ค่านิยมในการทำงานของพนักงานหลายรุ่นในอุตสาหกรรมการบริการของประเทศไทย

จตุภัทร กรานต์เจริญ[1]

บทคัดย่อ

ในปัจจุบันความหลากหลายของช่วงอายุของบุคลากรในองค์กรปรากฏให้เห็นเพิ่มมากขึ้น แต่ทว่าความรู้ ความเข้าใจที่เกี่ยวกับความเชื่อมโยงของบุคลากรที่มีความหลากหลายทางช่วงอายุกับค่านิยมในการทำงานนั้น กลับไม่ค่อยได้รับการศึกษาเท่าที่ควร ซึ่งเป็นเหตุผลว่าทำไมหลายองค์กรจึงพบข้อขัดแย้งภายในองค์กรว่าเกิดขึ้น จากการขาดความเข้าใจต่อประเด็นความหลากหลายทางเจเนอเรชั่น และขาดนโยบายด้านการบริหารงานบุคคล ที่เหมาะสม การศึกษาวิจัยนี้มีวัตถุประสงค์เพื่อ (1) ศึกษาความแตกต่างของค่านิยมในการปฏิบัติงานของบุคลากร หลายช่วงวัยในองค์กร (2) ศึกษาอิทธิพลของปัจจัยทางประชากรศาสตร์ต่อค่านิยมการปฏิบัติงานของพนักงาน (3) นำเสนอข้อเสนอแนะ/การอภิปรายของแนวทางการ นโยบายการบริหารงานทรัพยากรบุคคลที่สอดคล้องกับค่านิยม การปฏิบัติงานของบุคลากรในหลายช่วงอายุ การศึกษาวิจัยนี้เป็นการวิจัยเชิงปริมาณ (quantitative approach) เพื่อศึกษาความสัมพันธ์ของช่วงอายุของกลุ่มบุคลากรที่มีความหลากหลายทางเจเนอเรชั่นและค่านินมในการทำงาน โดยใช้วิธีการกลุ่มเก็บข้อมูลกลุ่มตัวอย่าง โดยมีกลุ่มตัวอย่างประชากรในช่วงอายุ 2 รุ่น กล่าวคือ กลุ่มเจเนอเรชั่นเอ็กซ์ (generation X) และกลุ่มเจเนอเรชั่นวาย (generation Y) ซึ่งเป็นพนักงานของบริษัทในกลุ่มอุตสาหกรรมการบริการ โดยเก็บและรวบรวมข้อมูลของผ่านแบบสอบถามออนไลน์ (online survey) มีผู้ตอบแบบสอบถามทั้งสิ้น 242 คน หรือคิดเป็นอัตราตอบกลับแบบสอบถามร้อยละ 87.2 ทั้งนี้ในขั้นตอนการสรุปผลการวิจัย มีจำนวนแบบสอบถามที่ให้ ข้อมูลครบถ้วนจำนวน 211 ชุด

กรอบแนวคิดของลักษณะค่านิยมในการวิจัยนี้ประกอบไปด้วย ค่านิยมภายในงาน (intrinsic work values) ค่านิยมที่มากกว่าลักษณะงาน (extrinsic work values) และค่านิยมการเห็นการทำงานเป็นศูนย์กลาง (work centricity) พบว่า ค่านิยมภายในงานมีลักษณะที่เชื่อมโยงกับระดับการศึกษา กลุ่มพนักงานที่จบการศึกษาระดับปริญญาโทขึ้นไปมี แนวโน้มที่จะทำงานที่สามารถสร้างคุณค่าในตัวงานได้เมื่อเปรียบเทียบกับกลุ่มพนักงานที่จบการศึกษาระดับปริญญาตรี ส่วนค่านิยมที่มากกว่าลักษณะงานเป็นมิติเดียวที่ไม่สามารถสรุปได้ทางสถิติ เนื่องจากข้อจำกัดของแบบจำลองและการ ออกแบบการวิจัยนี้ ส่วนค่านิยมการเห็นการทำงานเป็ นศูนย์กลางมีความสัมพันธ์กับช่วงอายุและสถานะการเป็น ผู้ปกครอง การศึกษาวิจัยพบว่าพนักงานกลุ่มเจเนอเรชั่นเอ็กซ์ มีความผูกพันต่อองค์กรมากกว่ากลุ่มเจเนอเรชั่นวาย ซึ่งเป็น กลุ่มที่มีแนวโน้มที่จะลาออกจากงานได้ง่ายกว่า นอกจากนี้พนักงานที่มีบุตรจะให้คุณค่าแก่การทำงานมากกว่าพนักงานที่ ยังไม่มีบุตร ดังนั้น ในการกำหนดแนวทางการบริหารงานบุคคลขององค์กร ควรคำนึงถึงปัจจัยด้านค่านิยมการทำงานของ บุคลากรในแต่ละเจเนอเรชั่น และปัจจัยทางประชากรศาสตร์ด้วย นอกจากนั้นยังพบว่าปัจจัยที่สำคัญที่พนักงานมองว่า ช่วยทำให้เกิดนโยบายที่ตอบสนองกับประเด็นที่ศึกษาคือวัฒนธรรมองค์ ค่านิยมองค์กร ซึ่งจะส่งเสริมการเรียนรู้และ พัฒนาของบุคลากรได้เป็นอย่างดีอีกทั้งการประเมินผลว่า บุคลากรสามารถนำความรู้ที่ได้จากการเรียนรู้มาปฏิบัติใช้งาน ได้จริงนั้น นโยบายด้านประเมินผลการปฏิบัติงานของพนักงาน ควรกำหนดให้สอดคล้องกับแนวทาง หรือ นโยบายด้าน การบริหารงานบุคคลด้านการเรียนรู้และการพัฒนา ทั้งนี้แนวทางการบริหารงานบุคคลควรกำหนดนโยบายการสืบทอด

