

YEAR 2016-2017

BACHELOR DEGREE IN TOURISM AND HOSPITALITY MANAGEMENT

SUBJECT: Undergraduate Dissertation

SEMESTER: 8th

TITLE OF ASSIGNMENT:

Millennials Job Satisfaction in the Hospitality Industry. Empirical Study

Student Name	Mar Falguera Garriga
E-mail address (HTSI)	mar.falguera@aluhtsi.url.edu
Lecturers	Itziar Ramírez
Lecturer E-mail address (HTSI)	itziar.ramirez@htsi.url.edu

Abstract

Purpose: The number of employees leaving the workplace is a reality that many hospitality companies are facing these days. These employees, mostly Millennials, share a set of common characteristics and aspirations that make them differ from previous generations.

Five main objectives have been designed in order to analyze the gap between Millennials and the Hospitality Industry. Firstly, to find a definition for job satisfaction. Secondly, to investigate what makes Millennials satisfied at the workplace. Thirdly, to study what the industry does in order to satisfy them. Fourthly, to identify the current gap within the industry. Lastly, to provide useful tips to the Hotel Industry.

These five objectives have guided the author obtaining reliable data towards analyzing *“the relationship between Millennials Job Satisfaction and Hospitality Industry practices”*.

Methodology: Surveys to Millennials aged between 18 and 38 years old working in the Hospitality industry and semi-structured interviews to three individuals currently working in Human Resources departments in hotels were conducted. These participants hold experience as a supervisor level in the area.

Findings have been divided according to the objective they were reaching.

Findings: This study proves that there is an impact occurring in Hotels due to the emergence of Millennials in the workforce.

In general, Millennials are not satisfied at work and the Industry, even though being aware, do not provide changes enough in order to integrate them.

Keywords: Millennials, Satisfaction, Hotels, Workforce, Turnover

Acknowledgements

This dissertation would not have been possible without the assistance and support of several people who have somehow contributed for the culmination of all the findings and data collected.

Firstly, I would like to express my deepest recognition and gratitude to my supervisor Itziar Ramírez, for her guidance, suggestions, corrections and motivation during my undergraduate dissertation. Without her support throughout the entire process, this paper would have taken another direction rather than the intended one.

Secondly, I would like to thank Anna Campañá and Jordi Sales for all the help they have provided me during the last four years. They pushed me to keep motivated and pursue my ambitious goals till the end.

Thirdly, I would like to demonstrate my sincere gratitude to all the interviewees who have freely dispended their valuable time. Their contribution has been completely necessary in order to proceed with the project.

Finally, I would like to thank with gratitude the never-ending support and encouragement of my family, classmates and housemates.

Barcelona, May 2017

Mar Falguera

Table of Contents

Chapter 1 – Introduction.....	Page 7
1.1 Content of the research.....	Page 7
1.2 Identification of the research problem.....	Page 7
1.3 Originality and contribution to knowledge.....	Page 8
1.4 Aim and objectives.....	Page 8
1.5 Structure of the study.....	Page 9
Chapter 2 – Literature Review.....	Page 10
2.1 Hotel Industry.....	Page 10
2.1.1 Tourism.....	Page 10
2.1.2 Hotels.....	Page 11
2.1.3 Employees.....	Page 11
2.2 Satisfaction at work.....	Page 13
2.2.1 Job satisfaction	Page 13
2.2.2 Factors of job satisfaction.....	Page 15
2.3 Millennials.....	Page 16
2.3.1 The Generation.....	Page 16
2.3.2 In the workplace.....	Page 16
2.3.3 Reasons why they leave.....	Page 18
2.3.4 Best practices to keep Millennials satisfied in the workplace.....	Page 19
2.4 Conceptual Framework.....	Page 21
2.5 Literature Map.....	Page 22
Chapter 3 – Methods	Page 23
3.1 Overall research design	Page 23
3.2 Data collection techniques and research instruments	Page 23
3.3 Research context and participants	Page 25
3.4 Data analysis	Page 26

3.5 Ethical considerations	Page 27
Chapter 4 – Findings and discussion.....	Page 28
4.1 Surveys.....	Page 28
4.2 Interviews.....	Page 46
4.3 Comparison between Millennials and the Hotel Industry points of view.....	Page 51
Chapter 5 – Conclusions.....	Page 52
References.....	Page 55
Appendix 1.....	Page 60
Appendix 2.....	Page 66
Appendix 3.....	Page 70
Appendix 4.....	Page 87

Table of Figures

Figure 1: International Tourist Arrivals.....	Page 10
Figure 2: Job Satisfaction affects performance.....	Page 14
Figure 3: Definitions of Job Satisfaction.....	Page 14
Figure 4: Millennials in the Workplace.....	Page 17
Figure 5: Conceptual Framework.....	Page 21
Figure 6: Literature Map.....	Page 22
Figure 7: Items that affect Job Satisfaction.....	Page 29
Figure 8: Items that satisfy Millennials the most.....	Page 31
Figure 9: Mobility of employees. Position.....	Page 33
Figure 10: Mobility of employees. Department.....	Page 33
Figure 11: Mobility of employees. Company.....	Page 34
Figure 12: Mobility of employees. Country.....	Page 34
Figure 13: How can companies attract Millennials.....	Page 36
Figure 14: Relationship Millennials and managers.....	Page 38
Figure 15: Dynamism vs. monotony.....	Page 40
Figure 16: High vs. low responsibility.....	Page 40
Figure 17: High vs. low involvement.....	Page 41
Figure 18: Autonomy vs. dependence on managers.....	Page 42
Figure 19: Feedback perceptions.....	Page 42
Figure 20: How can companies improve Millennials' satisfaction.....	Page 44
Figure 21: How companies understand the situation.....	Page 46
Figure 22: What does the industry to attract and satisfy Millennials.....	Page 48
Figure 23: Why Millennials have a high ratio of turnover.....	Page 49
Figure 24: Recommendations to the hotel industry.....	Page 50

Chapter 1. Introduction

1.1 Context of the research:

In the tourism industry and specifically in the hotel sector, both the employee and customer are present in the provision of the service, which confers the employee with a prominent role that establishes him or her as a basic and determinant element of the service provided. In this sense, **employee's level of job satisfaction** becomes an extremely important issue that affects their performance and loyalty to the organization (Shih, B; Chen, C. and Chen, Z; 2006) as well as the guest's image from the property and brand.

Abdullah et al. (2011) claim that the hotel industry has a lot of growth potential, though this growth is impeded by the **high turnover rates** of employees, a recurrent issue nowadays.

Holding employees does not only mean having a stable workforce, but also saving money on new recruitment processes, trainings, lost knowledge and, furthermore, saving a lot of time, which can be used on other outputs.

For this reason, it is very important to know the different factors that make **employees willing to stay** in a place and which could be the main reasons for them to leave, in order to avoid or reduce them.

In 2015, LaCore explained that Millennials would soon be the **biggest demographic workforce** and in less than five years they would represent 70 per cent of the global workforce (Price Waterhouse Coopers, 2011).

When describing Millennials, they are all said to be sharing a range of common characteristics that make them differ from other generations. Gilbert (2011), states that they have drastically different expectations when it comes to their employment experience and have demonstrated different attitudes, values, beliefs and aspirations (Chou, 2012).

1.2 Identification of the research problem:

From a Human Resources point of view, the problem found within the workforce is based on the number of **employees leaving hospitality companies** and the negative way this can affect them.

These employees, which are mostly Millennials (or are going to be, in a short period of time) are not satisfied enough in their workplace and decide to leave. Companies, yet, not only have to **restructure their workforce**, but also have to deal with high costs, waste of time and reduction of the overall job satisfaction.

The study of this topic is going to be relevant not only for the human resources workforce, who are in charge of the training and retention of employees, but also for the whole Hotel Industry members and, consequently, for the final experience of the guest.

1.3 Originality and contribution to knowledge:

It is common within the Millennial Generation to stay in companies for a **short time**, as they sometimes perceive lack of growth and developmental opportunities (LaCore, 2015), therefore managers have to look for different tools to reduce turnover intentions in order to retain their most committed and competent employees.

In this research, different factors that can be used to retain and engage Millennials are studied, as well as what makes them satisfied within the companies they work for and what could companies do in order to **increase their satisfaction**.

This study is going to provide an analysis of the situation, a contribution to the existing literature and a list of different outputs that can be useful for the industry.

There have been a lot of studies about Millennials within the society and the workforce, but until that moment any study has been found regarding the link between what Millennials expect from their work in Hotels and what the Hospitality Industry does in order to satisfy these expectations.

1.4 Aim and objectives:

The aim of this study is to investigate the relationship between Millennials Job Satisfaction and Hospitality Industry practices.

In order to do so, the following objectives will be followed:

Objective 1: From the Literature Review, to find a definition for Job Satisfaction

Objective 2: To investigate Millennial Generation in order to identify what makes them satisfied at the workplace

Objective 3: To investigate what the Industry does in order to satisfy Millennials' needs

Objective 4: To analyze the findings found from objectives 2 and 3 in order to identify the current gap within the industry

Objective 5: To provide useful tips to the Hotel Industry about how to keep the Millennials workforce satisfied at the workplace

1.5 Structure of the study

Chapter 1 is going to provide the reader a brief description of what can be expected on the overall research. Hotels, Millennials and satisfaction at work are mentioned.

Chapter 2 brings the literature review and includes a summary of the literature, a literature map and a conceptual framework. Past and current research has been studied in order to create this chapter.

In this case, a general context from the hotel industry, the Millennials as part of the workforce and satisfaction at work are discussed.

Chapter 3 discusses the chosen methodology and explains the reasons of each method, participants and data analysis in order to obtain findings.

Chapter 4 discusses the results, after a prior analysis. It includes images of the several graphs and a conclusion for each of them as well as an analysis of the different interviews.

Chapter 5 draws conclusions, recommendations and limitations as well as proposals for future research.

Chapter 2. Literature Review

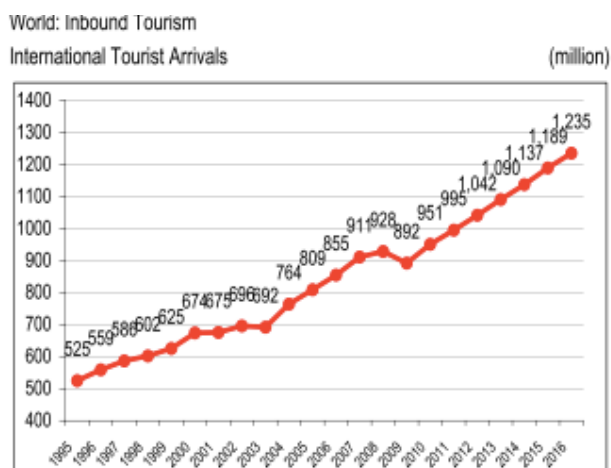
2.1 The Hotel Industry

2.1.1 Tourism

Tourism, defined as the *activity of visitors* by the United Nations World Tourism Organization, is one of the activities with more impact regarding the worldwide economy, the environment, the local population and the visitors themselves. “It is a social, cultural and economic phenomenon related to the movement of people to places outside their usual place of residence, pleasure being the usual motivation” (UNWTO, 2010).

UNWTO stated in their World Tourism Barometer from January 2017 that the international tourism demand remained robust in 2016, despite challenges. In fact, 2016 was the 7th consecutive year of sustained growth, following the 2009 global economic and financial crisis. International tourist arrival grew by 3,9% reaching a total of 1235 million (UNWTO, 2017).

Figure 1: International Tourist Arrivals



Source: UNWTO, World Tourism Barometer 2017

Even though safety and security have been challenging the industry in Europe so far, international arrivals reached 620 million in 2016, 2% more than in the last year.

International tourist arrivals worldwide grew 3,9% in 2016 compared to the previous year and it is

estimated a 3-4% for 2017 (UNWTO, 2017), with a forecast based on a modest global economic recovery.

In its Barometer, UNWTO claimed: “Rising middle classes with higher purchasing power in many emerging markets, increased air connectivity and more affordable travel are expected to continue fuelling tourism growth in 2017” and, as a consequence, will contribute to job creation (UNWTO, 2017).

2.1.2 Hotels

A possible criteria that World Tourism Organization takes into consideration when classifying hospitality establishments are:

- a- Level of comfort
- b- Location
- c- Purpose functional / on time of stay of guests
- d- Operating system
- e- Form of exploitation
- f- Form of ownership
- g- Capacity
- h- Target market
- i- Standards of service and facilities offered

Nevertheless, the hotel industry has been continuously modified and changed over the years, due to technological progress and innovation. New design of properties and changes in hotel operations have meant a major investment for the industry, as well as staff training and education (Tomašević, 2013).

2.1.3 Employees

In the tourism industry and concretely in the hotel sector, both the employee and customer are present in the provision of the service. This confers the employee with a prominent role that establishes him or her as a basic element of the service provided. In this sense, employee’s level of

job satisfaction becomes an extremely important issue that will affect their performance and loyalty to the organization (Shih, B; Chen, C. and Chen, Z; 2006).

