

**WORK VALUES OF EMPLOYEES ACROSS
MULTIGENERATIONAL WORKFORCE IN HOSPITALITY
INDUSTRY IN THAILAND**

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A mixture of age diversity in workplace had been witnessed, yet an understanding of the association between multigenerational workforce and their work values was little known. As a result, many firms reported that the domestic conflicts were most likely to be due to the lack of generational understandability and appropriate HR policy in response to such a context. This study therefore aimed to: (1) examine the differences in work values across the generations of employees; (2) explore whether the demographic factors and parenthood status were associated with the work values of employees; (3) provide the policy suggestions/discussions on human resource interventions aligning with the work values of multigenerational workforce. This research applied a quantitative approach to investigate the relationship between generations and work values intertwining with demographic data. There were 2 generation cohorts, generation X and generation Y in this study while the employees of the hospitality-related industry were selectively focused. The data in this study were collected through the online survey. The total respondents were 242 and this gave the response rate of 87.2 %. After removing the incomplete responses, there were 211 observations for the data and regression analysis.

Three dimensions of work values in this study included intrinsic work values, extrinsic work values, and work centrality. It was found that the *intrinsic work value* had an association with the education level since the employees with educational background of a master's degree or higher were likely to have work context in which the meaningfulness of work can be created more than those with educational background of a bachelor's degree. *Extrinsic value of work* was the only dimension that could not statistically be concluded due to the limitation of the model and survey design of this part. *Work centrality* value had an association with generation and parenthood status. In particular, gen X employees were likely to be loyal to their career whereas gen Y employees tended to consider to leave their career in an easier manner. Further, the employees who had child(ren) were likely to focus on work more than those without child(ren). Hence, the HR professionals are required to design the intervention in which understandability of work values across different generations was addressed. The corporate culture & value(s) were as significant as learning & development since they also facilitated the way the people learn and develop. To measure how the people were practically applying the knowledge into behavioural level, the performance management system should be aligned with the learning intervention where the values equipped accordingly. Moreover, HR intervention where the solid career ladder and/or succession planning to critical position should be required to retain and attract talented employees in the labour force, especially those who are in higher education level since they would be willing to contribute in the career. Also, the compensation package to cover the child(ren) of the employees in the workforce should be designed in order to have such parental employees retained in the firm.

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Chapter 1 Introduction

1.1 Background and Statement of Problem

Human capital is a crucial production factor and also determines a firm's performance. Thus, human capital and organisation are always interdependent on each other. Human workforce in an organisation can be found of varied ages due to the labour dynamics. Age structure is therefore one of the factors creating a shift in how the human workforce performs and how organisations govern from time to time to respond with globalisation, technological development, industrial evolution as trends and driving forces. Demographically, the duration of working age population in the labour force is 45 years; nevertheless, Cugin (2012) claimed that more than 60 years in age span in the labour force. Hence, a mixture of age diversity from generation cohorts is collaboratively positioned.

Age-oriented approach is considered as one of the success factors for those who desire to be successful in career. Seating in a better position which more joyous practices in a challenging playground becomes more competitive. Apparently, the baby boomers (aged 58 - 75), a retiree cohort, and some of the early generation X, (aged 40 -57), are on their journey to the last few years on their career path. It seems like some boomers and early generation X are still required to be in the workforce to respond to talent freeze due to the continuity of low fertility rates. (Valickas & Jakštaitė, 2017) Alexis et al. (2011) also added that the baby boomers, the largest group of the workforce in Germany, would retire from the labour force, causing the large gap in the labour supply. On the other hand, generation Y is becoming the major group of the population in the labour force due to the retirement of early generation X (Bennett et al., 2012). As a result, organisations are suffocated with how to attract talents to take seat and retain them to remain seated since the biggest number of the human workforce, Generation Y (aged 39 - 25), values working with organisation, where quick growing opportunity with less or no hierarchy, are expected. Such a generation cohort can be very much decisive in leaving their workplace as soon as they get offered a better opportunity. Further, Gabrielova and Buchko (2021) revealed that generation Y has now taken management roles. Given the year of birth, it shows that the early generation Y is now almost 40 years old. Many of them are leading teams

in which some older employees might find them as their subordinates (Gabriellova & Buchko, 2021).

With such an age hybrid, many conflict cases between different generational cohorts are often reported due to different work values and attitudes (Dokadia et al., 2015; Roongrerngsuke & Liefoghe, 2013; Valickas & Jakštaitė, 2017). The study of Valickas and Jakštaitė (2017) has shown that many organisations encounter multigenerational difficulties namely, work values, work attitudes, leadership, and organisational policy. Also, Valickas and Jakštaitė (2017) added that similar difficulties could be due to the work conflicts among multigenerational employees. In today's labour force, including Thailand, there are 3 generation cohorts (Yuproj, 2013). The 3 generation cohorts refer to baby boomers (those who were born in 1946 - 1963), generation X (those who were born in 1964-1981), and generation Y (those who were born in 1982-1996). As a result of generational differences, it is reported that managers in the organisations are aware of the issues of employees, but how to fix those issues seems to be the manager's difficulty. Likewise, the employees consider themselves having a hard time collaborating and/or communicating with their stakeholders (De Hauw & De Vos, 2010; Deal et al., 2010). Perhaps, how would human resource management (HRM) significantly address circumstances to align with the differences amongst the generation cohorts becomes a decisive question (Gabriellova & Buchko, 2021). Moreover, the systematic issues critically require human resource professionals to carefully consider for the human capital-related policy, intervention, practice and initiative, (Gabriellova & Buchko, 2021; Roongrerngsuke & Liefoghe, 2013). To achieve such issues, not only the understanding of multigenerational workforce is potentially required to enhance synergistically collaboration, effective communication and organisation citizenship, but it helps organisation performance to be more efficient in many areas like talent acquisition and retention, human capital development, employee engagement as well in order to make sure the goals of the employees and organisations are aligned and achievable (Cogin, 2012; Dokadia et al., 2015; Roongrerngsuke & Liefoghe, 2013).

