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บทความวิจัย

ปัจจัยด้านแรงจูงใจและปัจจัยด้านสุขอนามัย ที่มีผลต่อความจงรักภักดีต่อองค์การของบุคลากรกลุ่มเจนเนอเรชันวายของสถานประกอบการอุตสาหกรรมในจังหวัดระยอง

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บทคัดย่อ

การวิจัยครั้งนี้มีวัตถุประสงค์เพื่อ 1) ศึกษาความสัมพันธ์ระหว่างปัจจัยด้านแรงจูงใจและปัจจัยด้านสุขอนามัยกับความจงรักภักดีต่อองค์การของบุคลากรกลุ่มเจนเนอเรชันวายของสถานประกอบการอุตสาหกรรมในจังหวัดระยอง 2) เพื่อศึกษาอำนาจการทำนายของปัจจัยด้านแรงจูงใจ และปัจจัยด้านสุขอนามัยต่อความจงรักภักดีต่อองค์การของบุคลากรกลุ่มเจนเนอเรชันวาย และ 3) เพื่อสร้างสมการพยากรณ์ความจงรักภักดีต่อองค์การของบุคลากรกลุ่มเจนเนอเรชันวายของสถานประกอบการอุตสาหกรรมจังหวัดระยอง โดยใช้ปัจจัยด้านแรงจูงใจและปัจจัยด้านสุขอนามัยเป็นตัวพยากรณ์ การวิจัยนี้เป็นการวิจัยเชิงพรรณนาชนิดหาความสัมพันธ์ เก็บรวบรวมข้อมูลกับบุคลากรกลุ่มเจนเนอเรชันวาย จำนวน 434 คน โดยวิธีการสุ่มตัวอย่างแบบมีระบบ ผลการวิจัยพบว่า ปัจจัยด้านแรงจูงใจและปัจจัยด้านสุขอนามัย ประกอบด้วยปัจจัย 6 ด้าน ได้แก่ ด้านความน่าสนใจและคุณค่าของงาน (X_8) ด้านสภาพแวดล้อมและสิ่งอำนวยความสะดวกในการทำงาน (X_{11}) ด้านกฎระเบียบและข้อบังคับในการทำงาน (X_9) ด้านการมีสถานภาพที่ดี (X_5) สามารถทำนายความจงรักภักดีต่อองค์การ อย่างมีนัยสำคัญทางสถิติที่ระดับ 0.001 ด้านการได้รับการยกย่อง (X_2) สามารถทำนายความจงรักภักดีต่อองค์การอย่างมีนัยสำคัญทางสถิติที่ระดับ 0.01 และด้านความก้าวหน้าในงาน (X_6) สามารถทำนายความจงรักภักดีต่อองค์การอย่างนัยสำคัญทางสถิติที่ระดับ 0.05 ตามลำดับ ซึ่งปัจจัยดังกล่าวสามารถอธิบายความผันแปรของความจงรักภักดีต่อองค์การได้ร้อยละ 58.4 (R^2) และนำมาสร้างสมการพยากรณ์ในรูปคะแนนดิบและคะแนนมาตรฐาน ได้ดังนี้ $\hat{Y}$ = 0.902 + 0.219X_8 + 0.184X_{11} + 0.145X_9 + 0.143X_5 + 0.121X_2 + 0.112X_6 และ Z(Y) = 0.257Z(X_8) + 0.221Z(X_{11}) + 0.176Z(X_9) + 0.167Z(X_5) + 0.149Z(X_2) + 0.131Z(X_6) จากสมการพยากรณ์พบว่า ปัจจัยด้านความน่าสนใจและคุณค่าของงาน (X_8) เป็นตัวแปรที่มีผลต่อความจงรักภักดีต่อองค์การของบุคลากรกลุ่มเจนเนอเรชันวายของสถานประกอบการอุตสาหกรรมในจังหวัดระยองมากที่สุด

คำสำคัญ: ปัจจัยด้านแรงจูงใจ ปัจจัยด้านสุขอนามัย ความจงรักภักดีต่อองค์การ เจนเนอเรชันวาย สถานประกอบการ
อุตสาหกรรม