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[1] ผู้จัดการแผนกที่ปรึกษาด้านการเปลี่ยนแปลงทางทรัพยากรมนุษย์และองค์กร บริษัท เบเคอร์ ทิลลี่ คอร์ปอเรท แอ็ดไวเซอรี่ เซอร์วิสเซส (ประเทศไทย) จำกัด

ตำแหน่งงานที่สำคัญ เพื่อสร้างแรงจูงใจและรักษาพนักงานที่มีศักยภาพไว้กับองค์กรโดยเฉพาะพนักงานที่มีระดับ การศึกษาสูงที่มีแนวโน้มที่จะตั้งใจอุทิศตนให้กับทำงาน รวมถึงนโยบายด้านผลประโยชน์และสวัสดิการของพนักงานควร ให้ครอบคลุมไปยังบุตรของพนักงาน เพื่อสร้างความผูกพันธ์และความภักดีต่อองค์กร

คำสำคัญ: การทำงานของพนักงานหลายรุ่น, ค่านิยมในการทำงาน, ความหลากหลายทางช่วงอายุ, เจเนอเรชั่นเอ็กซ์, กลุ่มเจเนอเรชั่นวาย

Work Values across a Multigenerational Workforce in Thailand's Hospitality Industry

Jatupathra Krancharoen[1]

Abstract

A wide range of age diversity in the workplace has been witnessed, yet the association between the various generational cohorts in a multigenerational workforce and their work values is little understood. As a result, many firms report that workplace conflicts are most likely due to the lack of generational understanding and appropriate HR policies. This study therefore aimed to: (1) examine the differences in work values across the generations of employees; (2) explore whether demographic factors and parenthood status are associated with employee work values; and (3) provide policy suggestions for human resource interventions that align with the work values of a multigenerational workforce. The research examined three dimensions of work values — intrinsic, extrinsic, and centricity — and found that intrinsic work values had an association with employee education levels and work centricity values were associated with generation and parenthood status, while results for extrinsic values of work were inconclusive due to limits in the study's model and survey design. Despite those limits, suggestions are presented for HR professionals regarding staff learning & development, recruitment and retention, and attractive compensation packages for a firm's diverse generations of workers.

Keywords: Multigenerational workforce, Work values, Generation differences, Generation X, Generation Y

[1] Manager, HR Transformation, Baker Tilly Corporate Advisory Services [Thailand] Company Limited

Introduction

Human capital is a crucial production factor and determinant in a firm's performance. Thus, human capital and organisations are interdependent. Due to the dynamics of labour markets, the workforce of an organisation can comprise employees of varied ages. A shift in a firm's age structure is therefore one factor that can influence change in how a workforce performs and how an organisation governs its employees. Demographically, the working age population is internationally regarded between 15 and 60 years old. In other words, working duration in the labour force is averagely around 45 years. Hence, a diverse age range among generational cohorts may be found in the workforce of many organisations.

An age-oriented approach is considered as one of the requirements for those who desire success in their careers. Apparently, baby boomers (aged 58-75), a retiree cohort, and some of the early generation X, (aged 40-57), are on their journey to the final years of their career paths. Despite their retirement plans, it seems that some boomers and early generation X are still required in the workforce to respond to a supply freeze of new talent due to the continuity of low fertility rates (Valickas (2017). At the same time, generation Y is becoming the majority of the labour force due to the retirement of early generation X (Bennett et al., 2012). As a result, organisations are challenged in how to attract talent to take and remain in positions since the biggest portion of the workforce is generation Y (aged 25-39), whose values direct their desire to work for organisations with rapid growth and less hierarchy than older generations might have prioritised. Such a generational cohort can be quick to quit their workplace once they are offered a better opportunity. Further, Gabrielova & Buchko (2021) revealed that generation Y has begun assuming management roles as the youngest of that generation is almost 40 years old. Many gen-Y managers lead teams on which some older employees might find themselves subordinate to these younger managers (Gabrielova & Buchko, 2021).

Today's labour force, including that of Thailand, has three generational cohorts (Yuproj, 2013): baby boomers (those born between 1946-1963), generation X (born between 1964-1981), and generation Y (born between 1982-1996) (Gabrielova and Buchko (2021). With this wide age range, much conflict among the generational cohorts is often reported due to contrasting work values and attitudes (Valickas, 2017; Roongrerngsuke and Liefooghe, 2013; Dokadia et al., 2015). As generation X began entering the job market, Cable et al. (2006) and Cennamo et al. (2008) posited that workplace difficulties could be due to conflicts between multigenerational employees. Valickas (2017) has shown that many organisations encounter multigenerational difficulties involving work values, work attitudes, leadership, and organisational policies. It is reported that managers in such organisations are aware of these conflicts, but are challenged in resolving them. Likewise, the employees report having difficulty collaborating and/or communicating with cross-generational colleagues (Deal et al., 2010; Hauw et al., 2010).

Different factors driving work values have been studied, including gender, level of education, and parenthood status, while the multigenerational factor has received comparatively little attention. This paper aims to fill the research gap by examining multigenerational factors and their relevance to work values in order to assist organisations in managing workforces that span across generational cohorts.