Above and beyond, very few empirical studies on the work values in which multigenerational workforce is associated in human resource management were found in academic areas (Cogin, 2012; Yuproj, 2013). By contrast, the issues of a multigenerational workforce, such as employee engagement, human capital trends are more likely to be extensively explored amongst private human capital consulting firms. Hence, it might be difficult to ensure if work values in a multigenerational workforce are cross-functionally contextualised and aligned with human capital policy

because those results are made and decided by HR professionals (Roongrerngsuke & Liefoghe, 2013; Yuproj, 2013).

Apart from the multigenerational factors, different factors that are driving work values have also been studied namely, gender, level of education, parenthood status, and so forth. This paper has major interests in studying multigenerational context whilst the gender, level of education, and parenthood status are systemically considered as minor interest, associated to work values. Given such context, less academic study of work on multigeneration relevant to work values could potentially be academically found as a research gap, which needs to be revealed.

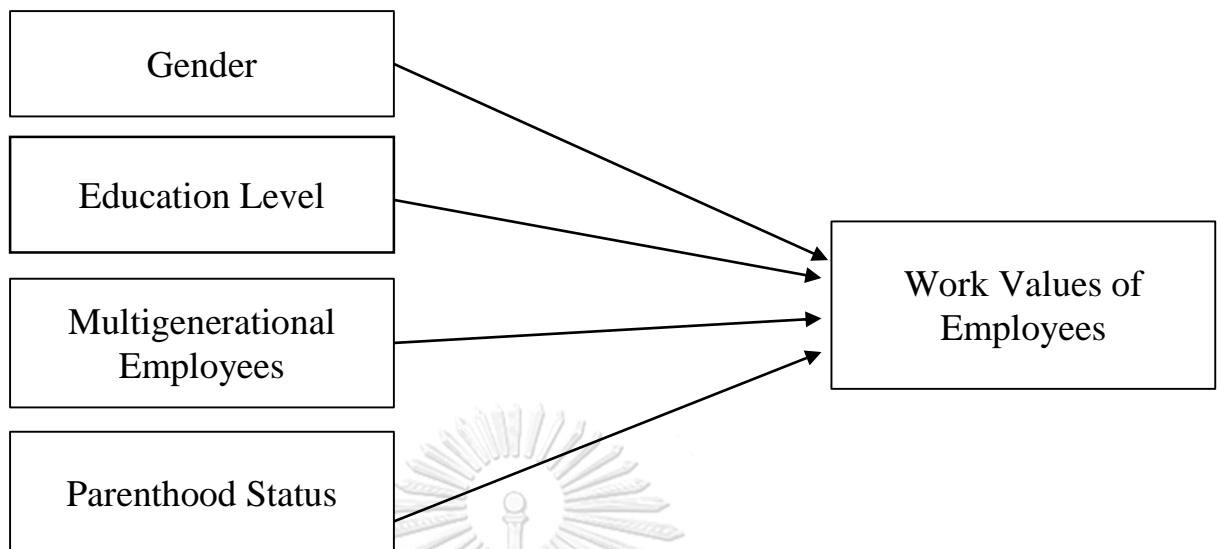
The reason why the work values of the employees in hospitality-related industry is selected to study is that the workforce in this industry is in wide range of services as they are not only in the hotel, but in the airline, restaurant and more as well. The workforce in this industry has played in many significant roles to drive services in which strong understandability to people context is required. Therefore, they are potentially be the group of the population whom the policy and its recommendation and implementation shall be placed. Furthermore, considering their experience with a frequent human-touch approach, such a group of the workforce might be able to provide some evident that would introduce wider lens in accordance with the topic so that the implication can be useful for them and those who will study this area in similar context in the future, accordingly.

1.2 Objectives of the Study

The paper aims to:

- 1.Examine the differences in work values across the generations of employees;
- 2.Explore whether the demographic factors and parenthood are associated with the work values of employees;
- 3.Provide the policy suggestions/discussions on human resource interventions aligning with multigenerational workforce work values.

1.3 Conceptual Framework



Source: Modified from Cugin (2012)

According to this conceptual model, this paper seeks to prove the hypothesis whether the different generation 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.

The data implications from this study will be used to represent employee's work values in the hospitality industry in Thailand. The study focuses on the multigenerational workforce as the main area towards work values due to the background and statement of problem. Various relevant theories will be employed (see in scopes and definitions) to apply to this conceptual framework. Also, the benefit of this paper is to suggest and/or discuss the policy intervention for HR professionals.

1.4 Terms and Definitions

Many relevant studies on generations, multigeneration and differences, and work values in the multigeneration workforce have been suggested and illustrated by many scholars across dimensions. The

explanations of concepts and/or theories that are selectively defined the terms and definitions to be used for this study are as follows:

1.4.1 Work Values

The definition of work values given by Dose (1997) is used in this paper, since hers is universally adopted. She 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” (Dose, 1997). Yet, it can be easily implied that work values reflect a person or individual beliefs to preferable behaviours in work and work outcomes. Further, the work values aspects to be directly studied in this paper, the 3 aspects of working values will be applied, which are:

1. Intrinsic refers to values that one can create meaningful contributions to work results/ outcomes (Godlewska-Werner et al., 2020; Harris & Earle, 1986; Sharabi & Harpaz, 2016; Vevoda & Cakirpaloglu, 2017)
2. Extrinsic refers to values that one can have like position, respect, autonomy, and high-paid (Godlewska-Werner et al., 2020; Harris & Earle, 1986; Sharabi & Harpaz, 2016; Vevoda & Cakirpaloglu, 2017)
3. Work Centricity refers to how one perspective of taking work context into account as one part of life. It involves leisure, job satisfaction, and intention to leave (Godlewska-Werner et al., 2020; Vevoda & Cakirpaloglu, 2017)

1.4.2 Generations

To simply scope the term of generations, what has been revealed by Valickas and Jakštaitė (2017) and Yuproj (2013) are adapted and defined as a group of those who shared the same period of the birth year when the socio-demographic, economic, political, critical life events occurred during their development stage of life. Since the generation classification period is also mixed in use. And in Thailand, no academically affirmed classification is found (still borrowing from across regions). Hence, the work of Gabrielova and Buchko (2021) is followed to represent generation cohorts. It is because such a generation classification is published by a

research centre (PEW) where many scholars adopted in many studies. Besides, only 2 generations, generation X and Y, will be examined in this paper due to the retirement of the baby boomers. The criteria are that the majority group of target employees in the selected industry also match with Gabrielova and Buchko (2021). Therefore, regardless of any implications or findings in this paper, generation X refers to those who were born in 1964 - 1981 (age 40 - 57) and generation Y refers to those who were born 1982 - 1996 (age 25 - 39), accordingly.

