Research Article

Work Motivation Affecting the Work Efficiency of Generation Y Fashion Sales Staff in Bangkok Department Stores

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Abstract

This research aimed to study the level of work motivation and work efficiency of Generation Y fashion sales staff in a Bangkok department store, and examine the influence of work motivation on work efficiency. The sample consisted of 400 Generation Y (born between 1981–1997) fashion sales staff, selected using a convenience sampling method.

The research instrument was a questionnaire that demonstrated a high reliability (Cronbach's Alpha = 0.92). Data analysis employed descriptive statistics (frequency, percentage, mean, and standard deviation) and inferential statistics, including multiple regression, to examine hypotheses and multiple correlation problems. The research results revealed that overall motivation was at a high level. The factors ranked from highest to lowest were responsibility, achievement, advancement, job description, and recognition. Overall work efficiency was at a high level, with workload being the highest, followed by work quality, cost-effectiveness, and time management. Multiple regression analysis indicated that the model was statistically significant ($F = 24.67$, $p < .01$), explaining 24.00% of the variance in work efficiency (Adj. $R^2 = 0.24$). All five motivational factors significantly influenced work efficiency at the .01 level, including Achievement ($\beta = 0.25$), Recognition ($\beta = 0.20$), Work Itself ($\beta = 0.27$), Responsibility ($\beta = 0.12$), and Advancement ($\beta = 0.19$). Practically, the findings suggest that retail managers should focus on enhancing achievement, recognition, clear job roles, and responsibility to improve the efficiency of Generation Y fashion sales staff.

Keywords: *Work Motivation, Efficiency, Generation Y, Fashion Sales Staff*

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Introduction

The modern retail business in Thailand is facing intense competition, especially in Bangkok, the economic and tourism hub that emphasizes modernity and personal image. Therefore, fashion businesses in department stores face challenges in maintaining sales, ensuring customer satisfaction, and retaining high-quality salespeople in the long term. “Salespeople” are a key frontline that directly affects customer impressions and organizational revenue.

From 2024–2026, the modern retail business is expected to grow at an average rate of 5.00–5.50% per year due to the following supporting factors: 1) Domestic purchasing power is expected to recover in line with the Thai economic growth direction gradually; 2) The return of foreign tourists will benefit the retail sector, especially in tourist areas; 3) Progress on the development of government megaprojects and the (draft) new Bangkok city plan will encourage retailers to accelerate branch expansion to accommodate urban growth; 4) The continued growth of online businesses will stimulate sales; and 5) The economic growth of neighboring countries will increase business opportunities for retailers in border provinces and key provinces in the region. Krungsri Research (2024) reported that modern trade is expected to grow steadily over 2024–2026. Customers are predominantly middle- to upper-income groups with continued high purchasing power, while operators are adjusting their marketing strategies accordingly. This focus is on developing omnichannel platforms and leveraging digital technologies, such as AR, to better engage customers and motivate them, as well as on investing in branch expansion in potential locations within provinces and neighboring countries, thereby contributing to continued revenue growth. Despite the positive growth outlook of the modern retail sector, the sustainability of business performance depends not only on market expansion but also on the effectiveness of frontline employees, particularly sales staff who directly interact with customers and influence purchasing decisions.

However, due to changes in the labor structure and the values of the new generation, particularly Generation Y (born between 1981 and 1997), the current core workforce has developed unique characteristics that differ from those of previous generations. For example, they prioritize work-life balance, seek organizational recognition, and seek meaning beyond mere financial rewards in their work. Work-life balance is crucial for Generation Y employees in Bangkok (Ukitmanorot & Sudharatna, 2023). Therefore, fashion salespeople in this group may have different work motivations, which directly impact their efficiency and customer satisfaction. In practice, many fashion organizations in department stores face challenges such as high employee turnover, inconsistent sales performance, and a lack of motivation to deliver

professional service. Samutachak et al. (2021) examined how lifestyles shape Generation Y's job search criteria in Thailand. These problems reflect the inability to manage motivation in line with the needs of Generation Y employees, who possess unique values, personalities, and work styles.

