

Managers' Perspective towards Employees' Generational Differences in Luxor Hotels

Abuelhassan E. Abuelhassan^{1*}, Yousery N. M. K. Elsayed^{2,3}, Dalia M. Soliman², Marziyeh Farivar¹ & Mohamed A. A. Abdelgawwad⁴

¹Lincoln University College, Kuala Lumpur, Malaysia

²Helwan University, Cairo, Egypt

³Umm Al Qura University, Makkah Al Mukarammah, KSA

⁴Sadat City University, Sadat City, Egypt

*Corresponding Author Email: abuelhassan@lincoln.edu.my

ABSTRACT

Luxor hospitality workplace consists of three generations of employees (Baby Boomers, Generation X, and Generation Y). This study aims at investigating managers' perspectives on issues of employees' generational differences at Luxor hospitality workplace. It targets all 5-star hotels in the city of Luxor. Semi-structured interviews are undertaken with 38 departmental managers and assistant managers (the food and beverage department, room division and human resource department). The managers' perceptions (knowledge and experiences) are required to deeply highlight the generational differences among the employees in their expectations, attitudes, and behaviors in eight dimensions. The study shows that Luxor hoteliers face different expectations, attitudes, and behaviors among their employees. These differences are connected to the generational differences of employees indicating the fact that each generation has different expectations, attitudes, and behavior in the workplace.

Keywords: *Generational differences, managers' perspectives, employees, Luxor hotels*

INTRODUCTION

Job satisfaction is one of the most complex issues for managers. It concentrates on employees' feelings towards their job and their performances as well as their motivation, work values and a lower average of absenteeism, turnover and burnout (Read *et al.*, 2015, Reid, 2016). Currently, the hospitality workplaces include employees from different generations with different attitudes, needs, desires, values and working behaviors that make it more diverse and more challengeable for hoteliers (Zopiatis *et al.*, 2012). Understanding generational differences is important for managers in terms of giving employees' needs to thrive and to raise employees' productivity, morale and retention (Gursoy *et al.* 2008). In the following section, generational theory and generational differences in the workplace are discussed.

Generational Theory

Members of a generation are a cohort concept which is being established on the shared status of an age-group

in the definite time (Mannheim, 1952). The generation, according to Ryder (1965), means the sum of people who have experienced the same event within the same time interval. The stage of development is added to the term as it is defined as "a group born in the same defined period of years that have been exposed to similar societal and historical life events during critical stages of their formative development" (Solnet *et al.*, 2012). Another definition considers the stages of development in addition to the fact that generation members are at the same age at the time of wars, technological advances and at the other social changes (Kowske *et al.*, 2010). Murphy (2007) addresses this term as being referred to the people who grew up at the same time in history sharing the same events and trends. Parry and Urwin (2011) consider the connection that exists between events and cultural phenomena to form the definition as being a set of historical events and related cultural phenomena that have impacted certain group of people to create a distinct generational group. The identification of a generation requires some forms of

social 'proximity' to the shared events or cultural phenomena. Kupperschmidt (2000) goes on further and explains that when people who are grouped within a certain range of ages, at the same location they live, experience the significant life events at any critical developmental stages, they belong to a definite generational group.

Generational Differences

Studies reported that generational differences have practically existed in the workplace (Chen *et al.*, 2008; Gursoy *et al.*, 2008; Kowske *et al.*, 2010; Rood, 2011; Gursoy *et al.*, 2013; Yusoff *et al.*, 2013). As the employees from the same generation shared similar work values, attitudes, and behaviors, the characteristics, aspirations, and expectations of each generational cohort were formed by their life experiences such as historical, economic, and social events (Smola *et al.*, 2002; Angeline, 2011). In addition, each generation possessed particular expectations, habits and motivational points which implied bringing unique perspectives and values to the workforce emphasizing the differences which might have affected the workplace (Zopiatis *et al.*, 2011). For this reason, today's multi-generational workforce presents a vast set of challenges and opportunities to improve the workplace (Gursoy *et al.*, 2013; Mencl *et al.*, 2014). Generational differences that presented typical challenges in association with the human resource management made the workplace more complex for the managers (Zopiatis *et al.*, 2011). The failure to recognize and manage distinct expectations and perceptions of the employees from different generations has negative effects on an organization's productivity and competition which would create inter-generational tensions and conflicts among employees (Gursoy *et al.*, 2008 and Angeline, 2011). Managers had to assist organizations to control potential challenges if they wished to take the full advantage of the diversity of the modern workforce. Organizations that succeeded in controlling the different generations would gather the benefits otherwise many skilled workers would be lost (Bursch *et al.*, 2014). Understanding generational differences can support organizations in making more hires, increasing retention, being competitive and transferring knowledge. Better working relationships between the older and younger workers would protect the organization from losing its knowledge. Organizations have to promptly treat the double challenges of keeping productive older employees in the workforce and

expanding opportunities for the younger employees to participate to a greater extent (Lowe, 2014).

