

Museum Management Factors Affecting Generation Y Visitors' Decision-Making to Visit Museums

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ABSTRACT

Generation Y visitors, the largest portion of the population, are now passionate about traveling to an attractive destination and are open to new experiences. Museums, which traditionally attracted older visitors, are beginning to adapt and evolve to better connect with younger visitors, especially Generation Y, who have different desires and expectations. This quantitative research examines the museum management factors influencing Generation Y visitors' decision-making to visit museums. A questionnaire was used to collect data from 400 Generation Y Thai museum visitors. The data were analyzed using binary logistic regression. The results reveal four factors affecting Generation Y visitors' decision-making to visit museums—facilities, interpretation, technology/innovation, and activities—with a statistical significance of 0.05. The museum focusing on Generation Y visitors should provide facilities, interpretation, activities, technology, and innovation, as this study recommends. Therefore, the museum management focusing on Generation Y visitors should strive to create new experiences through interactive and innovative activities, aligning with technology to satisfy, excite and engage this generation.

Keywords: Decision-making to visit museums, generation Y visitors, museum management

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INTRODUCTION

The tourism industry is pivotal in driving every nation's economy forward. According to the World Travel and Tourism Council (WTTC), 2021 marked the beginning of the recovery for the global travel and tourism sector. Its contribution to the growth of the global economy reached USD 5.8 trillion,

constituting 6.1% of global GDP and supporting 289 million jobs for 6.7% of total employment (World Travel and Tourism Council, 2022). This growth profoundly impacts the lifestyles, behaviors, beliefs, attitudes, and customs of people in society, all manifest in their evolution (Chudintra, 2012). Therefore, studying theories related to human behavior is crucial and has been widely conducted in the tourism industry.

Generation theory aims to explore the behavior of different generations and is based on the belief that growing up in diverse surroundings can influence lifestyle behavior in various ways (Benckendorff et al., 2009). Many organizations and travel businesses have employed this theory to comprehend visitors' motivations and behaviors (Fok & Yeung, 2016; Jituea, 2018; Tan et al., 2019).

As different generations exhibit varying behaviors and demands, generation becomes a critical predictor of visitors (Kim et al., 2015). Generation Y, being the first to embrace the internet and technologies during the early stages of their lives (Qi & Leung, 2018), has distinct travel behaviors and demands compared to earlier generations. An increasing number of Generation Y visitors play a significant role in driving the nation's economy. According to the World Economic Forum (Neufeld, 2021), Generation Y comprises 1.8 billion people globally, accounting for 23% of the total global population. Therefore, Generation Y has emerged as a crucial target market for the global tourism industry. Likewise, in 2019, Generation Y made up 32% of

the total population in Thailand (Thairath, 2019), representing a substantial population with a high spending rate compared to other generations. Consequently, they have become the primary market for Thailand's tourism (Economic Intelligence Center, 2015; Thairath, 2019). Thus, Generation Y visitors were selected as the population for this study.

Museums are considered key attractions in cultural heritage tourism (Moreno-Gil & Ritchie, 2009). Many countries have successfully utilized museums to generate domestic income. Western countries such as the United States of America, the United Kingdom, and France have effectively used museums to attract significant visitors, resulting in substantial revenue (Expedia Team, 2017; Statista, n.d.; On Being, 2019). Over the past five years, museum tourism in Thailand has experienced continuous growth. The number of museums and learning centers in Thailand has increased by over 15%, indicating a shift in people's travel preferences towards greater interest in museum tourism (Banmuang, 2018). Consequently, several relevant organizations strive to restore, enhance, and support museums as national learning centers to attract Generation Y visitors—a vital marketing target. This strategic approach positions Thailand to capitalize on the growth of museum tourism, offering a promising outlook for the future development of Thailand's museums.

Despite the rapid development of museum tourism, an overview of museum management suggests that only a few of

the 1,500 museums in Thailand capture visitors' interest. It raises questions about the disinterest of Thai people in their museums. Scholars have proposed several reasons for this disinterest, including a failure to cultivate young people's interest in museums, the perceived irrelevance of museums to modern times, outdated presentation, lack of interpretation, insufficient public relations efforts, and underutilization of innovation and new technology. Consequently, some museums in Thailand have been labeled as 'dead museums' (Chawsamun, 2014; Panthong, 2022).

Given the various types of museums, this study focuses on history and archaeology museums, which are the most prevalent in Thailand. Recognizing the importance of Generation Y visitors to museums and their role in improving museums to meet the needs of today's visitors, this study delves into the museum management factors that attract visitors. Existing literature reviews cover several museum management factors that influence visitors, such as exhibition (Moreno-Gil & Ritchie, 2017), physical surroundings (Viboonpin & Pasunon, 2016), activities (Su & Teng, 2018), staff (Conti & Pencarelli, 2017), interpretation (Manna & Palumbo, 2018), public relations (Moreno-Gil & Ritchie, 2017), facilities (Manna & Palumbo, 2018), and technology and innovation (Kosolkarn, 2017). The primary goal of this research is to investigate the impact of these museum management factors on Generation Y visitors' decision-making when visiting museums. The study hopes to leverage the results as recommendations to

enhance Thailand's museums, transforming them from mere repositories of artifacts to dynamic centers for education and social experiences. Moreover, a literature review revealed a gap in investigating museum management factors concerning Thai Generation Y visitors, sparking the researcher's interest. Thus, this study aims to fill that gap by exploring the museum management factors influencing Generation Y visitors' decisions to visit museums.