Tom Baum (2007) also said that people are a critical dimension within the successful delivery of tourism services. Sometimes called human resources, these people are the competitive advantage of organizations in the hotel industry.

“The story of successful tourism enterprises is one that is largely about people—how they are recruited, how they are managed, how they are trained and educated, how they are valued and rewarded, and how they are supported through a process of continuous learning and career development” (Fáilte Ireland, 2005).

Young-Thelin (2012), found out that although the hotels in his study stated that their human resources were important, there was a lack of attention regarding the development of human resources processes and systems.

In fact, Poulston (2009) claimed that hospitality managers are challenged to extract the maximum value from employees in order to generate profit. The emphasis on achieving results through others can result in the exploitation of workers, as those at the bottom of the hierarchy (operative level) may work hardest for the least pay. Consequently, workplace problems happen because of a style of management concerned more with meeting profits than with employee satisfaction.

“Its highly seasonal nature and the great demand for available, varied supply mean that the tourism industry requires considerable flexibility and fluidity as regards work”. (European Foundation for the Improvement of Living and Working Conditions, 2002)

Working conditions are difficult (O'Leary & Deegan, 2005) basically because of the “hours needed to cope with the 24-hour nature of the industry, and supervisors and managers are often inadequately skilled” (Poulston, 2005; Presbury, R., Fitzgerald, A. and Chapman, R; 2005) which contributes to **stressful working environments** that can stimulate staff turnover.

Conversely, fair pay, fair leadership (Presbury, R., Fitzgerald, A. and Chapman, R; 2005), pleasant working conditions and stable hours (Day & Buultkends, 2017) discourage this turnover.

In fact, Abdullah et al. (2011) claimed that the hotel industry has been recognized as a potential prospect in the growth of the service industry, but it is impeded by the high turnover rates of employees.

Furthermore, in the hospitality industry, employees are very mobile and can decide to leave an organization and to work for another, and this mobility entails many costs for hospitality firms (Gunlu, E; Aksarayli, M and Perc, N.S; 2010).

Rahman (2014) stated that this **excessive turnover** of skilled, qualified and experienced employees could be a great disruption for a company. In fact, the departure of an experienced employee not only means the loss of productivity and value provided by this person, but it also increases firm costs to find a suitable replacement.

Other problems involved are loss of knowledge and established connections with customers, recruitment, selection and training activities required for new employees and lowered service quality and customer satisfaction (Joiner, T.A; Bartram, T and Garreffa, T; 2004; and Humborstad and Perry, 2011).

In order to meet the increasing expectations of current skilled workers, managers now have to move beyond the traditional ways of managing human resources to reduce turnover intentions of the employees, which will help them to retain their most committed and competent workers (Rahman, 2014).

2.2 Satisfaction at work

2.2.1 Job Satisfaction

Wakida (2015) stated that motivating employees and keeping them satisfied are some of the ways that managers and organizations retain employees and provide excellent service.

Job satisfaction, though, represents one of the most complex areas that managers have to face in terms of managing their employees.

Many studies have demonstrated a **high impact of job satisfaction** on the motivation of workers, motivation impacting on productivity and productivity on the performance.

However, job satisfaction has not received the proper attention from neither managers nor scholars of various business organizations (Aziri, 2011).

Figure 2: Job satisfaction affects performance



Source: Author's elaboration from literature review, 2017

There have been different approaches regarding the definition of job satisfaction. Some of the most commonly cited are:

Figure 3: Definitions of Job Satisfaction

Hoppock	1935	"Any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say that he/she is satisfied with his/her job"
Vroom	1964	"Affective orientations on the part of individuals toward work roles which they are presently occupying"
Spector	1997	"The way people feel about their job and its various aspects and the extend to whether people like their job or not."
Davis, K. and Nestrom, J.W	1985	"It represents the extent to which expectations and real awards match and it is closely linked to the individual behavior in the work place"
Kaliski	2007	"It is the sense of achievement and success on a job, perceived to be linked to productivity and personal well being. It implies enjoying at work, doing it well and being rewarded for the efforts. It implies enthusiasm and happiness at work. It leads to recognition, income, promotion and the achievement of other goals that lead to a feeling of fulfillment "

Source: Author's elaboration from literature review, 2017

2.2.2 Factors of Job Satisfaction

In 1995, Kovach studied the importance of job attributes and found out that while managers thought employees' priority was good wages, employees ranked interesting work as the most important job attribute and good wages was ranked fifth. Job satisfaction, then, can be higher by ensuring work as **interesting and challenging** as possible (Saari, 2004).

Aziri (2011) explained that there are different factors that influence job satisfaction, such as the nature of work, salary, advancement opportunities, management, work groups and work conditions.

In 2012, SHRM found out that these factors change over time, because of the changes within the workplace as well as economic, demographic and social trends.

Rue, L.W. and Byars, L. (2003) provided different determinants of both satisfaction and dissatisfaction: manager's concern for people, job design, compensation, working conditions, social relationships, perceived long-range opportunities, levels of aspiration and need achievement.

Gogonea, R. and Zaharia, M. (2015) highlighted the issues of how the workload, pay system, method of granting benefits, cooperation between departments, involvement of managers in developing employees' careers, quality of communication between manager and employee, recognition of employees' merit by managers, opportunities for advancement and job stability contribute to the formation and development of satisfaction of employees.

Research conducted by Vandenberg, R. and Lance, C. (1992) showed a strong relation between job satisfaction and **employee loyalty**. They proved that the higher the degree of job satisfaction the higher was the level of employee loyalty.

Regarding the relationship between satisfaction and performance, Luthans (1998) stated that satisfaction might not necessarily lead to individual performance improvement but to departmental and organizational level.

2.3 Millennials

2.3.1 The Generation

When describing Millennials, there are some discrepancies: According to Smola and Sutton (2002), Millennials are those born between 1979 and 1994. Codrington (2008) says that they are born between 1989 and 2000s and Gilbert (2011), between 1982 and 2000.

They are also called Millennial Generation, Generation Y, Nexters and the Nexus Generation. (e.g., Barnard, Cosgrove, & Welsh, 1998; Burke & Ng, 2006; Zemke, Raines, & Filipczak, 2000)

Millennials grew up after the Cold War and in the new era of globalization, communication, wireless connectivity and technology. Smartphones, laptops and social media have always been present, so they expect instant access to information (PWC, 2011).

They are living in an age of unprecedented diversity and exposure to other cultures and are emerging as ethical consumers, who want to change the world and exhibit high levels of social concern and responsibility.

Some of their guiding values are optimism, confidence, high self-esteem, media and entertainment overloaded, networkers, achievers, techno-savvy, achievement-oriented and global citizens (Codrington, 2008).

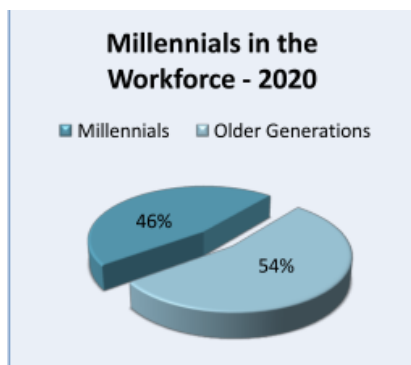
2.3.2 In the workplace

LaCore (2015) explains that Millennials will soon be the **biggest demographic workforce** and in less than five years they will represent 70 per cent of the global workforce according to Price Waterhouse Coopers (2011).

Gilbert (2011) and Anderson, E., Buchko, A. and Buckhoo, K. (2016), shared that we are experiencing an organizational shift as the millennial generation grows in the workforce and baby boomers start to retire, so managers and Human Resources professionals will need to develop new engagement models to take into account the **generational differences** between both generations.

By 2014, 36 percent of the U.S. workforce will be comprised of this generation and by 2020, nearly half of all U.S. workers will be Millennials (Lynch, 2008).

Figure 4: Millennials in the Workforce - 2020



Source: Lynch, 2008

Nowadays, baby boomers are the largest generation of active workers and some of their main characteristics are their willingness to work long hours and their large corporate hierarchies in organizations.

Millennials, however, have drastically **different expectations** when it comes to their employment experience (Gilbert, 2011) and have demonstrated different attitudes, values, beliefs and aspirations from other generations (Chou, 2012).

They are well educated, skilled in technology, self-confident, able to multi-task, and are full of energy. They have high expectations for themselves, and prefer to work in teams, rather than with individuals.

Millennials are continuous learners, team players, collaborators, diverse, optimistic, achievement-oriented, socially conscious and highly educated (Brack, 2012).

It is claimed that they are self-important, impatient and disloyal (Hill, 2008; Howe and Stauss, 2007; Jacobson, 2007), as well as ambitious and they constantly seek for personal fulfillment on the jobs (Hauw & Vos, 2010; Loughlin & Barling, 2001; Rawlins, Indvik and Johnson, 2008).

Myers and Sadaghiani (2010) suggested that Millennials are motivated by significant tasks and prefer open and frequent communication.

They want to know that they have done a good job and they want to know it *now*, therefore **receiving feedback** is essential for them. (Gilbert, 2011).

Harris-Boundy and Flatt (2010) and Ng. Schweitzer et. al (2010) demonstrated that Millennials emphasize individualism more than collectivism. Schweitzer et. al also claimed that this generation

seek for career advancement, skill development and ensure a “meaningful and satisfying life outside of work”. Therefore **balance between work and life** is very important for them (Gilbert, 2011).

“For them, work isn’t just about income. It’s about personal enrichment and fulfillment, which means that having flexibility in their work schedules is highly regarded” (Brack, 2012).

Eric Chester (2002), in ‘Employing Generation Why?’ wrote that Millennials have, more than any other young generation, an ability to “filter out every command, every request and every instruction that is not bundled with acceptable rationale - they demand reasons and rationale, so the traditional ‘because I said so’ isn’t going to cut it with them.”

A study from Mercer (2011), found that the top three career priorities for Millennials were compensation, flexible work schedules and the opportunity to make a difference.

2.3.3 Reasons why they leave

With such different work expectations among generations, some conflict may arise (Brack, 2012). “Motivating, engaging, and retaining people will never cease as managerial priorities, but employers will have to carefully consider what strategies they will use to cultivate and retain valuable millennial employees” (Gilbert, 2011).

LaCore (2015) claimed that Millennials tend to be frustrated with Baby Boomers as they are seen as slower to retire and remain in leadership roles longer, blocking opportunities for them to move up. “It is important for Human Resources and managers to address possible **generational stereotypes** and the different values that demographic diversity brings into the workplace.”

Millennials, moreover, are interested in learning new skills, meeting new people and having experiences that further their professional development, so mobility opportunities are often met with great enthusiasm. It is estimated that more than 80 per cent of Millennials are **willing to relocate** as long as they think the position is worth the move. In fact, mobility is often viewed as a pathway to professional advancement (LaCore, 2015).

While they set high expectations for advancement and progression in their careers, Millennials typically do not choose to look for a new opportunity unless they feel they have a reason, which often appears when there is a **perceived lack of growth** and developmental opportunities. Knowing this, it is important to provide Millennials with reinforcements, such as clear guidelines, frequent and immediate feedback, and mentoring them, along with clear expectations (LaCore, 2015).

2.3.4 Best practices to keep them satisfied in the workplace

Diane Spiegel (2011), CEO of The End Result, a corporate training and leadership development company, wrote what Millennials expect from their employers:

1. **Coaching:** As they were raised with constant coaching and feedback, they expect it as well in the workplace.
2. **Collaboration:** Particularly when the group's purpose and goals are understood, employers have to be clear about deadlines and boundaries.
3. **Measures:** Millennials like to know how they are going to be judged and assessed, therefore employers should define clear and consistent job assessment criteria.
4. **Motivation:** A comfortable work environment that inspires them to contribute is essential for the Millennials. (2011).

Newman (2010) suggests offering projects with a learning component, because it will challenge them and make them work harder.

Brack (2012) also proposes some steps that Human Resources and Talent Management professionals can take to attract, develop and retain this generation:

Step 1, **Attraction:**

It is important to communicate to prospective employees what the organization does to engage workers (organization's culture, open communication policy, flexible work schedules...)

Step 2, Development:

Leadership expert Laurent Stiller Rikleen suggests to train on intergenerational dynamics in order to foster mutual support and understanding among generations and create a stronger sense of community. It also suggests offering collaborative discussions like roundtables that encourage innovative thinking.

This kind of development opportunities would help minimize the misperceptions among generations as well as to prepare Millennials to assume leadership roles when older colleagues leave the workplace.

Step 3, Retention:

A good way to keep Millennials engaged is creating a flexible and relaxed organization culture with open communication, encouraging innovation and sharing.

An informal atmosphere may help, together with an open and honest communication, which will also help them understand their role in the organization and may reduce some of the distrust this generation has on big businesses.

Last but not least, it is important to keep the doors open for Millennials who leave the organization. (Brack, 2012).