In pursuing this goal, this study selectively focused on workers in the hospitality industry, which includes tourism and service, since this sector is a major contributor to Thailand's economy, accounting for 11.5% of GDP in 2019 (Udomkerdmongkol, 2020) and more than 20% of all hiring (Kaendera and Leigh, 2021).

Literature Review

Definitions of Generations

Since the term was first introduced, a generation has been described in the integrative-diverse contexts of psychology, sociology, biological science, and demography. Biological scientists describe a generation as the time between the birth of the parents and that of their children (Valickas, 2017). In psychology and sociology, a generation is described as a cohort based on age. Costanza et al. (2015) described a generation as those within the same age group experiencing and sharing memorable events in history.

In the 19th century, it was stated that biological factors alone cannot take into account the differences in generational formation; relevant factors identifying a different generation's traits and characteristics require noting the consciousness and attitudes of different generations, which depend on socio-eco-demographic changes, so it is significant to take into account the special social, historical, political, economic factors that possibly impact the changes or features and characteristics of each generation (Valickas, 2017).

In the 20th century, generations were introduced as a cohort generation, a new concept, as a group of people of the same and/or similar age gathered by common socio-eco-demographic events and experiences (Strauss & Howe, 1991). Scott et al. (2005) and Sajjadi & Casstillo (2021) stated that a generation forms once a connection among people associated with the same time period of birth, historical context, and social events that occurred during the same stage of their critical life development (cited in Vilickas, 2017). Such different critical and historical life events differentiate one generation from another.

As reviewed in various sources, the term "generation" as defined by Valickas (2017) is adopted for this study. In addition, the classification of generations cited in the work of Gabrielova and Buchko (2021) will represent the generation of each cohort.

Table 2.3: Generation Classification by PEW Research Center (2018)

Name of Generation	Birth Year
Baby Boomers	1946 - 1963
Generation X	1964 - 1981
Generation Y	1982 - 1996

Source: Pew Research Center (2018) as cited in Gabrielova and Buchko (2021)

Work Values

The term "work values" has many definitions, having been described in diverse contexts and by many scholars across the globe. Gabrielova and Buchko (2021) revealed that the most popular and frequently used definition is from Dose (1997), who stated that "Work values are evaluative standards relating to work or the work environment by which individuals discern what is 'right' or assess the importance of preferences." This means the perspectives of employees' preferences in an organisation directly influence their attitudes, behaviours, and decision making (cited in Gabrielova and Buchko, 2021). In addition, it has been concluded that work values represent a person's beliefs as reflected by demonstrated behaviours or desirability in work toward work outcomes, and all of them are relevant to specific work values in different terms, for example, an attractive benefit package, a healthy work environment (extrinsic and allowing for autonomy), and challenging tasks (intrinsic) (Sharibi and Harpaz, 2016). Thus, many examples of work values have been identified such as extrinsic and intrinsic values, leisure, altruism, individualism, hard work, independence (Massingham & Chandrakumara, 2019). Twenge (2010) includes job satisfaction, intention to leave, and work centricity as work values.

What does each work value mean as given above? To begin with, altruism means a sense of giving someone else a hand, volunteering to provide support, and/or being helpful. Intrinsic means creating meaningful contributions or showing interest in work, while extrinsic means the seek for image, a well-respected position, highly paid employment, and attractive and competitive benefits. Job satisfaction and intention to leave imply what factors drive an employee's decision whether to stay or quit. It refers to, for instance, recognition, career development or opportunity, job security, and an organisation's culture. Work centric and leisure refer to an obligation to take into account work as a part of life, i.e., whether an employee believes a successful life requires much effort devoted to work or that work is just one part of one's larger life (Twenge, 2011).

The significance of studying work values has been debated as to whether the multigenerational context can be fully applied worldwide since those who are considered in the same generational cohort and the historical events lived in different countries and cultures (Cemalcilar et al., 2018). Would those, for example, born in the U.S. and Japan during the same birth period adopt mutual values (Sharabi & Harpaz, 2016)? Jin & Round (2012) found that the cross-sectional data collected from individuals of each generational cohort revealed differences in defining the meaning of work during their adolescent life stage and across cultures even though work values remained stable within an individual's life stage. For instance, those in Malaysia and New Zealand gave the highest value to social-related work, while those in lower socio-economic countries gave extrinsic work the highest value (cited in Cemalcilar et al., 2018).

This paper selected the commonly most spoken and adopted terms by scholars in their research through the world: intrinsic - extrinsic values, hard work, leisure, and work centricity.

Multigeneration and Differences

As cited by Cogin (2012), Mannheim (1924) noted that a generation has been described as a group of people who share the same period of birth years and historical circumstances during their critical developmental years. Glass (2007) posited that different beliefs, values, and attitude are created by those from different time periods, thus creating different sets of behaviours, with the value formulation of each generational cohort occurring during their pre-adulthood development, involving socio-economic, political, and cultural events (Egri and Ralston, 2004; Cogin, 2012).

Due to the many criticisms of (multi)generational differences, some different perspectives have been suggested. As Cogin (2012) cited in Johnson and Lopes' (2008) work, a human's life cycle (childhood, adulthood, parenthood, and old age) development comprises a series of life stages. Since a change of age involves a series of differing contexts, individuals adopt conservatism, individualism, change openness, collectivism, and so forth. Erikson (1997) and Smith and Schwartz (1997) argued that a human's understanding of any pattern of characteristics in life stages is considered as the way they adopt as a result of changes occurring as part of maturation (cited in Cogin, 2012). Eventually, situations during a transition in life stages have brought people experiences whereby they have continuously learnt new challenges and adapted to them, such as having a job, entering into married life, having a baby or family, and living as an old person. Consequently, life stages or life cycles can potentially be included. Yet in discussing (multi)generation, Roongrerngsuke and Liefooghe (2013) posited that the way generational differences have been described might differ as the dynamics in the socio-eco-demographics of each cohort are distinguished by time rather than location, thus requiring more studies to illustrate such differences.