LITERATURE REVIEW

Generation Y

Generation Y is a concept that seeks to define the young individuals about to enter the labor market, constituting the primary market within the tourism industry (Wannasan & Jianvittayakit, 2022). Benckendorff et al. (2009) and Rudolph et al. (2018) state that members of Generation Y are also known as 'Millennials' and were born between 1980 and 2000. Having come of age during the information era, they possess a keen desire to engage with life and are adept at communication through computer networks. Additionally, Generation Y, born between 1977 and 2003, grew up during globalization and cultural hybridity. This upbringing has granted them freedom of thought and expression, an embracement of cultural differences, and a readiness to learn about them (Moscardo & Benckendorff, 2010).

Within the realm of tourism, Generation Y is the most intriguing and rapidly expanding market, potentially constituting the largest market. They are among the most

educated and wield significant influence over the subsequent generation (Economic Intelligence Center, 2015; Neufeld, 2021). Hence, existing literature strongly supports the idea that Generation Y holds great importance in the tourism industry. Many scholars, such as Martínez-Sala et al. (2021), Richard and Wilson (2004), and Tapscott (2009), have defined its members as individuals who grew up during an age of technological, media, and information advancement, making them avid users of modern technology. However, the age range of Generation Y varies in each scholar's definition. For this study, the researcher defines Generation Y according to the United Nations (UN) definition: individuals born between 1981 and 2000 (Economic Intelligence Center, 2015). In 2018, Thailand's Generation Y was estimated to be 18,731,470 people (Official Statistics Registration Systems, 2018), a figure used to represent the population in this study.

Characteristics and Behavior of Generation Y. A review of Generation Y's characteristics and behavior in Thailand and other countries reveals similar attitudes and behaviors. The Economic Intelligence Center (2015) of Siam Commercial Bank surveyed and analyzed Generation Y's characteristics in Thailand, yielding results comparable to studies conducted in the US (Tapscott, 2009). The results from both studies identify the following key characteristics of Generation Y: (i) Technologically adept and interested in

innovations: Having grown up in the digital age, communication and access to information have been effortless for them, resulting in new needs for consuming goods and services to craft their own experiences, (ii) Highly social: Generation Y enjoys interacting with one another, maintaining numerous social connections through online and offline social media. Online social media serves as their primary channel for expressing thoughts, sharing experiences, and knowledge with friends and others, and (iii) Discerning: Generation Y has high standards and tends to choose products and services based on their needs. Furthermore, Tapscott (2009) identifies the following values: (i) Freedom: Generation Y values freedom, often making independent decisions and actions. They are not attached to specific choices, causing their needs to evolve constantly; (ii) Adaptability: They readily embrace change, adapting to unique circumstances; (iii) Honesty and ethics: Generation Y accepts societal and individual differences, are straightforward thinkers, and prioritize social responsibility, (iv) Entertainment: They prioritize enjoying life and entertaining themselves, and (v) Rapidity: Growing up in the digital age, they expect instant interaction and quick results.

According to a survey by the Tourism Authority of Thailand (2017), Generation Y possesses a broader worldview compared to other generations, influenced by advancements in digital technology and social networks. They are knowledgeable, assertive, individualistic, and eager to seek new experiences. Consequently, their travel

behavior revolves around learning about culture, traditions, and local ways of life through visits to museums, art exhibitions, natural attractions, and tourist sites that offer modern services and innovations, inspiring a new perspective on life. It aligns with the conclusion of Lerspipatthananon (2018), highlighting that the travel motivation for Generation Y is to explore cultures, seek new experiences, and learn about different cultures and lifestyles while having fun in various places. Growing up in the age of information and modern technology significantly influences the thoughts, attitudes, and lifestyle behaviors of Generation Y. Therefore, management and marketing for Generation Y must prioritize communication, innovation, new technology, convenience, and value for money. Tourist attractions should offer a variety of entertaining, challenging, and novel experiences to Generation Y visitors, given that travel experiences play a significant role in determining future destination choices (Karl et al., 2020).

Concept of Museum Management

While various types of museums exist, such as art, archaeology, history, maritime, and war museums, this study specifically focuses on history and archaeology museums in Thailand. Thailand boasts a rich and diverse historical and archaeological heritage, with ancient civilizations, historical sites, and archaeological treasures dating back thousands of years. These museums play a pivotal role in preserving the country's cultural identity and providing valuable

insights into preserving and showcasing this heritage. In addition, history and archaeology museums are prevalent in Thailand and stand as significant tourist attractions, offering visitors a deeper understanding of the country's history and archaeological discoveries. A study of these museums in Thailand can shed light on the challenges they face, including funding, conservation, and the need to engage younger generations and identify opportunities for improving visitor experiences and museum management.