2.4 Conceptual Framework

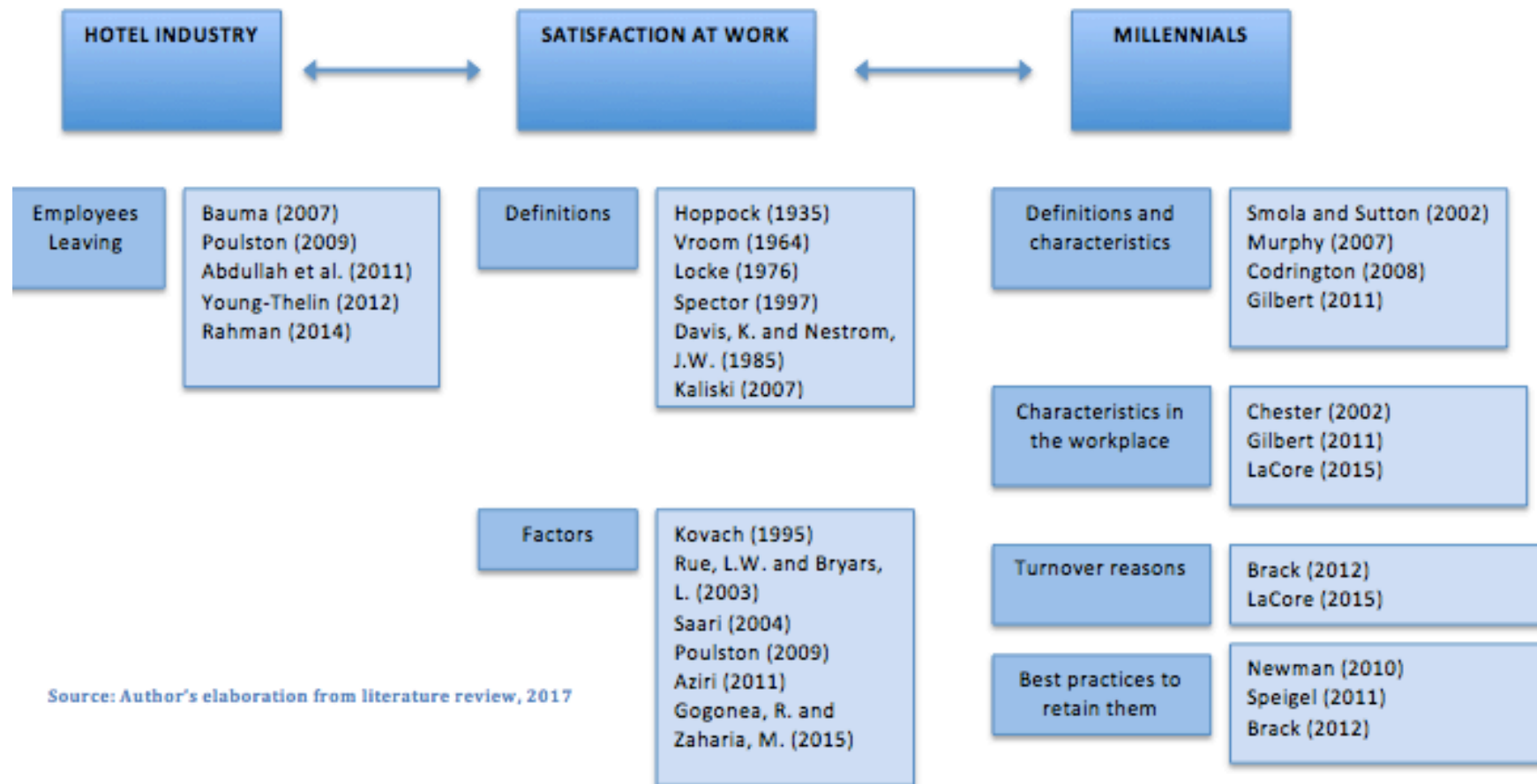
Figure 5: Conceptual Framework

<u>AREA</u>	<u>ISSUE / TRAITS</u>	<u>MAIN APPROACHES</u>
HOTEL INDUSTRY	Employees leaving	Their job satisfaction will affect their performance (Shih, B; Chen, C. and Chen, Z; 2006) Lack of attention regarding development of human resources processes and systems (Young-Thelin, 2012) Exploitation of workers: profits vs. satisfaction (Poulston, 2009) Employees are very mobile and eager to change companies (Gunlu, E; Aksarayli, M and Perc, N.S; 2010) Turnover as a disruption for the company (Rahman, 2014)
JOB SATISFACTION	Importance for companies	Way to retain employees and provide excellent service (Wakida, 2015) Lower turnover (Abdullah et al; 2011)
	Directly linked	Employee Loyalty (Vandeberg, R. and Lance, C. 1992)
MILLENNIALS	Guiding values	Optimism, confidence, high self-esteem, media and entertainment overloaded, networkers, achievers, techno-savvy and global citizens (Codrington, 2008)
	Workplace	Biggest demographic workforce (Lynch, 2008; LaCore, 2015) Different expectations within employment experience (Gilbert, 2011)
	Why they leave	Generational misunderstandings (LaCore, 2015) Willingness to relocate (LaCore, 2015)

Source: Author's elaboration from literature review, 2017

2.5 Literature Map

Figure 6: Literature Map



Source: Author's elaboration from literature review, 2017

Chapter 3. Methods

3.1 Overall research design

The current research is based on an **exploratory study**, which helps finding out “what is happening; to seek new insights; to ask questions and to assess phenomena in a new light” (Robson, 2002).

The research uses a **deductive approach**, as it involves the development of different theories which are examined and, furthermore, a clear theoretical position is going to be developed prior to the collection of data (Saunders, M., Lewis, P. and Thornhill, A; 2009) and the research philosophy is **Pragmatism**, because it applies a practical approach, integrating different perspectives to help collect and interpret data (Saunders, M., Lewis, P. and Thornhill, A; 2009).

This paper is based on a **Mixed Strategy** of quantitative and qualitative research, which is “the general term for when both quantitative and qualitative data collection techniques and analysis procedures are used in a research design” (Saunders, M., Lewis, P. and Thornhill, A; 2009).

Quantitative and qualitative research have both advantages and disadvantages (Altinay, L. and Paraskevas, A; 2008). While quantitative research determines how a variable affects another in a population and the relationship between the different variables measuring the sample, qualitative research understands the context in which phenomena and behaviors take place. This thesis uses Mixed Methods because both approaches provide added value to the research question.

3.2 Data collection techniques and research instruments

In order to achieve the different objectives, the techniques and research instruments used have been:

Objective 1: *From the Literature Review, to find a definition for Job Satisfaction.*

After reading several authors, different definitions of Job Satisfaction are provided. (found in section page 13, figure 3)

These data, also called Secondary Data, provides useful source from which to answer or partially answer the research question (Saunders, M., Lewis, P. and Thornhill, A; 2009).

Objective 2: *To investigate Millennial Generation in order to identify what makes them satisfied at the workplace.*

A **survey strategy**, a “research strategy that involves the structured collection of data from a sizeable population” (Saunders, M., Lewis, P. and Thornhill, A; 2009). has been used to determine whether the information found corresponded to the reality of the sample analyzed. The survey was composed by 12 different questions with different formats and was distributed online.

Upon receiving survey responses for this research study, quantitative data analysis processes were used to draw conclusions related to the study’s research questions.

The online survey was created with the survey tool Qualtrics and was deployed for a period of two weeks.

The data analyzed was **categorical data**, which refers to “data whose values can be either classified into sets (categories) according to the characteristics that identify or describe the variable or placed in rank order” (Berman Brown and Saunders 2008).

Concretely, most of the data analyzed has been **ranked data**, which is a more precise form of categorical data. The relative position of each case within the data set is known, but the actual numerical measures on which the position is based are not recorded (Saunders, M., Lewis, P. and Thornhill, A; 2009).

Some of the questions in the survey used a Likert Scale. This design was developed by Likert (1932) attempting to measure attitudes, values and opinions. The respondent indicated to which extent agrees with a series of statements, with 1 being strongly disagree and 5 (or 10) being strongly agree.

Some items have also been analysed with numerical data, whose values are measured or counted numerically as quantities (Berman Brown and Saunders, 2008) therefore are more precise than categorical data as a position on a numerical scale can be assigned (Saunders, M., Lewis, P. and Thornhill, A; 2009).

An open-ended question in the online survey is also included in order to obtain qualitative data.

The survey is attached in the Appendix 1

Objective 3: *To investigate what the Industry does in order to satisfy Millennials' needs.*

Qualitative methods are used in the form of interviews to create an in-depth, rich account of how companies act. (Yin, 2003; Scholz and Tietje, 2002; Rubin and Rubin, 1995).

The **interview** has been open question, "designed to encourage the interviewee to provide an extensive and developmental answer and may be used to reveal attitudes or obtain facts" (Grummitt, 1980).

It has been semi-structured, which means that the researcher had a list of themes and questions to be covered, although these may have varied from interview to interview (Saunders, M., Lewis, P. and Thornhill, A; 2009). Even though being designed with a set of questions in advance, the main advantage is great freedom in making modifications and changes during the interview (Altinay, L. and Paraskevas, A; 2008).

The interviews lasted for 30 minutes and were transcribed (found on the Appendix 2) Different tables have been created in order to analyze the qualitative data collected.

Objective 4: *To analyze the findings found from objectives 2 and 3 in order to identify the current gap within the industry.*

The different findings have been compared in order to analyze the gap.

Objective 5: *To provide useful tips to the Hotel Industry about how to keep the Millennials workforce satisfied at the workplace.*

3.3 Research context and participants

Both in the qualitative and quantitative method, non-profitability samples have been chosen. Selecting a sample is needed when it is impracticable for the researcher to collect data from the entire population (Saunders, M., Lewis, P. and Thornhill, A; 2009).

A non-probability sample may be the most practical, although it will not allow the extent of the problem to be determined. It provides a range of alternative techniques to select samples based on the subjective judgement of the researcher to select cases that will best enable to answer the research question and meet the objectives. (Saunders, M., Lewis, P. and Thornhill, A; 2009).

The research population for the surveys are **Millennials** aged between 18 and 38 years old,

working in the Hospitality Tourism or who are about to finish their education within this field.

The reason of choosing this population is because they are the main target of the research as well as the main focus. In this case, 83 people form the sample.

The technique used is self-selection, that occurs when each individual is allowed to identify their desire to take part in the research, by publicizing the need for cases and asking them to take part (Saunders, M., Lewis, P. and Thornhill, A; 2009).

The research population for the interviews has been **Human Resources Managers or Coordinators** from Luxury Hotels with at least 2 years experience inside the industry and the sample is going to be formed by 3 of them.

The reason for choosing this population is because they represent part of the industry studied and have an important role on the topic of the research.

The method used has been purpose sampling, which allows the researcher to select the participants related to the phenomenon of interest (Saunders, M., Lewis, P. and Thornhill, A; 2009).

Both samples have been contacted during the months of March and April.

3.4 Data analysis

On the one hand, to analyze surveys graphs have been used and results have been linked with the data found in the Literature Review.

Once the data has been entered and checked for errors, Tukey's (1977) **exploratory data** analysis has been used. This approach emphasises the use of diagrams to explore and understand the data. It allowed the researcher flexibility to introduce previously unplanned analyses to respond to new findings as well as keeping the research question in mind.

Generally, **bar charts** provide an accurate representation and are used for research reports. (Saunders, M., Lewis, P. and Thornhill, A; 2009).

On the other hand, in order to analyze the interviews, the researcher has used **conceptualization**; therefore contents have been classified by topics. It is the generation of general, abstract categories and establishes how they help to explain the phenomenon under

study. Conceptualization enables the writer to look for patterns, themes, relationships, sequences and differences through the data (Creswell, 2009).

Qualitative data analysis allows converting the raw data into a logical description and explanation of the phenomenon being studied (Altinay, L. and Paraskevas, A., 2008)

3.5 Ethical considerations

Any information given from the different companies and participants is completely **confidential** and anything has not been published unless participants' **consent**.

The quality of the different outcomes is **reliable**, basing the entire thesis on different professionals point of view as well as an **objective** framework.

Interviews have been transcribed in order to maintain the information intact.

Any information has been manipulated in order to have better conclusions or the expected results.

An **Informed consent form** has been obtained from potential research participants in order to protect their anonymity and confidentiality. The Informed consent form means that participants understand that they are taking part in a research study and what the research requires of them.

At the same time, different conditions have been accepted by all the participants in the surveys in another Informed Consent, such as their voluntary nature to participate and the maintenance of the confidentiality of data provided.

Signed consent forms are attached in Appendix 3 and Ethical Form is on Appendix 4.

Chapter 4. Findings and discussion

4.1 Surveys

In this subsection, the answers provided by the different participants will be explained in a detailed way and graphs will show how they rated the different elements.

The purpose is to investigate the Millennial Generation in order to identify what makes them satisfied at the workplace.