METHODOLOGY

The present research has utilized the Case study methodology (Yin, 2009). The definitions concerned with the generation looked at certain criteria such as location, culture, age, significant life events (Kupperschmidt, 2000). The study was to be performed in a geographical area with the people who had the same social and historical background. Hence, it was limited to employees' age categories identified as Baby Boomers (employees who belonged to the older age group and exceeded 51 years old), Generation X and Generation Y (employees who were between 50 to 35 years old and between 15 to 34, respectively) (Gursoy *et al.* 2013). Semi-structured interviews were undertaken by departmental managers and assistant department managers (Gillham, 2005). The managers were selected to be interviewed as they have dealt with the three generations and, thus, their experiences were essential to be reflected in this research.

Judgmental sampling technique, accordingly, was utilized (Corbetta, 2003). The samples were selected according to certain criteria which were: the five-star hotels were located in the same geographical areas were considered and the majority of employees were supposed to belong to one culture. The issue of accessibility was handled by applying the snowballing technique which is a procedure of asking the identified participants for other qualified potential panelists to increase the participants. Five out of seven five- star hotels in Luxor city were included in this sample. Semi-structured interviews were conducted with 38 department managers and assistant managers (the Departments of food and beverage and the room division and the human resources). The managers' perceptions (knowledge and experiences) were required to deeply highlight the generational differences among the employees in their expectations, attitudes, and behaviors in ten dimensions. In addition, the managers' perceptions would contribute to reveal the reasons that had developed differences among the three generations. Questions for their interviews were developed from both literature review and the pilot test with 8 managers. Interviewees' answers were coded to ensure the privacy. The code also contained an indication for their generation, a code to represent their departments and the hotel code. The Semi-structured interviews were analyzed using discourse analysis.

Results and Discussions

Luxor hospitality workplace contained three generations (Baby Boomers, Generation X, and Generation Y). Baby Boomers or Boomers, Gen X and Gen Y were defined as individuals who were born between 1946 and 1964, 1965 and 1980, and 1981 and 2000, respectively (Gursoy *et al.*, 2013). 5-star hotels in Luxor were visited among which seven were chosen among which again five hotels participated in this research. The research method was semi-structured interviews in which 38 departmental managers and assistant managers, as representatives of the three generations, were interviewed. These interviewees included 3 Boomers managers, 29 Gen X managers, and 6 Gen Y managers. As the Boomers were older their number in the interviewees' sample was decreased (Table 1).

Table 1: Distribution of the Interviewed Managers on Each Generation and their Managerial Position

Generations	No of Managers	No of Assistant Managers	Total	Percentage
Baby Boomers	3	0	3	9%
Gen X	22	7	29	77%
Gen Y	0	6	6	14%
Total	25	13	38	100%

Thirty-eight interviewees were asked if they believed that employees from different generations were different in their work values, attitudes, and behaviors. There was an agreement among all. RDM3 and HRM5 (22 and 27 years of experience) said that such differences existed as each generation has its own needs and demands at the work. GM4 (26 years of experience) also confirmed that satisfying each generation had been a problem for all hotel managers due to their different expectations.

The interviewees, furthermore, discussed the generational differences in ten dimensions. Within dimensions of recognition and co-workers relationship, 58% of the interviewees stated that there were no differences among the three generations. However, many interviewees claimed that the Boomers were more sensitive employees for attaining recognition and esteem due to their ages.

1. Career Advancement

The interviewees acknowledged that the three

generations had different expectations, attitudes, and behaviors in relation to career advancement (CA) in two main facets. First of all, the desire of Gen X and Y in the CA was based on skills and abilities, while Boomers' was based on seniority and loyalty (Gursoy *et al.*, 2008; Angeline, 2011). The Boomers were reluctant to enter a competition with younger generations since most of them had inadequate abilities to receive sophisticated training due to their inadequate educational background and rural culture in addition to the current age barrier. So, the Boomers wanted employers to appreciate their loyalty and long service in the CA because of seniority (Gursoy *et al.*, 2008). Besides, the interviewees confirmed that most of Boomers were less ambitious than the younger generations since they were approaching retirement (Gursoy *et al.*, 2013).