The concept of museum management has evolved from individual collections of treasures, antiquities, or rare items. Over time, these collections were exhibited to allow people to see and learn about them. Eventually, museums developed into educational institutions displaying antiquities and artifacts that serve as evidence of human beings and their natural environments and creations, catering to learning and pleasure. Including being a non-profit, permanent institution in the service of society (International Council of Museums Nederland, 2020; Saranurak, 2016). Siririsak (2016) notes that museum management has existed for centuries but gained prominence after European administrative reforms. Since then, museums have become instruments of national and self-expression for countries and their citizens. Presently, museums are managed to promote the tourism industry and attract both domestic and foreign visitors, allowing them to appreciate the cultural heritage of each country. If museums effectively present

the destination's identity, it will influence attitudes and perceptions, subsequently impacting the behavioral intention to travel to that destination (Han et al., 2019).

A literature review reveals eight main factors regarding museum management: exhibitions, physical surroundings, activities, staff, interpretation, public relations, facilities, and technology and innovations. The following discussion delves into these factors.

First, exhibitions are crucial for museums to disseminate knowledge to visitors by presenting stories and collectibles through integrated techniques and design methods, providing them with knowledge and enjoyment, cultivating positive attitudes towards conservation, and engendering an appreciation of the value of the objects or stories on display (Black, 2005; Chumpengpan, 1987; Sukkram, 2009). From the research studies conducted by Daria and Andrzej (2018), Moreno-Gil and Ritchie (2017), Pluemsamrungsit and Wilaikum (2018), Su and Teng (2018), Tussama (2017), Wisudthiluck (2016), it was found that variables significantly related to exhibitions include: (i) objects or materials on display, (ii) topics and contents on display, (iii) presentation techniques, and (iv) forms of presentations. These variables are fundamental to the exhibition factor and can help attract visitors' interest. Therefore, the hypothesis can be formulated as follows:

H1: Exhibition factors influence Generation Y visitors' decision-making to visit museums.

Second, physical surroundings are crucial in museums, encompassing various aspects of the internal museum environment, such as atmosphere, techniques, and methods used to enhance exhibition effectiveness (Viboonpin & Pasunon, 2016). Mentioned research studies by Daria and Andrzej (2018), Mey and Mohamed (2010), Moreno-Gil and Ritchie (2017), Pluemsamrungsit and Wilaikum (2018), Ramon et al. (2016), Saranurak (2016), Su and Teng (2018), which have found significant variables related to the physical surroundings include: (i) architecture or building structure, (ii) location, (iii) signs and signposts, (iv) atmosphere, (v) cleanliness, (vi) safety, (vii) accessibility, and (viii) light and sound. These factors substantially impact the visitor's experience and can influence their decision to revisit the museum in the future. Therefore, the hypothesis can be formulated as follows:

H2: The physical surroundings factor influences Generation Y visitors' decision-making to visit museums.

Third, activities are considered a factor related to tourism, holding significant importance in attracting tourists to travel to their destination and fostering exchange and learning experiences. Additionally, they create interactions with other museum visitors, ultimately making the museum atmosphere enjoyable, lively, and engaging rather than mundane (Chomchoei, 2014; Daria & Andrzej, 2018). Furthermore, places where positive interactions between tourists can contribute to experiences and provide a

competitive advantage for destinations (Li et al., 2023). From research studies conducted by Chomchoei (2014), Conti and Pencarelli (2017), Daria and Andrzej (2018), Manna and Palumbo (2018), Sanguankeo (2014), it was found that significant variables related to activities include: (i) a variety of activities, (ii) enjoyable activities, (iii) activities that promote participation, and (iv) extra or special activities. These factors are crucial in making museums dynamic, lively, and capable of stimulating visitor exchange and learning experiences. They also have a significant impact on creating satisfaction and attracting tourists to revisit. Therefore, the hypothesis can be formulated as follows:

H3: Activities factors influence Generation Y visitors' decision-making to visit museums.

Fourth, staff are essential to propel the operation and activities in museums. Nukong et al. (2016) state that training staff to have the knowledge, abilities, good characteristics, and positive attitudes toward museum work will improve the quality of services to meet visitors' needs and influence their decisions to revisit in the future. Based on research conducted by Chomchoei (2014), Conti and Pencarelli (2017), Kiewwatana (2009), Moreno-Gil and Ritchie (2017), Pluemsamrungsit and Wilaikum (2018), Ramon et al. (2016), Viboonpin and Pasunon (2016), it was found that significant variables related to staff include: (i) friendliness, (ii) knowledge and abilities, (iii) proper dress, (iv) service enthusiasm, and (v) personalities and

manners. These variables provide visitors with a valuable and satisfying experience, influencing their decisions to travel again in the future. Therefore, the hypothesis can be formulated as follows:

H4: Staff factors influence Generation Y visitors' decision-making to visit museums.