Research Article

Motivating and Hygiene Factors Affecting Organizational Loyalty of Generation Y Staffs of Industrial Enterprises in Rayong Province

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Abstract

The objectives of this research were: 1) to study the relationship between motivating factors, hygiene factors and organizational loyalty of Generation Y staffs of industrial enterprises in Rayong province, 2) to study motivating factors and hygiene factors that affect organizational loyalty of Generation Y staffs, and 3) to construct a prediction equation of organizational loyalty of Gen Y staffs of industrial enterprises in Rayong province based on motivating factors and hygiene factors. This research is a descriptive correlational research. The sample group consisted of 434 Y Generation staffs, selected by systematic random sampling. The findings revealed the motivating factors and the hygiene factors in 6 aspects namely: work interest and work value (X_8), work environment and facilities (X_{11}), rules and regulations (X_9), good status (X_5) can be used to forecast the organizational loyalty influence with the statistically significant level of 0.001, recognition (X_2) can be used to forecast the organizational loyalty influence with the statistically significant level of 0.01 and work progress (X_6) can be used to forecast the organizational loyalty influence with the statistically significant level of 0.05. These factors can explain the variation of organizational loyalty of Gen Y staffs of industrial enterprises in Rayong province at 58.4%. The predictive equation of the organizational loyalty of Generation Y staffs of industrial enterprises in Rayong province in raw score equation and standard score equation were as followed: $\acute{Y} = 0.902 + 0.219X_8 + 0.184X_{11} + 0.145X_9 + 0.143X_5 + 0.121X_2 + 0.112X_6$ and $Z(Y) = 0.257Z(X_8) + 0.221Z(X_{11}) + 0.176Z(X_9) + 0.167Z(X_5) + 0.149Z(X_2) + 0.131Z(X_6)$ Based on the predictive equation, it is found that work interest and work value (X_8) is the most significant positive influence on organizational loyalty of Gen Y staffs of industrial enterprises in Rayong province.

Keywords: Motivating Factors, Hygiene Factors, Organizational Loyalty, Generation Y, Industrial Enterprises.

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1. Introduction

The society has been changing through period of time. Human have to adapt themselves with the continuous change of environment and the advanced technology. There has been a study on the change of people living in a certain age called 'generation'. There are 3 main generations in the staffs of every organization, i.e. 1) Gen B or baby boomers who were born between 1944 and 1964. They're currently between 55–75 years old. They usually devote themselves to their work and organization, conform with rules and regulations, and are patient and persevering. 2) Gen X were born between 1965–1979 and are currently between 40–54 years old. They were born during the high economic competition making them wide vision, independence, with the concept of work-life balance. 3) Gen Y were born between 1980 and 1994. They are currently between 25–39 years old. They are assertive, unenthusiastic about criticism, love shortcut, speed, convenience, and high technology [1]. Nowadays, staffs in most organizations are from various generations. The most interesting generation is Gen Y staffs because they are the future of the organization [2]. There has been a widely interest in Gen Y study particularly in the USA [3] Gen Y until recently known as a generation with lack of loyalty and keep jumping from one organization to another. They only show their loyalty when they can gain job satisfaction, good reward system policy, flexibility in work and work well within the modern empowered workplace as long as there are enough challenges and opportunities to keep them interested [4] and Gen Y have the ability to achieve their objectives in the organization [4], [5]. Previous research found
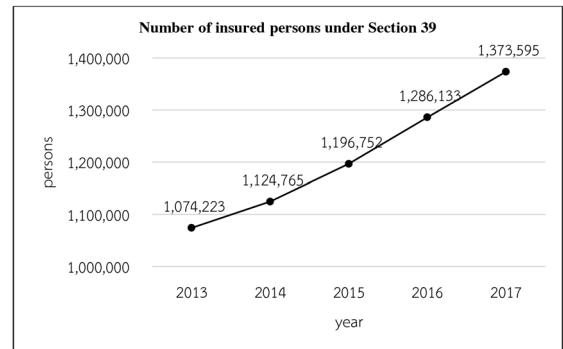
Figure 1: Number of insured persons under Section 39 between 2013–2017 [8].

that generation Y will accept job offer and stay loyal with the organization due to the motivation system such as salary, benefits and career advancement [6]. Their ambitiousness which usually related to the benefits they can gain from the organization either monetary or non-monetary provided challenge for organization [7].

