



# The Comparison of Factors Affecting Employee Loyalty of Generations X, Y and Z in Bangkok's Hotel and Restaurant Industries

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**Keywords:**

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**Abstract.**

This study investigated the elements affecting job satisfaction and employee loyalty among employees from Generations X, Y, and Z in Bangkok's hospitality sector. These generational cohorts are projected to form a substantial portion of the labor force by 2025, each of which brings distinct work-related perspectives. This study aimed to identify the crucial factors influencing loyalty to enhance employee retention in the hotel and restaurant industries. Using Herzberg's Two-Factor Theory as a conceptual framework, data were gathered from 565 workers through a survey. The findings revealed that employee training, compensation, teamwork, and work-life balance had significant positive effects on job satisfaction, while employee empowerment did not show a substantial impact. Job satisfaction significantly influences employee loyalty. The results varied across generations: Generation Z valued teamwork and work-life balance significantly, with training showing marginal importance. For Generation Y, all four factors - training, compensation, teamwork, and work-life balance—were significant. Generation X prioritized work-life balance and compensation. These insights can benefit hospitality businesses by helping them develop targeted strategies for retaining employees and reducing turnover, potentially leading to enhanced productivity and financial performance. Moreover, this study offers valuable information about the motivations and preferences of the younger workforce generations, which can inform human resource management practices and policies in the industry.

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**Kata Kunci:**

Generasi X,  
Generasi Y,  
Generasi Z,  
Kepuasan pekerjaan,  
Loyalitas pegawai  
Industri perhotelan.

**Abstrak.**

Studi ini meneliti unsur-unsur yang mempengaruhi kepuasan kerja dan loyalitas karyawan di kalangan karyawan dari Generasi X, Y, dan Z di sektor perhotelan Bangkok. Kelompok generasi ini diproyeksikan akan membentuk sebagian besar angkatan kerja pada tahun 2025, yang masing-masing mempunyai perspektif terkait pekerjaan yang berbeda. Penelitian ini bertujuan untuk mengidentifikasi faktor-faktor penting yang mempengaruhi loyalitas untuk meningkatkan retensi karyawan di industri hotel dan restoran. Dengan menggunakan Teori Dua Faktor Herzberg sebagai kerangka konseptual, data dikumpulkan dari 565 pekerja melalui survei. Hasil penelitian menunjukkan bahwa pelatihan karyawan, kompensasi, kerjasama tim, dan keseimbangan kehidupan kerja berpengaruh positif signifikan terhadap kepuasan kerja, sedangkan pemberdayaan karyawan tidak menunjukkan dampak yang besar. Kepuasan kerja berpengaruh signifikan terhadap loyalitas karyawan. Hasilnya bervariasi dari generasi ke generasi: Generasi Z sangat menghargai kerja sama tim dan keseimbangan kehidupan kerja, sedangkan pelatihan tidak begitu penting. Bagi Generasi Y, keempat faktor – pelatihan, kompensasi, kerja tim, dan keseimbangan kehidupan kerja – sangatlah penting. Generasi X mengutamakan keseimbangan kehidupan kerja dan kompensasi. Wawasan ini dapat bermanfaat bagi bisnis perhotelan dengan membantu mereka mengembangkan strategi yang ditargetkan untuk mempertahankan karyawan dan mengurangi pergantian karyawan, yang berpotensi mengarah pada peningkatan produktivitas dan kinerja keuangan. Selain itu, penelitian ini menawarkan informasi berharga tentang motivasi dan preferensi generasi angkatan kerja muda, yang dapat memberikan masukan bagi praktik dan kebijakan manajemen sumber daya manusia di industri

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## **1. Introduction**

The hospitality sector plays a crucial role in global and Thai economies. Prior to the COVID-19 pandemic in 2019, this industry accounted for roughly twenty-two percent of Thailand's GDP, attracting approximately 40 million international tourists and employing 6.27 million individuals. Employee dedication is a key factor in the success of an industry. Elevated staff turnover can result in numerous adverse effects such as decreased efficiency, higher costs associated with hiring and training, and diminished customer satisfaction (Simons & Hinkin, 2001). Consequently, it is essential for organizations to comprehend the elements that influence employee loyalty within this sector. Generations X, Y, and Z are set to dominate the future workforce, each exhibiting distinct beliefs, attitudes, and behaviors. By comprehending how these factors influence employee loyalty within the hospitality industry, companies can develop strategies to retain staff and enhance organizational efficiency.