Fifth, interpretation is the art of communication to introduce an interesting story to visitors. It enables visitors to understand and recognize the value and importance of the museum to historical, natural, art, and cultural tourism. Interpretation is key to increasing the value of products and services and entertaining and impressing visitors (Department of Tourism, 2015). Based on research conducted by Conti and Pencarelli (2017), the Department of Tourism (2015), Jaikrajarn et al. (2014), Janchoungchot (2014), Kaewpijit (2016), Kanokmongkol (2010), Manna and Palumbo (2018), it was found that significant variables related to Interpretation include: (i) signs and message boards, (ii) live shows or demonstrations, (iii) video and audio material, (iv) individuals, and (v) QR codes. These variables are considered important in all tourist destinations, particularly in places like museums, which are sensitive spaces requiring meaningful communication to convey stories, knowledge, understanding, and enjoyment to visitors. Therefore, the hypothesis can be formulated as follows:

H5: Interpretation factors influence Generation Y visitors' decision-making to visit museums.

Sixth, public relations are a marketing communication element emphasizing publishing museums' news to the public. It allows visitors interested in visiting the museum to view the information rapidly and influences their choice to visit. Drawing from research by Moreno-Gil and Ritchie (2017), Pluemsamrungit and Wilaikum (2018), and Sanguankeo (2014), significant variables pertaining to public relations comprise (i) social media, (ii) industrial media, (iii) individuals, and (iv) organizations. These variables serve as channels for extensively spreading museum-related information and news to the public, capturing attention, and potentially stimulating tourism decision-making. Therefore, the hypothesis can be formulated as follows:

H6: Public relations factors influence Generation Y visitors' decision-making to visit museums.

Seventh, facilities are a fundamental factor necessary for visitors. Museums are not only places for exhibitions but also relaxation. Manna and Palumbo (2018) and Mey and Mohamed (2010) stated that museum facilities can satisfy visitors and motivate them to revisit. Referring to research by Chomchoei (2014), Moreno-Gil and Ritchie (2017), Muskat et al. (2013), Pluemsamrungit and Wilaikum (2018), significant variables related to facilities are identified (i) parking lots, (ii) souvenir stores, (iii) restaurants or cafés, (iv) Internet and Wi-Fi access, (v) bookstores or libraries, (vi) toilets, (vii) reception halls or information centers, (viii) air conditioners,

and (ix) baggage services. These factors hold significance for museum management as they can generate satisfaction and leave a lasting impression on visitors. Such sentiments may influence the decision to revisit the museum in the future. Therefore, the hypothesis can be formulated as follows:

H7: Facilities factors influence Generation Y visitors' decision-making to visit museums.

Eighth, technology and innovations are important factors in modern tourism management due to their potential to promote interactive experiences among visitors. It leads to self-learning and allows visitors to deeply understand the contents of presentations while meeting their thirst for learning, promoting pleasure and enthusiasm (Jewitt, 2014; Pluemsamrungit & Wilaikum, 2018). From the research studies conducted by Bunlikhitsiri (2017), Kosolkarn (2017), Manna and Palumbo (2018), Mey and Mohamed (2010), Pakorn (2018), Vorapoj et al. (2018), significant variables related to technology and innovations include (i) digital media, (ii) multimedia, (iii) augmented reality (AR), and (iv) artificial intelligence (AI). These variables enhance knowledge and enjoyment and create positive experiences for tourists, which in turn influence their decision to revisit. Therefore, the hypothesis can be formulated as follows:

H8: Technology and innovation factors influence Generation Y visitors' decision-making to visit museums.

According to this theory, the conceptual framework for exploring museum management factors affecting Generation Y visitors' decision-making to visit museums is shown in Figure 1.

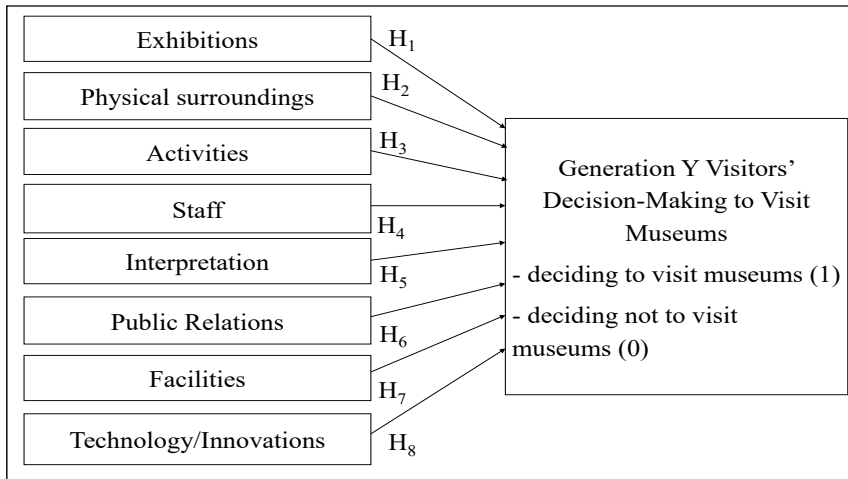


Figure 1. Conceptual framework

RESEARCH METHODOLOGY

Sample and Data Collection

The sample group comprised Thai Generation Y visitors. The sample size was determined using Yamane’s (1967) formula. Data were collected from 400 participants selected through purposive sampling. Specifically, eligible participants were identified based on two criteria: (i) Generation Y visitors born between 1981 and 2000 and (ii) having experience with history and archaeology museums.