As can be seen in Figure 1, during 2013–2017, there has been a high tendency of insured persons under Section 39 showing that there are more staffs resigning from their permanent jobs to be self-employed. As a result, the high turnover of staffs will impact the organization, leading to decline in productivity, service delivery and knowledge transfer. [9] Industrial enterprises pay their attention on human resource management particularly on Gen Y who are the long-term main driver of the organization. The researcher sees the importance in conducting the study on motivating and hygiene factors affecting organizational loyalty of Gen Y staffs of industrial enterprises in Rayong province.

Objectives of the study: 1) to study the relationship between motivating factors, hygiene factors and organizational loyalty of Gen Y staffs

of industrial enterprises in Rayong province, 2) to investigate whether the motivating factors and the hygiene factors can predict the organizational loyalty of Gen Y staffs of industrial enterprises in Rayong province, and 3) to construct a prediction equation of organizational loyalty of Gen Y staffs of industrial enterprises in Rayong province based on the motivating factors and hygiene factors.

According to the concept of organizational loyalty by O'Reilly [7], organizational loyalty consists of 3 behaviors, i.e. 1) Compliance: staffs are compliant with the organization for rewards, such as wages, etc. 2) Internalization: staffs absorb organizational values as their own values, and 3) Identification: staffs are compliant with the organization and proud to be a part of the organization. From the concepts above, it can be defined that organizational loyalty refers to the belief and bond of the staffs toward the organization. They are bound with their work and highly responsible on their assignments and work to achieve the organization's vision and policy.

Herzberg's two-factor theory [10] states that 2 factors affecting motivation are 1. Hygiene factors: the external factors that prevent staffs from work dissatisfaction, i.e. 1) company's policy, 2) supervision, 3) working conditions, 4) salary and benefits, 5) work security, and 6) administration. 2. Motivators: the internal factors that create work satisfaction, i.e. 1) work achievement, 2) recognition from others, 3) interpersonal relationship, 4) work itself, 5) responsibility, and 6) growth. When comparing Herzberg's theory with O'Reilly [7], it can be seen that wages or salary is not the only factor to motivate staffs in working, but there are also other

factors, especially on the work itself, work challenge, responsibility, and work progress.

Job characteristics theory by Oldham and Hackman [11] suggests that the task itself is the key to employee motivation. The administrators should give the values on work and empirical variables on interest and values of work.

The concept of work-life balance reveals the findings that when staffs have got health problems, pressure, and emotional fatigue, their level of life satisfaction will decrease resulting in lower work satisfaction, absenteeism, and higher resignation as well as lower work efficiency [12]. On the contrary, positive effects of work-life balance are on higher work satisfaction, work morale, higher organizational loyalty, lower work pressure, lower turn-over rate, lower work accidents, and better overall operation of the organization [13]. The researcher develops the work-life balance variables as shown in Figure 2 the conceptual framework below

2. Materials and Methods

This research is a descriptive correlational research. The research methodology was as follows:

2.1 The questionnaire was a close-ended type. The content obtained from the literature review was analysed to form questions in the questionnaire that was divided into 5 parts.

Part 1: Respondent's demographic data. Checklist questions were put in this part. (7 items)

Part 2: General information of industrial business organization. Checklist questions were put in this part. (3 items)