On the other hand, the employees of Gen X were pursuing CA which was based on merits due to their higher skills, experiences, and qualifications. In addition, the Gen X compared themselves with their peers in top positions in the other industries. Gen Y employees, according to 81% of interviewees, enquired a quick and substantial promotion and they expressed high future expectations that would be achieved by means of that promotion. The recent findings of Mencl and Lester (2014) and Barford and Hester (2011) confirmed that the CA was definitely more important for the Gen Y compared to the Gen X and Boomers. Some interviewees such as HRM1, EC1, FOM1, RDM2, HKM4 (who possessed more experiences) stated that the employees of Gen Y wanted to start their career as a supervisor and they did not wait to enrich their skills and experiences and, further, they wanted to be promoted after several months of working. They addressed themselves as the best employees due to both their higher qualifications in education and their performance. EC3, EC4, HKM1, FOM1 and HKM4 stated that the elder members of Gen X like Boomers preferred the CA based on the factor of seniority; yet they were unqualified due to the inadequate educational background, rural culture or the old age.

Another facet of the CA that signified the generational differences was career advancement opportunities (CAOs). The three generations encountered the paucity of CAOs in Luxor hotels with different attitudes and behaviors. The interviewees confirmed that there was a heavy shortage of CAOs in Luxor hospitality industry due to the grave conditions after the revolution of

January 25th. In addition, the desire of the Boomers and Gen X towards job stability made the situation more complex. The shortage of CAOs was not a big issue for the Boomers, compared to Gen X and Gen Y, due to their closeness to retirement and their lack of qualifications and skills; yet they looked forward to it to ensure a higher payment during the retirement. Thus, they did not seek any problems in order to maintain their job security.

Nearly 93% of the interviewees showed that the Gen X wanted the CA in the same hotel, while Gen Y accepted it anywhere. However, the paucity of CAOs had negative effects on the Gen X's performance, satisfaction, and turnover. Some chain hotels offered CAOs in their chains in other cities but Gen X refused as they were willing to be promoted internally within the same hotel. Conversely, this proposal was accepted by Gen Y as they would not wait for their turns and, hence, they would leave the hotel if they found another chance of CAOs in another hotel. The shortage of CAOs in the workplace increased Gen Y's turnover rates. HRM5 (27 years of experience) commented that Gen Y would not repeat the mistakes made by Gen X.

2. Personal Development (PD)

Personal development was another important factor for identifying the generational differences in the hoteliers' views among 97% of the interviewees. The Boomers were the lowest generation who were interested in the PD and they neglected themselves to excel during their young age. Regarding virtue of neglecting self-excellence, AHRM3 said that there have been employees as Boomers in the same position for 25 years for different reasons. Firstly, their simple environment made their job expectation very simple; so most of the Boomers had the low educational background and rural culture. Secondly, they were occupied in work in other fields besides working in hotels because, in the past, employers were obligated to recruit people from different fields to merely fill vacancies. Finally, the Boomers were less ambitious because of their old age, the low ability to acquire new skills and the closeness to the age of retirement which made them prefer a quiet life. In this case, EC3 (20 years of experience) mentioned that Boomers did not have the ability to learn new skills and they were always encouraged to take computer and English language courses for promotion. At first, they were interested, but they failed in this endeavor. AFOM4 (9 years of experience) said that they wanted a quiet life

and the changes and technology, especially computers, have disturbed this peace.

On the other hands, Gen X and Y were very adaptable to the PD as both of them were eager to enhance their skills and experience in order to get the advancement in the professional field. (Gursoy *et al.* 2008; Walt and Plessis, 2010). In such a condition it appeared that Gen X occupied majority of higher positions in the presence of Boomers because they were more ambitious. The PD was one of the most important milestones that the Gen X used. Gen X was more eligible to develop themselves than the Boomers. This generation has valid educational qualifications and has determined their field as hoteliers from the beginning.

PD had an important influence on the Gen Y's satisfaction and retention as well. Many members of this generation expected to be a general manager in their late 30s. The interviewees reported that these employees were enthusiastic about all types of training such as specific job training or general training and they were willing to multitask and to work in different places in the department. Almost, 78% of the interviewees confirmed that Gen Y employees were more interested in training than Gen X employees. These interviewees stated that Gen Y employees were willing to increase their experiences and skills in order to get quickly promoted in other hotels. In this case, EC3 said that the PD is one of the best methods that are used to satisfy as they have been very excited about the hotel's training. According to most of interviewees, Gen Y employees considered PD as the commitment to hotel for job security.

Moreover the interviewees stated that Gen Y was the generation who was immensely in favor of PD because individuals of this generation had great future expectations due to their superiority in education, culture and technology. On the other hand, some interviewees (FOM1, HKM1, and HKM4 with a long time of experiences) reported that the employees who had rural culture and poor education were unable to excel themselves, especially in cases of languages and sophisticated computer programs.