This study aimed to identify the specific factors influencing job satisfaction and loyalty among Generation X, Y, and Z employees in Bangkok's hospitality industry, focusing on hotels and restaurants. By examining and contrasting the attitudes and behaviors of these three generational cohorts regarding five crucial elements—employee empowerment, work-life balance, teamwork, and employee training—the investigators seek to provide valuable recommendations for enhancing employee loyalty, ultimately benefiting organizations within these sectors.

This study explored several aspects of job satisfaction in the hotel and restaurant sectors of Bangkok. First, we examined how various elements, including employee training, employee compensation, employee empowerment, teamwork, and work-life balance, influence job satisfaction. Second, we analyzed the impact of job satisfaction on employee loyalty. Lastly, we investigated the differences in factors affecting job satisfaction across Generations X, Y, and Z.

This study makes two primary contributions to this field. First, it expands the existing body of knowledge by investigating the various factors influencing job satisfaction and loyalty across different generations, an area that has been insufficiently studied. It enhances our understanding of how to engage and retain workers in this sector by comparing the attitudes and behaviors of three key generational groups in the workforce. Second, this study explores how organizations can develop strategies to mitigate turnover and maintain their workforce by considering generational disparities. By analyzing the viewpoints and actions of Generations X, Y, and Z regarding five critical aspects - work-life balance, teamwork, employee empowerment, training, and compensation - businesses can adapt their human resources practices to better suit the preferences and needs of various workforce segments.

The remainder of this paper is organized as follows. Section 2 provides a review of existing research and establishes the study's hypotheses. Section 3 describes the research methodology. Section 4 analyzes the data and presents the findings. Section 5 offers a discussion of the results, outlines the theoretical and practical implications, and addresses the study's limitations.

## **2. Literature Review**

Job satisfaction refers to the extent to which people experience positive or negative feelings about their work (Locke 1976). As a crucial element of organizational behavior, it has been extensively researched in the fields of management and psychology because of its potential impact on employee productivity and well-being (Bakker & Demerouti, 2007). High levels of job satisfaction are linked to numerous beneficial outcomes such as enhanced productivity and work quality (Heimerl et al., 2020), reduced absenteeism and employee turnover, improved organizational citizenship behaviors, and

greater employee loyalty (Heimerl et al., 2020). Conversely, low job satisfaction has been associated with negative consequences, including an increased likelihood of employees leaving their positions and decreased productivity (Jex & Gudanowski, 1992).

Herzberg's two-factor theory is frequently used to elucidate the factors that influence job satisfaction (Ann & Blum, 2019; Chitiris, 1988; Heimerl et al., 2020; Saad & Hasanein, 2018; Simons & Enz, 1995; Sobaih & Hasanein, 2020). This theoretical framework differentiates between motivators and hygiene factors (Noell 1976). Hygiene factors encompass external variables such as compensation and work environment, which can result in dissatisfaction if absent. By contrast, motivators are intrinsic elements that enhance job satisfaction and drive, including achievement and acknowledgment.

Several studies have challenged Herzberg's theory by demonstrating that both motivation and hygiene factors positively influence job satisfaction. Thant and Chang (2021) revealed that in the public sector, both motivators and hygiene factors contribute to employee satisfaction. Comparable findings have been observed among university employees (Mehrad, 2020; Miah & Hasan, 2022) and clinical laboratory settings (Alrawahi et al., 2020). A study conducted by Lee et al. (2022) across nine diverse industries found that motivational elements, such as advancement opportunities, as well as hygiene factors, such as compensation systems and work-life balance, all had significant correlations with job satisfaction.