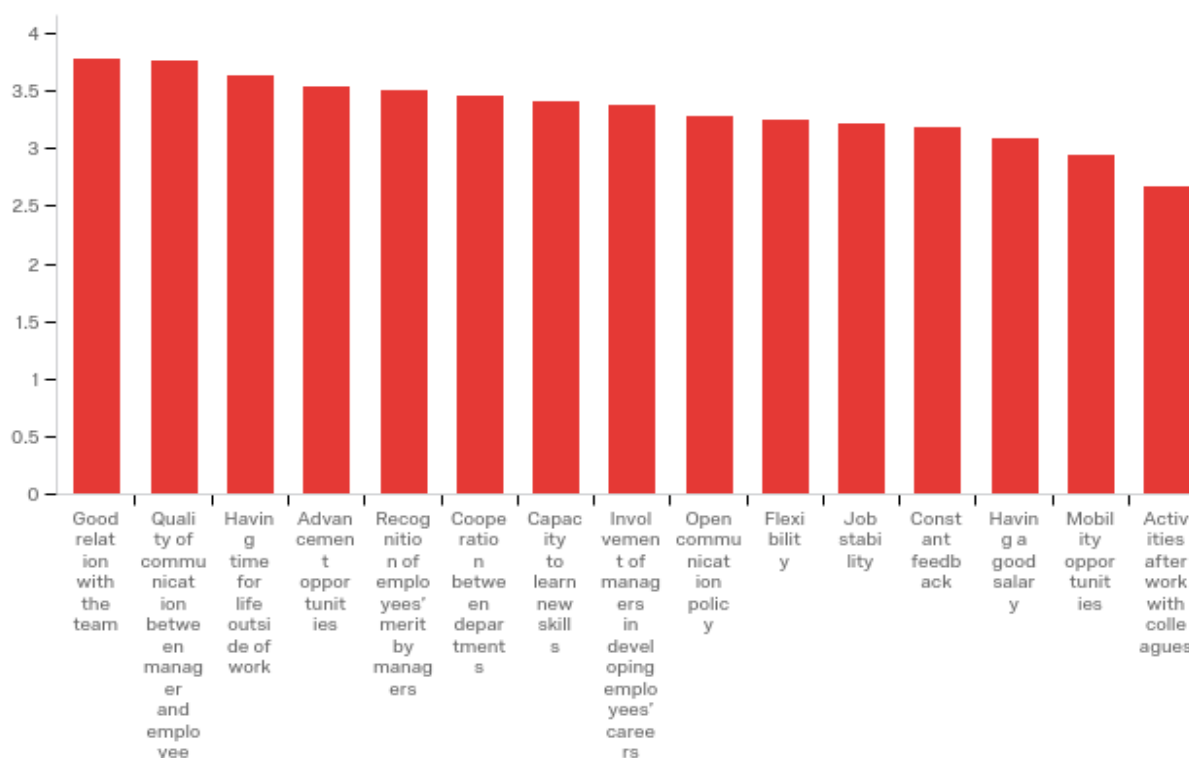
(See Appendix 5 for detailed findings)

Items that affect job satisfaction

According to you, how important are the following items concerning job satisfaction?

(1- Not Important, 4-Very Important)

Figure 6: Items that affect job satisfaction



Source: Author's elaboration from survey analysis tool Qualtrics

Aziri, in 2011, explained that there are different factors that influence job satisfaction, such as the nature of work, salary, advancement opportunities, management, work groups and work conditions.

As it can be seen on the graph, out of the 15 different items exposed in terms of job satisfaction from Aziri, the most important ones according to the different participants are:

- 1-Good relation with the **team**
- 2- Quality of the **communication** between manager and employee
- 3- Having time for life outside of work (**time off**)
- 4- **Advancement** opportunities
- 5-**Recognition** of employees' merit by managers

Participants were asked to grade 1 to 5 the different items, according to how they thought these items were important and affected job satisfaction in general traits.

Rue, L.W. and Byars, L. (2003) already provided different determinants of satisfaction at work like social relationships and levels of aspiration and need achievement.

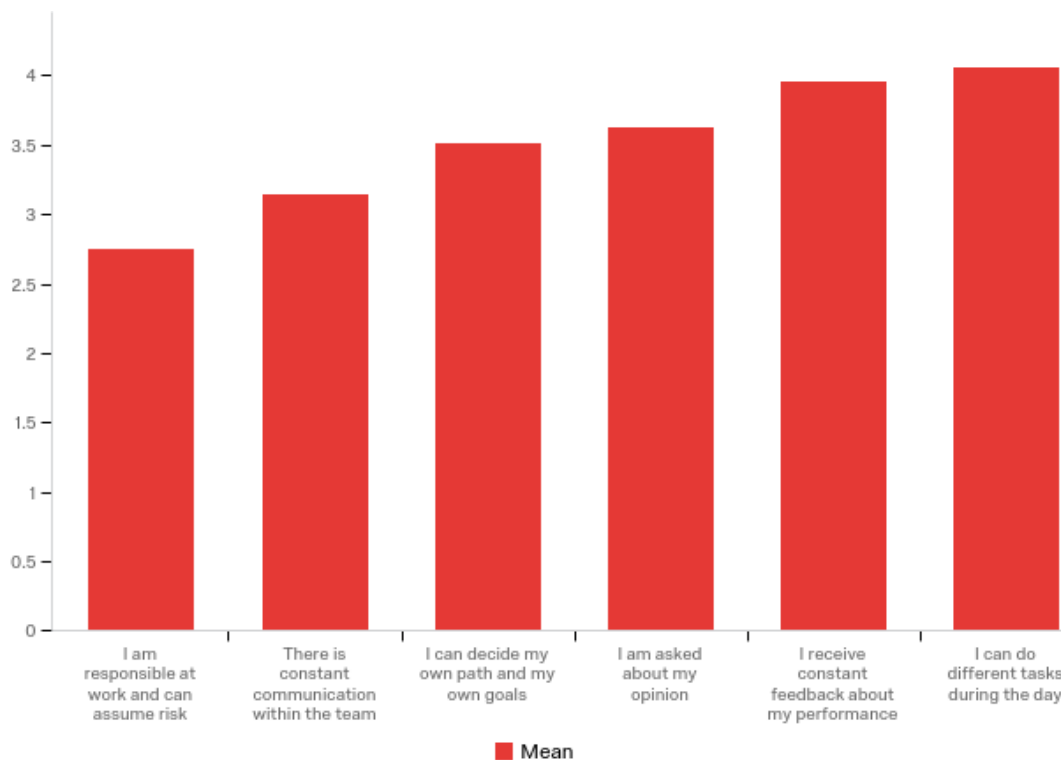
Gogonea, R. and Zaharia, M. (2015) also mentioned the quality of communication between manager and employee and the cooperation between departments.

Millennials want to know that they have done a good job (Gilbert, 2011), which is linked to recognition by managers.

Items that satisfy Millennials the most

Put in order the following labels regarding what satisfies you the most (1-Satisfies me the most / 6-Satisfies me the less)

Figure 7: Items that satisfy Millennials the most



Source: Author’s elaboration from survey analysis tool Qualtrics, 2017

As it can be seen from the graph, six different labels were presented and participants had to put them in order according to what satisfies them the most. Findings show that what satisfies them the most is:

- 1- Being **responsible** at work and **assume risk**
- 2- Constant **communication** within the team

Murphy (2007), has acknowledged the above findings stating that Millennials tend to be goal and achievement-oriented and exhibit high levels of responsibility.

In the graph, it can be seen that for them having responsibility at work is something that makes them highly satisfied.

This responsibility and risk is linked to the ambition and personal fulfillment, already mentioned by Hauw & Vos, 2010; Loughlin & Barling, 2001; Rawlins, Indvik and Johnson, 2008. Speigel (2011) also said that a comfortable work environment that inspires to contribute is essential for Millennials.

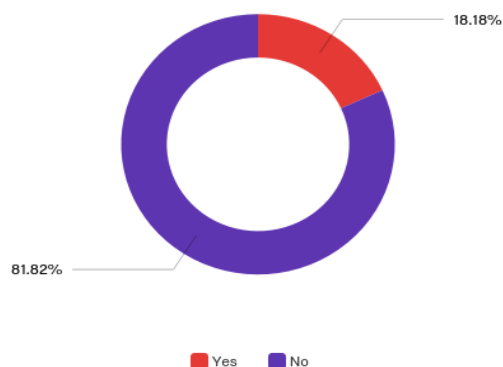
Regarding the constant communication, ranged second on the ranking, Myers and Sadaghiani (2010) already suggested that Millennials prefer open and frequent communication, which is also related to feedback (figure 11), where all the sample stated that feedback was important. Millennials demand reasons and rationale (Chester, 2002) and, as they were raised with constant coaching and feedback, they expect if in the workplace (Speigel, 2011). As Brack (2012) stated: "Millennials expect companies to have open and honest communication, which will also help them understand their role in the organization and reduce some of the distrust this generation has on big business".

Mobility of the employees

Same position

In 5 years, I see myself working in the Same Position

Figure 8: Mobility of the employees - Position



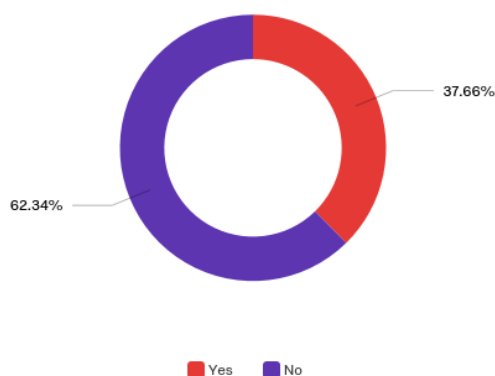
Source: Author’s elaboration from survey analysis tool Qualtrics, 2017

According to the data, 81,82% of the participants claimed that they would like to work in a **different position** in the following 5 years.

Same Department

In 5 years, I see myself working in the Same Department

Figure 9: Mobility of the employees - Department



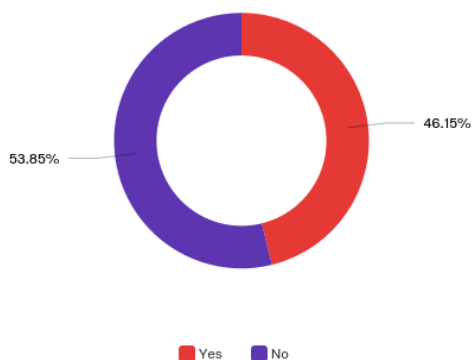
Source: Author’s elaboration from survey analysis tool Qualtrics, 2017

According to the data, 62,43% of the participants claimed that they would like to work in a **different department** in the following 5 years, therefore they would like to change their job position.

Same Company

In 5 years, I see myself working in the Same Company

Figure 10: Mobility of the employees - Company



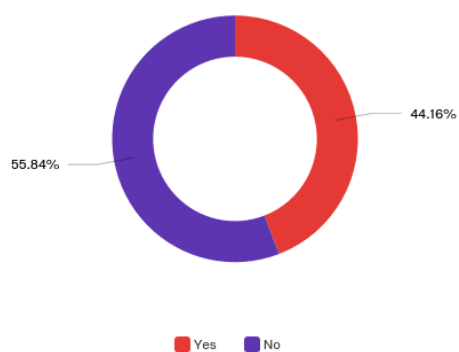
Source: Author's elaboration from survey analysis tool Qualtrics, 2017

According to the data, 53,85% of the participants claimed that they would like to work in a **different company** in the following 5 years. This is an unexpected finding as almost half of the participants would like to remain in the same company they are working right now.

Same Country

In 5 years, I see myself working in the Same Country

Figure 11: Mobility of the employees - Country



Source: Author's elaboration from survey analysis tool Qualtrics, 2017

According to the data, 55,84% of the participants claimed that they would like to work in a **different country** in the following 5 years.

The survey asserts that in general, Millennials tend to be **willing to relocate**, which has been previously highlighted in the literature by LaCore (2015).

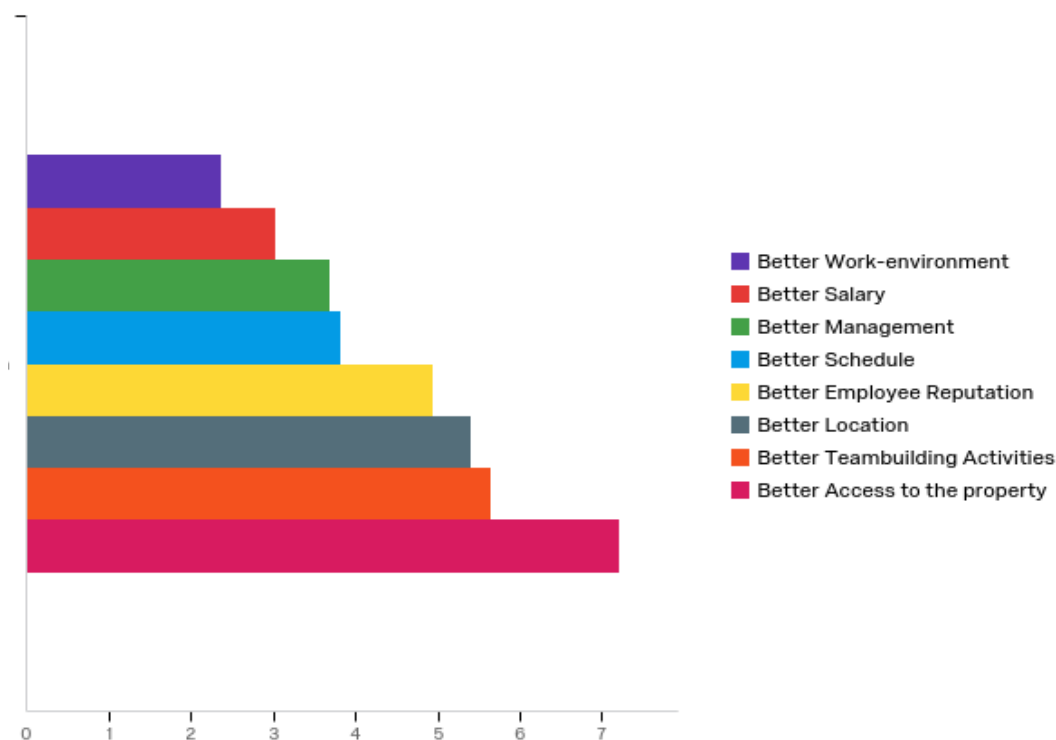
From the 4 different variables (position, department, company and country), the negative answer has been imposed, therefore there is evidence that they have intentions to move. The variable that reached a highest level of negative answers (*I do not see myself working there in the next 5 years*) has been Position, therefore respondents firmly expect to be promoted.