1.4.3 Gender and Education Levels

The illustration of Harris and Earle (1986) will apply to conceptualise in this study regarding values (intrinsic and extrinsic) for both genders, inferring to 1). an opportunity to adopt new skills, 2). job security, and 3). type of people to work with. Also, Vevoda and Cakirpaloglu (2017) illustrated such a similar-context regarding work values. Vevoda and Cakirpaloglu (2017) discovered that male employees prefer career advancement, status and a workplace reputation as their intrinsic-extrinsic work values when female employees prefer relations with others, working conditions, information accessibility and benefits as theirs. Additionally, male employees tend to have difficulty for being a relationship-oriented person in work. On the other hand, female employees tend to provide information or communicate with others warm-heartedly and spontaneously (Vevoda & Cakirpaloglu, 2017).

1.4.4 Scope of Survey

To study as aimed in 1.2, the demographic variables (age, gender, education level, generation of the employees, parenthood status), will be surveyed as follows. Due to the Covid19 situation, the survey will be sent out in a google form (online channel) to HR professionals in a convenient manner across the surveyor's network covering the employees in hotel, restaurant, and the airline companies. There are 3 parts which completed response is expectedly required.

In part 1, the respondents require to fill their general information as to identify their work industry and a demographic data, including age range, gender, level of education, parenthood status. In accordance with an age range, it is intentionally divided into 2 categories as to observe if there is any significant points of the employees within the same generation (See chapter 3).

Part 2, there are 2 descriptive questions respondents require to answer to examine the concept of multigenerational policy. As reviewed in 2.4, the Hillman (2014)'s statement will be used to described as aimed in item 3 of 1.2. Questions are elaborated in Chapter 3.

Part 3, work values, based on literature reviews, a questioning concept cited in (Cogin, 2012) is applied and following 3 aspects of work values selected as explained in 1.4.1. Part 3The survey questions in this part will be ranked, scaling from 1 to 7, which 1 refers to strongly disagree, 2 = disagree, 3 = somewhat disagree, 4 = neutral, 5 = somewhat agree, 6 = agree, and 7 = strongly agree. And the answer in part 3 will be collected by taking the most mentioned 3 issues to discussion and/or policy recommendation. A list of items is illustrated in chapter 3.

The concept of generation classification will apply as stated in 1.4.2. Generation X will be those who age 40 - 57 years old and Generation Y will be those who aged 25 - 39 years old. The implications of differences in work values amongst generation X and Y will be concluded to see whether these variables contain any association.

Given the hypothesis about the work values of the employees across the multigeneration (generation X and generation Y), The convenience sampling multiple regression with dummy variable treatment is statistically considered and performed with SPSS to analyse the data. To decide the sample size of this study, the Y. Cochran's formular, $n = Z^2pq/e^2$ is used (Cochran, 1963). The n represents the sample size needed in this study. Calculating for a 90 percent confidence level and e is the error set at 0.05. Therefore, the calculated sample equals 271.

Chapter 2 Literature Review

2.1 Definitions of Generations

A generation has been described in integrative-diverse contexts, psychology, sociology, biological science, and demography since it was first introduced. The generation was described as the time between the parents and their children's birth by biological scientists (Valickas & Jakštaitė, 2017). In psychology and sociology, generation was described as a cohort, based on their age. The memorable events in history shared with the same age group of people at a certain period described the generation (Costanza & Finkelstein, 2015).

In the 19th century, it was stated that only biological factors cannot take into account the difference in generations formation, yet relevant factors identifying the different generation's traits and characteristics requires consciousness and attitudes on different generations, which depends on socio-eco-demographic changes so that it is significant to take special social, historical, political, economic factors that possibly impact the change or some features and characteristics in the generations (Valickas & Jakštaitė, 2017).

Similarly, in the 20th century, Scott et al. (2005) and Sajjadi & Casstillo (2021) described that generation occurred once a connection between people, who are associated by the same date of birth, historical context, and social events that happened in the same period of life in their critical development (Cited in Valickas and Jakštaitė (2017)). Such different critical and historical life events differentiated one generation from another. Therefore, generations were introduced as a cohort generation, as 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).

Nevertheless, these conceptualisations of a generation brought age as the frontier, meanwhile some defined age as one of the characteristics in a generation (Urick et al., 2017). Obviously, age and shared socio-demographic context seem to create an association with events of life in each period in which the difference of formation occurs as ways to adapt to such life events constructively rely on the period and age of such persons (Valickas & Jakštaitė, 2017).

Considering the life events at a certain period, the different generations classification was made (Strauss & Howe, 1991). Valickas and

Jakštaitė (2017) claimed as shown in the table 1 of generation classification is continuously used up until now.

Table 1: Generation classification by Strauss and Howe (1991)

Name of Generation	Birth Period
Lost Generation	1883 - 1990
Greatest Generation	1901 - 1924
Silent Generation	1925 - 1942
Baby Boomer	1943 - 1960
Generation X	1961 - 1981
Generation Y/ Millennial	1982 - 2001

Source: Strauss and Howe (1991) cited in Cugin (2012)

Besides, more suggestions of the generation classification have also been introduced below table. The overlapping time in classified years is found as a difference. (Weeks & Schaffert, 2019)

Table 2: Generation Classification by Weeks and Buchko (2019)

Name of Generation	Birth Year
Traditionalist	1992 - 1945
Baby Boomers	1946 - 1964
Generation X	1965 - 1983
Generation Y	1984 - 2002

Source: Weeks and Schaffert (2019)

Furthermore, the duration of birth year to classify the generation of Gabrielova and Buchko (2021) shows the difference in the year with only three cohorts as shown in table 3.

