Basic Psychological Needs, Motivation, and Job Selection Preference in the Hotel Industry: Moderating Role of Generation

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Abstract

Due to a recent change in the labor market, it is difficult for the agency to find its future workforce given generational differences. The purpose of this study was to investigate the moderating effect of generation on the relationship between basic psychological needs, motivation factors, and job selection preference in the Bangkok hotel industry. Data from 456 samples from 65 distinct sites were collected using a multi-stage sampling technique. The data collected was analyzed using a quantitative research approach called partial least squares structural equation modeling (PLS-SEM). The findings presented that only negative basic psychological needs (NBP) (β = -.174, p = *.001)* had a negative significant effect on the dependent variable, whereas each independent variable (positive basic psychological needs (PBP) (β = .225, p = *.001)*, motivation factors (MF) (β = .428, p = *.001)*, and hygiene factors (HF) (β = .219, p = *.001)*) had a positive significant direct effect on the dependent variable (job selection preference (JSP). In the moderation analysis, the moderating roles of generation on the MF-JSP (weakening) (β = -.078, p = *.047)* and PBP-JSP (strengthening) (β = .116, p = *.006)* relationships were discovered. The findings suggest that when motivating factors such as job performance, career opportunities, or professional development are present, generational differences should be considered. They also emphasized the need to consider generational factors when basic psychological needs, including autonomy, relatedness, and competence, are addressed for job preference choices.

Keywords: basic psychological needs, generation, job selection preference, motivation factors

Introduction

The global economic downturn was resulted from the emergence of the new infectious viruses called Coronavirus 2019 (COVID-19). The hospitality sector, which includes hotels, restaurants, spas, and other related businesses, was the most seriously impacted sector. Governmental preventive efforts, such as travelling restrictions appointed by the temporary airport closure, were partially responsible for the outcome. People were prohibited from traveling to reduce the number of infections. This incident created negative impact on the tourism sector, particularly the hotel and lodging sectors, which are one of the key industries of the country's hospitality sector. The absence of a significant source of revenue that this industry could provide for the nation had an adverse impact on the growth of the nation itself (Sullivan, 2020). Particularly, in high-risk areas, hotels and travel agencies were subjected to the regulations that limit their activities or call for closure of the services by government orders (red zone). Additionally, there was a decline in visitor numbers because of the travel limitations, stay-at-home orders, and orders to travel only, when necessary, within the time frame specified. This incident exhibited a drop in international visitor arrivals, which led to negative growth of 22.7% in 2019 and still falling. Between the second quarter of 2020 and the corresponding time in 2019, the number of tourists decreased by 97% in total (Office of the Permanent Secretary, Ministry of Tourism and Sports, 2020).

In consideration of these circumstances, research from Thai Hotels Association discloses that by late 2020, Thai hoteliers have laid off more than 1 million employees, and the report projects that by 2021, hotels will have to lay off a significant number of employees if nothing changes (Thai Hotels Association, 2020). However, it is anticipated that the hotel industry would gradually recover in the second half of the year 2020 to mid-2022, with regulations that have started to loosen in various preventive measures, allowing hotels to resume regular operations, along with the issue of projects to stimulate the economy and society in the tourism sector. As a result of this optimistic outlook, the hotel industry frequently considers reopening or recovering from the COVID-19 crisis under the new normal circumstances, which must be complied to control safety and cleanliness such as social distancing established by the government sector state to control this epidemic situation (Pawida, 2020). The hotel industry, particularly the luxury class in Bangkok, continues to resume their investments and eventually reopen their businesses based on the bright perspective and government regulations that give customers more confidence. Because of these strategies, in terms of human resources (workforce), the hotels need to be prepared for what is coming. Since the beginning of the crisis, most hotels have scaled back their operations by laying off workers or changing working conditions. The human resources division found it challenging to identify and choose employees who are suitable for this slow recovery.

