

**คุณค่าในการทำงาน ความสมดุลในชีวิตการทำงาน
และความผูกพันทางใจของพนักงาน
ต่อองค์กรของเจนเรชั่นวาย :
กรณีศึกษาของพนักงานโรงแรมในจังหวัดภูเก็ต**

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บทคัดย่อ

การศึกษาค้นคว้ามีวัตถุประสงค์เพื่อ (1) ประเมินคุณค่าในการทำงาน ความสมดุลในชีวิตการทำงานและความผูกพันทางใจของพนักงานโรงแรมเจนเรชั่นวายต่อองค์กรในจังหวัดภูเก็ต (2) ศึกษาความสัมพันธ์ระหว่างคุณค่าในการทำงาน ความสมดุลในชีวิตการทำงาน และความผูกพันทางใจของพนักงานโรงแรมเจนเรชั่นวาย ต่อองค์กร เก็บรวบรวมข้อมูลโดยใช้แบบสอบถามจำนวน 520 ชุดในกลุ่มเป้าหมาย คือ พนักงานโรงแรมเจนเรชั่นวาย ในโรงแรมระดับ 3-5 ดาวใน

จังหวัดภูเก็ต และได้รับแบบสอบถามตอบกลับมาจำนวน 406 ชุด

ผลการศึกษา พบว่า พนักงานโรงแรมเจนเรชั่นวาย มีความสัมพันธ์ระดับสูง กับคุณค่าในการทำงาน และมีความสัมพันธ์ระดับกลางกับความสมดุลในชีวิตการทำงาน มีความผูกพันระดับสูงต่อนายจ้างปัจจุบัน นอกจากนี้ยังพบว่า มีความสัมพันธ์ทางบวก ระหว่างคุณค่าในการทำงาน (เอกภาพในงาน, ความเป็นอิสระ, การได้รับการยกย่อง) ปัจจัยความสมดุลในชีวิตการทำงาน (ชีวิตการทำงานกับชีวิตส่วนตัว มีความสมดุล, การมีเวลาเพียงพอหลังเลิกงาน, การสนับสนุนของหน่วยงาน, การอุทิศตนเพื่อความก้าวหน้าในงาน) และความผูกพันของพนักงาน ผลการศึกษานี้จะเป็นประโยชน์สำหรับผู้บริหารโรงแรมในการพัฒนากลยุทธ์ในการบริหารเพื่อดึงดูดและคงไว้สำหรับพนักงานโรงแรมเจนเรชั่นวาย ในจังหวัดภูเก็ต

คำสำคัญ : คุณค่าในการทำงาน, ความสมดุลในชีวิตการทำงาน, ความผูกพันทางใจของพนักงานต่อองค์กร, เจเนเรชั่นวาย, พนักงานโรงแรม

Generation Y's Work Values, Work-life Balance and Employee Commitment: A Case Study of Hotel Employees in Phuket

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Abstract

The objectives of this study were (1) to assess the work values, work-life balance, and employee commitment of Generation Y hotel employees in Phuket: and (2) to examine the relationship between work values, work-life balance factors, and Generation Y employee commitment. A questionnaire was applied for the collection of data. Generation Y hotel employees in 3-star to 5-star hotels in Phuket were the target. Five hundred and twenty questionnaires were distributed, and 406

were returned and usable.

The results showed that Generation Y hotel employees had relatively high work values and moderately high level of work-life balance. Generation Y hotel employees also have high commitment to their current employers. There was a positive relationship between work values (work centrality, non-compliance, and recognition), work-life balance factors (life orientation, enough time off work, workplace support, and maintaining work and career), and employee commitment. The results of this study will be useful for hotel managers to develop strategies to attract and retain Generation Y employees in Phuket.

Keywords: work values, work-life balance, employee commitment, Generation Y, hotel employee

Introduction

Reviewing the workforce composition in terms of age in the hotel industry, Generation Y represents the largest population of the labor industry (Stewart et al., 2017, p.46). Many hotels see Generation Y as important employees. Many research studies on generation Y emphasize generational differences (Gursoy, Maier and Chi, 2008, p.448) and the perception of Generation Y (Richardson and Thomas, 2012, p.102). Gursoy, Chi and Karadag (2013, p.40) also found that different generations (Baby Boomers, Gen X and Gen Y) have different work values.