Work Values across Generations

Studies have shown that boomers consider their workplace the tool for their career success and have the longest duration of stay among cohorts. They tend to be motivated by their leaders' personalities, which they see as key success factors. Stressless jobs tend to fit them best. Career loyalty ranks highest among generation X. Working hard with flexible hours and having balance between life and work is critical to motivate them. A competitive salary is considered a secondary benefit after having time for leisure and freedom (Twenge, 2010). Moreover, Valickas (2017) found that developing a positive relationship with colleagues, and not with the organisation, is preferred by generation X since they tend to be relationship-oriented. Baby boomers and generation X are more likely to consider work as their highest priority because they tend to select work-related tasks or what needs to be done first rather than focusing on themselves. If work-related tasks were a toy, such tasks would be the first toy these two generational cohorts would spontaneously pick for play, yet this does not mean that Generation Y should be considered as the less hard-working cohort (Twenge, 2010).

Generation Y, the major cohort of the working population, tends to value career opportunities and themselves. Bennett et al. (2012) stated that they are likely to prefer an environment in which they can be provided professional and/or career development opportunities such as project-based tasks, training workshops, and learning programmes. In contrast, the older generations seem to favor functional development areas in which they are required to apply their knowledge from training directly to their jobs as their solution of choice (Tolbize, 2008; Parry & Urwin, 2011). Generation Y prefers that such learning solutions facilitate them to maximise their potential or enhance them with new experiences. In particular, priority should be placed on developing their leadership and management skills (Bennett et al., 2012). They have been hired to assume managerial roles and oversee supervisors or other managers and will shortly have Generation Z workers as their subordinates (Gabrielova and Buchko, 2021; Bennett et al., 2012). Generation Y seeks long-term commitment to an organisation, but "long term" may be defined as little as one year, and they may work for 6-7 organisations over the life of their careers (Cogin, 2012). They move among employers because they believe that staying at only one workplace limits their career opportunities. Retaining such employees requires that their current workplace provides them opportunities in which they are able to contribute and accomplish meaningful and impactful deliverables. (Parry & Irwin, 2011; Valickas, 2017).

Work Values: Gender Differences

Harris and Earle (1986) noted that an opportunity to adopt and use new skills is the most selected intrinsic work value by both men and women. For extrinsic work values, the type of people to work with and type of organisation are ranked more significantly by women. The highest rankings among work values for both genders are as follows: 1) an opportunity to adopt new skills, 2) job security, and 3) type of people to work with (Harris and Earle, 1986). Motivations to work differed by gender and may be considered as one of the factors that influence employees' work values. Werner et al. (2021) cited Lubranskathat (2014) that men tend to address

fewer interpersonal needs such as maintaining a work-life balance than women. Wiley's (2007) analysis is cited that being recognised for one's work is very important for women, whereas opportunities to do challenging or interesting work matters more for men (cited in Werner et al., 2021). Extrinsic work values relevant to financial offers or other renumeration, such as the benefit package, is significant for both genders. Women are more motivated by good relations among colleagues than are men (Werner et al., (2021).
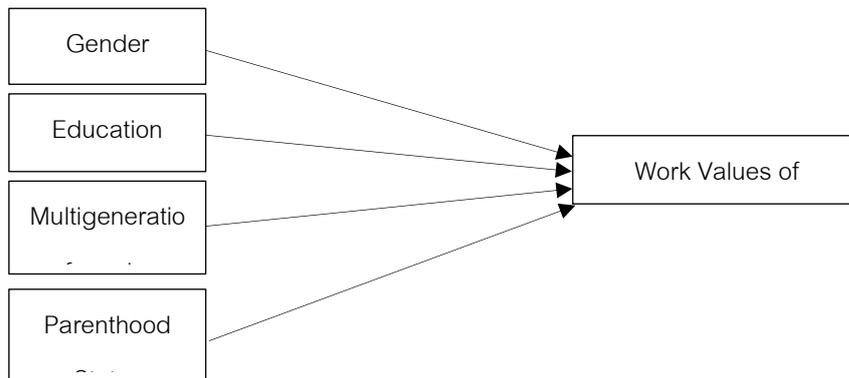
Work Values: Education

Education is one of the demographic factors possibly corelated with work values. Askun et al. (2010) found that the level of education had no significant relation to work values, though the study's limitations raised questions that required further study. For example, the results showed that the measured education level depended on people and demographics across an organisation, meaning that a different sampling method in terms of an organisation's size, characteristics of employees, and varying contexts as well as other factors might yield different results. Moreover, Twenge et al. (2010) suggested that status and independence are considered dimensions related to work values. Demographically, the study of Thakur et al. (2019) posited that career accomplishment tends to be the most highly desired dimension, selected by employees with more than 12 years of education, whereas income tends to be ranked by those whose education is less than 12 years. Such significant statistical data has been applied to identify other demographic dimensions that translate to intrinsic-extrinsic work values as referenced by Thakur et al. (2019). Still, to examine education as one of the factors related to work values requires further study.