The questionnaire was distributed through online platforms such as Facebook pages related to Thai museums and relevant websites. The results revealed that most respondents were female (66.50%) and had obtained a bachelor’s degree or its equivalent (60.50%). Most of them were students (35.50%), reported an average monthly income of 15,001–20,000 baht (16.50%), and resided in central Thailand (52.00%), as shown in Table 1.

Table 1
Participant demographics

Variables	No. of participants	Percentage (%)
Gender		
Female	266	66.50
Male	134	33.50
Educational Background		
Bachelor’s degree or equivalent	242	60.50

Table 1 (Continue)

Variables	No. of participants	Percentage (%)
Above bachelor's degree	136	34.00
Below bachelor's degree (Secondary School)	22	5.50
Occupation		
Student	142	35.50
Private officer	99	24.75
Government officer/state employee	76	19.00
Business owner	52	13.00
Employee	14	3.50
Unemployed	10	2.50
Other (Freelancer)	7	1.75
Average monthly income		
No income (Unemployed & some students with no income)	41	10.25
Below 10,000 baht	58	14.50
10,001–15,000 baht	50	12.50
15,001–20,000 baht	66	16.50
20,001–25,000 baht	56	14.00
25,001–30,000 baht	41	10.25
30,001–35,000 baht	25	6.25
Above 35,000 baht	63	15.75
Domicile (Regional)		
Central	208	52.00
South	70	17.50
East	35	8.75
North	31	7.75
Northeast	29	7.25
West	27	6.75

Research Instrument

This study utilized a questionnaire to collect quantitative data. The independent variables (X) were the eight museum management factors: (i) exhibitions, (ii) physical surroundings, (iii) activities, (iv)

staff, (v) interpretation, (vi) public relations, (vii) facilities, and (viii) technology and innovations. The questionnaire employed a 5-point Likert scale to assess each factor, where 5 indicated the strongest influence, and 1 indicated the least. This method

exhibited higher reliability compared to other measures, and the results were simpler to analyze (Cheyjunya, 2015; Lopraditpong, 2007). The dependent variable (Y) was Generation Y visitors' decision to visit museums, where 0 indicated deciding not to visit museums, and 1 indicated deciding to visit museums.

Data Analysis

The collected data were analyzed using binary logistic regression analysis in the Statistical Package for the Social Sciences (SPSS) to examine the museum management factors affecting Generation Y visitors' decision-making to visit museums. This analysis was appropriate to study the relationship between the independent variables (X) and the dependent variable (Y) because the dependent variable had to be a dichotomous group variable where 1 referred to a positive and 0 to a negative result. Additionally, the independent variable could be a quantitative or group variable (Vanichbuncha, 2016). Consequently, binary logistic regression analysis was suitable for this research because the decision to visit

museums was a dichotomous dependent variable, meeting the statistical criteria.

RESULTS

All eight independent variables were entered into the binary logistic regression equation with Enter in SPSS to predict the museum management factors influencing Generation Y visitors' decision-making to visit museums. The results are displayed in the following table.

As shown in Table 2, the goodness of fit test revealed that the -2 log likelihood (-2LL) value was 60.323, and the coefficients of determination (R^2) of Cox and Snell and Nagelkerke were 0.393 and 0.822, respectively. It suggests that 82.20% of the variation in Generation Y visitors' decision-making to visit museums can be explained by the variables under examination. In terms of the Hosmer-Lemeshow test, the Chi-square value stood at 2.970, with a corresponding p -value of 0.936. Notably, this p -value exceeds the standard statistical significance level of 0.05, indicating that the model was fit for the chosen analysis.

Table 2
The goodness of fit test

Step	-2 Log likelihood	Cox and Snell R Square	Nagelkerke R Square
1	60.323 ^a	0.393	0.822
Hosmer and Lemeshow test			
Step	Chi-square	df	Sig.
1	2.970	8	0.936

Table 3

Results of the analysis of museum management factors influencing Generation Y visitors' decision-making to visit museums

Variables	Coefficients (B)	S.E.	Wald	Sig.	Exp (B)
Exhibitions	0.316	0.943	0.112	0.737	1.372
1. There are a variety of objects on display.					
2. Exhibited objects are relevant to lifestyles and society.					
3. The topics and content of the exhibitions are interesting.					
4. Various presentation techniques are used.					
5. There are various types of presentations.					
Physical surroundings	1.511	0.804	3.532	0.060	4.532
1. The architecture is beautiful and modern.					
2. The architecture reflects objects on display.					
3. The locations are convenient and accessible from tourist attractions.					
4. Signs and signposts are placed in convenient locations.					
5. The atmosphere is pleasant, beautiful, and uncrowded.					
6. The museum's area is clean and tidy.					
7. There are security officers.					
8. Surveillance cameras and security systems are installed.					
9. The walkway designs offer systematic accessibility.					
10. The light and sound are relevant to presentations.					
Activities	2.087	0.754	7.652	0.006*	8.060
1. Various activities promote learning.					
2. The activities are enjoyable.					
3. The activities promote collaboration with others.					