Company and Country, however, differ a little bit from previous Literature Review, as almost 50% of the respondents would like to remain on the same Company or Country they are right now.

How can companies attract Millennials

What does a company need to have in order to make you want to move there? Put the following items in order (1-most liked / 8-less liked)

Figure 12: How can companies attract Millennials



Source: Author's elaboration from survey analysis tool Qualtrics, 2017

Participants have been asked to put in order the eight different factors.

The items put on the first place have been:

- 1- Better **work environment**
- 2- Better **salary**
- 3- Better **management**

In order to attract Millennials, companies should focus on offering a good work environment as well as a good salary.

O'Leary and Deegan (2005) stated that working conditions are difficult because of "the hours needed to cope with the 24-hour nature of the industry", which contributes to stressful

working environments. In this sense, having seen on the graph the importance of having a good working-environment (that could be the major force for an employee to leave a company), it is essential for supervisors and managers to emphasize on the creation of social relationships (Rue, L.W. and Byars, L; 2003) as well as cooperation between departments, involvement of managers in developing their employees' careers and the quality of communication between manager and employee (Gogonea, R. and Zaharia, M; 2015).

The second item concerning attraction is salary.

Actually, in 1995 Kovach studied the importance of job attributes and found out that managers thought employee's priority was good wages. Employees, however, ranked interesting work first. Managers in 1995, though, were not off-track, as surveys showed that salary is a significant item.

Regarding the third option on the ranking, the Management, it is evidenced that the involvement of managers in developing their employees' careers and the quality of communication between manager and employee (both statements already mentioned by Gogonea, R. and Zaharia, M. (2015) affect the way employees evaluate the possibility to work in a company.

Relationship with Managers

Regarding your relationship with Managers, from 1 to 5, how would you value the following items? (1- less valued / 5-more valued)

Figure 13: Relationships Millennials-Managers

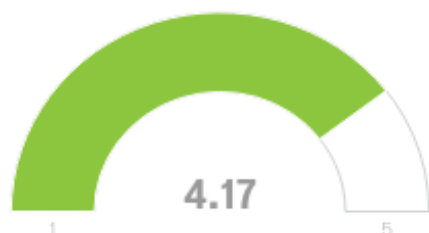
They are quick responding your emails



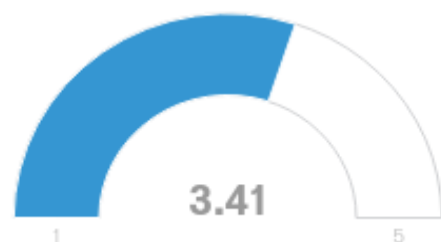
Having daily talks about current issues



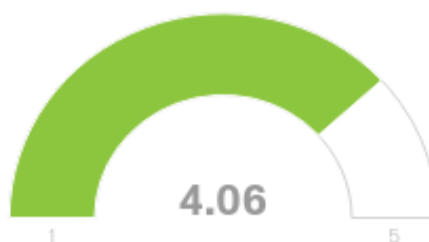
Environment that inspires you to contribute



Weekly meetings with a supervisor to evaluate your performance



Knowing from the first moment how are you going to be judged, evaluated and what is expected from you



Source: Author's elaboration from survey analysis tool Qualtrics, 2017

From the 5 different items proposed regarding the Relationship with Managers, the one that received more punctuation has been *An environment that inspires the employee to contribute*, which is clearly related to the result on Question 2: **Items that satisfy Millennials the most.**

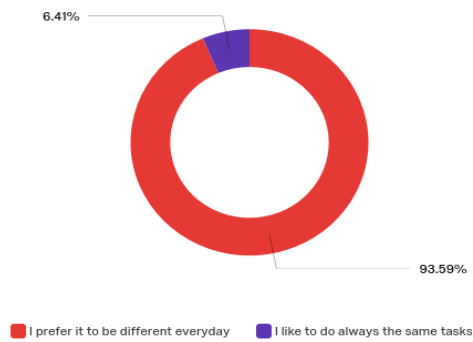
In both cases, the more punctuated item is related with responsibility , risk and contribution. In order to embrace these concepts, the word *empowerment* could be used.

To emphasize the result, it must be said that Speigel (2011) already said that a comfortable work environment that inspires to contribute is essential for Millennials.

Dynamism vs. Monotony

Regarding the Activity...

Figure 14: Dynamism vs. Monotony



Source: Author’s elaboration from survey analysis tool Qualtrics, 2017

93.59% of the respondents, which is almost the whole sample, have argued that they prefer to have different activities everyday instead of doing always the same.

In this case, **dynamism** wins.

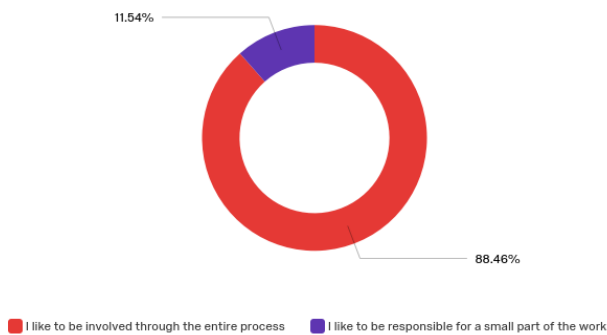
As Brack (2012) mentioned, Millennials are able to multi-task and full of energy, and have high expectations for themselves, therefore they need dynamic environments.

Newman (2010) suggests to challenge them

High vs. Low Responsibility

Regarding the Responsibility...

Figure 15: High vs. Low Responsibility



Source: Author’s elaboration from survey analysis tool Qualtrics, 2017

88.46% of the respondents have argued that they prefer to be involved through the entire process instead of being responsible for just a small part of the work.

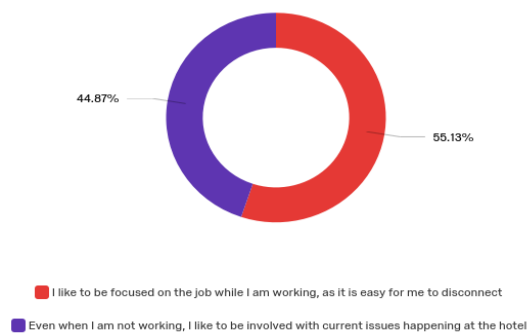
In this case, **high responsibility** is the chosen option.

(Being responsible has already been seen on Questions 2 and 5)

High vs. Low Involvement

Regarding the Personal Involvement...

Figure 16: High vs. Low Involvement



Source: Author's elaboration from survey analysis tool Qualtrics, 2017

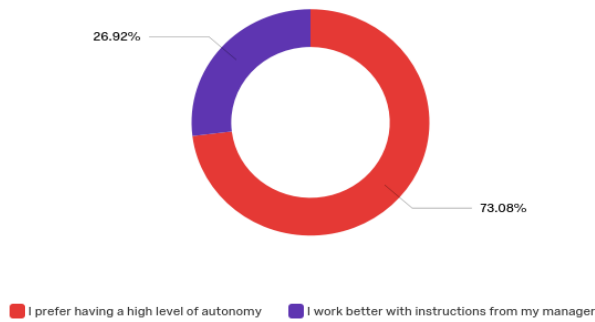
55,13% of the respondents have claimed that they would rather be **focused on the job** only when they work, as it is easy for them to disconnect. A 44,87%, however, recognize their involvement with current issues happening at the hotel even when they are not at work.

Even though it is true that a big amount of people said to be very involved, it is proven that Millennials appreciate a balance between their job and their free time (Gilbert, 2011), so they like to disconnect and forget about their tasks when they are not in the property. However, only half of the population says so, therefore the rest donot agree.

Autonomy vs. Dependence on managers

Regarding the Autonomy...

Figure 17: Autonomy vs. Dependence on managers



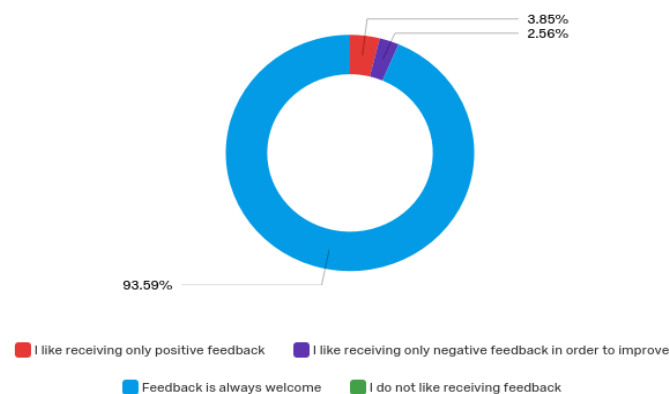
Source: Author’s elaboration from survey analysis tool Qualtrics, 2017

73,08% of the respondents have claimed that they prefer to have a **high level of autonomy** instead of following the instructions from a manager. They like to feel responsible and, as a consequence, empowered.

Feedback perception

Regarding the Feedback...

Figure 18: Feedback perception



Source: Author’s elaboration from survey analysis tool Qualtrics, 2017

93,59% of the respondents have agreed that **feedback** is a very important tool for them and for this reason, they always accept it.

Among the respondents, only the 3.85% just want to have positive feedback and a 2,56% only the negative one in order to improve their performance.

100% of the participants, though, agree that feedback is needed.

This is an important result as it is the only outcome that represents the whole population.

According to Gilbert (2011), feedback is essential for Millennials as they always want to know if they did or not a good job. Spiegel (2011) stated that they were raised with constant feedback and, as a consequence, they expect it as well in the workplace.

How can companies improve their employees' satisfaction

In one sentence, explain what companies could do in order to make you feel satisfied...

Figure 20: How can companies improve Millennials' satisfaction

1-COMMUNICATION (25,53%)	2-RECOGNITION (21,28%)	3-WORK ENVIRONMENT (10,64%)	4-OTHERS (42,55%) Empathy: 9,36%, Management: 6,38%, Engagement: 6,38%...
-Giving and receiving feedback -Open to criticism -Consider employees' points of view and listen to them -Interdepartmental communication	-Incentives such as rewards or employee benefits -Compliment the job well done and the effort -Value trainees	-Provide a good ambience -Atmosphere that motivates people to work -Good relation between employers and employees	-Take care of employees -Management needs to be in accordance of the values of the company -Stimulate involvement

Source: Author's elaboration from Content Analysis, 2017

From the different items and factors that have been mentioned and discussed along the Literature Review, the population has chosen **Communication, Recognition and Work Environment** as the values where companies should focus more in order to improve their employee's satisfaction.

Regarding the first one, Communication, *feedback* has been the main statement, but not just giving feedback to the employees, also listening to their opinions and considering their points of view.

Communication has already been highlighted on Graphs 1 and 2, ranked second on both rankings. (Quality of communication and Constant Communication between the team)

Within the second one, Recognition, it has been indicated with the form of *rewards, salary* or even *compliments* from the managers.

Recognition can be either tangible (ex. salary) or intangible (ex. receiving compliments in front of the team) and it has appeared, as well, on different previous graphs. The clearest one is the Graph 1, where ranked on the fifth position out of fifteen, participants have said that for them it is important that managers recognize their merits.

Regarding the Work Environment, surveys have shown that for Millennials it is really satisfying to work in a place where they feel comfortable and motivated and there is a good relation between the different members. On the Graph 4, for example, it has been stated to be the first factor of priority if they had to change their company: they would look for one that offered a better work environment.

To sum up, in order to have a vision of the different items comprehended on Others, the more repeated ones have been *empathy*, *management* and *engagement*, putting emphasis on the personal treatment, as feeling listened and valued; the performance of managers, which needs to be closer and less hierarchical and the need for something to motivate them, such as the opportunity to promote.