Work Values: Parenthood

Considering whether to have children could be one of the factors related to how well employees are motivated to work values. Nonfathers seem to have shorter working periods then fathers, and nonmothers seem to have longer working periods than mothers (Kaufman and Uhlenberg, 2000, as cited in Johnson, 2005). In accordance with Johnson (2005), it is further stated that entering parenthood transforms an individual's work values, yet little attention has been paid to studying the probability of this influence because such an influence is most likely to be considered an individual response to a different stage of life. With little research found, an argumentative study has been conducted as to whether the extrinsic and intrinsic work values are significantly corelated in response to parenthood. Johnson (2005) found that parenthood has a positive effect on extrinsic and intrinsic work values for both genders, with work values somewhat corelated since increasing and decreasing levels in the response have been statistically observed. This is therefore viewed as an inconsistency made by different stages of life as to whether one is acting in a parental or non-parental manner (Johnson, 2005). Thus, parenthood-to-work values are most likely to be inferred as an individual's response to one's current life stage and needs compared with those of a different context and time. More empirical parenthood-related studies are required in order to conclude whether they are directly associated with work values.

Conceptual Framework

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┌──────────────────┐
│      Gender      │───────────┐
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┌──────────────────┐             \    ┌──────────────────────────┐
│    Education     │──────────────┼──▶│     Work Values of       │
└──────────────────┘             /    └──────────────────────────┘
┌──────────────────┐            /
│  Multigeneratio  │───────────┘
│                  │
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┌──────────────────┐
│    Parenthood    │───────────┘
│                  │
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Source: Modified from Cogin (2012)

According to this conceptual model, this paper seeks to prove the hypothesis that different generational cohorts, gender, level of education, and parenthood status are significantly associated with the work values of the employees as follows:

Hypothesis 1: Work values across generations are different.

Hypothesis 2: Demographic factors, gender, education level, and parenthood status have an association with work values.

Survey Design

To test the research hypotheses, a survey was designed to ask respondents if they are in a hospitality-related industry and to collect their demographic data, work values, and opinions about multigenerational-related initiatives or policies. Demographic data comprised age, gender, level of education, and parenthood status. For work values, 14 questions were asked. The scores of all questions were subjected to a seven-level Likert scale. Additionally, to satisfy research question No. 3, two multiple-choice questions were included to survey respondents' opinions about multigenerational-related initiatives or policies. The survey comprised the topic, objective and instructions in three parts that queried each aspect of one's work values. It was bilingually designed so respondents could choose the more convenient language. Instructions and assurances of confidentiality were clearly provided. Close-ended questions were used to identify the target sample in the selected industry and generational cohorts, and the first two survey questions were designed to avoid the risk of irrelevant samples. Below are the questions and statements used.

Part 1: General Information

Work industry Are you working in hospitality-related industry? *Age:* 25-32/33-39/40-47/48-54/55 and above;

Gender: Male/Female/Others (Identified); *Education Level*: High School or equivalent/Diploma of equivalent/Bachelor's degree/Master's degree or higher; *Parenthood Status:* Parental/Non-parental.

Part 2: Respondent's Opinion

Item1: In your opinion, which HR initiative(s) do you think relates or helps you in response to different generations in your workplace?

Item2: What would be your desired initiative(s) to help you to work better with different generation colleagues?

The multiple choices for part 2 are compensation and benefit, culture and values, employee engagement, learning and development, organisation design, and others.

Part 3: Work Values

Intrinsic;

1. Having pride in your work
2. Having a chance to learn new things
3. Being recognised and receiving respect from others
4. Delivering valuable tasks

Extrinsic;

1. The higher salary, the better
2. The quicker promotion, the better
3. The higher position, the better
4. The more challenging tasks, the better

Work Centricity – Leisure, Intention to leave, Independence

1. I live in order to work.
2. Working hard makes to success.
3. It is difficult to resign even if a better opportunity is offered.
4. Life would be more meaningful if I had more time to take a break.
5. To be successful, a person needs to depend on his/her own.
6. It is easy to relax although the job is yet to finish.

Methodology

Sample Size

The sample size is estimated for an unknown population; Cochran's (1963) method is adopted as follows:

$$n = \frac{Z^2 pq}{e^2},$$

where n is the sample size, Z is the abscissa of the normal curve at the 90% confidence level, e is the precision level at ±5%, p is the estimated proportion of an attribute that is present in the population, and q is 1-p. p is set at maximum variability of 0.5. After substituting the values in the formula, we have

$$n = \frac{(1.645)^2(0.5)(0.5)}{(0.05)^2} = 270.60$$

The calculated total sample size of 271 is equally allocated to the two cohorts of generation. Thus, the generation X and generation Y account for 136.

Data Analysis

The scores from each question were summed up according to their categories. Each total score was normalised by averaging because of the different numbers of questions across the three categories. In the survey's part 3, item Nos. 5 and 6 are calculated in inverse manner for their ironic context. Due to the nature of variables, the independent variables are categorial and ordinal data whereas dependent variable is interval data. Since it is assumed that generation, gender, parental status, and education level interactively influence work values, a Multiple Regression with Dummy Variable Treatment is statistically considered with the following models:

$$Y_1 = \beta_0 + \beta_1(\text{generation}) + \beta_2(\text{gender}) + \beta_3(\text{parental status}) + \beta_4(\text{education level}) + \varepsilon_1$$
(Equation1)

$$Y_2 = \beta_0 + \beta_1(\text{generation}) + \beta_2(\text{gender}) + \beta_3(\text{parental status}) + \beta_4(\text{education level}) + \varepsilon_2$$
(Equation2)

$$Y_3 = \beta_0 + \beta_1(\text{generation}) + \beta_2(\text{gender}) + \beta_3(\text{parental status}) + \beta_4(\text{education level}) + \varepsilon_3$$
(Equation3)

where Y_1 is intrinsic work value

Y_2 is extrinsic work value

Y_3 is work centricity

ε_1 is the error term of equation1

ε_2 is the error term of equation2

ε_3 is the error term of equation3.