3. Employees' Relationship with Workplace

All the interviewees highlighted that the Boomers were the most loyal generation followed by the Gen X employees. The contrast was with Gen Y employees who were very loyal to their managers. Both of the Boomers and Gen X experienced the most appealing

periods of work in the hotel unlike Gen Y. The older generations provided services for long periods in the hotel which led to a strong relationship with every part of the hotel as well as with their colleagues which made their workplaces like homes. According to the interviewees, Boomers always said that they had been the ones who built the hotel. On the other hand, the Gen Y thought that the older employees lost the CA and high salary due to their loyalty. The younger generation became loyal and close to their managers because they considered their manager as a leader and trainer. They greatly appreciated their manager's advice and feedback, either positive or negative. They saw that their skills, experiences, and promotion depended upon their manager's decision. Marston, (2014) agreed with the interviewees' opinions that managers' satisfaction has deeply influenced Gen Y's satisfaction and retention. Just only two managers (GM4 and RDM2) stated that the Gen Y was not loyal to hotel or managers; they were only loyal towards their members. GM4 commented that Gen Y wanted hotel's brand name while RDM2 said that they were loyal to whoever secured them financially.

4. Employees' Relationship with Managers

Approximately 82% of the interviewees stressed that the three generations were different in their expectation regarding the relationship with managers and supervisors. However, 87% of those interviewees stated that Gen Y employees possessed the highest percentage as they would accept all kinds of feedback in order to enhance their experiences. Due to their huge loyalty towards their managers and the subsequent good relationship with them, their satisfaction and retention were positively affected. The Gen Y's perception of supervisors' support directly influenced their job satisfaction (Solnet *et al.*, 2008). The Gen Y employees appreciated strong leadership in the workplace, and they also wanted their managers to be mentors and role models (Gursoy *et al.*, 2013). Almost 96% of those interviewees confirmed that Boomers were less interested in regular feedback as the Boomers wanted a good relationship with their managers based on recognition and esteem with the positive feedback for motivation. Contrary to the Gen Y, they took the negative feedback as an offense. The Gen X employees were keen for a better relationship with their managers and supervisors. They accepted feedback; though, relatively less than the Gen Y. In this connection, the interviewees revealed the reason as the Gen X were more close to their supervisors in respect to the age and

experiences; so they desired to reach the top management to acquire promotion.

5. Compensation and Benefits Packages

Compensation and benefits were discussed through three facets namely compensation package, benefits package, and work-life balance. The interviewees highlighted that the generational differences were observed more in compensation package and benefits package than work-life balance. Although compensation and benefits packages were attractive to all employees, benefits package was more interesting to the older employees while compensation package was more attractive to the younger employees.

Almost 65% of these interviewees stressed that Gen Y had a higher expectation of compensation package than the older generations did. RDM2 (20 years of experience) said that money for Gen Y was considered as the first and the last thing and also, six interviewees with long periods of experience agreed with GM4 (a general manager who had 26 years of experience) said that Gen Y would leave the hotel if they just found extra 50 pounds in another hotel. FOM1 (with 16 years of experience) agreed with HRM1 (as a human resource manager with 25 years of experience). He said that Gen Y has been always asked about salary during the interview compared to the Gen X or Boomers. Smola and Sutton, (2002) and Balc and Bozkurt, (2011) revealed that the younger employees had a higher intention of quitting their job if they get a large amount of money elsewhere. According to Barford and Hester (2011), Gen Y ranked the compensation as the highest motivational factor. Besides, Chen and Choi's findings (2008) revealed that the Gen Y had high expectation of economic return. In the same manner, they labeled Gen Y individuals as income movers. Again White (2005) who investigated Gen Y in China and Europe, indicated that monetary rewards were effective ways for improving productivity and retention of the Gen Y.

In case of Gen X, Walt and Plessis, (2010) stated that compensation was a good motivation and that the absence of money might lead the Gen X to lose motivation (Hewitt *et al.*, 2012). It was revealed that the Gen X ranked compensation as the most important motivational factors in connection with job security Appelbaum *et al.*, (2005). Barford and Hester (2011) defended the Boomers' desire for compensation as an important factor for satisfaction. They stated that Boomers were approaching the retirement age and were trying to reach their maximum potential in

earning. In brief, the Boomers and Gen X valued compensation package greatly which influenced their satisfaction and performance, but this influence caused turnover in Gen Y.