Part 3: Characteristics of motivating factors (8 aspects) and hygiene factors (6 aspects) could be
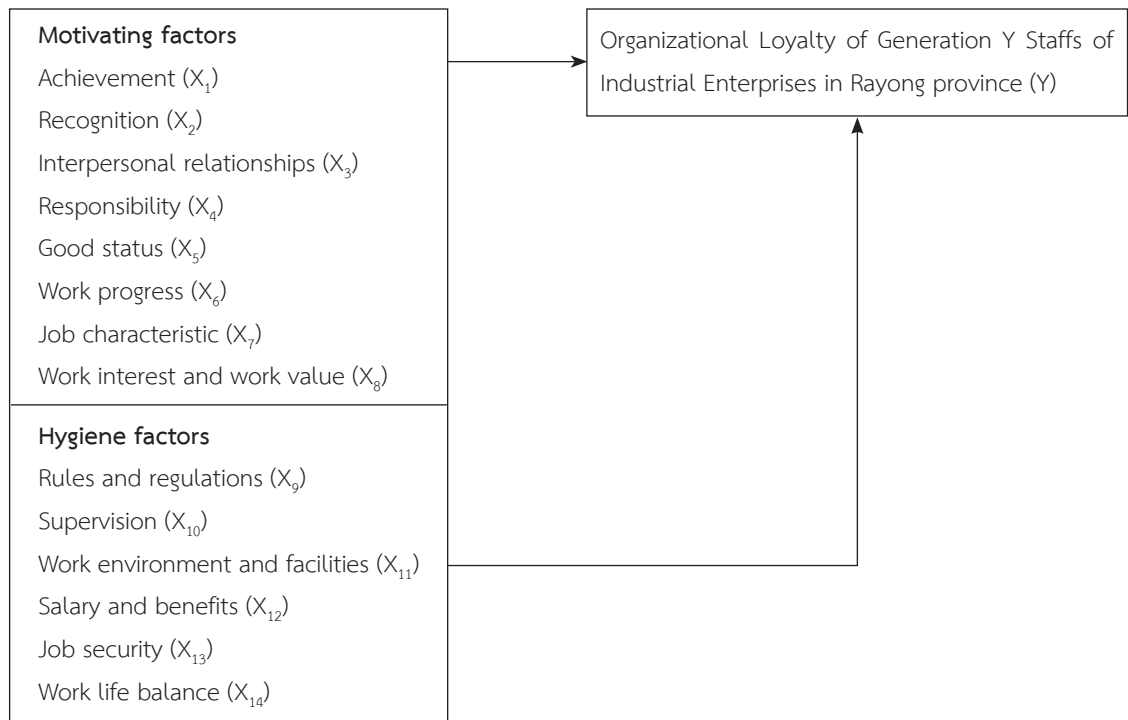
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Figure 2: Conceptual Framework.

assessed from a 5 rating scale of characteristics based on the Likert's scale (72 items).

Part 4: Characteristics of organizational loyalty of Gen Y staffs of industrial enterprises (3 aspects) could be assessed from 5 rating scale of characteristics based on the Likert's scale (20 items).

Part 5: Additional comments on effective organizational loyalty of Gen Y staffs of industrial enterprises. Two open-ended questions were put in this part.

The questionnaire draft was validated and assessed by 5 experts. Index of Item – Objective Congruence value (IOC) was calculated. The values obtained ranged from 0.6 to 1.0 (IOC > 0.50). When the questionnaire passed the criteria, it was tried out with an experimental group of 30 people of generation Y staffs of Industrial Enterprises in Rayong

province who were not sample in the main study and find out its discrimination and reliability. The values obtained ranged from 0.394 to 0.916 for the discrimination and the values obtained ranged from 0.720 to 0.967 for the reliability which can be used to collect the data with high reliability [15] as shown in Table 1.

2.2 The population of this survey research were the Gen Y staffs in 420 industrial enterprises located in 8 industrial estates in Rayong [14]. The sample sizes of 205 enterprises were calculated by Yamane [15] at the statistically significant level of 0.05. Systematic sampling method was employed by defining the interval between the registered number of the enterprises in Rayong with the result of 2 intervals. Then, the researcher randomly selected the starting number and then continued

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Table 1: The discrimination values and the reliability values of variables