The Dummy Treatment in Regression Analysis are gen-X is 0 and gen-Y is 1, female is 0 and male is 1, non-parental is 0 and parental is 1, bachelor's degree is 0 and Master's degree or higher is 1.

Empirical Result

Table1 : Demographic characteristics of Gen-X and Gen-Y employees in the sample

Demographic data	Generation X n = 77		Generation Y n = 134		Total n = 211
	n	%	n	%	
Gender					
Male	46	37.1 %	78	62.9 %	124
Female	31	35.6 %	56	64.4 %	87
Parenthood					
Non-parental	47	29.2 %	114	70.8 %	161
Parental	30	60.0 %	20	40.0 %	50
Education					
Bachelor's Degree	39	27.1 %	105	72.9 %	144
Master's Degree or Higher	38	56.7 %	29	43.3 %	67

The data were collected through an online survey sent to the human resource management divisions in three hospitality organisations and distributed to employees via email. Each respondent spent approximately five minutes to complete the questionnaire. Respondents totaled 242 with a response rate of 87.2 **%**. After eliminating 31 respondents whose characteristics were outside the study's scope, 211 responses remained for the data and regression analysis. It is noted that the proportion of Gen-Y employees currently outweighs that of Gen-X in the hospitality industry. It is therefore expected that the number of Gen-Y respondents would be greater than that of Gen-X respondents. This study had 77 Gen-X respondents (46 men and 31 women) and 134 Gen-Y respondents (78 men and 56 women).

Table 2: Three dimensions of work values across different generations of employees

Generation	Generation X		Generation Y		t-test	p-value
	Mean	SD	Mean	SD		
Intrinsic Value	6.00	0.68	6.00	0.82	-0.07	0.95
Extrinsic Value	5.89	0.88	6.04	0.84	-1.25	0.21

Table 2: Three dimensions of work values across different generations of employees

Generation	Generation X		Generation Y		t-test	p-value
	Mean	SD	Mean	SD		
Work Centricity	3.91	0.86	3.63	0.79	2.33	0.02**

*Significant level at 0.1

**Significant level at 0.05

Table 4.2 illustrates two generations with the mean and standard deviation across the three dimensions of work values: intrinsic value of work, extrinsic value of work, and work centricity. The means score for Gen-X employees ranging from highest to lowest are intrinsic value of work, extrinsic value of work and work centricity, respectively. For Gen-Y employees, the mean scores from highest to lowest are extrinsic value of work, intrinsic value of work and work centricity, respectively. To test the mean difference of work value across different generations, the independent sample t-test is applied. The results show that the mean score of intrinsic value of work and the mean score of extrinsic value of work between Gen-X and Gen-Y employees are not statistically significant. However, the mean score of work centricity between Gen-X and Gen-Y employees is statistically significant at 0.05 level (p-value < 0.05). That is, the mean score of work centricity of Gen-X employee (3.91) is statistically higher than that of Gen-Y employee (3.63).

Table 3: Three dimensions of work values across different genders of employees

Gender	Female		Male		t-test	p-value
	Mean	SD	Mean	SD		
Intrinsic Value	5.99	0.74	6.02	0.82	-0.29	0.77
Extrinsic Value	6.01	0.83	5.96	0.90	0.40	0.69
Work Centricity	3.72	0.82	3.75	0.83	-0.27	0.79

*Significant level at 0.1

**Significant level at 0.05

Table 4.3 illustrates two genders of employees with the mean and standard deviation of the three dimensions of work values: intrinsic value of work, extrinsic value of work, and work centricity. The mean scores for female employees from highest to lowest are extrinsic value of work, intrinsic value of work and work centricity, respectively. For male employees, the mean scores from highest to lowest are intrinsic value of work, extrinsic value of work and work centricity, respectively. To test the mean difference of work value between genders, the independent sample t-test is applied. The results show no significant difference amongst the genders for intrinsic value (t = -0.29, p = 0.77), extrinsic value (t = 0.40, p = 0.69), and work centricity (t = -0.27, p = 0.79).

Table 4: Three dimensions of work values across different level of education of employees

Education level	Bachelor's Degree		Master's Degree or Higher		t-test	p-value
	Mean	SD	Mean	SD		
Intrinsic Value	5.90	0.82	6.21	0.62	-3.00	0.00**
Extrinsic Value	5.98	0.89	6.01	0.80	-0.32	0.75
Work Centricity	3.73	0.83	3.74	0.82	-0.02	0.98

*Significant level at 0.1

**Significant level at 0.05

Table 4.4 illustrates two employee education levels with the mean and standard deviation of the three dimensions of work values: intrinsic value of work, extrinsic value of work, and work centricity. For bachelor's degree employees, the mean scores ranging from highest to lowest are extrinsic value of work, intrinsic value of work and work centricity, respectively. For Master's degree or higher employees, the mean scores from highest to lowest are intrinsic value of work, extrinsic value of work and work centricity, respectively. To test the mean difference of work value between these two levels of education, the independent sample t-test is applied. The results show that the mean score of work centricity and the mean score of extrinsic value of work between these levels are not statistically significant. However, the mean score of intrinsic value of work between the levels of education is statistically significant at 0.05 level (p-value < 0.05). That is, the mean score of intrinsic value of work for Master's degree or higher education level employees (6.21) is statistically higher than that of employees who held only a bachelor's degree (5.90).