The Phuket hospitality industry has witnessed an increasing number of enthusiastic people from Generation Y, looking to start their career in the hotel industry. One of the challenges in the Phuket hospitality industry is the work values of Generation Y, and how they have affected employee commitment and employee turnover. According to the National Statistical Office (2014), turnover rate of Generation Y in Phuket hospitality industries is high. In order to minimize employee turnover and maximize employee commitment, hotel managers need to understand the particular set of work values that are common to Generation Y workers, and how those values impact their commitment to their work.

Although there are many studies related to Generation Y's work values and the factors affecting Generation Y's commitment to work (Gursoy, Maier and Chi, 2008, p.448; Wollack et al., 1971, p.331; Elizur, 1994, p.210), including such elements as work-life balance, work experience, and empowerment, there is very little or no study conducted on Generation Y within the context of the Thai hotel industry, especially in Phuket. Therefore, this study intends to

investigate the work values of Generation Y that affect their commitment to the hospitality industry in Phuket. The results of this study will be useful for hotel managers to develop strategies to attract and retain Generation Y employees in Phuket. It is hoped that this research will contribute to the understanding of the perception of Generation Y hotel employees and to understanding the issue of work value differences of Generation Y hotel employees.

Literature Review

1. Generation Y

Generation Y (born between 1981 and 2000) is the new generation of employees entering the workplace. These are the characteristics of Generation Y: having high individual expectations, being active, optimistic, flexible and idealistic (Chen and Choi, 2008, p.603).

These days, generations in the workplace are diversified and generation Y is a key part of the workforce. The Generation Y employee is looking for employment that provides a sense of well-being with a good work-life balance (Richardson and Thomas, 2012, pp.111-112). Generation Y employees would leave from jobs in the hospitality industry which are not stimulating and inspiring. And they also concentrate on long-term work. (Brown, Thomas and Bosselman, 2015, p.130). Also, a previous study has found that Generation Y employees cause high turnover rates in the hospitality industry. This represents a significant challenge for employers to manage and recruit employees who will show long-term commitment (Gin Choi, Kwon and Kim, 2013, p.420).

2. Work Values

Wollack et al. (1971, p.331) defined “work values” as an

employee's attitudes towards job responsibility. Gursoy, Chi and Karadag (2013, p.41) also defined work values as the way in which job responsibility affects productivity of work. Gursoy, Maier and Chi (2008, p.453) have stated that work values affect the employees' job satisfaction and their perception of quality or reward from their work, which are important parts of life for Generation Y.

As stated by Gursoy, Maier and Chi (2008, p.450), the work values of an employee consist of the following factors: cognitive (thinking), affective (emotional) and behavioral (action). Similarly, attitudes toward the workplace also have influence on an employee's work values. Research from Gursoy, Chi and Karadag (2013, p.45) found more variables related to work values of employees and divided those variable as follows: Work centrality, Non-compliance, Leadership and Recognition. They demonstrated that these variables had an effect on the work values of hotel employees. White (2006, p.669) also underlined that employees pass patterns of attitudes and work values to other employees, as from generation to generation. He also indicated that work value had a significant influence on the employee's commitment.

3. Work-life Balance

Work-life balance is a person's appraisals of their skills associated with individual, family, and work responsibilities (Cahill et al., 2015, p.40). The work-life balance is a key quality-of-life factor that effects commitment in an organization. Wong and Ko (2009, p.195) studied the perception of work-life balance and found that factors including sufficient time-off from work, workplace support on work-life balance, allegiance to work, flexibility of work schedules and life orientation had effects on hotel employees' work-life balance (Wong and

Ko,2009, p.195). Nowadays the hotel industry concentrates on work-life balance in order to appeal to, and to retain employees in an organization. They provide strategies in terms of “benefits” in order to reward their employees such as staff parties, annual leave and training for employees (Doherty, 2004, p.433).

4. Employee Commitment

Nowadays hotel employees are important players in the hotel industry. Employee commitment is one of the factors upon which the hotel industry is likely to significantly concentrate. Employee commitment can be defined by employees being unwilling to leave the organization, or getting themselves involved in the organization (Kazlauskaitė, Buciniene and Turauskas, 2006, p.300).

Bingham et al. (2013, p.174) analyzed the effect of commitment, which takes into account an employee’s emotional state and their sense of obligation in response to their organization’s attention to their needs, and how they influence employee behavior. According to the research of Hanaysha (2016, p.298), empowerment factors foster a sense of pride in employees, which increases their commitment to an organization. Furthermore, that commitment results in improved performance in the organization.

