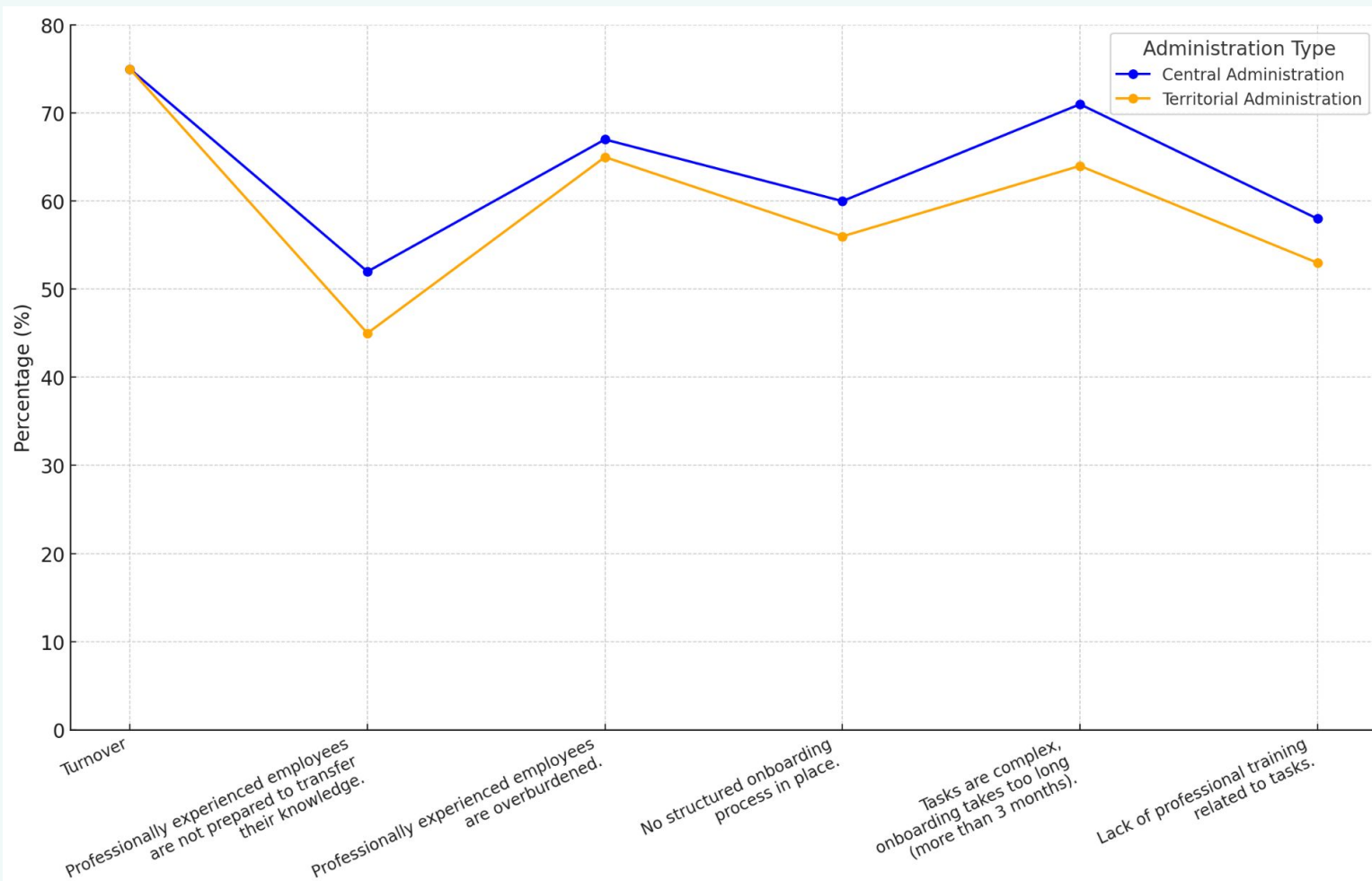
(N=27)

Age composition



Source:
*Generation in
Hungarian Public
Administration 2024.*

Knowledge loss risk factors



Fluctuation
10-15%

Age group
→ 23-28 y

51-60 y

Turnover
20-25%

Source: Generation in Hungarian Public Administration 2024.

Attractive values for GEN Z

Factor	Working in Public Administration	Not Working in Public Administration	Interpretation
Salary & Benefits	Very important	Important	Core expectation in both groups
Work–Life Balance	Highly important	Important	Stronger emphasis among insiders
Job Stability	Very important	Important	Key public sector value
Stress-Free Environment	Highly important	Less emphasized	Reflects internal experience
Career Opportunities	Important	Important	No major difference
Leadership / Manager Support	Important	Less visible	Internal operational issue
Teamwork	Important	Important	General expectation
Self-Realization	Important	Important	Generational characteristic
Flexible Working (e.g. Home Office)	Important	Highly important	Stronger expectation outside
Use of Technology	Moderately important	Moderately important	Not a key driver
Employer Reputation	Moderately important	Important	Stronger influence externally
Social Impact / Purpose	Important	Important	Relevant but not decisive

Source:
Generation in Hungarian Public Administration 2024.
Ludpoll 2025

To sum up

- Regular satisfaction surveys and development programs are common in public administration.
- Younger generations value fairness, work-life balance, and personal growth over employer reputation.
- Flexible working is a strong expectation, not a perk.
- Knowledge transfer and mentoring are critical due to an aging workforce.
- Employer branding should focus on development, and stress-free work conditions.
- Key retention drivers: career opportunities, equal treatment, and autonomy.

Your collaboration is much appreciated!

Thank you for your attention!



Csilla Petro PhD.

Associate Professor | Leadership &
Governance Researcher | ...