Although previous studies have examined the relationship between work motivation and employee performance in various sectors, several limitations remain. First, most studies have focused on general sales or service employees, with limited attention to fashion sales staff in department store contexts, where customer interaction and personal image play a critical role. Second, existing research has often examined motivation in a broad sense without explicitly applying Herzberg's two-factor theory as a structured analytical framework. Third, there is a lack of empirical evidence focusing specifically on Generation Y employees in Thailand's modern retail sector, whose work values and expectations differ significantly from other generations.

Therefore, this research is essential in examining how various work motivations influence the efficiency of Generation Y fashion salespeople in Bangkok department stores. This research will enable managers to use the findings as guidelines for developing human resource strategies, managing motivation, and increasing sales efficiency to align with the behaviors of this new generation effectively.

Objectives

1. To study the level of work motivation of Generation Y fashion salespeople in Bangkok department stores.

2. To study the level of work efficiency of Generation Y fashion salespeople in Bangkok department stores.

3. To examine the effects of work motivation factors on the work efficiency of Generation Y fashion sales staff in Bangkok department stores.

Literature Review

Concepts and Theories of Motivation

Herzberg (1959) proposed the Two-Factor Theory, a widely accepted concept in personnel management and industrial psychology. It was based on the research of Herzberg et al. (1959). They conducted in-depth interviews with approximately 200 employees, including accountants and engineers, from 11 industrial plants in Pittsburgh, USA, to study the factors affecting employee satisfaction and dissatisfaction. The research found that factors influencing

employee attitudes can be categorized into two types: motivating factors and maintaining factors, each of which affects employees' feelings in different ways. Specifically, "motivating factors" create job satisfaction and foster employee commitment and positive attitudes toward the organization. "Maintaining factors" prevent dissatisfaction but do not directly influence motivation. Regarding motivating factors, Herzberg explained that these factors, which are directly related to the content of the job and efficiency, create satisfaction and internal motivation in employees. They consist of five key components: 1) achievement, 2) recognition, 3) work itself, 4) responsibility, and 5) advancement (Herzberg et al., 1959).

Generation Y and Work Motivation

Generation Y employees (born between 1981 and 1997) exhibit distinct work values compared to previous generations. They tend to prioritize work-life balance, meaningful work, career development, and recognition over purely financial rewards (Twenge et al., 2010; Ukitmanorot & Sudharatna, 2023). These characteristics are closely aligned with Herzberg's motivational factors. For instance, the need for achievement and meaningful work corresponds to the achievement and work itself dimensions, while the desire for recognition and career growth relates to recognition and advancement. Therefore, Herzberg's framework is particularly suitable for analyzing the motivation of Generation Y employees in modern retail contexts.

In retail and fashion sales contexts, frontline employees play a critical role in influencing customer experience and purchase decisions. Previous studies have shown that motivation significantly affects sales performance, customer satisfaction, and service quality (Juntavong & Phasunon, 2018; Chakham, 2022). However, empirical evidence focusing specifically on fashion sales staff in department stores remains limited.

Concepts and Theories of Work Efficiency

Millett (1954) defined efficiency as the results of work that create satisfaction for people and can also generate profit or benefit. This satisfaction is considered from the quality of service, which has five key characteristics: equitable service, reflecting fairness and non-discrimination; timely service, which ensures that service recipients receive the desired results; ample service, which refers to the availability of resources and support for operations; continuous service, which emphasizes consistency and uninterrupted operation; and progressive service, which represents constant development and improvement of work quality. Similarly, Petersen et al. (1962) proposed four components of work efficiency: 1) quality of work, which refers to work that is of high quality, worthwhile, and maximizes the benefit to the organization; 2) quantity of work, which must meet the organization's goals or

expectations; 3) time, which must be appropriate, consistent, and produce the most effective results; and 4) cost, which refers to cost management appropriate to the nature and methods of work. Based on the perspectives of both academic groups, it can be concluded that "work efficiency" is not solely influenced by process or productivity factors, but also by interpersonal factors within the organization, such as relationships between coworkers, supervisors, and executives, as well as work motivation, personal abilities, and career development opportunities. All of these are key elements that directly affect employees' work efficiency. Therefore, to promote maximum employee efficiency, organizations should apply effective work principles and theories, such as motivation, continuous knowledge and skill development, and a conducive work environment, enabling employees to fully demonstrate their potential. This will contribute to the organization's goals and sustainable long-term growth.