In terms of benefit packages, the health insurance was the most vital element for the Boomers and Gen X based on 93% of the interviewees. A recent survey report by the SHRM in 2014, presented the opinions of Boomers in relation to benefits package and their job satisfaction. Almost 66% of the Boomers named health care/medical benefits as considerably significant for determining job satisfaction and 57% of the Boomers said that the overall benefits package was highly important to their job satisfaction (SHRM, 2014).

About 30% of interviewees expressed their opinions in connection to work-life balance. Less than half of the interviewees (47%) stated that work-life balance would not have been crucial to all generations if there had been additional money. Some interviewees (AHRM4, HKM1, and FOM1) agreed with EC4 (34 years of experience) and said that their employees from different generations as didn't understand work-life balance and his understanding came from the foreign managers. On the other hand, 50% of the interviewees showed that the Boomers were looking for flexible work schedules compared to the younger generations. It was a more forceful factor of engagement in employees aged 45 and above. The Boomers recognized that they had focused the larger part of their time on their jobs and desired to seek a greater balance between work and life (Chi *et al.*, 2013).

6. Job Security and Job Hopping

Job security was a salient factor for employees' satisfaction among different generations. However, the Boomers were the ones who were hugely interested in job security followed by the Gen X. The Boomers appreciated job security and didn't believe in job hopping (Angeline, 2011, NAS insight, 2014). They were very loyal to their workplace as they added much value and they desired to stay at their workplace for a long period (Balc and Bozkurt, 2011).

In fact, when the Boomers were young, they didn't know about job hopping. They believed in having stability in the job more than getting a higher salary or better benefits and advancing in a career. Most of the Boomers had another business on which they depended to improve their financial situation while considering work for hotels as a good opportunity for the stable

salary, medical assurance benefits, and future retirement benefits. It must be mentioned that most of the Boomer neither believed in job hopping nor did they turn over to another hotel even in the same city. This meant that Boomers would never leave their workplace and they are keen on job security, firstly, because of their profound loyalty to their workplace which helped them to execute responsibilities and settle the problems. This generation considered the hotel as a part of their life and family and they always referred to themselves as the ones who built that hotel. Secondly, the Boomers were less ambitious because of approaching the retirement and the slim chances to work in another hotel as they were unqualified and they could not have personal development resulting them to be the lowest generation to ask for promotions. Finally, Boomers lacked the interest in changing the working environment which signified their tendency to pursue a quiet life until retirement.

The Gen X's situation was slightly similar to Boomers' in case of expecting job security according to Chen and Choi, (2008.) Some of Gen X employees switched to some hotels at the beginning of work, but after sometimes, almost all of them persisted in job stability. Most of Gen X employees were already secured, while the others were waiting for their hotel to settle their contracts. In such a condition, the Gen X employees who had the proper educational qualifications, skills and experiences more than Boomers, were more welcomed by many hotels. Yet, they preferred job security in their hotels more than well-paid positions and benefits. Gen X's attention to job security is for the purpose of maintaining their culture and believing in staying with their families, relatives, and friends. Also, they didn't want to enter into a new experience with new management, colleagues and working environment.

However, Gen Y believed greatly in job hoping as they had learned from Boomers and Gen X's mistake. Gen Y thought that Boomers' and Gen X's desire to stay in the same place for a long time would have deprived them from their career advancement and salary increase. This generation was seeking the CA and higher pay and positions at the other places.

As a result the Gen Y had the highest turnover rates for two main reasons. It was reported that the Gen Y valued the job security to a great deal, but this generation wanted to leave the present job and most of this employees would not leave the hotel until they found a

better chance. The Gen Y believed in job security from another perspective. They were seeking job security within the organization which provided the satisfactory and stable financial situation and offered open career path, better-paid positions and benefits packages. For these reasons, they believed in job hopping. Members of this generation maintained their alternatives in favor of job security. The other reason was that most of Gen Y entered the hospitality industry due to the difficulty of finding vacancies in other industries. When these individuals found other rewarding positions, they would leave.

7. Modern Technology

Among the interviewees, the differences that existed among the generations' expectations and attitudes towards modern technology (MT) were investigated. These differences were considerably high between Gen X and Gen Y. While the younger generation was interested in all types of MT, Boomers had the intense experience. Yet, some interviewees stated that the computer was still a problem for some employees of Gen X and Y.

The entire managers revealed the preference of the Boomers for modern technology; yet they were dissatisfied with dealing with computers and they considered it as a dilemma. Gursoy (2008) and Chaudhuri and Ghosh (2012) supported that Boomers had inconvenient confrontation with computers compared to Gen X and Y. They were not technology savvy (Gursoy *et al.*, 2008). Other modern technology equipment, however, were accepted by the Boomer generation. 63% of interviewees stated that Boomers had positive attitudes towards the sophisticated MT as EC2 (34 years of experience) stated that Boomers were satisfied with MT as they were faster, more productive which led to decreasing the number of faults and affording a higher quality. Actually, they like modern equipment except computers.