Kalleberg (1977, p.124) found that employees’ job satisfaction had an effect on commitment to the organization. When employees perceived their empowerment and leadership opportunities, their organizational commitment also increased. Turner Parish, Cadwalader and Busch (2008, p.32) found that the relationship between leader and co-worker, as well as job responsibility, influenced employees’ perception of self-expression in their work, and improved their performance and commitment. Also, employees who placed

relatively high life importance on their work were strongly committed to the organization (Jung and Yoon, 2016, p.59).

Therefore, we developed the following hypothesis structure.

H1: There is a relationship between work values, work-life balance and Generation Y's employee commitment.

Research Methodology

This research applied a quantitative approach by using a questionnaire to collect the data. Generation Y employees that were working in 3-star to 5-star hotels in Phuket were the target. A questionnaire was utilized. It consists of four parts:

Part 1: This part consists of seven questions. The questionnaire asked about the employees' characteristics in terms of gender, education, work experience, and status.

Part 2: Work Values. This part consists of thirteen questions which were adopted from Gursoy, Chi, and Karadag (2013, p.44).

Part 3: Work-life balance. This part consists of nineteen questions which were adopted from Wong and Ko (2009, p.199).

Part 4: Employee commitment. This part consists of four questions which were adopted from Jung and Yoon (2016, p.63).

The pilot test was conducted with thirty (30) Generation Y hotel employees in Phuket. Cronbach's alpha was calculated to check the reliability. The results showed that the overall Cronbach's alpha was 0.77.

The quota sampling method was applied to the sample. According to Tourism Authority of Thailand (2017), there was a total of 255 3-star to 5-star hotels in Phuket. 20 hotels were contacted through their human resources departments by phone and asked for

permission to collect the data. These hotels were on the well-known locations to tourists. Out of 20, 11 hotels agreed to distribute the questionnaires to their employees. The researcher visited the human resource department in person to leave questionnaires with them for distribution to their hotel employees who were in the age of between 25 to 35 years old. The data collection started from the beginning of July 2017 to the end of August 2017, completing the collection of all 406 questionnaires. The response rate was 78%.

After data was collected, it was checked to verify that it was clean for analysis.

For the data analysis, mean was based on the interval level that is calculated by:

$$\begin{aligned}\text{The interval level} &= \frac{\text{Maximum-Minimum}}{N} \\ &= \frac{5 - 1}{5} \\ &= 0.80\end{aligned}$$

The researcher arranged the results of each of the sub-levels follows:

Meaning	Level of agreement
Strongly disagree	1.00 – 1.80
Somewhat disagree	1.81 – 2.60
Neutral	2.61 – 3.40
Somewhat agree	3.41 – 4.20
Strongly agree	4.21 – 5.00

Descriptive statistics were used (means, standard deviation). Lastly, multiple regression was applied to check the relationship between work values, work-life balance and employee commitment.

Findings

1. Demographic Characteristics of the Respondents

Out of 406 respondents, 258 or 64% were female and 148 or 36% were male. One hundred and thirteen or 28% were between the ages of 21 and 25, 156 or 38% were from age 26-30, and 137 or 34% were in the 31-35 age group. In terms of education, most of them (60%) had received a bachelor degree or higher, 27% received a vocational college degree, while 4% had received a diploma. Nine percent had a high school education or lower.

Table 1: Respondents' characteristics

Respondents' Characteristics	Frequency	Percent
<i>Gender</i>		
Male	148	36
Female	258	64
<i>Age</i>		
21-25	113	28
26-30	156	38
31-35	137	34
<i>Educational background</i>		
High school or less	37	9
Vocational college	109	27
Diploma	16	4
Bachelor degree	226	56
Higher than bachelor degree	18	4

2. Work Values of Generation Y Hotel Employees

The respondents were asked to rate their level of agreement toward 13 work values attributes. The results were shown in Table 2 below:

Work centrality: 5 variables were rated. The highest mean belonged to “I take my job and professional development very seriously” (4.39), followed by “When it comes to my job, I am very idealistic and driven” (4.37).

Non-compliance: 3 variables were rated. The highest mean belonged to “I am likely to challenge workplace norms” (3.69), followed by “I have low tolerance for bureaucracy rules” (2.55).

Leadership: 3 variables were rated. The highest mean belonged to “I work best when there is strong leadership” (4.15), followed by “I find myself organizing and directing the activities of others” (3.49).

Recognition: 2 variables were rated. The highest mean belonged to “They treat younger employees like kids” (2.72), followed by “No one respects younger employees because they are young” (2.27).