Moreover, the concept of generation began with the work of Hungarian social scientist, Karl Mannheim, who published the book called "The Problem of Generations" in 1923. The book itself explained how people in society are influenced by various social and historical circumstances. People who were born and

raised in the particular age and who experienced particular events throughout that period shared the certain traits that determined their behaviours and manner of life (Kotler & Keller, 2015). According to Thailand Statistics, apart from the total population of 67 million, 46.2 million of Thai people are in the working age range (18 to 60). This includes the members of generations X, Y, and Z. According to this data, generation Y and Z together constitute 64% of the working-age population in Bangkok (Thansettakij, 2017). Goh & Okumus (2020) assert that although this population is significant, the studies are still rather scarce, particularly during times of crisis, and the human resources division holds a key role in the study's significance. It will be difficult for the HR department to hire talented candidates from generation Y and Z to work and retain their employees to stay with the organization after a slow recovery, especially for businesses in the hotel industry. This is because the HR department is currently experiencing high turnover and corporate downsizing because of the crisis. Therefore, the hotel industry would benefit from understanding the traits that make people in this working-age group suitable as the employees. It would be even better if Frederick Herzberg's two-factor theory, which analyses job selection decision-making factors and defines job satisfaction and dissatisfaction, and the study of factors that influence job choice could be used as a tool to evaluate the satisfaction and frustration of the basic psychological needs to identify the differences in motivation factors between these two generations.

The main objective of this study was to investigate the moderating role of generation on the relationship among basic psychological needs, motivation factors, and job selection preference in the hotel business in Bangkok. This will lead to the improvements in motivation which is appropriate to attract and retain talented human resources in generation Y, as the experienced group, and generation Z, which is less experienced. Recent research has focused on the basic psychological needs and motivation factors used to describe job choices (Braza & Guillo Jr, 2015; Boadi-Kusi, et al., 2015; Ko & Jun, 2015). However, there is still a small amount of research in Thai context that draws upon the role of moderating effects of generations, especially in generation Y and Z, on job selection preference. Consequently, this is the main objective to be addressed in the study. Moreover, the useful implications will be provided especially in the Thai context which could be applied to wider settings.

Literature review

This section presents the theories, concepts and what have been investigated in the previous studies to support the proposed model in this study.

Theories and hypotheses

Academics are increasingly interested in understanding how to classify people according to the demographic and age factors, or generations, to better respond to their needs. Job satisfaction and work attitudes have been found in numerous studies to be strong indicators of the intention to change jobs (Ng & Sorensen, 2008; Schroder, 2008). Each generation is brought together by ideas, values, attitudes, social perspectives, and shared behaviors. It is a characteristic that occurs

permanently and grows with the people of that generation (Van den Bergh & Behrer, 2016). The variables used to predict general staff turnover are summarised from three meta-analytic studies which include 1) employee demographics, 2) current working conditions, and 3) organization and external environment (Cotton & Tuttle 1986; Griffeth, Hom & Gaertner 2000; Tett & Meyer 1993 cited in Schlechter, Syce, & Bussin, 2016). Wocke & Heymann (2012) examined the role of demographic variables as complementary factors in the voluntary leave process in South Africa. They found that age, race, and gender variables affected the pull or push factor in the leave process. Reichenberger & Raymond (2021) said that the disruption caused by COVID-19 has reinforced the commitment of students (Generation Z group) to the previously selected occupation more prominently which can be concluded that the demographic factors and generation affects self-expression, satisfaction, and motivation. Moreover, the satisfaction and frustration scales (BPNSFS) were two of the sub-theories of self-determination theory (Self-Determination Theory: SDT) that shows three needs of people: autonomy, relatedness, and competence which is necessary for growth and well-being (Szulawski, Baka, Prusik, & Olafsen, 2021). It was found in a systematic relationship to individual satisfaction needs that include a person's vitality and energy (Gagne, 2003), self esteem (Moller, Friedman, & Deci, 2006), and positive emotions (Sheldon & Bettencourt, 2002; Ebersold, Rahm, & Heise, 2019). The BPNSFS was created by Chen et al. (2015), who also looked at the separate roles of need satisfaction and need frustration. They found that, in the

nations like China, Belgium, United States, and Peru, psychological need satisfaction predicted life satisfaction and vitality, whereas psychological need frustration predicted depressive symptoms. Additional proof for cross-cultural variance in the functions of need satisfaction and frustration is expected. Thus, the satisfaction and frustration subscales for each need might need to be handled separately.