Table 5: Three dimensions of work values across different parenthood status of employees

Parenthood	Non-parental		Parental		t-test	p-value
	Mean	SD	Mean	SD		
Intrinsic Value	5.98	0.76	6.09	0.80	-0.86	0.39
Extrinsic Value	5.95	0.87	6.12	0.83	-1.22	0.22
Work Centricity	3.66	0.77	3.96	0.95	-2.04	0.05*

*Significant level at 0.1

**Significant level at 0.05

Table 5: Three dimensions of work values across different parenthood status of employees

Parenthood	Non-parental		Parental		t-test	p-value
	Mean	SD	Mean	SD		

Table 4.5 illustrates the parenthood status of employees with the mean and standard deviation of the three dimensions of work values: intrinsic value of work, extrinsic value of work, and work centricity. For non-parental employees, the mean scores from highest to lowest are intrinsic value of work, extrinsic value of work and work centricity, respectively. For parental employees, the mean scores from highest to lowest are extrinsic value of work, intrinsic value of work and work centricity, respectively. To test the mean difference of work value between these two differences in parenthood status, the independent sample t-test is applied. The results show that the mean score of intrinsic value of work and the mean score of extrinsic value of work between non-parental and parental employees is not statistically significant. However, the mean score of work centricity amongst them is statistically significant at 0.1 level (p-value < 0.1). That is, the mean score of work centricity of the parental employee (3.96) is statistically higher than that of non-parental employees (3.66).

Regression Analysis

A multiple regression analysis was conducted to determine whether the independent variables (generation, gender, education level, and parenthood status) affected the dependent variables (three dimensions of work values).

Intrinsic Values

The regression analysis was performed on the set of independent variables against intrinsic work values. The regression model was obtained as follows:

$$IWV = 5.76 + 0.13 \times Generation + 0.06 \times Gender + 0.13 \times Parenthood + 0.33 \times EducationLevel$$

$R^2 = 0.04$

$F(4, 206) = 2.29$, p-value = 0.06*

With *Significance level at 0.1

**Significance level at 0.05

where Y_1 is intrinsic value of work.

If the sample is in generation Y, the dummy is treated at 1, whereas in generation X it is at 0; for gender, if the sample is female, the dummy is treated at 0 while male is at 1; for parenthood status, if the sample is in non-parental, the dummy is treated at 0 while parental is at 1; for education level, if the sample is at the bachelor's degree level, the dummy is treated at 0 while Master's degree or higher is at 1. The regression model of intrinsic values was significant ($F(4, 206) = 2.29$, $p < 0.1$).

Table 6: Regression analysis of intrinsic values

Model	Coefficient	s.e.	t-test	p-value
Constant	5.76	0.13	45.32	0.00
Generation	0.13	0.12	1.09	0.28
Gender	0.06	0.11	0.55	0.58
Parenthood	0.13	0.13	0.96	0.34
Education level	0.33	0.12	2.84	0.01**

*Significant level at 0.1

**Significant level at 0.05

Intrinsic values were related to education level (t = 2.84, p < 0.1), whereby a qualification of Master's degree or higher has a positive effect on the intrinsic value above that of Bachelor's degree (coefficient = 0.33). That is, employees with a Master's degree would have higher intrinsic work values than employees with a Bachelor's degree. Intrinsic values were not related to generation (t = 1.09, p = 0.28), gender (t = 0.55, p = 0.58), as well as parenthood (t = 0.96, p = 0.34).

Extrinsic Values

The regression analysis was performed on the set of independent variables against extrinsic work values. The regression model was obtained as follows:

$$EMV = 5.76 + 0.23 \times Generation + -0.06 \times Gender + 0.23 \times Parenthood + 0.09 \times EducationLevel$$

$R^2 = 0.02$

$F(4, 206) = 1.16$, p-value = 0.33

With *Significance level at 0.1

**Significance level at 0.05

where Y_2 is extrinsic value of work.

If the sample is in generation Y, the dummy is treated at 1, whereas in generation X it is at 0; for gender, if the sample is female, the dummy is treated at 0 and male is at 1; for parenthood status, if the sample is in non-parental, the dummy is treated at 0 while parental is 1; for education level, if the sample is in the bachelor's degree level, the dummy is treated at 0 when Master's degree or higher is at 1. The regression model of extrinsic values was not significant (F(4,206)= 1.16, p = 0.33). Thus, the model of extrinsic value does not establish effects on the independent variables.

Work Centricity

The regression analysis was performed on the set of independent variables against intrinsic work values. The regression model was obtained as follows:

$$WC = 3.83 + 0.23 \times Generation + -0.06 \times Gender + 0.23 \times Parenthood + 0.09 \times EducationLevel$$

$R^2 = 0.04$

$F(4, 206) = 2.36$, p-value = 0.05*

With *Significance level at 0.1

**Significance level at 0.05

where Y_3 is work centricity.

If the sample is in generation Y, the dummy is treated at 1, whereas in generation X it is at 0; for gender, if the sample is female the dummy is treated at 0 when male is at 1; for parenthood status, if the sample is in non-parental, the dummy is treated at 0 while parental is 1; for education level, if the sample is in the bachelor's degree level, the dummy is treated at 0 while the Master's degree or higher is at 1. The regression model of work centricity values was significant ($F(4, 206) = 2.36$, $p < 0.1$).