Variables	The Discrimination Value (Corrected Item-Total Correlation)	The Reliability Value (Cronbach's Alpha)
(Y) Organizational Loyalty of Gen Y staffs	.485–.892	0.967
1. Organizational Commitment	.599–.813	0.890
2. Compliance	.853–.909	0.962
3. Identification	.804–.908	0.950
Motivating Factors (X_1) Achievement	.817–.844	0.912
(X_2) Recognition	.724–.756	0.861
(X_3) Interpersonal Relationships	.394–.733	0.763
(X_4) Responsibility	.527–.710	0.822
(X_5) Good Status	.460–.639	0.720
(X_6) Work Progress	.465–.725	0.806
(X_7) Job Characteristic	.563–.745	0.882
(X_8) Work Interest and Work Value	.496–.898	0.882
Hygiene Factors (X_9) Rules and Regulations	.623–.770	0.832
(X_{10}) Supervision	.615–.915	0.953
(X_{11}) Work Environment and Facilities	.662–.856	0.922
(X_{12}) Salary and Benefits	.486–.804	0.899
(X_{13}) Job Security	.747–.891	0.897
(X_{14}) Work-life Balance	.562–.916	0.887

choosing the samples from 205 enterprises. The data were collected by simple random sampling with interviewing 434 representative of Gen Y staffs that worked at 205 enterprises using the questions in the questionnaire.

2.3 The data were then analyzed by SPSS for Windows. Descriptive and referential statistics were used to analyse the data. Frequency, percentage, mean (The interpretation criteria were as follows: 1.00–1.49 = The lowest, 150–2.49 = Low, 2.50–3.49 = Medium, 3.50–4.49 = High, and 4.50–5.00 = Very high [15]), standard deviation. The one-tailed correlation by Pearson Correlation was at the statistics significance 0.001. Pearson Product Moment Correlation was set at 0.75 or higher to show whether there is no dependability among independent variables. If the Pearson Product Moment Correlation is 0.75 or higher, it means that the independent variables have high correlation leading to Multicollinearity. In that case, the variables should be grouped or left out [16]. The final step was to find the difference between independent variables and

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dependent variables to create an equation for forecasting organizational loyalty of Gen Y staffs by using motivating factors and hygiene factors as forecasters by enter method. The researchers tested the appropriate conditions of the data used in multiple regression analysis as follows: 1) The durbin Watson value is 1.910, which is between 1.5–2.5. This means that each deviation is independent. (Autocorrelation) 2) Considering the histogram graph as shown in Figure 3, it is found that the standard deviations obtained from multiple regression equations are fairly normal, not skewed, but prominent above the normal curve.

3) When considering the P-P Plot of Regression Standardized Residual as shown in Figure 4, it is found that the graph tends to deviate slightly from the criterion showing that the distribution of the standard error from the multiple regression equations is normal distribution.

4) Considering the scatter plot, it is found that most of the tolerances are above and below the zero, where the distribution is narrow, regardless of which direction Y changes. As a result, it is concluded that the variance of the error is a constant.

The multiple regression analysis was employed at the statistically significant level at 0.001, 0.01 and 0.05 in the form of tables.

3. Results

According to the analysis of the data, the result of the research could be summarized as follows:

3.1 Respondents' demographic data: Most informants were females (52.5%), with the age between 26–28 years (41.9%), educational level lower than bachelor degree (50.3%), single (49.8%),
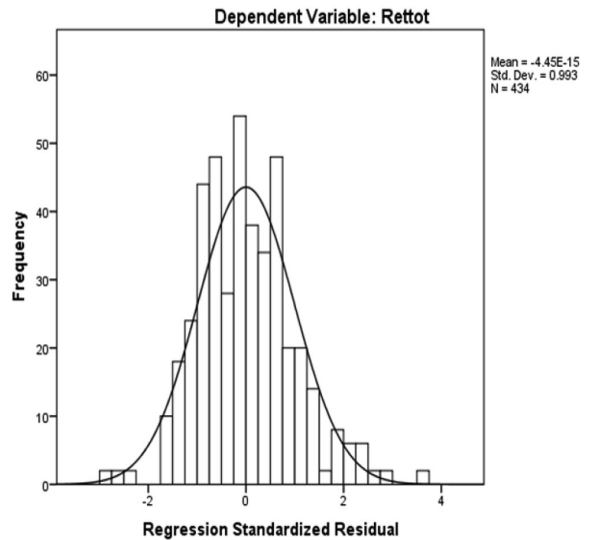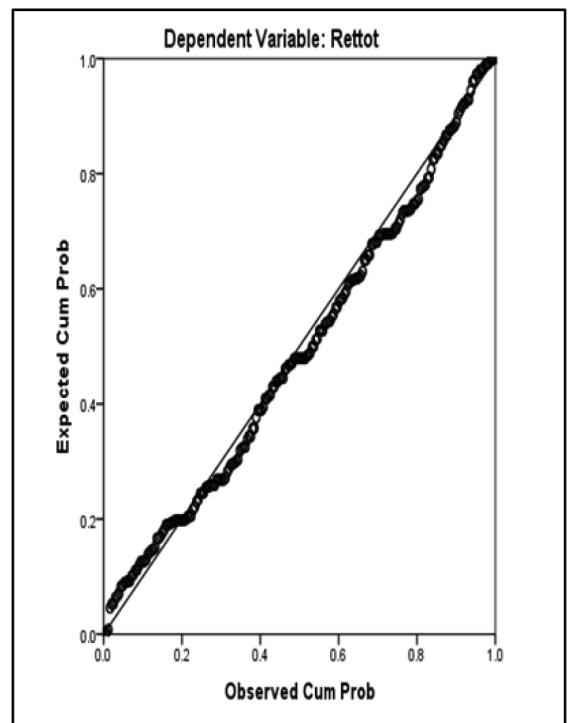