Research findings in the hospitality sector have yielded varying results. Several studies have indicated that hygiene factors, rather than motivators, play a significant role in employee satisfaction (Chitiris, 1988; Saad & Hasanein, 2018; Sobaih & Hasanein, 2020). Conversely, other studies suggests that motivational elements, such as opportunities for growth, also contribute to job satisfaction (Heimerl et al., 2020; Simons & Enz, 1995). However, several studies have reported conflicting results. For instance, Ashton (2018) discovered that enhancing employee pay does not boost job satisfaction, and is not a crucial factor (Heimerl et al., 2020). By contrast, additional research has identified employee compensation as a key component of job satisfaction (Simon & Enz, 1995; Sobaih & Hasanein, 2020). Al-Ababneh (2017) determined that hygiene factors had a more substantial impact on job satisfaction in the hospitality sector compared to other industries.

The inconsistencies in previous findings may be attributed to generational differences. Specifically, recent research has identified that Generation Z exhibits significant differences from preceding generations. For instance, Generation Z was found to demonstrate greater concern for positive work environments and cultures (Kapuściński et al., 2023), and prioritize gaining experience and regular income (Törn-Laapio & Ekonen, 2021) in the hospitality industry. In the retail sector, compared with Generation X and Y, Generation Z was observed to have lower satisfaction with job security (Machova et al., 2022). Numerous other factors remain unexplored. To address this research gap, this study aims to identify the specific factors influencing job satisfaction and loyalty among Generation X, Y, and Z employees in Bangkok's hospitality industry, with a focus on hotels and restaurants. By examining and contrasting the attitudes and behaviors of these three generational cohorts regarding five key aspects—employee empowerment, work-life balance, teamwork, and employee training—the study seeks to provide valuable recommendations for enhancing employee job satisfaction and loyalty, ultimately benefiting organizations within these sectors. An additional research gap from previous studies is that respondents were predominantly university students (Goh & Lee, 2018; Kapuściński et al., 2023; Ngian et al 2022). This study addresses this gap by recruiting respondents who are currently employed in the hospitality industry.

### 2.1. *Employee Training and Job Satisfaction*

Employee training is defined as a systematic approach to acquiring and enhancing the knowledge, abilities, and proficiencies necessary for workers to perform their roles within an organization (Noe, 2017). This process encompasses a variety of structured activities and programs designed to enhance individual and collective efficiency, support professional growth, and align employee capabilities with organizational objectives (Goldstein & Ford, 2002). Through training, employees can acquire specific abilities or knowledge that enables them to excel in their current or future job positions (Baldwin & Ford, 1988). According to Herzberg's two-factor theory, employee training is considered a motivational element.

Job satisfaction is intricately linked to employee training, as it substantially enhances workers' skills, knowledge, and performance, ultimately leading to increased satisfaction with their roles. Several studies have explored the positive relationship between staff training and workplace contentment. Asgarova (2019) investigated the impact of formal training programs on job satisfaction and productivity among workers in Turkey's manufacturing industry. Utilizing data from 307 employees, this research supports the 'train to gain' concept, demonstrating that investing in employee development boosts job satisfaction and motivation, making it an effective human resource management strategy. Another study examined the effects of staff training initiatives on job satisfaction and performance in Malaysian telecommunication companies. The findings reveal that training programs significantly influence employees' job satisfaction and performance levels. This study underscores the importance of ongoing training in maintaining a robust and lasting competitive advantage in the telecommunications sector (Kanapathipillai and Azam, 2020). These investigations indicate that employee training is a crucial factor in job satisfaction as it enables workers to acquire new abilities, improve their performance, and enhance their overall job contentment. Organizations that invest in employee training programs can boost job satisfaction, leading to increased productivity, lower turnover rates, and stronger organizational commitments. Consequently, we formulate the initial hypothesis as follows:

***H<sub>1</sub>: Employee training has a positive effect on job satisfaction.***

### 2.2. *Employee Compensation and Job Satisfaction*

Employee compensation encompasses the financial and non-financial benefits and rewards workers obtain in exchange for their services. Monetary compensation includes forms such as wages, salaries, and bonuses, whereas non-monetary compensation comprises benefits such as healthcare coverage, retirement plans, and paid leave. As a crucial element of organizational management, employee compensation can influence worker motivation, job satisfaction, and overall performance (Inda & Mishra, 2016). According to Herzberg's two-factor theory, employee compensation is considered a motivational factor.