4.2 Interviews

Different questions have been asked in order to know how companies understand the Generation, what the industry does to attract and satisfy them, why they leave and what should the industry do in order to keep them. (Interpretation of the Interviews in Appendix 6)

Figure 21: How companies understand the situation

	INTERVIEW 1	INTERVIEW 2	INTERVIEW 3
<i>How Millennials differ from other generations within the workplace?</i>	<ul style="list-style-type: none"> -The shape of the actual world has influenced them -Think they can achieve the same success as their parents did 	<ul style="list-style-type: none"> -Are more self-assured and assertive in what they want 	<ul style="list-style-type: none"> -Focused on projects instead of making a career inside a company -Not worried about money -Focused on doing and enjoying specific projects
<i>Do Millennials struggle to adjust to their jobs?</i>	<ul style="list-style-type: none"> -Have inherited Baby Boomers mentality though now they are living a different panorama. -Are expected to accomplish their dreams, but have to “adjust to the realities of life” -Believe that once graduated, will have more facilities that those who are not. 	<ul style="list-style-type: none"> -Adjust and learn quickly, so no struggle 	<ul style="list-style-type: none"> -Have less patience and present no problems to leave in order to find better opportunities -Not worried about stability, money or professional projection (contrary to Baby Boomers)

<p><i>Which benefits are the most valued for Millennials?</i></p>	<p>-Work-Life balance, time to socialize during private life</p> <p>-Self-development</p> <p>-Likelihood to get bored in a job that does not allow them to learn</p> <p>-Being valued (their voice and opinion count and the company cares about equality)</p>	<p>-Discounts</p> <p>-Training</p> <p>-Development</p>	<p>-Learning</p> <p>-Possibility to work in a fast environment</p> <p>-Possibility to move</p> <p>-Balance between life and work.</p>
---	--	---	---

Source: Author's elaboration from Content Analysis on the Interviews, 2017

When analyzing the professionals' opinion about Millennials, they all agree with LaCore (2015) that said that they differ from the previous generations.

Interviewee 1 suggests that it is not that Millennials are different because it is innate, but because the situation and conditions are also different. "Millennial tend to think they can achieve the same success as their parents but in a faster and easier way".

Interviewee 2 has a similar point of view, as suggests that "they are more self-assured and assertive in what they want".

Interviewee 3 brings other issues to the table: Millennials now work with projects, do not worry about money and seek for happiness at work.

In fact, Gilbert (2012) already stated that they have different expectations regarding their employment experience.

After being asked whether Millennials struggle to adjust to their jobs, only Interviewee 2 states clearly that they do not. Interviewees 1 and 3, though, agree that they present **instability** at work.

Interviewee 1 follows with the same topic started before: "Baby Boomers grew up during economically prosperous times and they were able to achieve many things in their career. It is very possible that they have passed this mentality on to their Millennial children, who **live in a very different world** than they did." This way, Millennials have difficulties to adapt mainly because of economical reasons.

Also, both interviewee 1 and 3 define them as **impatient** and interviewee 1 says that Millennials expect to accomplish their dreams as fast as possible, interviewee 3 says that when there are some difficulties, they “prefer to leave and find other opportunities”, already mentioned by LaCore (2015).

Regarding what does the industry think that are the most valued benefits for Millennials, the more suggested ones have been: Self-Development: need to **learn**, Work-Life balance (mentioned twice), Being valued: everyone’s opinion count, Discounts, Training and Possibility to work in a fast environment and/or move

Figure 22: What does the industry to attract and satisfy Millennials

	INTERVIEW 1	INTERVIEW 2	INTERVIEW 3
<i>What does your company do in order to keep Millennials satisfied at their job?</i>	<p>-Couldn’t do much</p> <p>-Not what a Millennial expects to be doing after having spent years of effort and money studying.</p>	<p>-Trying to be more 21st century</p> <p>-Online platform for training.</p> <p>-App, which will be used for training courses and receive news bulletins</p>	<p>-Working in different programs that mix learning, having fun and exploring new ways to work.</p> <p>-Focused on experiential trainings</p> <p>-Give feedback very often</p>
<i>Which factor do Millennials value the most when choosing to work in your company?</i>	<p>- Contributions are similar from all the employees.</p> <p>-Companies that follow pyramid structure struggle to keep Millennials</p>	<p>-Career development opportunities as they want to progress fast</p>	<p>-Possibility to learn</p> <p>-Opportunity to have fun</p> <p>-Status they obtain.</p>

Source: Author’s elaboration from Content Analysis on the Interviews, 2017

Unexpected to the researcher, Interviewee 1 accepted that the company he/she worked for could not do much in order to satisfy them. His/her current department, housekeeping, “is not

what a Millennial expects to be doing after having spent years of effort and money studying and developing their skills”.

Bauma (2007) mentioned that hospitality work has been named to be exploitative, unpleasant and not well paid, sometimes even taken as a last resort. This could be one of the reasons.

Interviewee 2 states that they are including online platforms and an app to complete training courses and receive news. Interviewee 3, as well, agrees that they are working on different programs “that mix learning, having fun and exploring new ways to work”. According to him/her, Millennials always expect **feedback** so they continuously provide it.

When asked What Millennials value the most when choosing the company the interviewees are working for, interviewee 3 emphasizes once more the possibility to learn and have fun, plus the status they obtain.

Interviewee 2, who has already mentioned **Development** as something Millennials constantly look for, states that they offer Career development opportunities, as they always want to progress fast.

Interviewee 1, however, talks about togetherness and equality: “they want to feel like we are all in this together and everyone’s opinions are similar”.

Figure 23: Why Millennials have a high ratio of turnover

	INTERVIEW 1	INTERVIEW 2	INTERVIEW 3
<i>Personal opinion about Millennials having a high ratio of turnover in the hospitality industry</i>	-It is uncontrollable, unless the industry gives in to the demands of the Millennials and changes the way Hospitality functions -Millennials are prepared to leave as soon as the experience at work is not as expected	-There is competition everywhere and it is expected that people move on and progress.	-Millennials have plenty of opportunities. If something does not work, they leave fast without engaging -No compromise -Salaries are not high, so they keep changing positions

Source: Author’s elaboration from Content Analysis on the Interviews, 2017

According to Interviewee 1, the fact that Millennials have a high ratio of turnover in the Hospitality Industry is something uncontrollable “unless our industry gives in to the demands of the Millennials and agrees to change the way Hospitality functions”. For Millennials, leaving a company is easy as they are always prepared, but not just changing companies but industries as well.

Interviewee 2, however, has a different point of view. He/she thinks that it is expected that they move on and progress; therefore it is not needed to try to reduce this turnover. LaCore (2015) already mentioned that mobility opportunities are often met with enthusiasm.

Interviewee 3 underlines Millennials **lack of engagement and compromise**.

The three interviewees agree that it is very difficult to slow down this turnover and that Millennials are always ready to move, leave and find something that satisfies them better.

Figure 24: Recommendations to the hotel industry

	INTERVIEW 1	INTERVIEW 2	INTERVIEW 3
<i>Recommendations to the hotel industry in order to keep their Millennial workforce satisfied?</i>	-Ask if it is ready to sacrifice the expectations of its long-life guests	- Training and development is key -Giving Millennials the chance to progress - Recognition and appreciation	- HR policies need to consider that Millennials are creative, need feedback and feel part of a family in order to adapt the way to work

Source: Author's elaboration from Content Analysis on the Interviews, 2017

Interviewee 1 has clear recommendations: “I would ask the hotel industry if it is ready to sacrifice the expectations of its long-life valued guests in favor of a Millennial workforce?” For interviewee 1, then, a change on the mindset is needed. Interviewee 3 agrees: “HR policies need to reconsider how Millennials act and what they need in order to adapt to them”.

Interviewee 2, however, thinks that with Training and development will be enough. Millennials need the chance to progress, be recognized and feel appreciated.

The situation is very different now, therefore the three interviewees agree that Millennials need to be **leaded a different way** in order to let them progress, therefore empowerment and feedback are vital.

4.3 Comparison between Millennials and Hotel Industry Professionals points of view

To start with, when Millennials have been asked about the items that affect job satisfaction, they have selected **relations with the team, quality of communication and balance between life and work.**

From the interviews, the Industry has also mentioned the balance between life and work, therefore it is something that they already take into account.

Regarding the relationships inside the team, it has also been noticed in the interviews that Millennials appreciate equality and are prone to choose companies with no pyramid structure, which is linked to the quality of communication also indicated.

A remarkable finding has been that while Millennials stated to be willing to move to a company that offered a **better work-environment, better salary or better management,** the Industry has not mentioned salary or management over the answers.

In fact, a HR resources respondent noted that they are not worried about money, therefore there is a discrepancy.

The industry has also mentioned that Millennials are impatient and quick learners, whereas they did not call themselves this way.

Nevertheless, where there is concordance and consequently the industry is aware, is about their **willingness to move,** the constant need for **feedback** and **recognition** and their **autonomy** (based on self-assurance and assertiveness).

Human Resources professionals are knowledgeable about Millennials' eagerness to develop and expect them to move and progress, but they are also aware that a change needs to be done.

Chapter 5. Conclusions, Recommendations and Limitations

5.1 Conclusions

Conclusion Objective 1

The first objective, which was to find a definition for job satisfaction, was reached through the Literature Review.

Previous researches were analyzed and different definitions were classified and studied. All of them are interrelated and have similarities. (It can be found in page 14, figure 3)

Conclusion Objective 2

The second objective, which was to Investigate Millennial Generation in order to identify what makes them satisfied at the workplace, was reached through the surveys.

After analyzing the different results, key mutual points could be extracted.

For instance, as Aziri (2011) explained, there are different factors that influence job satisfaction. The most common items repeated throughout the survey analysis have been **relations with the team, quality of communications between employees and managers, balance between life and work, responsibility at the workplace, willingness to move, need for constant feedback and recognition and appreciation of a good work-environment.**

Conclusion Objective 3

The third objective of the study was to investigate what does the Industry do in order to satisfy Millennials' needs. It was reached through the data collection with interviews and conceptualization.

Actually, the industry is aware that Millennials differ from previous generations and use different tools in order to satisfy them, even though it is not enough.

While some interviewees state that it is **difficult to satisfy them** (because of their impatience an inconformity), others claim that the **use of online platforms and apps** as well as **programs that enable them to learn and have fun** are useful tools for them to satisfy the Generation.

Conclusion Objective 4

The fourth objective of the study was to analyze the findings found from objectives 2 and 3 in order to identify the current gap within the industry.

While it has been seen that **the Industry is aware** of the Generation traits and understand their behaviors, they do not put this knowledge into practice.

It is common over the answers that HR professionals agree that Millennials are different from them (different values and expectations). However, according to their point of view, the reality is the same for everyone and **Millennials need to adapt** in order to fit in (as commonly said: “go through the hoop”)

There is a **conflict of interest** between the industry, which is used to follow “what has always been correct” policy and Millennials, who do not like to “put their morals aside and just get on as they are told”, as interviewee 1 stated.

5.2 Recommendations and Limitations

Recommendations to Professionals: Conclusion Objective 5

As for the last objective set, which was to provide useful tips to the industry about how to keep the Millennials force satisfied at the workplace, I would suggest to keep following the recommendations found in the Literature Review by Brack (2012), based on **Attraction, Development** and **Retention** as well as insert the different policies provided by the three interviewees:

- 1: **Make a radical change in terms of the mentality of everyone within the industry** (it is not just the guest that has to be satisfied, but also the employee)
- 2: **Train** and give Millennials the chance to **progress** and be **creative**
- 3: **Recognize** and **appreciate** Millennials at the workplace

The aim of this study, to investigate the relationship between Millennials Job Satisfaction and Hospitality Industry practices, has been achieved through the development of the Literature Review, the Data Analysis processes and the previous Conclusions.

Recommendations to Academics:

Further research could be applied to complement the study provided.

First of all, the hospitality industry could be deepened by looking at the different ways generations have to work and make a plan in order to optimize the workforce. In this regard, studying how different generations could complement each other could provide new insights within the research in the field of job satisfaction in the hospitality industry.

Other studies could contemplate the variation of the employee satisfaction between different properties depending on which country the hotel is located or the level of comfort offered to the guest.

This study was focused mainly on the managerial and employee perspective. Focusing on other perspectives such as the guest's could also be further studied in order to analyze their point of view regarding the image presented by the property.

5.3 Limitations

When conducting the research study, the limitations found were basically on the sample size and time.

83 people answering the survey can cause very specific and limited results, which may only be applied to the specific group of people analyzed.

Due to time limitation, as well, only 3 professionals could participate in the interviews. Other professionals could have been interviewed, which could have expanded the research by comparing different organizations providing wider points of view.

At the beginning, responding all the questions from the survey was not required, so some respondents did not reply to all of them. However, after being aware, the researcher decided to make them mandatory and, for this reason, the number of answers may differ along the different questions.

Finally, the researcher expects that although some limitations were faced, these would not have highly affected the findings and conclusions.