Table 4.7: Regression analysis of work centricity

Model	Coefficient	s.e.	t-test	p-value
Constant	3.83	0.14	28.18	0.00
Generation	-0.24	0.13	-1.94	0.05*
Gender	0.07	0.12	0.59	0.55
Parenthood	0.25	0.14	1.78	0.08*
Education level	-0.09	0.13	-0.71	0.48

*Significant level at 0.1

**Significant level at 0.05

Work centricity values were related to generation ($t = -1.94$, $p < 0.1$), where generation X has a positive effect on the value of work centricity above that of generation Y (coefficient = -0.24), i.e., gen-X employees would have higher work centricity values then gen-Y employees. Also, work centricity values were associated with parenthood status ($t = 1.78$, $p < 0.1$), in that parental status has a positive effect on work centricity values over non-parental status (coefficient = 0.25). This is, employees who are parents would have higher work centricity values than those who are not. Work centricity values were not related to education ($t = -0.71$, $p = 0.48$), as well as gender ($t = 0.59$, $p = 0.55$).

Summary

Intrinsic Work Value

It is found that the intrinsic work value of employees in hospitality-related companies has an association with education level since the regression model demonstrated statistical significance on this account. Employees who graduated with a Master's degree or higher level tend to value the intrinsic value of work over their counterparts, meaning that they are likely to prefer having a meaningful work context that can be created through their contributions compared with those with lower education levels. Although education level as reviewed in the literature is considered to be a demographic factor that fails to be associated with work values, this study's statistical finding has significantly shown otherwise. This can lead to further discussions as to whether education level is realistically demonstrated as studied here compared with the results of other studies.

Extrinsic Work Value

 In this study, the extrinsic value of work was the only dimension found to be inconclusive since the model failed to demonstrate its statistical significance. It may be implied that the independent variables determined in the research are not relevant to the dependent variable in this dimension. Also, the survey questions under this context were adopted from literature reviews during questionnaire development. Consequently, such a source for adoption can be considered a limitation in that confusion among respondents may have occurred. Moreover, the sample size is also the possible cause of the lack of statistical significance, resulting in insufficient power of the test.

Work Centricity Value

This study has revealed an association between the work centricity value of employees in hospitality-related companies and generation and parenthood status. Regarding the generational factor, gen-X employees tend to prefer working rather than having leisure time or taking a break during work hours compared with gen-Y employees. Moreover, gen-X employees are likely to be loyal to their employers and find it more difficult to consider quitting their jobs, while gen-Y employees tend to consider quitting more easily as similarly found in other studies. In accordance with parenthood status, employees who have offspring are likely to focus on work compared with those who have none. It might not be implied directly that parenthood status has an association with work values because in the literature this factor is as controversial as education level. Although the statistical analysis was demonstrated, parenthood status can be determined by a change of life stages even as the work values of such an individual remain the same. Further study should be conducted in a more specific manner.

Policy Recommendation

One of this study's aims was to investigate whether generational differences in accordance with work values might introduce an impediment to employees and organisations. Therefore, in part 2 of the survey, the 211 respondents qualitatively gave their perspectives on HR practices to promote multigenerational intelligence. For both generational cohorts, the three most-mentioned areas are learning & development, culture & values and performance management system, respectively. The frequency can be seen in the table below.

Table 5.1: Perspectives of multigenerational employees on HR practices in response to generational diversity in workplace

Areas of HR Practice	N = 211			Percentage (100%)		
	Gen-X	GenY	Total	Gen-X	GenY	Total
Compensation and Benefits	9	22	31	11.69%	16.42%	28.11%
Culture and Values	19	30	49	24.68%	22.39%	47.07%
Employee Engagement	5	5	10	6.49%	3.73%	10.22%
Learning and Development	30	47	77	38.96%	35.07%	73.03%
Organisation Design	4	11	15	5.19%	8.21%	13.40%
Performance Management	10	16	26	12.99%	11.94%	24.93%
Others	0	3	3	0.00%	2.24%	2.24%

Similar to recommendations in the literature, it is evident that the HR—learning & development policy is the key success factor to support and bridge the gaps in generational differences amongst employees. HR professionals must design any intervention in which understandability and misunderstandings between different generations need to be addressed. Corporate culture & value(s) are as significant as learning & development since they also facilitate how people learn and develop. To measure how people are applying their knowledge at the behavioural level, a performance management system should align with the learning intervention whereby the values are equipped accordingly so that the full spectrum of these three areas, aligned by generational context, fully function.

Above and beyond, to address to this study's statistical findings, a policy in which education level and parenthood status is recommended. An HR intervention whereby a solid career ladder and/or clear succession planning for critical position is needed to retain and attract talented employees, especially those with higher education levels since they are most willing to further their careers. Also, a compensation package addressing the offspring of employees should be designed to retain parental employees.

Limitation and Further Study

As hospitality industry covers various types in its production and/or service line, it is difficult to determine whether the respondent sampling was proportionally balanced regarding the multigenerational issue, even though the data were selected from workers in airline, restaurant, and hotel companies. Thus, this can be considered as a limitation of this study. On the other hand, the deeper and broader context of how work values in multigenerational workforces are related to broader issues in a country's population and an investigation of how this study's implications can have a significant impact on an organisation's performance must be undertaken to ensure that any human capital-related policies are efficiently implemented in response to the work values of the labour force with a firm or a nation.

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