The majority of Gen X (87%) confirmed that in general they adapted to using the MT. This generation, moreover, preferred working environment which was filled up with high technology equipment as a satisfying factor that allowed them carry out their daily tasks. Yet, 5 interviewees out of 38 referred to computers as a big issue to be dealt with by some Gen X employees. The interviewees' discussions revealed factors such as education and environment, in addition to age, which could lead to such a situation. HKM2 stated that because most of the housekeeping

employees were from a rural environment and their education level was very low, the supervisors in Luxor city hotels were from outside. Curry's findings (2007) supported HKM2's words that, regarding the issue of technology, employees from rural communities were fewer than employees who belonged to urban and suburban communities.

All interviewees pointed to technology, in any forms of modern equipment, as a very important factor which controlled the satisfaction of the Gen Y employees. GM4 who had 26 years of experience, criticized Gen Y's attitude and behavior in the workplace, but he said that despite the bad behaviors, Gen Y has been better than the previous generations with the technology. This generation loved anything related to modern technology. Gursoy *et al.* (2008) and Zopiatis *et al.*, (2011) added that Gen Y was like Gen X who favored technology and easily embraced it. Brown (2010) emphasized on the technology as a character shaping for this generation and that Gen Y was getting more comfortable with technology as they have been growing up using computers. Yusoff & Kian (2013) totally supported the importance of technology and its relation to the levels of job satisfactions.

All interviewees confirmed that Gen Y was much more attracted to MT than Gen X. Balc & Bozkurt, (2013) stated that the Gen Y preferred using MT in the workplace more than the Gen X because of their high educational background (RDM3, RDM6, HRM2 and HRM4). Zemke *et al.* (2000), Balc & Bozkurt, (2013), and Yusoff & Kian, (2013), Balc & Bozkurt, (2013) shared the same opinion of HKM2 and EC3 that this generation was brought up in the world of computers, the internet, DVDs and cellular phones.

8. Employees' Relationship with Luxor Hospitality Industry

Luxor hospitality industry, nowadays, is not appealing to qualify employees of the Gen Y Luxor, according to the interviewees. They stated that Luxor hospitality industry has experienced intense conditions since terrorist events in 1997 and these conditions were deteriorated after the revolution of 25th January, 2011. Prior the events of 1997, the work in Luxor hospitality industry was profitable as Luxor hotels were offering better salary and benefits more than the other industries. The interviewees reported that Boomers and Gen X employees enjoyed while working in hotels. Some interviewees stated that the Gen X was obligated to wait because it was difficult for the Gen X to start a

new career at that age and after a long period of experience in hotels.

The interviewees declared that the talented members of the Gen Y were not interested in Luxor hospitality industry due to the fluctuation of its finance and the decrease in salary. These individuals considered working in hotels as a waiting station for a career which was more stable with a better payment. 75% of the interviewees agreed with HRM1 who said that many of Gen Y had to work in hotels because there was the shortage of vacancies. Gen Y, beside, had the higher rate of turnover. The reasons that pushed this generation to leave their jobs were either getting a chance in the more stable financial field or getting a chance in other cities where the hotel offered CAOs with better-paid positions.

CONCLUSION

Luxor hoteliers faced different expectations, attitudes, and behaviors among their employees in the workplace which signified the generational differences of employees. So each generation had different expectations, attitudes, and behaviors in the workplace. The Boomers expected the career advancement based on seniority and loyalty because they lacked the ability to develop their skills due to the old age as well as MT's challenge. They were the most loyal employees to their workplace. Job security and health insurance were the highest expectations as the satisfying factors. With regards to other their expectations in the workplace, the employees of this generation were very tolerant if they failed to meet them. The employees of Gen X expected the career advancement based on merit because they had the ability to develop themselves. They highly appreciated job security and high salary as well as the career advancement in the same workplace. These employees were reluctant to change the workplace due to both family's responsibility and maintaining the job security. The employees of Gen X were less patient than Boomers if they failed to meet their expectations because they knew well that the workplace depended heavily on them. The dissatisfaction in the workplace influenced their performance in a great deal. The employees of Gen Y were the biggest issue faced by the managers as they were not loyal to hospitality workplace, they disparaged the job security and the money was their priority. These employees had the highest expectations in at the workplace as they valued the quick career advancement to meet their expectations. On the other hand, they were very loyal to

their managers and supervisors and they have been the best generation in the MT. This generation valued the personal development considering their high capabilities in technology and education as the great competitive advantages against Gen X. The employees of Gen Y were less tolerant in the workplace and, consequently, the high turnover rate was the result.