Previous studies consistently indicate that work motivation is a key determinant of employee efficiency; however, differences can be observed across contexts. Studies in sales and service sectors (Srikriangthong, 2015; Sakorn et al., 2021) emphasize the importance of both intrinsic factors, such as achievement and responsibility, and extrinsic factors, such as compensation and organizational support. In contrast, research in retail-specific contexts highlights the stronger role of interpersonal interaction and recognition in shaping employee performance (Petersen et al., 1962). Despite these findings, most studies have focused on general service employees, with limited attention to fashion retail settings, where personal image and customer interaction are critical. Moreover, previous research often examines motivation broadly without systematically applying Herzberg's five motivational factors as a structured analytical framework.

Meanwhile, Juntavong and Phasunon (2018) indicated that achievement motivations, including income, the need for achievement, and power, directly impacted the efficiency of salespeople in duty-free retail businesses. Furthermore, Chakham (2022) found that during the COVID-19 crisis, work motivation continues to positively influence the efficiency of department store employees, and Butphaeng (2024) confirmed that both motivating and reinforcing factors have a positive relationship with the efficiency of insurance salespeople.

In conclusion, several studies consistently indicate that work motivation, both intrinsic (e.g., achievement and responsibility) and extrinsic (e.g., compensation and work relationships), directly influences employee efficiency in sales and service businesses. Therefore, it can be hypothesized that work motivation influences the efficiency of Generation Y fashion salespeople in Bangkok department stores.

Based on Herzberg's theory, each motivational factor is expected to influence work efficiency in different ways. Achievement may enhance work quality and goal attainment, recognition may increase employee engagement and productivity, and work itself may improve task satisfaction and performance consistency. Responsibility can strengthen accountability and time management, while advancement may encourage long-term commitment and efficiency improvement.

Conceptual Framework

This study aims to examine how work motivation factors influence the efficiency of Generation Y fashion sales staff in Bangkok department stores. The conceptual framework below illustrates the relationship between work motivation variables and work efficiency variables used to guide this research.

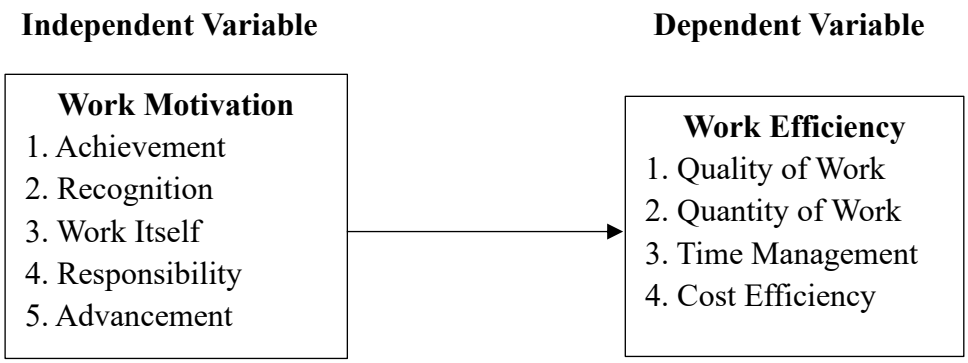


Figure 1: Conceptual Framework for Research
Source: Researcher

Methodology

Population and Samples

The population of this study comprised Generation Y fashion sales staff working in department stores in Bangkok. Although the exact number of sales staff is not officially documented, the population can be considered large due to the extensive number of department stores and retail outlets operating in Bangkok (Krungsri Research, 2024). The sample consisted of Generation Y fashion sales staff employed in department stores in Bangkok. The sample size was determined using Cochran's (1977) formula for an unknown population. With a 5 % margin of error, a 95% confidence level, and a population proportion of 0.50, the calculation yielded a minimum required sample of 384 respondents. To enhance the reliability

of the analysis and account for potential data loss, the sample size was increased to 400 respondents. A convenience sampling method was employed due to the accessibility of respondents in retail settings.