Table 3: Generation Classification by PEW research centre (2018)

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

Source: Pew Research Centre (2018) Cited in Gabrielova and Buchko (2021)

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

2.2 Work Values

Defining work values seems to be described in diverse dimensions and by many scholars across the globe. One of the proper-composed definitions to comprehend work values has been found. Gabrielova and Buchko (2021) revealed that the most popular and frequently used one is Dose (1997)'s. Dose (1997) 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, influencing directly employee attitudes, behaviours, and decision makings (cited in Gabrielova and Buchko (2021)). Besides, it has been concluded that work values represent a person's belief that it is 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 autonomy, challenge task – intrinsic (Sharabi & 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) also added that

job satisfaction, intention to leave, and work centrality are included as work values.

What does each work value mean as given above? More elaboration has been explained. 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, position in which respect is made, high paid job, and attractive and competitive benefits. Job satisfaction and Intention to leave imply what factors drive an employee's decision whether to stay or to leave. It refers to, for instance, recognition, career development or opportunity, job security, organisation culture. Work centric and Leisure, cover an obligation of taking work context into account as a part of life whether an employee considers successful life needs high effort to work or work is just one part in life (Twenge, 2010).

On the other hand, studying work values has been argued across areas whether the multigenerational context can be fully applied global wide since the same duration of birth amongst those who were considered in the same generation cohort and the historical events were placed differently (Cemalcilar et al., 2018). Would those who were in the US and Japan adopt the mutual values though they shared the same birth period? (Sharabi & Harpaz, 2016) Jin & Round (2012) have also found that the cross-sectional data collected from the different individuals of each generation cohort have differences shown in terms of defining the meanings of work during their adolescent life stage and across cultures even though work values within an individual's life stage has longitudinally and stably suggested in research. For instance, those who are in Malaysia, New Zealand considered social-related work values the highest whilst extrinsic work values got found highest in lower socio-economic countries (Cited in Cemalcilar et al. (2018)).

Thus, intergenerational-related work values are considered as the main focus in this paper. To add more, work values can be a regard to age. Due to the summary in Sharabi and Harpaz (2016)'s work, this controversial factor once illustrated that work values seemed to be irrelative to generation. Then such a scope of explanation has been argumentatively explained by many demographic and socio-anthropological scholars that a change of age in different life stages has made less significant-conclusion against generation-related work values. For instance, extrinsic values would be much adopted in the one period of time in the early stage of working life, requiring social image or status, later found requiring less when life found them adequate in the middle of working life (Sharabi & Harpaz, 2016). Therefore, different age seems not

to be a factor where generational correlation is not made. "Age" has been academically cancelled to explain work values concerning generation cohorts.

Many works on work values are suggested and illustrated across dimensions by many scholars, the commonly spoken and applied ones, intrinsic - extrinsic values, hard work, leisure, work centricity, would be selected for this paper since they are mostly adopted, studied, and significantly implied by many scholars.

2.3 Multigeneration and Differences

As cited in Cugin (2012), Mannheim (1924) claimed that a generation has been described as a group of people who shared the same period of birth years and historical circumstances when their critical development years were formed. To such a claim, some argumentative studies have been academically suggested. Glass (2007) posted that different beliefs, values, and attitude are made up by those who are in different periods and it creates sets of behaviours. Meanwhile, Egri and Ralston (2004) had significantly explained that value formulation of each generation cohort occurred during their pre-adulthood development, involving socio-economic, political, and cultural events. Hence, different generations adopt different values. For instance, economic determinism, authority-oriented, rationality, and materialism have been adopted by those who are in the period of war, whereas; self-transcendence and/or diversity have been adopted by those who are in the period of socio-economic security (cited in Cugin (2012)).

Due to many criticisms of (multi)generation differences, some different perspectives were also suggested. As Cugin (2012) cited Johnson and Lopes (2008)'s work, it is revealed that what makes up a human's life cycle (childhood, adulthood, parenthood, old age) development is a life stage. Since a change of age in humans involves different series of contexts, they would adopt conservatism, individualism, change openness, collectivism, and so forth. Then Erikson (1997), Smith and Schwartz (1997) argued that human's understanding of any pattern of characteristics in life stages are considered as ways they adopt once having resulted from changes in their cycle as maturation (cited in Cugin (2012)). Eventually, life situations, during a transition of human's life stages, have differently brought people experiences they have continuously learnt new challenges and adopted them namely, 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, Roongrerngsuke and Liefoghe (2013) have defined (multi)generation that the way generation differences have been described might have different settings as dynamics in socio-eco-demographic each cohort handling is distinguished by time rather than location. Then more study needs to be illustrated (Roongrerngsuke & Liefoghe, 2013).

2.4 Work Values Across Generations

Differences amongst intergenerational workforce have been interestingly observed and shown that each cohort's self-characteristics are significantly touching and driving organisational performance as both critical success factors and critical challenges, relevant to collaboration, communication, way of working, organisation citizenship. Also, in an organisation's settings, human capital management (HCM) strategies and interventions, which aim to attract, engage, and retain shall be covered to respond to such intergenerational issues. Understanding the potential intergenerational conflict and how to strategically develop human capital increases more productivity in organisation performance. It is required to know what factors shaped their identities. (Gabriellova & Buchko, 2021) Moreover, regarding work values and attitudes, many perspectives have been differently implied. It is able to conclude not only as an individual's preferences but commonly shared features of each cohort as well. (Twenge, 2010) In today's labour force, there are three generations included, Baby Boomer, Generation Z, Generation Y as the largest cohort in the labour force. (Cogin, 2012; Gabriellova & Buchko, 2021; Valickas & Jakštaitė, 2017)

It is studied that the boomers look at their workplace as the tool for their career success and the longest duration of stay goes to this cohort. They tend to be motivated by their leaders' personalities, as key success factors. Stressless jobs are potentially found to be their cup of tea. The most career loyalty one tends to be outstandingly reflected by generation X. Working hard with flexible working hours, enabling life and work to be balanced is what critically motivates them. Although a competitive salary is offered, it is considered as a second criterion as long as they can have time for leisure and freedom (Twenge, 2010). Moreover, Valickas and Jakštaitė (2017) found that developing a positive relationship with colleagues, not with organisation, is preferred by generation X since they tend to be relationship-oriented. The Baby Boomers and Generation X are more likely to consider working as their most priority because they tend to

select the work-related tasks or what needs to be done first rather than giving themselves. If work-related tasks were a toy, in life, such tasks would be the first toy these two generation cohorts would spontaneously pick and play in the playground, Yet, it is not meant that Generation Y would be considered as the less hard-working cohort (Twenge, 2010).