Table 3 (Continue)

Variables	Coefficients (B)	S.E.	Wald	Sig.	Exp (B)
4. Extra activities (training, seminars, etc.) are held.					
Staff	-0.646	0.648	0.994	0.319	0.524
1. The staff are friendly and cheerful.					
2. The staff are knowledgeable and can provide accurate information.					
3. The staff's dress is appropriate to the museum atmosphere.					
4. The staff are eager to serve visitors.					
5. The staff have good manners and trustworthy personalities.					
Interpretation	2.387	0.855	7.785	0.005*	10.879
1. Signs or message boards communicate the meaning clearly.					
2. Live shows or demonstrations are given to communicate the meaning.					
3. Video and audio aids are used to narrate the story.					
4. The staff or speakers lead tours.					
5. Information is available via a QR code.					
Public relations	-1.096	0.756	2.101	0.147	0.334
1. Public relations are conducted through social media.					
2. Public relations are conducted through industrial media.					
3. Public relations are conducted through staff or personnel.					
4. Public relations are conducted through organizations.					
Facilities	2.579	0.995	6.721	0.010*	13.187
1. The parking lots are large and sufficient.					
2. Souvenir stores are available.					
3. The souvenirs are meaningful and relevant to museums.					
4. Restaurants and cafés are available.					

Table 3 (Continue)

Variables	Coefficients (<i>B</i>)	S.E.	Wald	Sig.	Exp (<i>B</i>)
5. Internet or Wi-Fi services are provided free of charge.					
6. Libraries and bookstores are available.					
7. The toilets are clean and sufficient.					
8. Reception halls or information centers are available.					
9. Air conditioners are available.					
10. Baggage services are available.					
Technology and innovations	2.374	0.803	8.741	0.003*	10.738
1. Still images and motion pictures are displayed via a projector.					
2. Electronic devices are provided for learning.					
3. Multimedia is used.					
4. Videos are displayed via a QR code.					
5. Augmented reality (AR) is used in presentations.					
6. Virtual reality is used in interactive technology.					
7. Artificial intelligence (AI) or robots are used to provide services.					
Constant	-31.510	5.699	30.568	0.000	0.000

Note. *a statistical significance level of 0.005

As depicted in Table 3, the results illustrate that four museum management factors significantly influenced Generation Y visitors’ decision-making to visit museums at a level of statistical significance of 0.05. These factors include activity factor ($p = 0.006, < 0.05$), interpretation factor ($p = 0.005, < 0.05$), facility factor ($p = 0.010, < 0.05$), and technology and innovation factor ($p = 0.003, < 0.05$).

Regarding the coefficients, facilities emerged as the most influential factor

($B = 2.579$), followed by interpretation ($B = 2.387$), technology and innovations ($B = 2.374$), and activities ($B = 2.087$). Furthermore, the odds ratios from Exp (B) for these factors were found to be above 1. It indicates that an increase in these factors will heighten Generation Y visitors’ likelihood of visiting museums. In particular, a 1-unit increase in activities will enhance the visiting likelihood by a factor of 8.060. Similarly, a 1-unit increase in interpretation by 1 will amplify the visiting likelihood by

a factor of 10.879, and a 1-unit increase in facilities will boost the visiting likelihood by a factor of 13.187. Lastly, a 1-unit increase in technology and innovations will escalate the likelihood of visiting by 10.738.

Conversely, the other factors, such as exhibitions, physical surroundings, staff, and public relations, did not exhibit a statistically significant influence on

Generation Y visitors' decision-making to visit museums at a level of 0.05.

The results pertaining to the hypotheses regarding museum management factors influencing Generation Y visitors' decision-making to visit museums are presented in the following table (Table 4).

Table 4
Hypothesis results

No. of hypothesis	Hypotheses regarding museum management factors	Results
H ₁	Exhibitions influence Generation Y visitors' decision-making to visit museums.	Rejected
H ₂	The physical surroundings influence Generation Y visitors' decision-making to visit museums.	Rejected
H ₃	Activities influence Generation Y visitors' decision-making to visit museums.	Accepted
H ₄	Staff or personnel influence Generation Y visitors' decision-making to visit museums.	Rejected
H ₅	Interpretation influences Generation Y visitors' decision-making to visit museums.	Accepted
H ₆	Public relations influence Generation Y visitors' decision-making to visit museums.	Rejected
H ₇	Facilities influence Generation Y visitors' decision-making to visit museums.	Accepted
H ₈	Technology and innovations influence Generation Y visitors' decision-making to visit museums.	Accepted

DISCUSSION

The results demonstrate that factors such as facilities, interpretation, technology and innovations, and activities have a significant influence on Generation Y visitors' decision-making when visiting museums. These factors hold significant importance in current museum management.