Research Instruments

The questionnaire was divided into four parts: Part 1 gathered general information; Part 2 assessed work motivation across five dimensions (Achievement, Recognition, Work Itself, Responsibility, and Advancement), comprising 20 items adapted from Herzberg (1959); Part 3 measured work efficiency through four dimensions (Quality of Work, Quantity of Work, Time Management, and Cost Efficiency), consisting of 16 items developed based on Petersen et al. (1962); and Part 4 Suggestions. All items in Parts 2 and 3 were measured using a five-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Content validity was evaluated by three experts using the Index of Item-Objective Congruence (IOC), which yielded values between 0.67 and 1.00. Additionally, reliability testing showed a Cronbach's alpha coefficient of 0.92, indicating high internal consistency.

Data Analysis

Data were collected via an online questionnaire (Google Forms), distributed to fashion sales staff through coordination with department store managers and relevant online channels. Regarding ethical considerations, all participants were informed of the study's objectives and provided their consent voluntarily. Anonymity and confidentiality were strictly maintained throughout the process. The collected data were subsequently analyzed using statistical software as follows:

1. Data were analyzed using descriptive and inferential statistics. Descriptive statistics, including frequency and percentage, were used to analyze respondents' demographic characteristics, while mean and standard deviation were used to describe the levels of work motivation and work efficiency.

2. Inferential statistics were applied using multiple regression analysis (enter method) to examine the influence of work motivation factors on work efficiency. Prior to the analysis, key assumptions were tested, including normality, linearity, independence of errors, and multicollinearity.

3. Multicollinearity was assessed using the Variance Inflation Factor (VIF) and tolerance values. A VIF value of less than 10 and a tolerance value greater than 0.10 were used as the criteria to indicate the absence of multicollinearity (Hair et al., 2019). All VIF values were below 10 and tolerance values were above 0.10, indicating no multicollinearity among the independent variables. Additionally, correlation coefficients among the independent

variables were examined and found to be below 0.80, further confirming the absence of multicollinearity.

Results

1. General Information of Respondents

A total of 420 questionnaires were distributed. Of these, 410 responses were returned (response rate = 97.62%). After screening for completeness and eligibility, 400 questionnaires were retained for analysis. The majority of respondents (n = 219, 54.75%) were females. Regarding age, 141 respondents (35.25%) were aged 25–29 years. Regarding education, 193 respondents (48.25%) held a bachelor's degree. Most respondents (n = 138, 34.50%) had worked for 1–3 years, and 178 respondents (44.50%) earned between 15,001–20,000 baht monthly. Product category analysis revealed that most respondents (n = 127, 31.75%) were engaged in clothing sales.

2. Work Motivation

As shown in Table 1, the mean and standard deviation were used to describe the level of work motivation among Generation Y fashion sales staff.

Table 1 Mean and Standard Deviation of Work Motivation (n = 400)

Work Motivation	M	SD	Interpretation
1. Achievement	4.06	0.65	High
2. Recognition	3.99	0.65	High
3. Work Itself	4.01	0.64	High
4. Responsibility	4.07	0.63	High
5. Advancement	4.03	0.63	High
Overall	**4.03**	**0.64**	**High**

From Table 1, the mean and standard deviation of overall work motivation were at a high level (M = 4.03, SD = 0.64). The highest mean value was found for Responsibility (M = 4.07, SD = 0.63), followed by Achievement (M = 4.06, SD = 0.65), Advancement (M = 4.03, SD = 0.63), Work Itself (M = 4.01, SD = 0.64), and Recognition (M = 3.99, SD = 0.65), respectively. The individual dimensions can be interpreted as follows.

Achievement was at a high level (M = 4.06, SD = 0.65). The highest mean score indicated that respondents felt satisfied when they could solve work problems on their own, followed by feeling that they could achieve their goals. They reported setting challenging

goals and striving to attain them, constantly trying to improve their work, and feeling proud of their work upon completion, respectively.

Recognition was also at a high level (M = 3.99, SD = 0.65). The highest-scoring item was that supervisors praised employees when they performed well. This was followed by feeling proud after receiving compliments from customers or management. Respondents agreed that recognition motivated them, that they were praised when they performed outstandingly, and that colleagues recognized their abilities.

Work Itself was rated at a high level (M = 4.01, SD = 0.64). The highest mean score indicated that employees felt their work was important to the organization. Next, they perceived that their jobs provided opportunities for creativity and allowed them to reach their full potential. They also agreed that their jobs were challenging and interesting, and that they were involved in the work from start to finish.