IMPLICATIONS AND FUTURE RESEARCH

The hoteliers have constructed their perceptions of employees' expectations, attitudes and behaviors only through their experiences; they have not utilized the tools to measure. It is necessary that hoteliers acknowledged and accepted different employees' expectations from different generations by identifying the strengths and weaknesses of each generation to develop perfect strategies to meet their expectations (Angline, 2011). Hoteliers should use several tools such as surveys, interviews and focus-group to identify the expectation, attitude, and behavior of each generation. In addition, they should follow the related books and recent articles to equip them with the strategies that will adjust to different generations' expectations. Furthermore, examining the employees' expectations, attitudes, and behaviors in terms of generation differences could be illuminating for managers to understand the employees in order to perform the managerial tasks.

REFERENCES

- Angline, T. (2011). Managing generational diversity at the workplace: expectations and perceptions of different generations of employees. *African Journal of Business Management*, 5(2), pp 249-255.
- Appelbaum, S. H., Serena, M. & Shapiro, B. T. (2005). Generation X and the boomers: an analysis of realities and myths. *Management Research News*. 28(1), pp 1-33.
- Balc, A. & Bozkurt, S. (2013). Job Expectations of Generation X and Y Teachers in Turkey. *World Applied Sciences Journal*. 21(4), pp 599-614.
- Barford, I. N. & Hester, P. T. (2011). Analysis of Generation Y Workforce Motivation Using Multiattribute Utility Theory, A Publication of the Defense Acquisition University.

- Brown, E. A., Bosselman, R. H. & Thomas, N. J. (2016). Are hospitality graduates making too many compromises? What they give up may lead to turnover. *Journal of Human Resources in Hospitality & Tourism*. 15(2), pp 133-146.
- Brown, E. R. (2010). Generation X and Y: A comparative analysis of entrepreneurial intent. MSc. The university of Pretoria.
- Bursch, D. & Kelly, K. (2014). Managing the Multigenerational Workplace , UNC Executive Development, UNC Kenan-Flagler Business School. Available at : <http://www.kenan-flagler.unc.edu/~media/Files/documents/executive-development/managing-the-multigenerational-workplace-white-paper.pdf>.
- Chaudhuri, S. & Ghosh, R. (2012). Reverse Mentoring: A Social Exchange Tool for Keeping the Boomers Engaged and Millennials Committed. *Human Resource Development Review*. 11(1), pp 55–76.
- Chen, P. & Choi, Y. (2008). Generational differences in work values: A study of hospitality management . *International Journal of Contemporary Hospitality Management*. 20(6), pp 595-615.
- Chi, C. G., Maier, T. A. & Gursoy, D. (2013). Employees' perceptions of younger and older managers by generation and job category. *International Journal of Hospitality Management*. 34, pp 42– 50.
- Corbetta, P. (2003). *Social research: Theory, methods, and techniques*. Sage.
- Curry, C. (2007). Predicting the effects of extrinsic and intrinsic job factors on overall job satisfaction for Generation X and Baby Boomers in a regional healthcare organization . Ph.D. University of Georgia State. United States, Georgia.
- Gillham, B. (2005). *Research Interviewing: The range of techniques: A practical guide*. McGraw-Hill Education (UK).
- Gursoy, D., Chi, C. G. Q., & Karadag, E. (2013). Generational differences in work values and attitudes among frontline and service contact employees. *International Journal of Hospitality Management*. 32, pp 40-48.
- Gursoy, D., Maier, T. & Chi, C. (2008). Generational Differences: An Examination of Work Values and Generational Gaps in the Hospitality Workforce. *International Journal of Hospitality Management*. 27(3), pp 448-458.
- Hammill, G. (2005). Mixing and Managing Four Generations of Employees . FDU Magazine Online. Available at : <http://www.fdu.edu/newspubs/magazine/05ws/generations.htm>.
- Hendricks, J. M. & Cope, V. C. (2012). Generational diversity: what nurse managers need to know. *Journal of Advanced Nursing*. 69(3), pp 717–725.
- Hewitt, P. M., Pijanowski, J., Tavano, J. & Denny, G. S. (2012). Baby Boomers, Generation X, and Generation Y: Who Will Lead Our Schools? *International Review of Social Sciences and Humanities*. 3(1), pp 232-240.
- Kowske, B. J., Rasch, R. & Wiley, J. (2010). Millennials' (Lack of) Attitude Problem: An Empirical Examination of Generational Effects on Work Attitudes. *Journal of Business and Psychology*. 25(2), pp 265-279.
- Kupperschmidt, B. R. (2000). Multi-generation employees: Strategies for Effective Management. *The Health Care Manager*. 19(1), pp 65-76.
- Lowe, G. (2014). *Bridging the Generations: Redesigning Workplaces to Prosper from an Aging Workforce, Rethinking Work Report 1*, EKOS Research Associates and The Graham Lowe Group Inc . www.grahamlowe.ca.
- Mannheim, K. (1952). The problem of generations. In *Essays on the sociology of knowledge*. London, Routledge and Kegan Paul Ltd.
- Marston, C. (2014). Myths about Millennials: Understand the myths to retain Millennials. Available at: http://humanresources.about.com/od/managementtips/a/millennial_myth.htm
- Mencel, J. & Lester, S. W. (2014). More Alike Than Different: What Generations Value and How the Values Affect Employee Workplace Perceptions. *Journal of Leadership and Organizational Studies*. 21(3), pp 257–272.
- Murphy, E. F., Gibson, J. W. & Greenwood, R. A., (2010). Analyzing Generational Values among Managers and Non- Managers for Sustainable Organizational Effectiveness, *SAM Advance Management Journal*. 75(1), pp 33-55.