Figure 3: Histogram Graph.

Figure 4: P-P Plot of Regression Standardized Residual Graph.

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Table 2: Average level of organizational loyalty of generation Y staffs of industrial enterprises in Rayong province

Organizational Loyalty	n	$\bar{\text{X}}$	S.D.	Level
Total	434	3.83	0.617	high
1. Organizational Commitment	434	3.73	0.638	high
2. Compliance	434	3.87	0.683	high
3. Identification	434	3.88	0.691	high

operational work level (73.3%), the average salary 15,001–20,000 (29.5%) and 4–5 years working experience (28.1%).

3.2 General information of industrial business organization was investigated. Most informants were general working in production sector (90.3%), the main organization product was automobile parts (26.7%), and they worked in big organization with more than 201staffs (74.2%).

3.3 The results of the average level of the organizational loyalty of Gen Y staffs in Rayong industrial estates were at high level ($\bar{\text{X}}$ = 3.83, S.D. = 0.617) as shown in Table 2.

3.4 It was found that the average level of motivating factors and hygiene factors was at high level ($\bar{\text{X}}$ = 3.67, S.D. = 0.597). The average level of the motivating factors was at high level ($\bar{\text{X}}$ = 3.63, S.D. = 0.610) and the average level of the hygiene factors was at high level ($\bar{\text{X}}$ = 3.71, S.D. = 0.660) as shown in Table 3.

3.5 The results of the independent correlation showed that motivating factors and hygiene factors were independent from each other because multicollinearity < 0.75 with the Pearson Correlation between 0.326–0.743 with the statistically significant level at 0.001 as shown in Table 4.

3.6 Table 5 showed the analysis results of the multiple regression analysis revealing that motivating factors are work interest and work value and good status. They can be used to forecast the staffs loyalty on the organizations at the statistically significant level of 0.001. Recognition can be used to forecast the staffs loyalty on the organizations at the statistically significant level of 0.01. And work progress can be used to forecast the staffs loyalty on the organizations at the statistically significant level of 0.05. While the hygiene factors included work environment and facilities, rules and regulations can be used to forecast the staffs loyalty on the organizations at the statistically significant level of 0.001 at 58.4% (R^2). Thus, the model for organizational loyalty of Gen Y can be concluded as follows.

Raw score equation $\acute{Y}$ = 0.902 + 0.219X_8 + 0.184X_{11} + 0.145X_9 + 0.143X_5 + 0.121X_2 + 0.112X_6.

Standard score equation Z(Y) = 0.257Z(X_8) + 0.221Z(X_{11}) + 0.176Z(X_9) + 0.167Z(X_5) + 0.149Z(X_2) + 0.131Z(X_6).

The predictive equation was found that work interest and work value (X_8) is the most significant positive influence on organizational loyalty of Gen Y staffs of industrial enterprises in Rayong province and followed by work environment and facilities (X_{11}), rules and regulations (X_9), good status (X_5), recognition (X_2) and work progress (X_6), respectively.