Table 2 : Work values of Generation Y hotel employees

Work Values Factors	Mean	S.D.	Level of Agreement
<i>Work centrality</i>			
Job security is very important for me.	4.36	0.71	Strongly agree
I am willing to work hard and long hours.	4.23	0.74	Strongly agree
When it comes to my job, I am very idealistic and driven	4.37	0.64	Strongly agree

Work Values Factors	Mean	S.D.	Level of Agreement
I take my job and professional development very seriously.	4.39	0.69	Strongly agree
I am willing to wait for my turn for rewards.	4.18	0.82	Somewhat agree
<i>Non-compliance</i>			
I am likely to challenge workplace norms.	3.69	1.16	Somewhat agree
I have low tolerance for bureaucracy rules.	2.55	1.35	Somewhat disagree
I am deeply cynical about management.	2.18	1.15	Somewhat disagree
<i>Leadership</i>			
I work best when there is strong leadership.	4.15	0.85	Somewhat agree
I strive to be "in command" when I am working in a group.	3.42	0.98	Somewhat agree
I find myself organizing and directing the activities of others.	3.49	0.91	Somewhat agree
<i>Recognition</i>			
They treat younger employees like kids.	2.72	1.2	Neutral
No one respects younger employees because they are young.	2.27	1.2	Neutral

3. Work-life Balance of Generation Y Hotel Employees

The respondents were asked to rate their level of agreement toward 19 work-life balance attributes. The results were shown in Table 3 below:

Life Orientation: 4 variables were rated. The highest mean belonged to “I feel happy when I have quality family time for my family life” (4.46), followed by “I have different responsibilities to meet during different life stages” (4.24).

Enough time off work: 5 variables were rated. The highest mean belongs to “I feel very energetic after work” (3.76), followed by “I have enough time for my family and friends” (3.66).

Workplace support on work-life balance: 3 variables were rated. The highest belonged to “I can easily manage my work with my personal and family life because of the flexibility provided by the hotel” (3.65), followed by “I can schedule my preferred days off supported by my team” (3.47).

Maintaining work and career: 5 variables were rated. The highest mean belonged to “I can finish work within contracted hours” (3.89), followed by “I accept working extra hours each day because I am committed to my job” (3.82).

Voluntary reduction of contracted working hours to cater to personal needs: 2 variables were rated. The highest mean belonged to “I will choose to give up a higher position during a particular life stage as a trade-off for personal and family happiness” (3.25).

Table 3 : Work-life balance of Generation Y hotel employees

Work-life balance factor	Mean	S.D.	Level of Agreement
<i>Life Orientation</i>			
I feel happy when I have quality family time for my family life.	4.46	0.77	Strongly agree
I have different responsibilities to meet during different life stages.	4.24	0.72	Strongly agree
I want to spend more time to fulfill my aspirations/interests.	4.08	0.86	Somewhat agree
I find it easy to concentrate at work because of family support and rewards.	4.17	0.77	Somewhat agree
<i>Enough time off work</i>			
I do not bring work home.	3.65	1.13	Somewhat agree
I have enough time for sleeping.	3.59	0.98	Somewhat agree
I have enough time after work to carry out personal and family matters.	3.62	0.89	Somewhat agree
I have enough time for my family and friends.	3.66	0.89	Somewhat agree
I feel very energetic after work.	3.76	0.96	Somewhat agree

Work-life balance factor	Mean	S.D.	Level of Agreement
<i>Workplace support on work-life balance.</i>			
I can take time-off easily at short notice for unpredictable circumstances.	3.37	1.18	Neutral
I can schedule my preferred days off supported by my team.	3.47	1.15	Somewhat agree
I can easily manage my work with my personal and family life because of the flexibility provided by the hotel.	3.65	0.86	Somewhat agree
<i>Maintaining work and career</i>			
I would consider working fewer hours per shift each day for a pro-rated salary.	3.44	0.98	Somewhat agree
I accept working extra hours each day because I am committed to my job.	3.82	0.91	Somewhat agree
I accept working extra hours each day because it is essential to progress in my career.	3.78	0.89	Somewhat agree

Work-life balance factor	Mean	S.D.	Level of Agreement
I can finish work within contracted hours.	3.89	0.84	Somewhat agree
I accept working at least 12 hours a day to keep up my workload.	3.39	1.06	Neutral
<i>Voluntary reduction of contracted working hours to cater to personal needs</i>			
I will choose to give up a higher position during a particular life stage as a trade-off for personal and family happiness.	3.25	1.17	Neutral
I choose not to work overtime even if I get paid or compensated with days off.	3.17	1.08	Neutral

4. Employee Commitment of Generation Y Hotel Employees

The respondents were asked to rate their level of agreement toward 4 employee commitment attributes. The highest mean belonged to “I feel proud to work for my hotel” (4.09), followed by “Overall, I am satisfied with my current job” (4.07).