Generation Y, the major cohort of the working population in the labour force, tends to value career opportunities and themselves. Bennett et al. (2012) stated that they are likely to fancy an environment where they can be provided professional and/or career development opportunities like project-based tasks, training workshops, learning programmes. It is preferred that such learning solutions shall facilitate them to maximise their potentials or enhance them with new experiences. Here, one point noticed, the mentioned generation prioritised leadership and management areas to be developed (Bennett et al., 2012). They have been entering to take management roles, in charge of the supervisors or managers. They would shortly be having the Generation Z workforce, as their subordinates (Bennett et al., 2012; Gabrielova & Buchko, 2021). Whereas the older generations seem to perceive functional development areas where they are required utilising knowledge from training directly to their job as their solution of choice (Tolbize, 2008; Parry & Urwin, 2011 cited in Massingham and Chandrakumara (2019)). Generation Y seeks for long-term commitment to the organisation; nonetheless, the commitment can be found 1 year, and/or they can be working with 6 – 7 organisations in their career life (Cogin, 2012). It is because to be with only one workplace is difficult and it limits their career opportunities, yet if their current workplace could provide them opportunities in which they are able to contribute and accomplish meaningful and impactful deliverables. (Parry & Irwin, 2011; Valickas, 2017). Valickas and Jakštaitė (2017) illustrated in his work that work values, work centricity and leisure, of generation X and Y are found lower than the older cohort. It is because they both prefer to fancy leisure and more freedom with the consideration of work-life balance as a must-have item. This reflects a belief that working is less central to life, compared with the Boomer.

Without an understanding of generation differences, organisation would face many impacts like less competitive, less productive, less attractive, high turnover with low retention rate, disengagement and so many more. Further, many cases reported that different (multi)generations of employees have significantly brought organisation conflict resulting in such poor organisation performance. (Hillman, 2014)

As reviewed and explained earlier, the study of the generational differences is a mixed work contributed by both academic studies and practitioners amongst HRM professionals. To study the work values in a multigenerational workforce, there are various concepts and theories required. This paper will also apply various concepts since it is integratively learnt that single-concept seems to provide bias implications. Nevertheless, only generation different-related ones where mutuality is found will be used.

2.5 Work Values: Gender Differences

Harris and Earle (1986) claimed that an opportunity to adopt new skills and use skills are mostly selected as intrinsic work values by both male and female. For extrinsic work values, type of people to work with and type of organisation are significantly more considered by female rather than male. It is illustrated in rank that the most-selected aspects of work values for both genders are 1). an opportunity to adopt new skills, 2). job security, and 3). type of people to work with (Harris & Earle, 1986). Different motivations to work differed by genders are also revealed and potentially considered as one of the factors to motivate work values. Godlewska-Werner et al. (2020) cited Lubraskathat (2014) that male tends to seek less interpersonal needs and probability of maintaining work-life balance than female. Wiley (2007) analysis is cited that being recognised in the work done is very much important for female whereas opportunities to do challenging or interesting work matters for male. (Cited in Godlewska-Werner et al. (2020)). Extrinsic work values relevant to financial offer or support – salary and benefit package from a workplace is significant for both male and female. For good interrelations work values, result shown that female has been more motivated by the work values rather than male (Godlewska-Werner et al., 2020). Vevoda and Cakirpaloglu (2017) discovered that male physicians prefer career advancement, status, and a hospital reputation as their intrinsic-extrinsic work values when female physicians prefer relations with others, working conditions, information accessibility and benefits work values. Additionally, male physicians tend to have difficulty to be relationship-oriented since they considered that the less questions from the patients the better. On the other hand, female physicians tend to provide information or communicate with patients with warm-hearted approaches spontaneously (Vevoda & Cakirpaloglu, 2017).

2.6 Work Values: Education

Education is one of the demographic factors which is possibly correlated with work values. Due to Askun et al. (2010)'s study, it is claimed that level of education finds no significant relation to work values. The results show that education level can be potentially explained by each group of people and characteristics of demographic in organisation wide. The conclusion could be differed in terms of size of organisation (not equal in amount), defining contexts in each organisaion, characteristics of employees, and so forth. To conclude, the limitation of method lefts questions behind for this factor and it requires further study (Askun et al., 2010). Moreover, Twenge (2010) suggested that status and independence are considered as dimensions related to work values. Demographically, the study of Thakur et al. (2019) has posted that accomplishment tends to be the most-preferred 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 statistic data is applied to identify with other demographic dimensions to translate what intrinsic-extrinsic work values to infer to Thakur et al. (2019). Still, to discover education as one of the factors related to work values, further study is needed.

2.7 Work Values: Parenthood

Considering having child(ren) could be one of the factors related to how employees be motivated to work values. Kaufman and Uhlenberg (2000) has been cited that nonfathers seem to have shorter working period then fathers and nonmothers seem to have longer working period than mothers, in comparison (cited in Johnson (2005)). Besides, in accordance with Johnson (2005), it is stated that entering to parenthood transforms an individuals' work values, yet the attention to study the probability of this influence has been less contributed. It is because such an influence is most likely to be considered as individual response to a different stage of life. With less study found, an argumentative study has been conducted whether the extrinsic and intrinsic work values are significantly corelated in response to parenthood. Johnson (2005) claimed that parenthood has an effect to extrinsic and intrinsic work values in a positive way for both genders. Nevertheless, the work values are somewhat corelated since increasing and decreasing level in response is statistically observed. It is therefore viewed as inconsistency. Such inconsistent made by different stage of life whether being parental or non-parental (Johnson, 2005). Thus,

parenthood to work values is most likely to be inferred as an individual's value to respond what their life stage is required in a different context and time. Also, more empirical parenthood-related studies are required as to draw a conclusion whether they are directly associated with work values.