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Table 3: Average level of motivating and hygiene factors

Independent Variables	n = 434		
	$\overline{X}$	S.D.	Level
Total	3.67	0.597	high
Motivating Factors	3.63	0.610	high
(X_1) Achievement	3.86	0.705	high
(X_2) Recognition	3.52	0.759	high
(X_3) Interpersonal Relationships	3.42	0.724	moderate
(X_4) Responsibility	3.75	1.165	high
(X_5) Good Status	3.78	0.718	high
(X_6) Work Progress	3.49	0.720	moderate
(X_7) Job Characteristic	3.64	0.691	high
(X_8) Work Interest and Work Value	3.59	0.725	high
Hygiene Factors	3.71	0.660	high
(X_9) Rules and Regulations	4.05	0.750	high
(X_{10}) Supervision	3.68	0.754	high
(X_{11}) Work Environment and Facilities	3.70	0.741	high
(X_{12}) Salary and Benefits	3.64	0.744	high
(X_{13}) Job Security	3.58	0.886	high
(X_{14}) Work life Balance	3.62	0.753	high

Table 4: The relationship between motivating and hygiene factors and organizational loyalty of Gen Y staffs of industrial enterprises in Rayong province

Variables	Y	X1	X2	X3	X4	X5	X6	X7	X8	X9	X10	X11	X12	X13	X14
Y	1														
X_1	.528***	1													
X_2	.539***	.478***	1												
X_3	.509***	.437***	.736***	1											
X_4	.429***	.442***	.354***	.427***	1										
X_5	.610***	.494***	.570***	.589***	.470***	1									
X_6	.552***	.527***	.604***	.629***	.458***	.694***	1								
X_7	.651***	.572***	.585***	.587***	.483***	.689***	.737***	1							
X_8	.666***	.572***	.593***	.598***	.473***	.673***	.736***	.734***	1						
X_9	.585***	.553***	.377***	.370***	.370***	.490***	.513***	.622***	.547***	1					
X_{10}	.605***	.597***	.546***	.550***	.440***	.620***	.665***	.739***	.685***	.660***	1				
X_{11}	.640***	.605***	.500***	.553***	.387***	.582***	.598***	.685***	.631***	.665***	.702***	1			
X_{12}	.520***	.475***	.476***	.520***	.326***	.596***	.556***	.606***	.526***	.531***	.679***	.696***	1		
X_{13}	.507***	.514***	.445***	.508***	.359***	.607***	.588***	.589***	.506***	.568***	.650***	.639***	.734***	1	
X^{14}	.571***	.536***	.519***	.517***	.389***	.579***	.528***	.614***	.566***	.582***	.720***	.743***	.732***	.681***	1

*** Correlation is significant at the 0.001 level

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Table 5: Multiple regression analysis (n = 434)

Independent Variables	B	Beta	t	Sig.
(Constant)	0.902		6.666	.000
Motivating Factors				
(X_1) Achievement	0.024	0.027	0.620	0.536
(X_2) Recognition	0.121	0.149	2.951	.003**
(X_3) Interpersonal Relationships	0.017	0.020	0.382	0.703
(X_4) Responsibility	0.032	0.060	1.570	0.117
(X_5) Good Status	0.143	0.167	3.268	0.001***
(X_6) Work Progress	0.112	0.131	2.243	0.025*
(X_7) Job Characteristic	0.098	0.110	1.664	0.097
(X_8) Work Interest and Work Value	0.219	0.257	4.424	0.000***
Hygiene Factors				
(X_9) Rules and Regulations	0.145	0.176	3.769	0.000***
(X_{10}) Supervision	0.075	0.092	1.449	0.148
(X_{11}) Work Environment and Facilities	0.184	0.221	3.518	0.000***
(X_{12}) Salary and Benefits	0.008	0.009	0.171	0.864
(X_{13}) Job Security	0.001	0.002	0.035	0.972
(X_{14}) Work life Balance	0.023	0.028	0.490	0.624

R = .764, R Square = .584, Adjusted R Square = .570, F = 42.035, Sig of F = .000

* The significant level at 0.05

** The significant level at 0.01

*** The significant level at 0.001

4. Discussion and Conclusions

The results of this study led to 6 Major issues deserved to be discussed and suggested as follows:

4.1 The findings revealed that motivating factors affecting the organizational loyalty of Gen Y staffs in Rayong industrial estates consisted of work interest and work value (X_8) and good status (X_5) at the statistical significance of 0.001 and the correlation analysis showed that the organizational loyalty has the highest correlation with work interest and work value which is in line with the Job characteristics theory by Hackman and Oldham [11] suggesting that the task itself is the key to employee motivation. The administrators should give the values on work and empirical variables on interest and values of work. This is also in line with the research by Dwaikatt [17], findings that the intention to quit Gen Y employee's job was explained by lack of empowerment and lack of organizational commitment. This supports the research by Cennamo and Gardner [18], finding that Gen Y group placed more importance on status and freedom work

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values than the Baby Boomer group. The suggestions can be proposed according to the results of this study. The administrators should give the importance on building a strong mission and embed corporate values and culture into daily tasks by ensuring that Gen Y staffs can personally match their growth and skills to the mission of the company. The administrators should assign work conforming with attitude and interest their individual staffs. Supervisors should assign task that subordinates could be responsibleindependently. As a consequence, staffs can learn new technique and gain new interesting working experience including continuously developing relationship among colleagues.

4.2 The findings revealed that motivating factors affecting the organizational loyalty of Gen Y staffs in Rayong industrial estates consisted of recognition (X_2) at the statistical significance of 0.01 in line with the Herzberg's two-factor theory [10] stating that recognition from others is one of the internal factors that create work satisfaction. The following suggestions could be proposed according to the results of this study. The administrators should give the importance on providing the days of frequent feedback and set up a weekly or monthly meeting to review projects and make sure that they are receiving the support and feedback they yearn for to keep growing. Not only does this constant feedback helps them monitor their career growth, but it also creates a personal connection to the manager and the team. Thus, having close relationships with coworkers in the office will further help retain staffs.

4.3 The findings revealed that motivating factors affecting the organizational loyalty of Gen Y staffs in Rayong industrial estates consisted of Growth or work progress (X_6) at the statistical significance of 0.05. In line with the Herzberg's two-factor theory [10] stating that growth or work progress is one of the internal factors that create work satisfaction. Therefore, wages or salary is not the only factor to motivate Gen Y staffs in working, but there are also other factors, especially on the work itself, work challenge, responsibility, and work progress. In line with the research findings of Dwaikatt [17], findings showed that the intention to quit Gen Y employee's job was explained by lack of training and lack of career planning. The following suggestions could be proposed according to the results of this study that the administrators should give the importance on training and giving them opportunities to continue their education or offer periodic training to keep them catch up with new challenging knowledge.

4.4 The findings revealed that hygiene factors affecting the organizational loyalty of Gen Y staffs in Rayong industrial estates consisted of work environment and facilities (X_{11}) at the statistical significance of 0.001. This is in line with the Herzberg's two-factor theory [10] stating that working conditions and company's policy are the external factors that prevent staffs from work dissatisfaction. This is congruent with the research findings of P. Sukpong [19], findings that one of the work characteristics of generation Y namely: familiarity with modern technology has a positive relationship with their expectations of job change. Therefore, the administrators should give the importance on providing good work environment and suitable

facilities to enhance the organizational loyalty of Gen Y staffs.

4.5 The findings revealed that hygiene factors affecting the organizational loyalty of Gen Y staffs in Rayong industrial estates consisted of rules and regulations (X_9) at the statistical significance of 0.001. This is line with the Herzberg's two-factor theory [10] stating that company's policy are the external factors that prevent staffs from work dissatisfaction. This is congruent with the research by Kerslake [5] and Martin [4] findings that Gen Y staffs only show their loyalty when they can gain good reward system policy, allow the freedom to complete their job through flexibility in work and work well within the modern empowered workplace as long as there are enough challenges and opportunities to keep them interested and Gen Y staffs have the ability to achieve their objectives in the organization.

4.6 Suggestion for further research is on qualitative research through in-depth interview on the enterprise owners, administrators, and specialists to find more guidelines to enhance organizational loyalty of Gen Y staffs.

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