Table 4 : Employee Commitment of Generation Y hotel employees

Employee commitment factor	Mean	S.D.	Agreement level
I have confidence in the future of my hotel.	3.99	0.88	Somewhat agree
I feel proud to work for my hotel.	4.09	0.82	Somewhat agree
I would recommend employment to my friend.	3.93	0.93	Somewhat agree
Overall, I am satisfied with my current job.	4.07	0.80	Somewhat agree

5. Work Values, Work-life Balance and Employee Commitment

A multiple regression was conducted using work values factors and work-life balance factors as the independent variables, whereas employee commitment was the dependent variable. The derived model clarified 40% of the variance at the employee commitment level.

Table 5 showed that 3 factors under work values which were “Centrality”, “Non-compliance” and “Recognition,” with 4 factors under work-life balance which were “Maintain work and career”, “Life Orientation”, “Enough time off work” and “Workplace Support” had a significant correlation with Generation Y hotel employee commitment ($p < 0.05$).

Table 5 : Results of Regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Significance
	Beta	Std. Error	Beta		
(Constant)	0.13	0.32		0.41	0.68
Maintaining work	0.2	0.06	0.16	3.11	0.00*
Centrality	0.28	0.06	0.19	4.26	0.00*
Life Orientation	0.25	0.06	0.19	4.24	0.00*
Non-compliance	-0.19	0.03	-0.27	-5.68	0.00*
Enough time off	0.19	0.05	0.17	3.75	0.00*
Workplace Support	0.12	0.05	0.13	2.72	0.01*
Recognition	0.09	0.03	0.12	2.62	0.01*

Remark: * indicates statistically significant differences at p-value \leq 0.05

This study found that there was a positive relationship between work values (work centrality and recognition), work-life balance factors (life orientation, enough time off work, workplace support and maintaining work and career), and employee commitment. However, there was a negative relationship between non-compliance under work values and Gen Y hotel employee commitment. Therefore, H1 was accepted. It can be concluded that there is a relationship between work values, work-life balance and Generation Y's employee commitment.

Conclusion and Recommendations

The results of this study showed that in terms of work values, Generation Y hotel employees in Phuket are willing to work hard and seriously concentrate on their work activity. They perceived their work values when their manager and supervisor respected their duties and responsibilities. The results of this study confirm the idea of Kalleberg (1977, p.124) and Turner Parish, Cadwallader and Busch (2008, p.32), that the empowerment of employees in the workplace has an influence on their work values. They also trust and have confidence in their management. They are willing to be leaders in their work activities and, at the same time, they tend to follow the rules and regulations of their workplace.

In terms of work-life balance, Generation Y hotel employees in Phuket are committed essentially to quality of life. The findings of this study confirm previous research of Wong and Ko (2009, p.195), which found that the factors: enough time off from work, workplace support for a work-life balance, flexibility in one's work schedule, and life orientation have an effect on the work-life balance of hotel employees and the Generation Y employee was looking for employment that provided a sense of well-being with a good work-life balance (Richardson and Thomas, 2012, p.111-112). Generation Y hotel employees also have high commitment to their current employers. Overall, they are satisfied with their current job.

This study found that there was a positive relationship between work values (work centrality, non-compliance, and recognition), work-life balance factors (life orientation, enough time off work, workplace support and maintaining work and career), and employee commitment. This study supports the previous study of Jung and

Yoon (2016, p.59), in which it can be seen that work values have a positive effect on employee commitment in terms of work centrality, non-compliance and recognition. In terms of leadership, there were no significant effects towards employee commitment. In contrast, Hanaysha (2016, p.298) demonstrated that leadership work values affect one's attitude toward employee commitment. This study also supports the ideas of Wong and Ko, (2009, p.195) and Brown, Thomas and Bosselman (2015, p.130), where work-life balance factors (life orientation, enough time off work, workplace support and maintaining work and career) have an influence on employee commitment.

This study investigated work values, work-life balance and employee commitment of Generation Y hotel employees in 3-star to 5-star hotels in Phuket and examined the relationship between work values, work-life balance factors and Generation Y employee commitment. For future research, it would be interesting to investigate work values, the work-life balance and employee commitment for qualitative method such as in-depth interview or focus group interview especially in order to obtain a better understanding for the improvement of customer service quality.

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