2.8 Relevant Studies in Thailand

In Thailand's context, generation classification has variously and separately been adopted with many theories. There are very few sources of borrowings clearly identified to use in academic research. In Yuproj (2013)'s study, the theory of generation used in his paper was also adopted from the various concepts since there are not very much academic works on defining generation in Thailand. Yet, to contextualise with Asian's nature, some Asian scholar's work has been reviewed to illustrate. Similarly, terms between the west and the east were mutually found, which is the historical and critical events involving social, economic, political factors that occurred with those whom the same duration had shared. Moreover, his work introduced the generation classification of Thailand, suggesting 3 generation cohorts, baby boomer (born in 1932-1960), generation X (born in 1961-1977), and generation Y (born in 1978-1997). Such a classification of generation in his research is not broadly used. Still, it is because the Thai scholars apply the concepts from the Western scholars, and no such work of generation classification theory composed by Thai which is applied in the area (Yuproj, 2013).

Mostly, multigenerational and/or generational-related studies in Thailand context illustrate the generational differences their consequences, rather than giving definition or introducing concepts and theories. For instance, Ngotngamwong (2019)'s qualitative study, how the generation Y is differently perceived is introduced. The results or discussions are likely to be found as a reflection of diverse paradigms since there are some contradictive statements addressed. With one question, one reflection claimed that the generation Y is required to be micromanaged when they work whilst another one pointed that they are likely to be those who prefer not to be told how to get things done, yet only the success look-like instead, for instance. On top of that, one result views they lazy whereas another one thought they are doing thing quickly with strong ambition (Ngotngamwong, 2019).

As a matter of fact, studying of generations, multigeneration amongst workforce mostly attaches with work values. Thus, the studies are generally found at the organisational level. In the study of Soralum (2012), it is found that the work values, fairness, autonomy, meaningfulness of work, are considered as driving factors to increase employees' motivation

and as well as engagement. These factors as the work values of employees are potentially mobilising organisation performance. Here, another correlation is found. Different work values from such a multigenerational workforce in the study do impact organisation performance. It is evident that, for example, the baby boomers value the firm's stability, the generation X values the concise way of working to avoid unneeded tasks, which considered as a waste of time to do, whereas the generation Y values fair performance evaluation scheme. These vary factors could either be a challenge or opportunity to HR practitioners to consider what policy or initiatives should have been proposed and addressed well with multidimensional employees' work values (Soralum, 2012).

Still, the multigeneration-related studies in Thailand mostly illustrates in the organisation wide and specific industry or company adopts them for specific use. Not many findings, in which work values of employees and the areas of organisation performance are equipped, are found implementing as an intensive multigeneration-related strategy or policy to develop and increase the understanding of generational differences amongst the workforce. Considering this as a research gap in Thailand's context, to specifically study whether such theories and studies are applicable with the multigenerational workforce is consequently determined. Furthermore, having a selective industry as a representative to address might be able to initially accentuate more concrete and concise beneficial findings for future applications and studies.

Chapter 3 Data and Method

3.1 Research Description

This paper applies a quantitative approach to investigate the relationship between generations and work values intertwining with demographic data. There are 2 generation cohorts, generation X and generation Y in this study while the employees of the hospitality-related industry are selectively focused. The number of employees is unidentified. Then convenience sampling is adopted. The number of the sample size is 271 with the equal proportion of the mentioned generation cohorts. The Cochran (1963)'s method, $n = Z^2pq/e^2$ is used to identify the sample size.

Work values can be determined by demographic factors as variously reviewed and mentioned earlier. Many of them throw the focus to generational differences as a cause of the conflict amongst multigenerational employees. Hence, research questions to explore such a focus term are developed, accordingly.

Research Question 1:

What are the most significant work values considered by the selected generational cohorts of employees?

Research Question 2:

Do the other demographic factors namely, gender, level of education, and parenthood status of employees control the work values amongst multigenerational workforce?

Research Question 3:

What are the idealistic HRM practices those employees consider as their effective tool to be effective in multigenerational workplace?

3.2 Survey Design

To deal with the research questions, the survey is designed to have status of the respondents if they are in a hospitality-related industry, demographic data, work values, and opinion about multigenerational-related initiative or policy. Demographic data consists of age, gender, level of education, and parenthood status. For work values, there are 14 questions in the survey to be responded. The scores of all questions are subjected to seven levels of Likert scale. Additionally, to satisfy research question 3, two open-ended questions with multiple choices are included

to survey respondents' opinion about multigenerational-related initiative or policy. The online channel (Google Survey) is applied to facilitate respondents convenient and the research data collection and analytic parts because the survey can be done just in time and the results are safely stored in the platform.

As mentioned in 1.4.1, the survey consists of survey topic; survey objective; survey instructions; 3 parts of survey; contributed to each aspect of work values. The survey is bilingually designed which the respondents are able to choose as convenience. In the survey form, the instruction and confidential remark are clearly provided. Close-ended questions are used to identify target sample in the selected industry and generation cohorts. Therefore, the first-two questions in the survey are preventively designed to avoid the risk of irrelevant samples. The elaboration below shows the questions and statements used in the surveys.

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) you think it relates or helps you in response with different generation 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.

3.3 Methodology

3.3.1 Sample Size

The sample size is estimated for large population, Cochran (1963) method is adopted as follows.

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

where n is the sample size, Z is Z-value at the 90% confidence level, e is the precision level which is set at $\pm 5\%$, p is the proportion of population with a desired attribute, and q is 1-p. p is set at maximum variability which equal 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.

3.3.2 Sampling Method and Data Collection

Convenient sampling is opted in consideration of feasibility. The survey is distributed online to the respondents in the interested industry. The survey is carried out until the number is reached at the intended sample sizes, 135 for generation X and generation Y.

To exclude irrelevant subjects, the measurement is employed in the part 1 of the survey. The respondents whose work in the companies that are not considered in hospitality-related industry and age range is not between 25 – 39 and 40 – 57 years old, are not able to proceed to the following sessions by default of the google form as customised. For those who are eligible for the survey completion, they are required to have the devices connected to their email as a strategy ensuring that the survey will not be able to be completed more than once. The issue of data privacy is a concern to the study. To protect the respondents' privacy, only the surveyor and the study's advisor are granted to access the data. Besides, only email is prerequisite, but not recorded for the data validation. Apart from that, no other identities of the respondents are required for this survey.