6. References

- Anderson, E; Buchko, A. and Buckhoo, K. (2016) Giving negative feedback to Millennials. *Management Research Review*.
- Altinay, L. and Paraskevas, A. (2008) *Planning research in hospitality and tourism*. Oxford: Butterworth-Heinemann.
- Aziri, B. (2011). Job Satisfaction: A literature review. *Management Research and Practice*.
- Bauma, T. (2007). Human resources in tourism: Still waiting for change. *Tourism Management*.
- Barnard, R., Cosgrove, D., & Welsh, J. (1998) Chips & pop: Decoding the nexus generation. *Toronto: Malcolm Lester Books*.
- Berman Brown, R. and Saunders, M. (2008) Dealing with statistics: What You Need to Know. *Maidenhead: McGraw-Hill Open University Press*.
- Bin Abdullah, R; Musa, M., Zahari, H., Rahman, R. and Khalid, K. (2011) The study of employee satisfaction and its effects towards loyalty in hotel industry in Klang Valley, Malaysia. *International Journal of Business and Social Science*.
- Blumberg, B., Cooper, D.R. and Schindler, D.S. (2008) *Business Research Methods*. *Maidenhead: McGraw-Hill*.
- Brack, J. (2012) Maximizing Millennials in the Workplace. *UNC Executive Development*
- Burke, R. J. and Ng, E. (2006) The changing nature of work and organizations: Implications for human resource management. *Human Resource Management Review*, 16, 86-94
- Chester, E. (2002) *Employing generation why?: Understanding, managing, and motivating your new workforce*. 1st ed
- Chou, S. (2012) Millennials in the Workplace – A Conceptual Analysis of Millennial’s Leadership and Followership Styles. *International Journal of Human Resource Studies*.
- Codrington, G. (2008) Detailed Introduction to Generational Theory. *Tomorrow Today*.
- Creswell, J. W. (2009) *Research design : qualitative, quantitative, and mixed methods approaches* (3rd ed.) London: Sage Publications.
- Gilbert, J. (2011) The Millenials: A new generation of employees, a new set of engagement policies. *Ivey Business Journal*.
- Gogonea, R. and Zaharia, M. (2015) Considerations regarding the employee satisfaction from some hotel units. An econometrics approach. *Journal of Tourism - Studies and Research in Tourism*.

- Grummitt, J. (1980) *Interviewing Skills*. London: Industrial Society
- Harris-Boundy, J., & Flatt, S. J. (2010) Cooperative performance of Millennials in teams. *Review of Business Research*, 10, 30-46.
- Gunlu, E; Aksarayli, M and Perc, N.S. (2010). Job satisfaction and organizational commitment of hotel managers in Turkey. *International Journal of Contemporary Hospitality Management*, 22 (5), 693-717.
- Hauw, S. and Vos, A. (2010) Millennials' career perspective and psychological contract expectations: Does the recession lead to lowered expectations? *Journal of Business & Psychology*, 25, 293-302.
- Hill, L. A. (2008) Where will we find tomorrow's leaders? *Harvard Business Review*, 23, 123-129.
- Hoppock, R. (1935). *Job Satisfaction*, Harper and Brothers, New York, p. 47
- Howe, N., & Strauss, W. (2007). *Millennials go to college*. Great Falls, VA: LifeCourse Associates
- Humborstad, S. W. and Perry C. (2011). Employee empowerment, job satisfaction and organizational commitment: An in-depth empirical investigation. *Chinese Management Studies*, 5(3), 325–344.
- Institute for Work & Health. (2016) What researchers mean by... validity and reliability. *Institute for work & health* [Internet] Available from: <<https://www.iwh.on.ca/wrmb/validity-and-reliability>> [Accessed 3 May 2017]
- Jacobson, W. S. (2007) Two's company, three's a crow, and four's a lot to manage: Supervising in today's intergenerational workplace. *Popular Government*, 17, 18-23.
- Joiner, T.A; Bartram, T. and Garreffa, T. (2004) The effects of mentoring on perceived career commitment and turnover intentions. *Journal of American Academy of Business*, 5, 164–170.
- Kaliski, B.S. (2007) *Encyclopedia of Business and Finance*, Second edition, Thompson Gale, Detroit, p. 446
- LaCore, E. (2015) Supporting Millennials in the Workplace. *Strategic HR Review*.
- Loughlin, C., & Barling, J. (2001) Young workers' work values, attitudes, and behaviors. *Journal of Occupational and Organizational Psychology*, 74, 543-558.
- Luthans, F. (1998). *Organizational Behavior*, 8 Edition, McGraw-Hill/Irwin, Boston, p. 147
- Lynch, A. (2008). ROI on generation Y employees. *Bottom Line Conversations*, LLC.
- Mercer (2017) Mercer | Make Tomorrow, Today. [Internet] Available from:

<<http://www.mercer.com>> [Accessed 3 Mar. 2017].

Myers, K., and Sadaghiani, K. (2010). Millennials in the workplace: A communication perspective on Millennials' organizational relationships and performance. *Journal of Business & Psychology*, 25, 225-238.

Murphy, S (2007). Leading a Multigeneration Workforce. Table of Contents. *AARP*

Naseem, A., Ejaz Sheikh, S. and Malik, K. (2011) *International Journal of Multidisciplinary Sciences and Engineering*, 2(5), pp. 41-46

Newman, C. (2010, March 31). Managing Millennials in the workforce. *Young Money*.

Ng, E; Schweitzer, L. and Lyons, S. (2010) New generation, great expectations: A field study of the Millennial generation. *Journal of Business & Psychology*, 25, 281-292.

O'Leary, S. and Deegan, J. (2005) Career progression of Irish tourism and hospitality management graduates.. *International Journal of Contemporary Hospitality Management*, 17(4/5): 421–432

Presbury, R; Fitzgerald, A. and Chapman, R. (2005). Impediments to improvements in service quality in luxury hotels. *Managing Service Quality*, 15(4): 357–373.

Poulston, J. (2005). Constructive dismissals in hospitality: Perceived incidence and acceptance. *International Journal of Hospitality and Tourism Administration*, 6(1): 11–26.

Poulston, J. (2009). Working Conditions in Hospitality: Employees' Views of the Dissatisfactory Hygiene Factors. *Journal of Quality Assurance in Hospitality & Tourism*.

PWC (2007). Millennials at work. Reshaping the workplace

Rikleen, L. (n.d.). Creating tomorrow's leaders: the expanding roles of Millennials in the workplace. Boston College Center for Work & Family. *Chestnut Hill: MA*.

Robson, C. (2002) *Real World Research* (2nd edn). Oxford: Blackwell.

Rubin, H.J. and Rubin, I.S. (1995) *Qualitative Interviewing: The Art of Hearing Data*. London: Sage.

Rue, L.W. and Byars, L. (2003) Management, Skills and Application, 10 ed., *McGraw-Hill/Irwin*, New York, p. 259

Saari, L. and Judge, T. (2004). Employee Attitudes and Job Satisfaction. *Human Resource Management*.

Saunders, M., Lewis, P. and Thornhill, A. (2009). *Research methods for business students*. Harlow: Financial Times Prentice Hall.

Scholz, R.W. and Tietje, O. (2002) Embedded Case Study Methods: Integrating Quantitative

and Qualitative Knowledge. *London: Sage*

Shih, B; Chen, C. and Chen, Z. (2006) An Empirical Study of an Internet Marketing Strategy for Search Engine Optimization. *Human Factors and Ergonomics in Manufacturing*. 2006 vol: 16 (1) pp: 61-81

SHRM (2012) Employee Job Satisfaction and Engagement: How Employees Are Dealing With Uncertainty. *SHRM Research*

Smola, K. W. and Sutton, C. D. (2002). Generational differences: Revisiting generational work values for the new millennium. *Journal of Organizational Behavior*, 23, 363-382

Speigel, D. (2011) Why hiring Millennials is good for your business. Open Forum [Internet] Available from: <<http://www.openforum.com/articles/why-hiring-millennials-is-good-for-your-business>> [Accessed 4 Mar. 2017].

Spector, P.E. (1997) *Job satisfaction: Application, assessment, causes and consequences*. Thousand Oaks, CA, Sage Publications, Inc

Tomašević, A. (2013) Hotel Industry Trends. *Zbornik Kongres ICON BEST 2013*.

UNWTO, (2010) International Recommendation for Tourism Statistics. *MDG Report 2010*.

UNWTO, (2014) Glossary of Tourism Trends. *Annals of Tourism Research*.

UNWTO, (2017) World Tourism Barometer – Volume 15 – Advance Release January 2017. *UNWTO World Tourism Barometer*.

Vandeberg, R. and Lance, C. (1992) Examining the Causal Order of Job Satisfaction and Organizational Commitment. *Journal of Management*

Vroom, V.H. (1964) *Work and motivation*. John Wiley and Sons, New York, p.99

Wakida, E. (2015). Job Satisfaction - A Literature Review on Employee Motivation, Attitudes and Turnover. *Research Gate*.

Young-Thelin, L. and Boluk, K. (2012) A Case Study of Human Resource Practices in Small Hotels in Sweden. *Journal of Human Resources in Hospitality & Tourism*.

Zemke, R; Raines, C. and Filipczak, B. (2000) *Generations at work: Managing the clash of veterans, boomers, Xers, and nexters in your workplace*. New York: AMACOM American Management Association.

Appendix 1

Millennials' satisfaction at the workplace

* Research title: What keeps Millennials satisfied within the Hospitality Industry

Thank you for agreeing to spend 15 minutes answering about What keeps Millennials satisfied within the Hospitality Industry.

Before you decide whether to take part in this research, please take the time to read this information.

If you have any questions or queries please do not hesitate to contact the researcher.

This research is being conducted as part of a dissertation project for a student of HTSI School of Tourism and Hospitality Management.

The purpose of the research is to understand the relationship between Millennials Job Satisfaction and Hospitality Industry practices.

You have been chosen to participate as you are part of the Millennial Generation and study or work in Hotels.

GENERAL INSTRUCTIONS OF COMPLETING QUESTIONNAIRE – IF NECESSARY.

The information you give in the questionnaire will be used in the dissertation project and later research publications. Your personal data will be kept strictly confidential.

All participants of this research study will remain anonymous, and information that could lead to the identification of individuals will be concealed within the final report.

After you have submitted the questionnaire, if you have any problems with the information you have provided, you may contact the researcher who will delete your information and it will not be used in the research. This is only possible up until 18th April 2017.

Contact Details for Further Information:

Researcher Details: Mar Falguera Garriga / Email: mar.falguera@aluhsti.url.edu

Supervisor details: Itziar Ramírez / Email: itziar.ramirez@htsi.url.edu

By completing and submitting the questionnaire, you are giving consent for the information you provide to be used in the dissertation project and research publications.

- I accept (1)
- I do not accept (2)

1 Current Situation

- Hospitality and Tourism Management Student with Experience in Hotels (1)
- Hospitality and Tourism Management Student without Experience in Hotels (2)
- Hotel Employee (3)

2 Age

- <20 years old (1)
- 20-24 years old (2)
- 25 - 29 years old (3)
- 30 - 34 years old (4)
- >35 years old (5)

3 Education

- Bachelor Studies (1)
- Master Studies (2)
- PHD Studies (3)
- Others (4)

4 Years of experience in Hotels

- <2 (1)
- 2-4 (2)
- 5-7 (3)
- 8-10 (4)
- >10 (5)

1 According to you, how important are the following items concerning job satisfaction? (1- Not Important, 2- Somewhat important, 3-Important, 4-Very Important)

	1- Not Important (1)	2-Somewhat Important (2)	3-Important (3)	4-Very Important (4)
Having a good salary (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advancement opportunities (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of communication between manager and employee (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Good relation with the team (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cooperation between departments (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Involvement of managers in developing employees' careers (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recognition of employees' merit by managers (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Job stability (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Having time for life outside of work (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flexibility (10)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capacity to learn new skills (11)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mobility opportunities (12)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Open communication policy (13)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Constant feedback (14)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Activities afterwork with colleagues (15)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2 Put in order the following labels regarding what satisfies you the most (1-Satisfies me the most / 6-Satisfies me the less)

- _____ I am responsible at work and can assume risk (1)
- _____ I receive constant feedback about my performance (2)
- _____ I can decide my own path and my own goals (3)
- _____ I can do different tasks during the day (4)
- _____ I am asked about my opinion (5)
- _____ There is constant communication within the team (6)

3 From 1 to 10, how would you rate these proposals

- _____ Doing teambuilding activities with your colleagues (1)
- _____ Having time off for your Birthday (2)
- _____ Having incentives when job is well-done (ex. prizes, day-off, extra money...) (3)
- _____ Constant trainings during work hours (4)

4 Choose one of the options

	Same Position		Same Department		Same Company		Same Country	
	Yes (1)	No (2)	Yes (1)	No (2)	Yes (1)	No (2)	Yes (1)	No (2)
Compared to my current position (or the one I had on my last internship), in 5 years time I would like to work... (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5 What does a company need to have in order to make you want to move there, compared to the one you are working at the moment? Put the following items in order (1-most liked / 8-less liked)

- _____ Better Salary (1)
- _____ Better Work-environment (2)
- _____ Better Schedule (3)
- _____ Better Management (4)
- _____ Better Employee Reputation (5)
- _____ Better Teambuilding Activities (6)
- _____ Better Location (7)
- _____ Better Access to the property (8)

6 Regarding your relationship with Managers, from 1 to 5, how would you value the following items?(1- less valued / 5-more valued)

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)
They are quick responding your emails (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Having daily talks about current issues (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Weekly meetings with a supervisor to evaluate your performance (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Knowing from the first moment how are you going to be judged, evaluated and what is expected from you (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Environment that inspires you to contribute (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7 Regarding the Activity...