Frederick Herzberg's two-factor theory is another motivating theory that is popular among researchers in organizational behavior (1966 cited in Alshmemri, Shahwan-Akl, & Maude, 2017). Basically, the theory divides the factors into two groups: motivation factors and hygiene factors. Herzberg and team contended that the factors that lead to a positive attitude and those that lead to a negative attitude are different and eventually lead to a two-factor theory that are currently known. Job selection preference is the preference in choosing the job which can be considered as a person's inclination to accept one company's employment offer over another (Bundy & Norris, 1992; Iacovou, Shirland, & Thompson, 2004). While Millar, Kincaid, & Baloglu, (2009) found that it is important for HR personnel to understand how to attract the ideal candidates and how to make the job offer accepted by the most qualified and talented candidates. This will lead to higher work efficiency, lower employee turnover, and lower recruiting costs for companies.

Stergiou & Farmaki (2021) found that employees' satisfaction with the organization's response to COVID-19 had positive effect on productivity, positive correlation between perceived health risks

associated with COVID-19, and positively affect work efficiency and a perception of job insecurity has a moderating role in relationships of perceived health risks associated with COVID-19. Furthermore, Braza & Guillo Jr (2015) found that most students' career choices were influenced by several factors such as outcome expectations and individual differences like gender, personal interests, learning experiences, environmental factors, personal contacts, and career achievements of family members. Choosing a career that matches their abilities, personality, background, and intelligence is a guideline to select the course they would like to take in the higher education.

Wang and Tsai (2020) investigated the satisfaction and frustration of high school students' essential psychological needs for autonomy, relatedness, and competence in learning science. The results of the regression analysis stated that learners with satisfied psychological needs displayed higher self-efficacy while studying science. Meanwhile, students with unsatisfied psychological needs demonstrated lower self-efficacy while learning science. The findings of structural equation modelling also showed that self-efficacy could be explained positively by psychological need satisfaction instead of the psychological need frustration, which did not predict self-efficacy. This implied that satisfying psychological needs for competence, relatedness, and autonomy can potentially encourage positive functioning regarding studying science. Busque-Carrier, Ratelle & Le Corff (2021) attempted to develop job value profiles based on four-factor model (intrinsic, extrinsic, social, and status). The findings revealed that participants with more positive profiles

(higher level of intrinsic, social, and status work values) reported higher levels of need satisfaction and lower levels of need frustration at work than those with more negative profiles (i.e., low level of intrinsic, social, and status work values). Furthermore, Kapoor & Yadav (2020) found that the most desirable quality that influences a student's decision to choose a job is the job stability following by suitable working hours. Ko & Jun (2015) suggested that there is a positive correlation between the motivation of Singaporean and Korean students to contribute to society and selection of government jobs while Chinese students did not have such relationship. Job stability and salary were an important motivation for students who prefer public or private sector jobs. Finally, the different nature of student career objectives emphasizes the importance of comparative studies in identifying the contextual and common factors that drive students to pursue careers in the public service. Hurst & Good (2009) have found that the expectations in a retail job before entering college, seniors' perceptions of retail careers, and the future psychological contractual clauses to employee perceptions of rights and obligations were important predictors of the career survey. Supat (2020) mentioned job expectations and management roles indirectly affect job selection while the management structure both directly and indirectly affect the decision to choose a preference job and found that generation Y did not tend to choose their jobs that are fun, exciting, that go with their lifestyles, open-minded managers, or a high-paying job. Instead, they tended to select a job based on the expectations of the organization's management structure and perception of the organization's identity

which was not the case in the younger generation.

Moderating role of generation

Goh and Baum (2021) discovered that the desire to work in a detention hotel was mostly motivated by the prospect of engaging in meaningful labour. Hotel employees thought it is thrilling but risky to work in a quarantined hotel. A key motivation was the support of their family. However, Generation Z Long-standing negative characteristics of working in hotels will continue to be visible such as long hours of work and mental issues that resulted from the high-risk working environment with the epidemic condition of COVID-19 (COVID-19). Apart from that, it was encouraging to know that there are situations in which they might derive more pride and significance from their career. Yu, Kim & Qu (2020) indicated that Gen Y hotel employees' workplaces varied from norms. Aggression and negligence are the two dimensions in China. Emotional tiredness influenced the relationship between a deep acting and deviations at work, that was found to be correlated with a deep acting in the field.