3.3.3 Data Analysis

The scores from each question were summed up according to their categories. The total score of each were normalised by averaging because of different numbers of questions in the three categories. In the survey – part 3, item number 5 and 6 are calculated in inverse manner for their ironic context. Due to the nature of variables as shown in table 4, the independent variables are categorical and ordinal data whereas dependent variable is interval data. Since it is assumed that generation, gender, parental status, and education level interactively influence the work values, Multiple Regression with Dummy Variable Treatment is statistically considered in this study with the following models:

$$Y_1 = \alpha_0 + \alpha_1 \text{Generation} + \alpha_2 \text{Gender} + \alpha_3 \text{Parenthood} + \alpha_4 \text{EducationLevel} + u_1$$

(Equation1)

$$Y_2 = \beta_0 + \beta_1 \text{Generation} + \beta_2 \text{Gender} + \beta_3 \text{Parenthood} + \beta_4 \text{EducationLevel} + u_2$$

(Equation2)

$$Y_3 = \gamma_0 + \gamma_1 \text{Generation} + \gamma_2 \text{Gender} + \gamma_3 \text{Parenthood} + \gamma_4 \text{EducationLevel} + u_3$$

(Equation3)

where Y_1 is intrinsic work value
 Y_2 is extrinsic work value
 Y_3 is work centrality
 u_1 is the error term of equation1
 u_2 is the error term of equation2
 u_3 is the error term of equation3.

The dummy treatment was implemented as indicated in table 5. The analysis was performed in IBM SPSS Statistics version 28.0.0.0.

Besides, the responds to the open-ended questions in the part 2, regarding the opinion about multigenerational-related initiative or policy, are handled in qualitative manner. They are then analysed in the comparison to literature reviews in the similar context in order to formulate the policy and practice in which multigenerational-related context is addressed as the HR policy recommendations. (Result shown in Chapter 4).

Table 4: The Characteristics of Variables

Independent variables		
Names	Answers	Types
Generation	- Generation X - Generation Y	Categorical data
Gender	- Male - Female	Categorical data
Parental status	- Parental - Non-parental	Categorical data
Education Level	- Bachelor's degree - Master's degree or higher	Ordinal data
Dependent variables		
Intrinsic	7 levels of Likert Scale	Interval Scale
Extrinsic		
Work Centricity		

Table 5: The Dummy Treatment in Regression Analysis

Names	Answers	Dummy Treatment
Generation	Generation X	0
	Generation Y	1
Gender	Female	0
	Male	1
Parental status	Non-parental	0
	Parental	1
Education level	Bachelor's degree	0
	Master's degree or higher	1

Chapter 4 Empirical Result

4.1 Data Analysis

Table 6: 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 in this study were collected through the online survey. The questionnaire was sent to the division of human resource management in three hospitality-related organisations and it was distributed to employees via the emails. Each respondent would spend approximately 5 minutes to complete the questionnaire. The total respondent is 242 and this gives the response rate of 87.2 %. After eliminating 31 respondents of which the characteristics are not in the scope of study, there are 211 observations for the data and regression analysis. It is noted that the proportion of Gen-Y employees are currently outweighs that of Gen-X in the hospitality-related industry. It is therefore expected that the number of Gen-Y respondent would be greater than that of Gen-X respondent. In this study, there are 77 Gen-X respondents (of which 46 are male and 31 are female) and 134 Gen-Y respondents (of which 78 are male and 56 are female).

Table 7: 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
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 7 illustrates the mean and standard deviation of three dimensions of work values across two generational employees. There are three dimensions of work value: intrinsic value of work, extrinsic value of work, and work centricity. The three dimensions of work value of Gen-X employees ranging from the highest to the lowest mean score are intrinsic value of work, extrinsic value of work and work centricity, respectively. The three dimensions of work value of Gen-Y employees ranging from the highest to the lowest mean score 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 ($p\text{-value} < 0.05$). 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 8: 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 8 illustrates the mean and standard deviation of three dimensions of work values across two genders of employees. There are three dimensions of work value: intrinsic value of work, extrinsic value of work, and work centricity. The three dimensions of work value of female employees ranging from the highest to the lowest mean score are extrinsic value of work, intrinsic value of work and work centricity, respectively. The three dimensions of work value of male employees ranging from the highest to the lowest mean score are intrinsic value of work, extrinsic value of work and work centricity, respectively. To test the mean difference of work value across different genders, the independent sample t-test is applied. The results show that there is 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 9: 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 9 illustrates the mean and standard deviation of three dimensions of work values across education level of employees. There are three dimensions of work value: intrinsic value of work, extrinsic value of work, and work centricity. The three dimensions of work value of bachelor's degree employees ranging from the highest to the lowest mean score are extrinsic value of work, intrinsic value of work and work centricity, respectively. The three dimensions of work value of master's degree or higher employees ranging from the highest to the lowest mean score are intrinsic value of work, extrinsic value of work and work centricity, respectively. To test the mean difference of work value between these 2 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 and these 2 levels of education of the employees are not statistically significant. However, the mean score of intrinsic value of work between these 2 levels of education of the employees is statistically significant at 0.05 level ($p\text{-value} < 0.05$). That is, the mean score of intrinsic value of work of master's degree or higher education level employee (6.21) is statistically higher than that of those employees whose held bachelor's degree (5.90).

Table 10: 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 10 illustrates the mean and standard deviation of three dimensions of work values across parenthood status of employees. There are three dimensions of work value: intrinsic value of work, extrinsic value of work, and work centricity. The three dimensions of work value of non-parental employees ranging from the highest to the lowest mean score are intrinsic value of work, extrinsic value of work and work centricity, respectively. The three dimensions of work value of parental employees ranging from the highest to the lowest mean score are extrinsic value of work, intrinsic value of work and work centricity, respectively. To test the mean difference of work value between these 2 differences of 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 are not statistically significant. However, the mean score of work centricity amongst them is statistically significant at 0.1 level ($p\text{-value} < 0.1$). 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).