Facilities

The findings align with the research conducted by Mey and Mohamed (2010) on museum management in Malaysia, which revealed that facilities significantly shape visitors' perceptions, satisfaction levels, intention to spread positive word-of-mouth, and decision to revisit. Notably, facilities

like Wi-Fi, restaurants, cafés, and libraries exhibited strong positive correlations with the choices of young visitors to visit museums, as supported by Manna and Palumbo's study (2018). Additionally, Chomchoei (2014) demonstrated that this trend can be attributed to the preferences of the new generation of visitors, including Generation Y, who seek educational experiences, relaxation, and comfort during their journey. Consequently, the availability of such facilities in museums enables them to feel at ease and spend quality time exploring these cultural institutions.

Interpretation

The findings regarding interpretation align with the study by Kieanwatana (2009), noting that interpretation can significantly influence visitors' decisions to visit museums. Specifically, the use of modern technology for interpretation efficiently stimulates the interest of the new generation of visitors. Similarly, Kanokmongkol (2010) indicated that employing videos and multimedia in interpretation could spark visitors' interest and enhance their museum experience, as these media promote interaction and participation within museums, as noted in the study by Janchoungchot (2014). On the other hand, the study conducted by Jaikrajarn et al. (2014) focused on interpretation through people's stories and experiences, which provide a high-touch approach, considered more significant than high-tech approaches. Nevertheless, any interpretation is regarded as a type of communication that can influence visitors'

decisions to visit museums (Department of Tourism, 2015).

Technology and Innovations

Regarding technology and innovations, our findings align with the research conducted by Pluemsamrungit and Wilaikum (2018), affirming that integrating technology and innovations in museums is a crucial approach to 21st-century museum development. This integration can promote a better image of museums and significantly attract visitors to explore these institutions. Moreover, Nukrongsin (2016) highlighted that influencing visitors' decisions to visit museums and providing them with knowledge and pleasure involves seamlessly integrating modern multimedia technology, such as digital media, multimedia, AR, and VR, into presentations. The studies conducted by He et al. (2018) and Pluemsamrungit and Wilaikum (2018) further emphasized that this integration allows visitors to actively engage and interact with the content, significantly enhancing their overall museum experience.

Activities

Regarding activities, the results align with Manna and Palumbo (2018), who asserted that engaging activities could attract young museum visitors. Specifically, enjoyable activities that encourage interaction and active participation are particularly effective in attracting Generation Y visitors (Barron & Leask, 2017).

Furthermore, the results emphasize that exhibitions, the physical surroundings, staff

or personnel, and public relations did not influence Generation Y visitors' decision-making to visit museums.

Exhibitions

This finding differs from previous studies in this field. The result regarding exhibitions is not consistent with Kieanwatana (2009), which indicated that exhibitions influenced young Thai people's decision to visit museums. This difference can be explained by the exhibition management of Thailand's museums failing to respond to the needs of Generation Y visitors. Government-operated museums still host obsolete exhibitions with repetitive and uninteresting content, thus causing visitors to decide not to visit or revisit them (Chawsamun, 2014).

Physical Surroundings

The finding regarding the physical surroundings disagrees with studies by Chomchoei (2014), Gilmore and Rentschler (2002), and Su and Teng (2018), which found that the physical surroundings affect visitors' decisions to visit. One possible explanation for this phenomenon may be that this particular factor is associated with marketing and the provision of services or products in museums to visitors. Elements such as location, decoration, architectural structure, lighting, and tour routes are of great importance for education, access, communication, and the overall service quality of museums. However, whether the physical features can attract visitors to visit museums ultimately depends on museums' management (Ongkrutraksa, 2001).

Staff

Regarding staff or personnel, the finding contrasts with Mey and Mohamed (2010), whose results revealed that staff or personnel were related to tourist services, influencing visitors' perception, satisfaction, word-of-mouth intention, and revisiting decisions. Similarly, the study of Pluemsamrungsit and Wilaikum (2018) suggests that staff or personnel are a crucial factor in the development of museums in the 21st century and influence visitors' decision-making by delivering satisfaction and impressions to visitors. One possible reason for this conflicting finding may be that this study focused on Generation Y visitors, who value freedom, assertiveness, and self-driven learning experiences (Tapscott, 2009; Tourism Authority of Thailand, 2017). Consequently, staff-related factors did not influence Generation Y visitors' decision-making to visit museums.

Public Relations

Despite these differences, the finding regarding public relations aligns with the study conducted by Angelika (2015) on the role of social media in Generation Y visitors' travel decision-making. These visitors trusted word-of-mouth over advertising and public relations. In particular, word-of-mouth from friends, family, or acquaintances can influence visitors' decisions to visit; this information, coming from individuals with real experiences, is credible to visitors (Moreno-Gil & Ritchie, 2017). Contrary to this finding, the studies of Chomchoei (2014) and Yiamjanya (2012) on general

visitors found that public relations served as a crucial factor in supplying visitors with news about museums and cultivating positive attitudes, thus influencing their decisions to visit museums.

CONCLUSION AND RECOMMENDATION

The study's results build the insights to provide actionable recommendations and significant implications for museum management, specifically directed at engaging Generation Y visitors effectively. The key recommendations encompass strategic enhancements in facilities, interpretation methods, integration of technology and innovations, and the design of interactive activities, all tailored to the preferences and expectations of Generation Y.