Responsibility was at a high level (M =4.07, SD = 0.63). The highest mean score showed that employees felt able to take full responsibility for their own work. They also felt involved in the success of their work, reported that their supervisors gave them freedom to think and act, and indicated that they received clear and independent task assignments. In addition, being trusted made them more dedicated to their work.

Advancement was at a high level (*M* = 4.03, *SD* = 0.63). The highest mean score reflected that employees perceived opportunities for career advancement. This was followed by being promoted based on their efficiency, perceiving that the organization had a clear career development plan for employees, being given opportunities to develop new skills and knowledge, and having opportunities to attend training or seminars for their own development.

3. Work Efficiency

As shown in Table 2, the mean and standard deviation were used to describe the level of work efficiency among Generation Y fashion sales staff.

Table 2 Mean and Standard Deviation of Work Efficiency (n = 400)

Work Efficiency	M	SD	Interpretation
1. Quality of Work	4.06	0.64	High
2. Quantity of Work	4.08	0.62	High
3. Time Management	4.02	0.65	High
4. Cost Efficiency	4.05	0.64	High
Overall	**4.05**	**0.64**	**High**

From Table 2, the mean and standard deviation of the overall work efficiency components were at a high level (M = 4.05, SD = 0.64). The highest mean score was Quantity of Work (M = 4.08, SD = 0.62), followed by Quality of work (M = 4.06, SD = 0.64), Cost Efficiency (M = 4.05, SD = 0.64), and Time Management (M = 4.02, SD = 0.65), respectively. The individual components can be analyzed as follows:

Quality of work was at a high level (M = 4.06, SD = 0.64). Among the indicators, meeting the organization's standards showed the highest mean score, followed by attention to detail in work, striving to produce high-quality work, verifying the accuracy of work before submission, and producing work that satisfies customers, respectively.

Quantity of work was at a high level (M = 4.08, SD = 0.62), and all indicators were also at a high level. The highest mean score was observed in the ability to manage a large workload efficiently, followed by the ability to achieve work goals, diligence in completing tasks without delay, the ability to meet the organization's expected workload, and the ability to complete multiple tasks within the allotted time, respectively.

Time management was at a high level (M = 4.02, SD = 0.65), and the overall level was high. The highest mean score was found in task prioritization, followed by diligence in preventing work from becoming unmanageable, punctuality in arriving at work, appropriate management of working time, completing work on time, and efficient use of working time, respectively.

Cost Efficiency was also at a high level (M = 4.05, SD = 0.64). The highest mean score was associated with working with consideration for organizational costs and profits, followed by avoiding unnecessary resource waste, proposing cost-reduction measures, using equipment and materials economically, and maintaining a mindset of working within a budget, respectively.

4. Work Motivation Affecting the Efficiency of Generation Y Fashion Sales Staff in Bangkok Department Stores

As shown in Table 3, Pearson product–moment correlation coefficients were used to examine the relationships among the work motivation factors of Generation Y fashion sales staff in Bangkok department stores.

Table 3 Pearson Product-Moment Correlation Coefficients (n = 400)

Variables	Achievement	Recognition	Work Itself	Responsibility	Advancement	VIF	Tolerance
Achievement	1	0.70**	0.63**	0.62**	0.58**	2.10	0.48
Recognition	-	1	0.73**	0.69**	0.70**	2.35	0.43
Work Itself	-	-	1	0.80**	0.74**	2.80	0.36
Responsibility	-	-	-	1	0.74**	2.60	0.38
Advancement	-	-	-	-	1	2.25	0.44

From Table 3, the Pearson correlation coefficients were used to examine the relationships among the independent variables, namely Achievement, Recognition, Work Itself, Responsibility, and Advancement. The results showed that all correlation coefficients were positive and statistically significant at the 0.01 level, with values below 0.80, indicating acceptable relationships among the variables and no serious multicollinearity issues. Furthermore, multicollinearity was assessed using VIF and tolerance values. The results indicated that all VIF values were below 10 and tolerance values were above 0.10, confirming that multicollinearity was not a concern in this study. Therefore, the data were suitable for further analysis using multiple regression.