Job satisfaction is significantly affected by compensation. Studies have shown that higher compensation results in greater job satisfaction (Inda and Mishra, 2016; Miah and Hasan, 2022; Sobaih and Hasanein, 2020). Conversely, inadequate employee compensation is the primary cause of dissatisfaction among workers (Alrawahi et al., 2020; Mehrad, 2020). Zayed et al. (2022) investigated the connection between employee happiness and compensation structure, with employee motivation serving as a mediator. Their findings indicated that the compensation system positively influences employee satisfaction, which is partially moderated by motivation. Consequently, we propose our second hypothesis, as follows:

***H<sub>2</sub>: Employee compensation has a positive effect on job satisfaction.***

### 2.3. *Employee Empowerment and Job Satisfaction*

Employee empowerment is defined as the act of granting workers authority, means, and support to take initiative, resolve problems, and make choices within their roles (Spreitzer 1995). Liden et al. (2000) describe empowerment as the process of increasing employees' independence and influence over their job responsibilities, along with the capacity to assume accountability for their work. Al-Ababneh (2017) further categorized employee empowerment into two types: structural and psychological. Structural empowerment encompasses concrete aspects, such as access to information, resources, and opportunities to engage in decision-making processes. Psychological empowerment relates to employees' subjective perceptions of empowerment, including feelings of competence, self-determination, significance, and influence on their work. According to Herzberg's two-factor theory, employee empowerment is a motivator.

Studies have shown a favorable link between employee empowerment and job satisfaction. Al-Ababneh (2017) found that both structural and psychological empowerment methods had a positive correlation with job satisfaction. Khaliq et al. (2020) identified employee empowerment as the second most significant predictor of job satisfaction following collaboration. Choi et al. (2016) revealed that employee empowerment partially mediates the positive relationship between transformational leadership and job satisfaction. Based on these findings, we propose the following third hypothesis:

**H<sub>3</sub>:** *Employee empowerment positively affects job satisfaction.*

### 2.4. *Teamwork and Job Satisfaction*

Collaborative efforts aimed at achieving a shared goal are known as teamwork (Guzzo & Dickson, 1996). Organizations can benefit significantly from teamwork because it enables employees to pool their knowledge and resources, allocate tasks and responsibilities, and provide mutual support in pursuit of team objectives (Hackman, 2006). Various elements, including team composition, size, leadership, and internal processes can affect the efficacy of teamwork. While Herzberg's two-factor theory does not explicitly categorize teamwork as either a motivator or a hygiene factor, extensive research has been conducted on its role as a crucial determinant of job satisfaction.

Research across various sectors has shown a positive correlation between teamwork and job satisfaction. In the nursing field, one study revealed that nurses' intention to leave their jobs was directly linked to their level of interprofessional collaboration. Job satisfaction and burnout were found to indirectly mediate the relationship between collaboration and desire to quit (Al Sabei et al., 2022). Similarly, a healthcare sector study (Körner et al., 2014) indicated that interprofessional collaboration significantly impacted healthcare workers' job satisfaction, although the two factors were evaluated differently by workers. Adesola et al. (2013) observed a positive association between teamwork and job satisfaction among Nigerian bank employees in the banking industry. Research in the Malaysian hotel industry by Abdullah et al. (2012) also showed that teamwork had a significant positive effect on job satisfaction. These findings highlight the critical role that teamwork plays in enhancing job satisfaction. Organizations can potentially improve employee well-being and satisfaction by encouraging teamwork, which fosters a more collaborative and supportive work environment. Based on these observations, we propose our fourth hypothesis.

**H<sub>4</sub>:** *Teamwork has a positive effect on job satisfaction.*

## 2.5. *Work-life Balance and Job Satisfaction*

Work-life balance refers to an individual's ability to effectively manage their professional responsibilities alongside personal commitments, including family obligations (Greenhaus & Beutell, 1985). This balance is a crucial element in organizational behavior as it can influence employee well-being and job performance (Rice et al., 1992). Factors such as the degree of control over work schedules and organizational support can significantly impact work-life balance. Companies can assist their staff in juggling professional and personal demands by offering adaptable work options, such as remote work and flexible hours, as well as providing resources for nonwork-related responsibilities, such as childcare (Grzywacz and Marks 2000). In the context of Herzberg's two-factor theory, work-life balance is typically considered a hygiene factor.