- NAS Insights (2014). Recruiting and Managing the Generations, NAS Recruitment Innovation. Available at <http://www.nasrecruitment.com/uploads/files/recruiting-managing-the-generations-04-2014-90.pdf>.
- Parry, E. & Urwin, P. (2011). Generational Differences in Work Values: A Review of Theory and Evidence. *International Journal of Management Reviews*. 13(1), pp 79–96.
- Read, E. A. & Laschinger, H. K. (2015). The influence of authentic leadership and empowerment on nurses' relational social capital, mental health, and job satisfaction over the first year of practice. *Journal of advanced nursing*. 71(7), pp 1611-1623.
- Reid, J. and Adler, R. W (2016). The effects of leadership styles and budget participation on job satisfaction and job performance. *Asia-Pacific Management Accounting Journal*. 3(1), pp 21-26.
- Rood, A. S. (2011). Understanding Generational Diversity in the Workplace: What Resorts Can and are Doing, *Journal of Tourism Insights*. 1(1), pp 80- 89.
- Ryder, N. B. (1965). The cohort as a concept in the study of social change. *American Sociological Review*. 30(6), pp 843–861.
- SHRM (2014). *Generational Change in the Workplace, Workplace Visions*, A Publication of the Society for Human Resource Management. 1, pp 1-4.
- Skogstad, A., Aasland, M. S., Nielsen, M. B., Hetland, J., Matthiesen, S. B., & Einarsen, S. (2015). The Relative Effects of Constructive, Laissez-Faire, and Tyrannical Leadership on Subordinate Job Satisfaction. *Zeitschrift für Psychologie*. 222(4), pp 221-232.
- Smola, K. W. & Sutton, C. (2002). Generational differences: Revisiting generational work values for the new millennium. *Journal of Organizational Behavior*. 23(4), pp 363–382.
- Solnet, D., Kralj, A. and Kandampully, J. (2012). Generation Y Employees: An Examination of Work Attitude Differences. *Journal of Applied Management and Entrepreneurship*. 17(3), pp 36-54.
- Walt, V. & Plessis, D. (2010). Leveraging multi-generational workforce values in interactive information societies, Original Research, *SA Journal of Information Management*. 12(1), pp 1 of 7.
- White, C. (2005). The next generation of business intelligence: operational BI. *Information Management*. 15(5), 34.
- Yin, R. K. (2009). *Case study research: Design and methods* 4th ed. In the United States: Library of Congress Cataloguing-in-Publication Data.
- Yousef, D. A. (2016). Organizational Commitment, Job Satisfaction and Attitudes toward Organizational Change: A Study in the Local Government. *International Journal of Public Administration*. Online, pp 1-12.
- Yusoff, W. F. & Kian, T. S., (2013): Generation Differences in Work Motivation: From Developing Country Perspective, *TI Journals, International Journal of Economy, Management and Social Sciences*. 2(4), pp 97-103.
- Zemke, R., Raines, C., & Filipczak, B. (2000): *Generations at work: Managing the clash of veterans, boomers, Xers and nesters in your workplace*. New York: AMACOM Books.
- Zopiatis, A., Krambia-Kapardis, M., & Varnavas, A. (2012). Y-ers, X-ers and Boomers: Investigating the multigenerational (Mis) perceptions in the hospitality workplace. *Tourism and Hospitality Research*. 12(2), pp 101-121.