Table 4 Multiple Regression Analysis Testing the Influence of Work Motivation on the Efficiency of Generation Y Fashion Sales Staff in Bangkok Department Stores (n=400)

Model	Unstandardized Coefficients		Standardized Coefficients	*t*	*p*
	B	SE	β		
(Constant)	0.32	0.35		0.92	0.00**
Achievement (X1)	0.21	0.04	0.25	5.72	0.00**
Recognition (X2)	0.19	0.04	0.20	4.45	0.00**
Work Itself (X3)	0.25	0.04	0.27	6.04	0.00**
Responsibility (X4)	0.11	0.04	0.12	2.75	0.00**
Advancement (X5)	0.16	0.04	0.19	4.27	0.00**
	R^2	*Adj.* R^2	*SE(est)*	*F*	*Sig.*
Durbin-Watson = 1.29	0.49	0.24	0.18	24.67	0.00**

Note ** Statistically significant at the 0.01level.

From Table 4, the five independent variables collectively explained 24.00% of the variance in the work efficiency of Generation Y fashion sales staff in Bangkok department stores (Adj. R^2 = 0.24). The factors that significantly influenced work efficiency at the 0.01

level were Work Itself ($\beta = 0.27$, $p < 0.01$), Achievement ($\beta = 0.25$, $p < 0.01$), Recognition ($\beta = 0.20$, $p < 0.01$), Advancement ($\beta = 0.19$, $p < 0.01$), and Responsibility ($\beta = 0.12$, $p < 0.01$). The F-value of 24.67 ($p < 0.01$) indicates that the regression model is statistically significant and appropriate for explaining the variance of the dependent variable.

The results of the analysis regarding the influence of work motivation on work efficiency of Generation Y fashion sales staff in Bangkok department stores are presented through the unstandardized and standardized regression equations as follows:

$$Y = 0.32 + 0.21(X1) + 0.19(X2) + 0.25(X3) + 0.11(X4) + 0.16(X5)$$

$$Z_Y = 0.25(X1) + 0.20(X2) + 0.27(X3) + 0.12(X4) + 0.19(X5)$$

Discussion

The findings indicate that all five motivational factors, i.e., Achievement, Recognition, Work Itself, Responsibility, and Advancement significantly influence work efficiency among Generation Y fashion sales staff in Bangkok department stores. The model explains 24% of the variance in work efficiency, indicating that motivation plays a meaningful, though partial, role in shaping employee performance.

From a descriptive perspective, both work motivation and work efficiency were found to be at a high level across all dimensions. This suggests that the sample group generally demonstrates strong internal motivation and a consistently high level of job performance. In particular, dimensions such as responsibility and achievement showed relatively higher mean scores, reflecting that employees perceive themselves as accountable and goal-oriented in their work. Similarly, high mean scores in work efficiency dimensions such as quality and quantity indicate that employees are able to maintain both performance standards and productivity under retail working conditions. These findings provide an important baseline, indicating that Generation Y employees in this context are already functioning at a relatively high level, and that variations in efficiency are more likely driven by differences in motivational intensity rather than the absence of motivation.

When considering the relative influence of each factor based on standardized coefficients, Work Itself emerged as the strongest predictor of work efficiency, followed by Achievement, Recognition ($\beta = 0.20$), Advancement ($\beta = 0.19$), and Responsibility ($\beta = 0.12$). This ordering provides deeper insight into how motivation operates in the retail context.

The strong influence of work itself can be explained by the nature of fashion retail jobs, which involve continuous customer interaction, product presentation, and real-time service delivery. Tasks are highly dynamic and require employees to be actively engaged