Dhole (2021) attempts to comprehend Generation Y preferences and expectations for pay. The same policy can be utilized to design employment policies for this group in the service sector. Prawitasari (2018) concluded that each person's job decision is closely tied to

their key characteristics and values at a certain generation. The Y generation, often known as digital natives, frequently selects professions that provide creative freedom and high-tech flexibility as in the past while a career that allows for freedom and creativity is not the only factor that generation Z considers; they also look for feedback from more experienced professionals. From the review of the literature, the following are the research hypotheses:

H1) The generation will moderate the relationship among basic psychological needs, motivation factors, and job selection preference in the hotel business in Bangkok.

H1a) The generation will moderate the relationship between basic psychological need satisfaction and job selection preference in the hotel business in Bangkok.

H1b) The generation will moderate the relationship between basic psychological need frustration and job selection preference in the hotel business in Bangkok.

H1c) The generation will moderate the relationship between motivation factors and job selection preference in the hotel business in Bangkok.

H1d) The generation will moderate the relationship between hygiene factors and job selection preference in the hotel business in Bangkok.
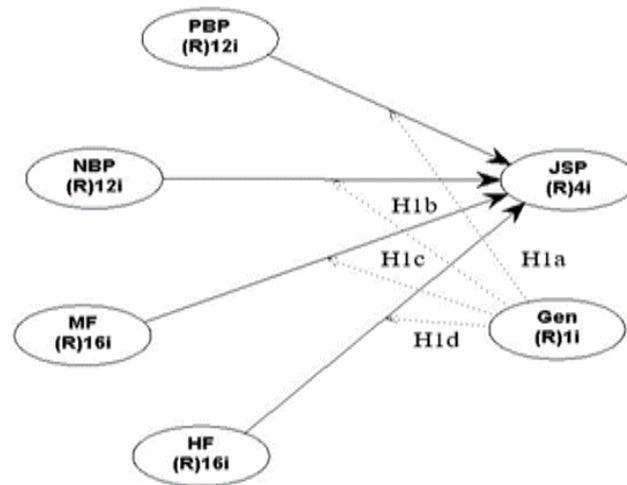
Figure 1 Proposed Conceptual Framework

Method

Participants

The staff management department of a Bangkok hotel received the questionnaire through the email from the researcher. According to the report, 65 hotels have received the approval from the Thai Hotels Association for satisfying a set of standards for tourist accommodation (Thai Hotels Association, 2020). The sample group was divided into two groups: interns and additional participants who were the representatives for generation Y and Z. For each group of four samples for each hotel, a total of 520 sets were used to account for loss or human error during the questionnaire collection procedure (Hair, Black, Babin, & Anderson, 2019). A total of 456 sets of data from 65 different sites were applied after assumptions and reliability were verified; around 87.69% of replies fulfilled the accepted requirements given by Cobanoglu, Moreo, and Warde (2001), who compared response rates to surveys conducted by email, fax, web, and online survey methods and concluded that an acceptable response rate of at least 50% was required. Most of the sample were female (65.8%), of the generation Z (58.8%) with bachelor's degrees (77.2%) and unmarried status (82.5%). They normally earned 15,000 baht or less for monthly salary (56.6%), and experienced working in hospitality industry for no more than two years (64.5%).

Instruments

This study employed questionnaire as a method to collect data on the influence of basic psychological need factors and motivation factors affecting job selection preferences in the hotel business between Generation Y and Z in Bangkok. The researcher has studied and researched the information as follows:

1) The Basic Psychological Needs was developed from the work of Deci & Ryan, 2000; Vansteenkiste, Niemiec, &

Soenens, 2010; Ryan & Deci, 2017 and Nishimura & Suzuki, 2016 with 24 items in total. It was discovered a total value of 0.82 for satisfaction. The internal consistency reliability for the overall frustration score of 0.83. These scores placed within the acceptable range.

2) Measurements for Frederick Herzberg's Motivating Factors theory were created in 2017 by Alshmemri, Shahwan-Akl and Maude. The theory categorizes the investigated factors into two groups: The hygiene factors and the motivation factor which were primarily generated from the literature research collected from secondary sources with 32 items. This is acceptable and has an internal consistency reliability value of 0.79.