Previous studies have provided support for the relationship between work-life balance and job satisfaction. For instance, Susanto et al. (2022) demonstrated how work-life balance positively affects both job satisfaction and performance. According to Haar et al. (2014), work-life balance has a favorable influence on workplace and life satisfaction across seven different cultures. Wahyudi et al. (2022) found that in Indonesia, work-life balance, together with organizational commitment and talent management, significantly influence job satisfaction and employee performance. Lee et al. (2022) also revealed that satisfaction with work-life balance positively impacts overall job satisfaction across nine industries. In the hospitality industry, Xu and Cao (2019) showed that balancing the conflicts between work and leisure contributes to job satisfaction. Thus, our fifth hypothesis is:

**H<sub>5</sub>:** *Work-life balance has a positive impact on job satisfaction.*

## 2.6. *Job Satisfaction and Employee Loyalty*

Employee loyalty is defined as the level of enthusiasm and dedication a worker exhibits towards their organization (Meyer, 1997). Among the various factors influencing employee loyalty and retention, job satisfaction stands out as one of the most crucial. Numerous studies have corroborated these findings. For instance, Arifin et al. (2022) revealed a positive and significant correlation between job satisfaction and employee loyalty to environmental and sanitation agencies in Aceh, Indonesia. Similarly, in the hospitality industry, job satisfaction plays a vital role in fostering employee loyalty and enhancing job performance (Phuong & Tran, 2020). The public sector also demonstrated a strong link between job satisfaction and employee loyalty, as reported by Turkyilmaz et al. (2011). When employees are pleased with their work environment, interpersonal relationships, opportunities for advancement, and compensation policies, they are more likely to develop a strong sense of commitment to their organization. Consequently, the sixth hypothesis is formulated as follows:

**H<sub>6</sub>:** *Job satisfaction has a positive effect on employee loyalty.*

## 2.7. *Job Satisfaction and Generation X, Y and Z*

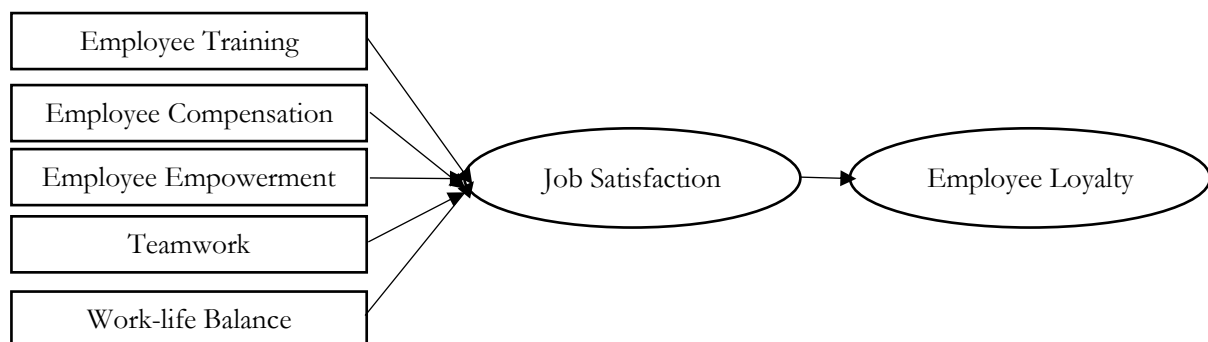
The elements contributing to job satisfaction can differ substantially among generations (i.e., X, Y, and Z). Various studies have identified disparities in job satisfaction criteria across these generational groups. Research by Rusnac and Martiniuc (2023) revealed notable differences in job satisfaction, work values, and perceptions of success and performance among employees from Generations X, Y, and Z. In another investigation, psychological empowerment was found to have a statistically significant positive impact on job satisfaction only for Generation Y employees, but not for those from Generation X, in the Karaman Provincial Health Directorate, Turkey (Erdogan & Tekin, 2023). Additionally, a study conducted in India during the COVID-19 pandemic across various industries

uncovered several generational discrepancies in job satisfaction (Coelho and Bhattacharya, 2022). The study found that job security was the primary driver of job satisfaction among baby boomers. Workplace conditions and culture were the most crucial factors for Generation X. Generation Z prioritized career advancement opportunities as the most satisfying aspect. Notably, equality has emerged as a significant factor across all generations. These discoveries point to considerable variations in the factors influencing job satisfaction among generations X, Y, and Z. Consequently, our final hypothesis is formulated as follows:

**H<sub>7</sub>:** *There is a significant difference between the factors that lead to job satisfaction across generations, respectively.*

## 2.8. Teamwork and Job Satisfaction

This study's theoretical foundation rests on the premise that several key factors influence employee job satisfaction, including work-life equilibrium, collaborative efforts, staff empowerment, professional development, and compensation. The model proposes that job satisfaction has a substantial positive impact on employee loyalty (Fig. 1). This suggests that by focusing on and enhancing these elements, companies can boost job satisfaction in their workforce, which in turn can lead to increased employee loyalty.



**Figure 1.** Conceptual Framework

## 3. Methodology

This study used a descriptive, correlational approach. A questionnaire was distributed to workers in Bangkok's hotel and restaurant sectors as the primary data-collection method. The survey instrument comprised both multiple-choice questions and Likert scale items, with the latter using a 5-point scale ranging from "strongly disagree" to "strongly agree." The information gathered was based on the participants' answers to these structured inquiries. The collected data were analyzed using SEM-PLS techniques, which were executed using the SEMinR package in the R programming environment.

This study included 565 individuals across three generations: 178 Gen Z participants (26 years old and younger), 225 Gen Y participants (27-42 years old), and 162 Gen X participants (43-58 years old). An online survey was conducted to gather information. Table 1 displays the demographic characteristics of the survey respondents.

**Table 1.** Demographic Profile of the Respondents

	Characteristics	Frequency	Percentage
Gender	Female	306	54.2%
	Male	259	45.8%
Age	Gen X: 43-58	162	28.7%
	Gen Y: 27-42	225	39.8%
	Gen Z: 26 or below	178	31.5%
Education	Master or above	17	3%
	Bachelor	404	70.5%
	High School	23	4.1%
	Vocational Certificate	121	21.4%
Working Experience	10 years or more	101	17.9%
	5 years or more and less than 10 years	122	21.6%
	2 years or more and less than 5 years	107	18.9%
	1 year or more and less than 2 years	197	34.9%
	Less than 1 year	38	6.7%

To assess various aspects of employee experience and attitudes, we utilized scales established in previous research. These included measures for employee training (Jun et al., 2006) with four items, employee compensation (Jun et al., 2006) with five items, employee empowerment (Jun et al., 2006) with four items, teamwork (Shanahan et al., 2007) with six items, work-life balance (Talukder et al., 2018) with three items, job satisfaction (Jun et al., 2006) with four items, and job loyalty (Jun et al., 2006) with four items. Each item was evaluated using a 5-point scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

To mitigate generational biases in responses, all measures utilized were standardized, validated instruments that have been widely adopted in numerous studies, thereby reducing reliance on subjective interpretations. Furthermore, our sample was relatively evenly distributed across three generations, with Generation Y comprising a slightly higher proportion. Additionally, respondents were assured of complete anonymity, and the information provided did not include any personal identification data.

#### 4. Data Analyses and Results

To examine the proposed framework, we employed PLS-SEM, a technique widely used in tourism studies (Lata, 2021) that is suitable for non-normal data distributions (Hair et al., 2021a). The PLS-SEM approach consisted of two phases: evaluation of the measurement model and assessment of the structural model. The former determines how effectively the observed indicators represent their associated latent construct, while the latter examines the strength of the relationships between constructs (Risitano et al., 2023). We used path coefficients within the structural model to evaluate the hypothesized relationships.

##### 4.1. The Measurement Model

The measurement model demonstrated convergent and discriminant validities. Convergent validity was assessed using three metrics: composite reliability, Cronbach's alpha, and average variance extracted, as outlined by Fornell and Larcker (1981). As shown in Table 2, these values surpassed the required threshold. Discriminant validity was confirmed using the HTMT ratio, adhering to the conservative threshold of 0.85, as proposed by Henseler et al. (2015). Notably, for constructs that are conceptually related, such as job satisfaction and employee loyalty, a higher threshold of 0.90 is considered acceptable (Hair et al. 2021b).