throughout the workday. When employees perceive their work as interesting, meaningful, and engaging, they are more likely to invest effort and sustain performance across multiple dimensions, including service quality, time management, and responsiveness. This aligns with contemporary research emphasizing job meaningfulness and task engagement as critical drivers of performance in service-oriented industries (Kim et al., 2023). For Generation Y employees, who tend to value meaningful work experiences and intrinsic satisfaction, the nature of the work itself becomes a central motivational driver beyond external rewards. Achievement was the second strongest predictor, indicating that goal attainment and performance accomplishment remain highly important. In retail environments where performance is directly measured through sales targets and customer outcomes, achievement motivation encourages employees to maintain productivity and meet organizational expectations. Similarly, Recognition plays a significant role by reinforcing positive behaviors through feedback, acknowledgment, and social validation, which are particularly valued by Generation Y employees who seek appreciation and visibility in their work (Nguyen & Luu, 2023). Although Advancement was also significant, its relatively moderate influence suggests that long-term career growth is less salient compared to immediate work-related experiences in fast-paced retail environments. Frontline employees often prioritize short-term performance outcomes, such as daily sales and customer satisfaction, over long-term career progression. In contrast, Responsibility showed the lowest influence among the predictors. This may be explained by the structured nature of retail work, where roles and responsibilities are often clearly defined by organizational procedures and operational guidelines. As a result, employees may perceive responsibility as a standard job requirement rather than a motivating factor that differentiates performance levels. Additionally, Generation Y employees may respond more strongly to engaging tasks and recognition-based incentives than to formal accountability structures. This finding is consistent with recent studies suggesting that intrinsic engagement factors outweigh traditional responsibility constructs in predicting performance among younger workforce segments (Chen et al., 2024).

Overall, these findings are consistent with Herzberg's Two-Factor Theory, which emphasizes the importance of intrinsic motivators such as achievement, recognition, and the nature of the work itself in enhancing job performance (Herzberg, 1959). However, this study extends the theory by demonstrating that, in a modern retail context, the nature of the work itself emerges as the most critical driver of efficiency, particularly among Generation Y employees with distinct work values. Recent literature also supports the increasing importance

of intrinsic motivation and meaningful work in shaping employee performance in contemporary service industries (Karaferis et al., 2022).

Recommendations

Recommendations for Applying the Results

Managerial implications should be aligned with the relative importance of motivational factors identified in the regression analysis. Priority should be given to the strongest predictors of work efficiency, namely Work Itself and Achievement, followed by Recognition, Advancement, and Responsibility.

First, organizations should prioritize optimizing Work Itself to drive employee engagement. Managers should design roles that are meaningful and interactive, specifically in fashion retail environments where customer engagement and visual merchandising are pivotal. Practical strategies include incorporating digital tools such as live commerce platforms, real-time customer engagement technologies, and visual merchandising innovation. These approaches align with the “digital native” characteristics of Generation Y employees and increase task engagement.

Second, Achievement should be reinforced through structured goal-setting and performance-driven systems. As this factor significantly influences work efficiency, organizations should establish transparent sales targets, provide real-time performance feedback, and implement reward systems linked to measurable outcomes. Gamification techniques, such as performance dashboards and incentive-based competitions, are particularly effective for Generation Y staff to further enhance both motivation and overall productivity.

Third, Recognition should be strengthened through timely and specific acknowledgment of employee performance. Given its significant influence on work efficiency, managers should implement both formal and informal recognition systems—such as “Employee of the Month” programs, instant feedback mechanisms, and peer recognition platforms. These initiatives are essential for reinforcing positive work behaviors and meeting the psychological needs of Generation Y staff, who value continuous and meaningful feedback.

Fourth, while Advancement was found to have a moderate influence on work efficiency, organizations should still prioritize establishing clear career development pathways and skill-building opportunities. Implementing structured training programs, mentorship systems, and competency-based promotion frameworks can significantly bolster long-term employee engagement and retention among Generation Y staff.

Finally, given that Responsibility has the lowest influence among the studied factors, organizations should adopt a supportive autonomy approach rather than merely increasing task loads. Managers should empower employees with decision-making authority while providing adequate guidance, resources, and support systems. This strategic shift ensures that responsibility functions as a motivating factor rather than a source of excessive work pressure or stress.

Recommendations for Future Research

This study relies on self-reported, cross-sectional data from Generation Y staff in Bangkok department stores; therefore, the generalizability of these findings to other age groups, regions, or retail formats may be limited. The explained variance is modest, suggesting that unmeasured factors—such as store traffic, supervisor quality, incentives, and organizational climate—also play significant roles.

Future research should employ longitudinal and multi-source designs to examine causal pathways and reduce common-method bias. Furthermore, comparative studies across generations and store types could test boundary conditions. Finally, the application of Structural Equation Modeling (SEM), alongside mediation (e.g., employee engagement) and moderation (e.g., tenure and leadership style) analyses, would further clarify the mechanisms and strengthen the theoretical model.

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