3) Job Selection Preference factors, a concept developed by Iacovou, Shirland, & Thompson (2004) and Millar, Kincaid, & Baloglu (2009), is divided into four items: 1) I am quite clear on preferences in my job selection, 2) I have planned my future career path, 3) I will accept a job after graduation as long as my grades or grades allow, and 4) I will accept the job based on my availability to the market which had an internal consistency reliability of 0.78 – 0.79 within the acceptable range (Hamid, 2020). Furthermore, this study also suggests the moderating variable was identified as generations including generation Y and Z. It is measured by using the dummy variable which generation Y will be encoded as 1 and generation Z will be encoded as 0.

Procedure

The researchers used SPSS to perform both descriptive and inferential statistics to study the basic psychological need factors and motivation factors affecting the decision to choose a favorite job in the hotel business among Generation Y and Z population in Bangkok, and the influence of the moderating role of generation using the Partial Least Square Structural Equation Model (PLS-SEM). It is a technique for modeling structural equations using covariance (Covariance-based method) with the WarpPLS version 8.0 for statistical estimations (Hair, Matthews, Matthews & Sarstedt, 2017).

Ethical considerations

This research has been approved by the Ethics Review Board of Rangsit University, Thailand. The reference number for Documentary Proof of Exemption was DPE.No. RSUERB2022-005, date: 5 January 2022.

Results and discussion

The proposed hypotheses were examined using a multivariate statistical analysis. First, multiple regression analysis was used; then, the study employed PLS-SEM to analyze the moderating role of generation regarding the proposed relationship. Prior to the analysis, the data assumptions were tested (normal distribution, multicollinearity, linearity, and autocorrelation) (Hair, Black, Babin & Anderson, 2019), and the regression analysis technique was performed. In the following stage, PLS-SEM was carried out using a multi-stage approach that includes assessments of both the measurement model and the structural model. The former is used to ensure measurement quality, whereas the latter is applied to test suggested hypotheses (Sarstedt, Ringle & Hair, 2021).

For the measurement model assessment, the model fit indices were used to assess the quality of measurement namely average path coefficient (APC) = 0.167 (p < .001), average R-squared (ARS) = 0.611 (p<.001), average adjusted R-squared (AARS) = 0.605 (p<.001), average block VIF (AVIF) = 2.398 (acceptable if ≤ 5, ideally ≤ 3.3), average full collinearity VIF (AFVIF) = 3.445 (acceptable if ≤ 5, ideally ≤ 3.3), Tenenhaus GoF (GoF) = 0.660 (small ≥ 0.1, medium ≥ 0.25, large ≥ 0.36), Sympson's paradox ratio (SPR) = 0.875 (acceptable if ≥ 0.7, ideally = 1), R-squared contribution ratio (RSCR) = 0.979 (acceptable if ≥ 0.9, ideally = 1), statistical suppression ration (SSR) = 1.00 (acceptable if ≥ 0.7), and nonlinear bivariate causality direction ratio (NLBCDR) = 0.750 (acceptable if ≥ 0.7). In addition to these indices, it is important to consider the validity and reliability of the suggested constructs. The values of the Cronbach's alpha (CA) and the composite reliability (CR) were presented to ensure the reliability while the value of factor loadings and the average variance extracted (AVE) were displayed for the validity. Before proceeding on to the next stage, the common method bias (CMB) was evaluated using the Harman one-factor test (Kock, 2020). This study shows a variance of 48.09%, which indicates the absence of common method bias. As shown in **Table 1**, all factor loadings and AVE were satisfactory for the constructs' validity (acceptable if ≥ 0.5), while CA and CR were satisfactory for the constructs' reliability (acceptable if ≥ 0.7 and 0.6, respectively) (Hair, Matthews, Matthews & Sarstedt, 2017)

Table 1 Validity and reliability measures

Construct	Factor loading	AVE	CR	CA
1.Positive basic psychological needs (PBP) 12 items	.500 - .899	(0.616)	0.819	.835
2.Negative basic psychological needs (NBP) 12 items	.500 -.983	(0.677)	0.730	.727
3 Motivation factors (MF) 16 items	.726 - .839	(0.600)	0.856	.874
4.Hygine factors (HF) 16 items	.742 - .864	(0.609)	0.861	.884
5.Job selection preference (JSP) 4 items	.621 - .840	(0.575)	0.843	.753

Note. All item loadings are significant at .01 (p<.01)

Table 3 depicts the correlations among said variables with square roots of AVE coefficients to measure the discriminant validity of the constructs. The analysis shows that most square roots of average variance extracted of latent variables were satisfactory, except for the correlations between NBP and PBP and the correlations between HF and MF while all AVEs were greater than the 0.5 as recommended by (Hair, Matthews, Matthews & Sarstedt, 2017). Consequently, this defect does not affect the analysis.