4.2 Regression Analysis

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

4.2.1 Intrinsic Values

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

$$Y_1 = 5.76 + 0.13 \times \text{Generation} + 0.06 \times \text{Gender} + 0.13 \times \text{Parenthood} + 0.33 \times \text{EducationLevel}$$

$$R^2 = 0.04$$

$$F(4, 206) = 2.29, p\text{-value} = 0.06^*$$

With *Significance level at 0.1

**Significance level at 0.05

where Y_1 is intrinsic value of work.

Given that if the sample is in the generation y, the dummy is treated at 1, whereas the generation x 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 the non-parental, the dummy is treated at 0 whilst 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 intrinsic values was significant ($F(4, 206) = 2.29, p < 0.1$).

Table 11: 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 ($t = 2.84, p < 0.1$), where qualification of Master's degree or higher has positive effect to the intrinsic value over 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 ($t = 0.96$, $p = 0.34$)

4.2.2 Extrinsic Values

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

$$Y_2 = 5.76 + 0.23 \times \text{Generation} + -0.06 \times \text{Gender} + 0.23 \times \text{Parenthood} + 0.09 \times \text{EducationLevel}$$

$$R^2 = 0.02$$

$$F(4, 206) = 1.16, p\text{-value} = 0.33$$

With *Significance level at 0.1

**Significance level at 0.05

where Y_2 is extrinsic value of work.

Given that if the sample is in the generation y, the dummy is treated at 1, whereas the generation x 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 the non-parental, the dummy is treated at 0 whilst 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 the effects of the independent variables.

4.2.3 Work Centricity

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

$$Y_3 = 3.83 + 0.23 \times \text{Generation} + -0.06 \times \text{Gender} + 0.23 \times \text{Parenthood} + 0.09 \times \text{EducationLevel}$$

$$R^2 = 0.04$$

$$F(4, 206) = 2.36, p\text{-value} = 0.05^*$$

With *Significance level at 0.1

**Significance level at 0.05

where Y_3 is work centricity.

Given that if the sample is in the generation y, the dummy is treated at 1, whereas the generation x 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 the non-parental, the dummy is treated at 0 whilst 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 work centrality values was significant ($F(4, 206) = 2.36, p < 0.1$)

Table 12: Regression analysis of work centrality

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

Chapter 5 Conclusion

5.1 Summary of Findings

As this study aims to investigate the association between the demographic factors, gender, education level, parenthood status, age—as generation with work values in three dimensions, intrinsic, extrinsic and work centrality, the study is summarised with statistical model as explained earlier. Findings of this study are potentially introduced in many aspects—the data analysis and discussion, the recommendation of possible policy and recommendation for future study. The study has also revealed some research limitations as an author's on-site key learning points.

5.1.1 Intrinsic Work Value

It is found that the intrinsic work value of the employees in the hospitality-related companies has an association with the education level since the regression model demonstrated statistical significance to this account. The employees who graduated a master's degree or higher level tend to value intrinsic value of work over the counterpart, meaning that they are likely to prefer to have work context in which they meaningfulness of work can be created through their contributions rather than those who are in the lower education level. Although education level is considered as the demographic factor that fails to be implied in an association with work values as reviewed in the literatures, the statistic finding of this study has significantly shown as explained. It is able to further discuss whether education level is realistically illustrated as studied or the controversial does exist as it has been in many studies.

5.1.2 Extrinsic Work Value

Extrinsic value of work was the only dimension in this study that is found inconclusive since the model to investigate has failed to demonstrate its statistical significance. Possibly, it can be implied that the independent variables determined in the research are not relevant with the dependent variable in this dimension. Also, the questions under this context in the survey are adopted from the literature reviews as the only manner when the questionnaire has been being developed. Consequently, such a manner can be considered as a limitation in which confusion to the respondents is possibly occurred. Moreover, the sample size is also the possible cause of statistical significance lacking due to the inadequate number of the observation, resulting the insufficient power of the test.

5.1.3 Work Centricity Value

This study has revealed that there is an association between the work centricity value of the employees in the hospitality-related companies and generation and parenthood status. Regarding generation factor, the gen X employees tend to prefer working rather than having leisure or taking a break during the time the work is performed comparing with gen Y employees. Moreover, gen X employees are likely to be loyal to their career as they could find it more difficult for them to consider leaving or quitting their job whilst gen Y employees tend to consider to leave their career in an easier manner as similarly stated in studies. In accordance with the parenthood status, the employees who have child(ren) are likely to focus on work when those who have none are vice versa. It might not be implied directly that the parenthood status has an association with work values. It is because the literature reviews have placed factor as controversial as well as education level. Although the statistical analysis has illustrated, the parenthood status can be determined by the change of life stages where the work values of such an individual can remain the same. To this matter, further study shall be conducted in more specific manner.

5.2 Policy Recommendation

One of the aims of this study was to investigate whether generational differences in accordance with work values might introduce an impediment to the employees and organisations. Therefore, in part 2 of the survey, the 211 respondents have also qualitatively given their perspectives on the areas of HR practices to promote multigenerational intelligence. For both generation cohorts, the 3 most-mentioned areas, ranking from the first to the third, are learning & development, culture & values and performance management system, respectively. The frequency in number can be seen in the table 13.

Table 13: Perspectives of multigenerational employees on HR practices in response to generational diversity in workplace

Areas of HR Practice	N = 211			Percentage		
	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%
Total	77	134	211	100.00%	100.00%	100.00%

Similar to the recommendation in the reviews, it is evident that the HR—learning & development policy is the key success factor to support and bridge the gaps to generational differences amongst the employees. The HR professionals are required to design the intervention in which understandability of different generation is addressed. The corporate culture & value(s) are as significant as learning & development since the

they would also facilitate the way the people learn and develop. To measure how the people are practically applying the knowledge into behavioural level, the performance management system shall align with the learning intervention where the values equipped accordingly so that the full spectrum of these three areas, generation context aligned, are fully functioned.

Above and beyond, to address to the statistic finding in this study, the policy in which education level and parenthood status can be recommended, too. The HR intervention where the solid career ladder and/or succession planning to critical position shall be required to retain and attract talented employees in the labour force, especially with those who are in higher education level since they would be willing to contribute in the career. Also, the compensation package to cover the child(ren) of the employees in the workforce shall be designed in order to have such parental employees retained in the firm.



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