In terms of facilities enhancement, museums should prioritize enhancing facilities to cater to the evolving preferences of Generation Y. Incorporating personalized amenities such as Wi-Fi, restaurants, charging stations, cozy seating, modern cafés, snack areas, and libraries can significantly enhance their overall museum experience. Museums can attract more young visitors by creating an environment that promotes both learning and relaxation. To access information, digital signages or mobile apps should provide real-time information about exhibits and events and interactive maps for easier navigation within the museum premises.

With regard to innovative interpretation methods to capture the interest of Generation

Y, museums should leverage modern technology for interpretation. Utilizing multimedia, videos, augmented reality, and interactive displays can make museum visits more engaging and informative. The integrated interactive digital display and multimedia presentation can augment traditional interpretation methods and capture the attention of tech-savvy Generation Y. Incorporating diverse and interactive interpretation methods can contribute to a more enjoyable and educational experience. To engage storytelling, storytelling techniques, including personal narratives and experiences, can be utilized to connect emotionally with them and make exhibits more relatable and engaging.

To effectively leverage technology and innovations, museums should integrate modern multimedia technologies, such as digital media, AR, and VR, into museum exhibits to offer a dynamic and interactive learning experience. This technology-driven approach aligns with the expectations of Generation Y and can attract more tech-savvy visitors to museums. Technology and innovation can create virtual tour options using VR technology, enabling online visitors to explore the museum virtually and pique their interest for an in-person visit or leverage social media platforms for live streaming events, interactive Q&A sessions with curators, and online contests to involve a wider audience and create a sense of community.

To facilitate interactive activities, designing engaging experiences within museums, such as hands-on workshops,

live demonstrations, or do-it-yourself (DIY) activities, is essential to attract Generation Y visitors. Creating opportunities for interaction and participation through enjoyable activities can enhance the appeal of museum visits for this demographic. Museums should regularly update and diversify their activity offerings to keep visitors engaged and coming back.

In conclusion, these recommendations underscore the importance of adapting museum strategies to meet the unique preferences of Generation Y. By embracing innovative technologies, enhancing facilities, and crafting interactive experiences; museums can position themselves as attractive destinations for this digitally savvy and experientially oriented demographic. The study sheds light on critical factors influencing Generation Y's decision-making in visiting museums, encompassing facilities, interpretation, technology and innovations, and engaging activities. These insights have significant implications for museum management to optimize the museum experience for this demographic.

Implication of Study

In terms of policy implications, the policymakers should consider formulating guidelines that encourage museums to upgrade their facilities in line with the preferences of Generation Y. Financial incentives or grants could be allocated to museums that prioritize the integration of modern amenities, such as Wi-Fi, interactive exhibits, and relaxation spaces.

It would contribute to creating visitor-friendly environments, fostering increased engagement and satisfaction.

For practical implications, museum administrators should focus on redesigning museum spaces to align with contemporary expectations. Investing in user-friendly technology for interpretation and providing accessible online platforms for virtual tours and educational content can significantly enhance the museum experience for Generation Y. Additionally, fostering collaborations with local restaurants or cafes to provide diverse culinary experiences within the museum premises could further augment visitor satisfaction.

Museums nowadays are more accountable and accessible to the public, particularly to younger generations, as they provide better education, more affluence, and a more enriching experience for visitors and preservation. One of the key success factors is working with special target groups, delineating significant and essential museum management factors that affect the decision to visit museums. The results can bridge the gap between museums and insights into demand from Generation Y visitors. Even though the number of history and archaeology museums in Thailand have served and attracted visitors, they have been in the old and traditional paradigm, lacking interaction, innovation, or creativity. In the new era of the experience economy, the expectations and needs of visitors, especially Generation Y visitors, have changed. A study to gain insight into this target will provide significant data for creating new

experiences and improving existing ones in unprecedented ways. Recommendation from this study for museums to be successful in attracting Generation Y visitors should involve proactive strategies, such as offering diverse and creatively enjoyable activities to create an interactive atmosphere, adding value through comprehensive and innovative interpretation that suits this generation and enhances the visit experience, providing essential facilities to ensure a comfortable and convenient visit; and developing technology or innovation through multimedia.

Recommendations for Future Research

Future research should delve deeper into the nuanced preferences of Generation Y regarding specific types of technology, such as augmented reality, virtual reality, or interactive mobile applications. Understanding their inclinations towards these technologies can guide museums in tailoring their technological offerings to cater to the preferences and expectations of this demographic.

Furthermore, it is crucial to explore the impact of sociocultural factors on Generation Y's Museum visitation choices. Cultural background, social influences, and community engagement may significantly influence how Generation Y visitors perceive and engage with museums. Investigating these factors will provide valuable insights for designing culturally relevant exhibits and experiences that resonate with Generation Y's diverse backgrounds and values.

Such in-depth research can contribute to the effective integration of technology and cultural relevance in museums, enhancing the overall museum experience for Generation Y and ensuring museums' continued relevance and attractiveness in the contemporary digital age.

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