Table 2 Correlation among variables and square root of average variance extracted

Constructs	1	2	3	4	5	6	7	8	9	10
1.PBP	(0.785)									
2.NBP	-0.869	(0.823)								
3.MF	0.441	-0.470	(0.775)							
4.HF	0.387	-0.382	0.791	(0.780)						
5.JSP	0.411	-0.353	0.647	0.607	(0.758)					
6.GEN	-0.093	0.244	-0.195	-0.07	-0.113	(1)				
7.GEN*HF	0.035	-0.001	-0.088	-0.16	-0.048	0.024	(1)			
8.GEN*MF	-0.004	0.032	-0.052	-0.091	-0.088	0.07	0.796	(1)		
9.GEN*NBP	-0.134	0.142	0.033	-0.001	-0.034	-0.092	0.376	-0.464	(1)	
10.GEN*PBP	0.148	-0.131	-0.004	0.037	0.08	0.034	0.37	0.442	-0.875	(1)

Note. All item loadings are significant at .01 (p<.01)

Square roots of average variance extracted of latent variables are shown in parentheses

The findings of the hypothesis testing approach are displayed in Table 3, and they reveal that PBP (β =.225, p< 0.05; Cohen's f2 = .101), NBP (β = -.174, p< 0.05; Cohen's f2 =.063), MF (β =.428, p< 0.05; Cohen's f2 = .284), and HF (β =.219, p< 0.05; Cohen's f2 = .137) each had significant effects on JSP.

Table 3 Total effects of the PLS Path Model

	β	SE	P	f2
Total effect				
PBP → JSP	0.225	0.046	<0.001	0.101
NBP → JSP	-0.174	0.046	<0.001	0.063
MF → JSP	0.428	0.044	<0.001	0.284
HF → JSP	0.219	0.046	<0.001	0.137
Gen*HF → JSP	0.060	0.046	0.097	0.013
Gen*MF → JSP	-0.078	0.046	0.047	0.024
Gen*NBP → JSP	-0.039	0.047	0.203	0.005
Gen*PBP → JSP	0.116	0.046	0.006	0.011

Note: f^2 is the Cohen's (1998) effect size: .02 = small, .15 = medium, .35 = large, SE = standard error, β = standardized path coefficient

The main hypothesis of this study was that generational differences would influence the relationship between basic psychological needs, motivational factors, and job preference in Bangkok's hotel business. This hypothesis will be tested once all independent variables' direct

effects had a significant impact on the dependent variable (Hayes, 2017). Therefore, the interaction effect indicates: H1a) The generation did moderate the relationship between positive basic psychological needs and job selection preference in the hotel business in Bangkok (β = .116, p < 0.01) with an effect size of small (Cohen's f^2 = .011). Therefore, H1a is supported. This result implies that positive basic psychological needs including autonomy satisfaction, competence satisfaction and relatedness satisfaction tend to have a positive impact on job selection preferences and this relationship was strengthened by the moderating role of generation. In other words, the older generation's selections for jobs are more strongly influenced by their positive psychological needs. Previous studies have also supported the moderating effect of generation (Szulawski, Baka, Prusik, & Olafsen, 2021; Gagne, 2003; Moller, Friedman, & Deci, 2006; Sheldon & Bettencourt, 2002; Ebersold, Rahm, & Heise, 2019).

H1b) The generation did not moderate the relationship between negative basic psychological needs and job selection preference in the hotel business in Bangkok (β = -.039, p > 0.05) with an effect size of small (Cohen's f^2 = .005). Therefore, H1b is not supported. This result implies that negative basic psychological needs including autonomy frustration, competence frustration and relatedness frustration tend to have a negative impact on job selection preferences and this relationship was strengthened by the moderating role of generation, but this was an insignificant outcome. Negative basic psychological needs do, in fact, influence preferences for job selection, despite generational disparities. Previous research is partially supported by the existence of a negative beta coefficient in this association with a small effect size (Wang and Tsai, 2020; Busque-Carrier, Ratelle and Le Corff, 2021; Kapoor & Yadav, 2020; Ko & Jun, 2015; Hurst & Good, 2009; Supat, 2020).