**Table 2.** Item Loadings, Composite Reliability, AVE, Cronbach Alpha Coefficients

Construct	Scale Item	Loadings	Composite Reliability	AVE	Cronbach Alpha
Employee Training	ET1	0.815	0.864	0.614	0.789
	ET2	0.719			
	ET3	0.812			
	ET4	0.783			
	EC1	0.743			
Employee Compensation	EC2	0.774	0.882	0.600	0.832
	EC3	0.839			
	EC4	0.801			
	EC5	0.709			
	EE1	0.781			
Employee Empowerment	EE2	0.818	0.833	0.556	0.736
	EE3	0.680			
	EE4	0.695			
	TW1	0.746			
	TW2	0.769			
Teamwork	TW3	0.767	0.892	0.578	0.855
	TW4	0.798			
	WB1	0.821			
Work-life Balance	WB2	0.895	0.882	0.714	0.805
	WB3	0.817			
	ES1	0.764			
Job Satisfaction	ES2	0.719	0.849	0.585	0.765
	ES3	0.750			
	ES4	0.824			
	EL1	0.711			
	EL2	0.821			
Employee Loyalty	EL3	0.787	0.856	0.599	0.776
	EL4	0.772			

#### 4.2. The Structural Model

To evaluate the hypotheses, we employed a structural model. The analysis revealed significant correlations between job satisfaction and employee loyalty ( $\beta = 0.692$ ,  $p < .001$ ), and between job satisfaction and several factors: employee training ( $\beta = 0.163$ ,  $p < .001$ ), employee compensation ( $\beta = 0.088$ ,  $p < .05$ ), teamwork ( $\beta = 0.192$ ,  $p < .001$ ), and work-life balance ( $\beta = 0.399$ ,  $p < .001$ ). However, employee empowerment was not significantly associated with job satisfaction ( $\beta = 0.05$ ,  $p = .29$ ). Consequently, the findings support Hypotheses 1, 2, 4, 5, and 6.

To evaluate Hypothesis 7, we categorized the sample by generation. Among Generation X participants, only employee compensation ( $\beta = 0.142$ ,  $p < .05$ ) and work-life balance ( $\beta = 0.518$ ,  $p < .001$ ) showed significant correlations with job satisfaction. For Generation Y, four factors demonstrated significant relationships with job satisfaction: employee training ( $\beta = 0.268$ ,  $p < .001$ ), employee compensation ( $\beta = 0.173$ ,  $p < .05$ ), teamwork ( $\beta = 0.277$ ,  $p < .001$ ), and work-life balance ( $\beta = 0.167$ ,  $p < .05$ ). In the case of Generation Z, three factors were significantly linked to job satisfaction: employee training ( $\beta = 0.123$ ,  $p < .05$ ), teamwork ( $\beta = 0.179$ ,  $p < .05$ ), and work-life balance ( $\beta = 0.408$ ,  $p < .001$ ). The observed variation in job satisfaction determinants across generations supports hypothesis 7.

According to Hair et al. (2021b), the magnitude of path coefficients indicates the relative importance of the factors influencing the dependent variable. This allowed us to rank the significance of the elements that affect job satisfaction across generations. For Gen X, work-life balance is the most crucial factor, followed by employee compensation. In the case of Gen Y, teamwork ranked highest, followed by employee training, compensation, and work-life balance. Gen Z prioritizes work-life balance, followed by teamwork and employee training. Table 3 summarize the results.

**Table 3.** Summary of Results: Factor Priorities in Generations X, Y, and Z.

Factor	Generation X	Generation Y	Generation Z
Employee Training	ns.	2**	3*
Employee Compensation	2*	3*	ns.
Employee Empowerment	ns.	ns.	ns.
Teamwork	ns.	1**	2*
Work-life Balance	1**	4*	1**

Note: ns.: non-significant; \* significant at 0.05 level; \*\* significant at 0.01 level

## 5. Discussion and Conclusion

In line with expectations, job satisfaction was found to have a significant positive correlation with employee training, compensation, teamwork, and work-life balance. Job satisfaction is strongly linked to employee loyalty. The sole exception was employee empowerment, which, contrary to previous research, showed no significant relationship with job satisfaction. This outcome aligns with other studies, such as that of Kim and Jogaratnam (2010), who reported no substantial connection between employee empowerment and job satisfaction. They attributed this to the limited autonomy in decision-making within the hotel and restaurant industries, where most tasks are standardized and routine. Additional factors may influence the relationship between employee empowerment and job satisfaction. For instance, Fock et al. (2011) found that collectivism moderates the association between certain aspects of employee empowerment and job satisfaction. Further research is required to explore other potential moderating variables in this relationship.