H1c) The generation did moderate the relationship between motivation factors and job selection preference in the hotel business in Bangkok (β = -.078, p < 0.05) with an effect size of small (Cohen's f^2 = .024). Therefore, H1c is supported. The findings suggest that work achievement, recognition, responsibility, challenge, promotion, and career growth tend to have a negative impact on job selection preferences when the relationship was moderated by generation. For instance, the older generation had a greater tendency to minimize the impact of motivational variables on job preferences. The results support earlier conclusions (Goh and Baum, 2021; Yu, Kim & Qu, 2020; Dhole, 2021; Prawitasari, 2018).

H1d) The generation did not moderate the relationship between hygiene factors and job selection preference in the hotel business in Bangkok (β = .06, p > 0.05) with an effect size of small (Cohen's f^2 = .013). H1a is therefore not supported. It implies that company policy, supervision, employee relationship, work condition, work benefits, colleague, job security tend to have a positive impact on job selection preferences which was strengthened by the moderating role of generation, but this was an insignificant outcome. For fact, despite the generational differences, these hygiene factors have an impact on job selection preferences. The findings contradict earlier research (Stergiou & Farmaki, 2021; Braza & Guillo Jr, 2015; Millar, Kincaid & Baloglu, 2009).

Conclusion and implications

The conclusion of this study is that basic psychological needs, motivation factors, and job selection preference in the Bangkok hotel industry are affected by generational differences. The study found that only negative basic psychological needs had a negative significant effect on the dependent variable, whereas each independent variable (positive basic psychological needs, motivation factors, and hygiene factors) had a positive significant direct effect on the dependent variable (job selection preference). In addition, the study discovered that generation plays a moderating role on the relationship between motivation factors and job selection preference, as well as the relationship between positive basic psychological needs and job selection preference.

The implications of this study suggest that when motivating factors such as job performance, career opportunities, or professional development are present, generational differences should be considered. Furthermore, the study emphasizes the need to consider generational factors when addressing basic psychological needs, including autonomy, relatedness, and competence, for job preference choices. These findings can help organizations in the Bangkok hotel industry to better understand and address the needs and preferences of different generations in their workforce.

To improve and enhance the hiring process based on generational differences through consideration of basic psychological needs, motivating variables, and job selection preferences to attract more qualified candidates whoa re willing to work more productively following:

1. Design job descriptions and advertisements to specific generations, such as, millennials may be more drawn to job opportunities that offer flexibility, work-life balance, and the ability to make a positive impact on society.

2. Approach professional development opportunities, according to the difference generations may have different career goals and aspirations, offering opportunities for growth and advancement, such as training programs and mentorship.

3. Promote autonomy and provide opportunities through allowing employees to have a say in their work and how it is done can be a powerful motivator for all generations. This can include giving employees the flexibility to work from home or in a remote location or inviting them to provide input on company policies and procedures.

4. Encourage a sense of relatedness and community based on the creating a positive, supportive work environment can help build connections between employees from different generations. This can be achieved through team-building activities, social events, and other opportunities for employees to interact and collaborate.

5. Present competitive compensation and benefits package, based on the differences of generations may have different priorities when it comes to benefits and compensation. Offering a range of options, such as health insurance, retirement savings plans, and tuition reimbursement to attract and retain employees from all generations.

Limitations

The new research attempts to explain the moderating effect of generation on the relationship between psychological needs, motivation factors, and job selection preference in the Bangkok hotel industry based on The Basic Psychological Needs mini-theory of Self-Determination Theory and Motivation Theory. Given that this list of variables researched in this study is not extensive, it is possible that other research variables that are not stated here will be considered. To better understand generational behaviors, data from a wide range of employees' levels from various industries need to be acquired. Furthermore, future research should also utilize qualitative techniques such as in-depth interview, focus groups, case study research, as well as grounded theory to collect and examine non-numerical data in order to comprehend generational behaviors in terms of their job preferences.

Acknowledgements

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