The findings of our study lend credence to the notion that job satisfaction factors are valued differently across different generations. For the youngest cohort, Generation Z, the hierarchy of importance regarding job satisfaction was found to be work-life balance, followed by teamwork and employee training. This generation appears to place a higher emphasis on interpersonal connections than on other aspects. In comparison, Generation Y, the middle-aged group, prioritized the same three elements but in a different order, with the addition of employee compensation as a factor. They ranked teamwork as the most crucial, followed by work-life balance, with employee compensation and training holding moderate significance. The oldest group, Generation X, who is nearing retirement, prioritizes achieving equilibrium between professional and personal life along with fair compensation. They considered job training and teamwork less essential for job satisfaction. These generational disparities highlight the shifting expectations and priorities of employees across different age brackets. Notably, work-life balance emerges as the sole factor universally valued by all generations.

Our findings suggest a primary theoretical implication: The elements that influence job satisfaction vary across generations. This indicates that factors contributing to job satisfaction are not universally

applicable. Moreover, the significance of these elements differs across generations. Consequently, the relationship between these factors and job satisfaction appears to be subject to generational moderating effects. Our observations align with a previous study that demonstrated how generation moderates the link between empowerment and job satisfaction (Erdogan and Tekin, 2023). Therefore, this research warrants further investigation.

This study's findings offer several managerial insights. Work-life balance emerges as the sole universal factor influencing job satisfaction across generational groups. This underscores the need for managers to implement suitable work schedules to retain the staff. While traditional management practices might have expected employees to work extended hours in exchange for overtime pay, our data suggest that this approach may not be effective for Generation Z, because monetary compensation does not significantly impact their job satisfaction. Additionally, as Generation Y and Generation Z become the dominant workforce, management should prioritize their needs. For instance, both generations valued the relational aspects of work, with teamwork being a shared source of job satisfaction. Consequently, managers should foster collaboration and trust among their employees. Lastly, our research indicates that employee training contributes to both job satisfaction and loyalty for Generation Y and Z. Offering ongoing training opportunities to these cohorts not only enhances their skills and knowledge but also serves as a strategy to maintain their allegiance to the organization.

Future potential shifts in the hospitality industry encompass the offering of bundled services to customers. These include the adoption of artificial intelligence, collaboration with other businesses, and participation in sustainable tourism. All of these require new sets of skills and flexibility that differ from traditional hospitality practices. As the workforce ages over time, Generation Y and Z will become the primary forces to assume these new responsibilities. The results indicate that Generation Y and Z regard employee training and teamwork as sources of job satisfaction, which is favorable for management. Conversely, management must balance the flexibility of the workforce with the work-life balance of employees, as the latter is also a source of job satisfaction for these two generational groups.

A key constraint of our research is its cross-sectional nature, which precludes establishing causality between the examined factors and job satisfaction despite similar findings in previous studies. Additionally, observed generational differences may not remain constant over time. For instance, it is uncertain whether employee compensation continues to be a non-significant factor in Generation Z's job satisfaction with age. Consequently, future research could benefit from a longitudinal approach. Moreover, our study's exploratory nature in identifying generational differences was limited to five factors, taking into account the survey length issues and response fatigue. However, other variables may also exhibit generational variations, presenting an opportunity for further investigation in subsequent studies.

In summary, this comparative study of the factors influencing employee loyalty among Generation X, Y, and Z in Bangkok's hospitality sector sheds light on the changing dynamics and principles of workplace preferences. The unique perspectives of each generation highlight the necessity for customized strategies to enhance job contentment and, consequently, employee retention.

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