- I prefer it to be different everyday (1)
- I like to do always the same tasks (2)

8 Regarding the Responsibility...

- I like to be involved through the entire process (1)
- I like to be responsible for a small part of the work (2)

9 Regarding the Personal Involvement...

- I like to be focused on the job while I am working, as it is easy for me to disconnect (1)
- Even when I am not working, I like to be involved with current issues happening at the hotel (2)

10 Regarding the Autonomy...

- I prefer having a high level of autonomy (1)
- I work better with instructions from my manager (2)

11 Regarding the Feedback...

- I like receiving only positive feedback (1)
- I like receiving only negative feedback in order to improve (2)
- Feedback is always welcome (3)
- I do not like receiving feedback (4)

12 In one sentence, explain what companies could do in order to make you feel more satisfied

Appendix 2



Ethics form

It is important that you are sufficiently prepared to collect data doing fieldwork with 'human participants.' Your supervisor will support you in completing the Ethics Form.

The Ethics Form MUST BE COMPLETED BY YOURSELF AND SIGNED OFF BY YOUR SUPERVISOR BEFORE UNDERTAKING RESEARCH.

THE SIGNED ETHICS FORM MUST BE INCLUDED IN THE FINAL UNDERGRADUATE DISSERTATION.

Risk checklist – Please answer ALL the questions in each of the sections below.

Risk category 1	Yes	No
Use any information OTHER than that which is freely available in the public domain?		X
Involve analysis of pre-existing data which contains sensitive or personal information?		X
Involve direct and/or indirect contact with human participants?		X
Require consent to conduct?		X
Require consent to publish?		X
Have a risk of compromising confidentiality?		X
Have a risk of compromising anonymity?		X
Involve risk to any party, including the researcher?		X
Contain elements which you OR your supervisor are NOT trained to conduct?		X
Risk Category 2		

Require informed consent OTHER than that which is straightforward to obtain to conduct the research?		X
Require informed consent OTHER than that which is straightforward to obtain to publish the research?		X
Require information to be collected and/or provided OTHER than that which is straightforward to obtain?		X
Risk category 3		
Involve participants who are particularly vulnerable?		X
Involve participants who are unable to give informed consent?		X
Involve data collection taking place BEFORE consent form is given?		X
Involve any deliberate cover data collection?		X
Involve risk to the researcher or participants beyond that experienced in everyday life?		X
Cause (or could cause) physical or psychological negative consequences?		X
Use intrusive or invasive procedures?		X
Include a financial incentive to participate in the research?		X

IF APPLICABLE:

List agreed actions with your tutor to be taken to address issues raised in questions Risk Category 2:

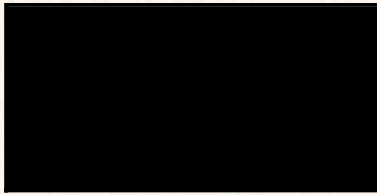
.....

Student Declaration: I confirm that I will undertake the Undergraduate Dissertation as detailed above. I understand that I must abide by the terms of this approval and that I

may not make any substantial amendments to the Undergraduate Dissertation without further approval.

Name: ...Mar Falguera Garriga....

Signed:

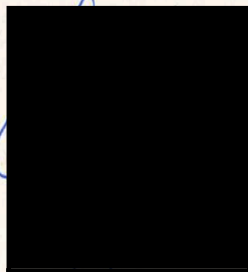


Date: ...11.05.2017.....

Agreement from the supervisor of the student:

Name:Itziar Ramírez.....

Signed:



Date:11.05.2017.....

Risk Category 1: If you answered NO to all the questions, your study is classified as Risk Category 1. In this case:

- The supervisor can give immediate approval for undertaking the field work for the Undergraduate Dissertation.
- A copy of this signed Form MUST be included in the Undergraduate Dissertation.

Risk Category 2: If you answered YES only to questions in Risk Category 1 and/or 2, your study is classified as Risk Category 2. In this case:

- You must meet with your supervisor and clarify how the issues encountered are going to be dealt with before taking off with the field work.
- Once clarified, the actions taken must be stated in the Form. Then the supervisor can guarantee approval for the field work for the Undergraduate Dissertation.
- A copy of this signed Form MUST be included in the Undergraduate Dissertation.

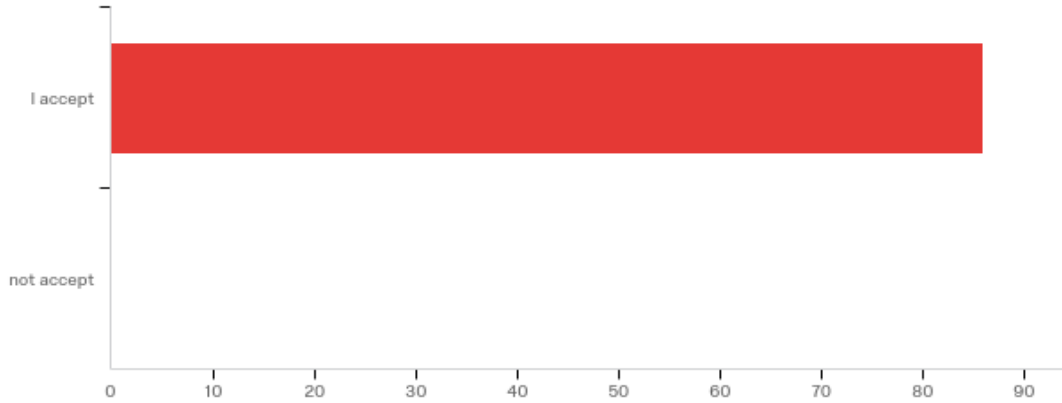
Risk Category 3: If you answered YES to questions included in Risk Category 3, your study is classified as Risk Category 3. In this case:

- You must discuss with your supervisor how to re-direct the research and data collection thesis to avoid risks mentioned in Category 3.
- You must complete the Ethical Form again until Risk Category 1 or 2 is obtained.
- A copy of this signed Form MUST be included in the Undergraduate Dissertation.

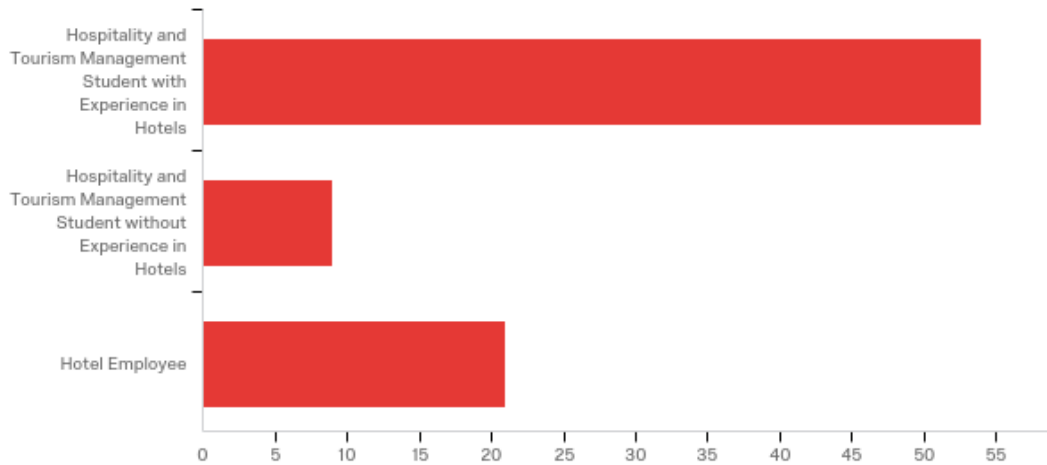
A copy of this signed form MUST be included in the Undergraduate Dissertation.

APPENDIX 3

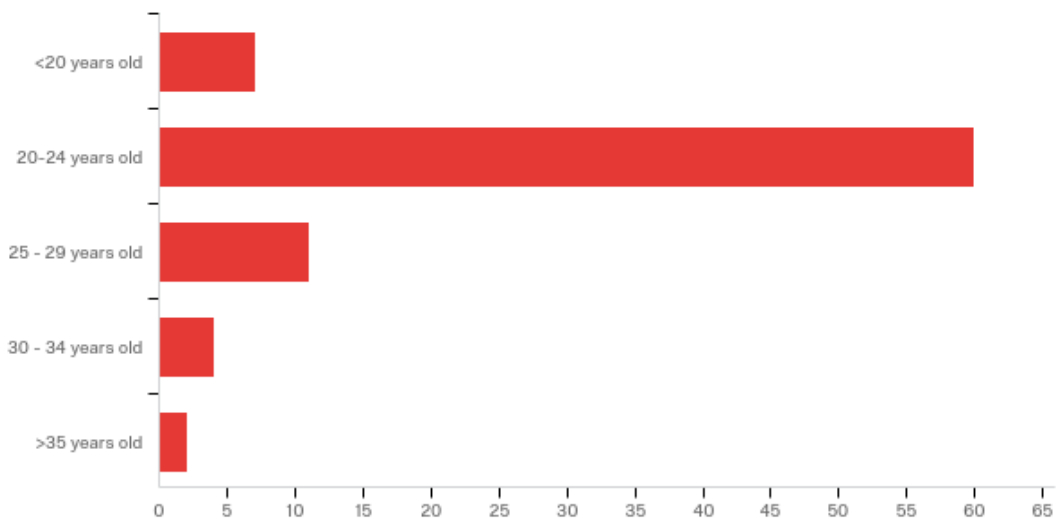
By completing and submitting the questionnaire, you are giving consent for the information you provide to be used in the dissertation project and research publications, stated at the Organic Law 15/1999 December 13th on the Protection of Personal Data.



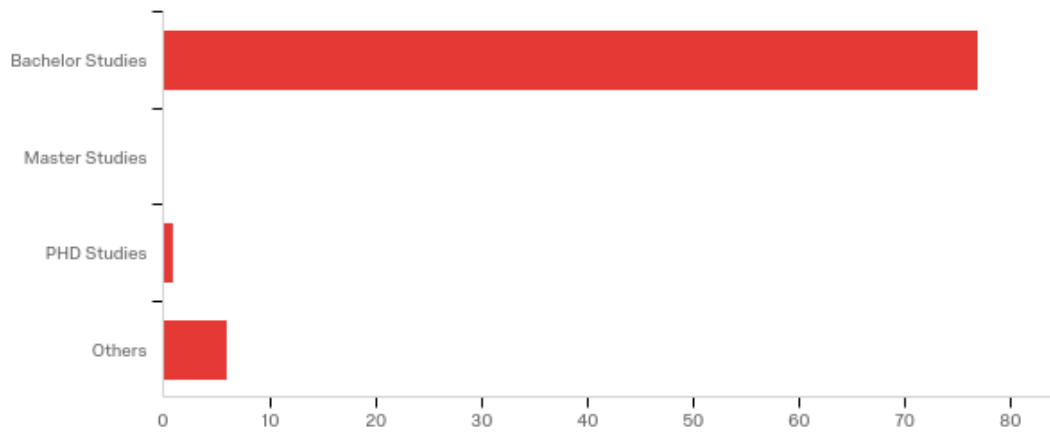
1 - Current Situation



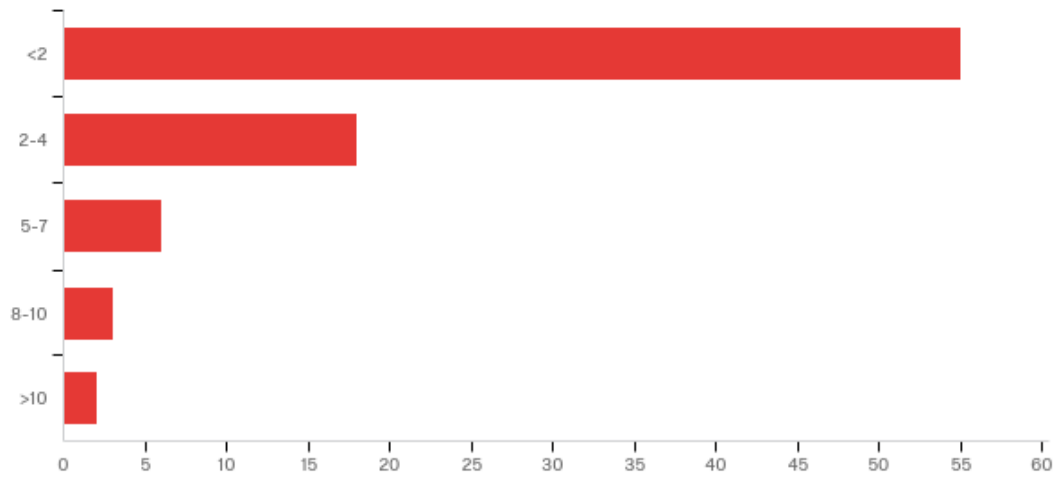
2 - Age



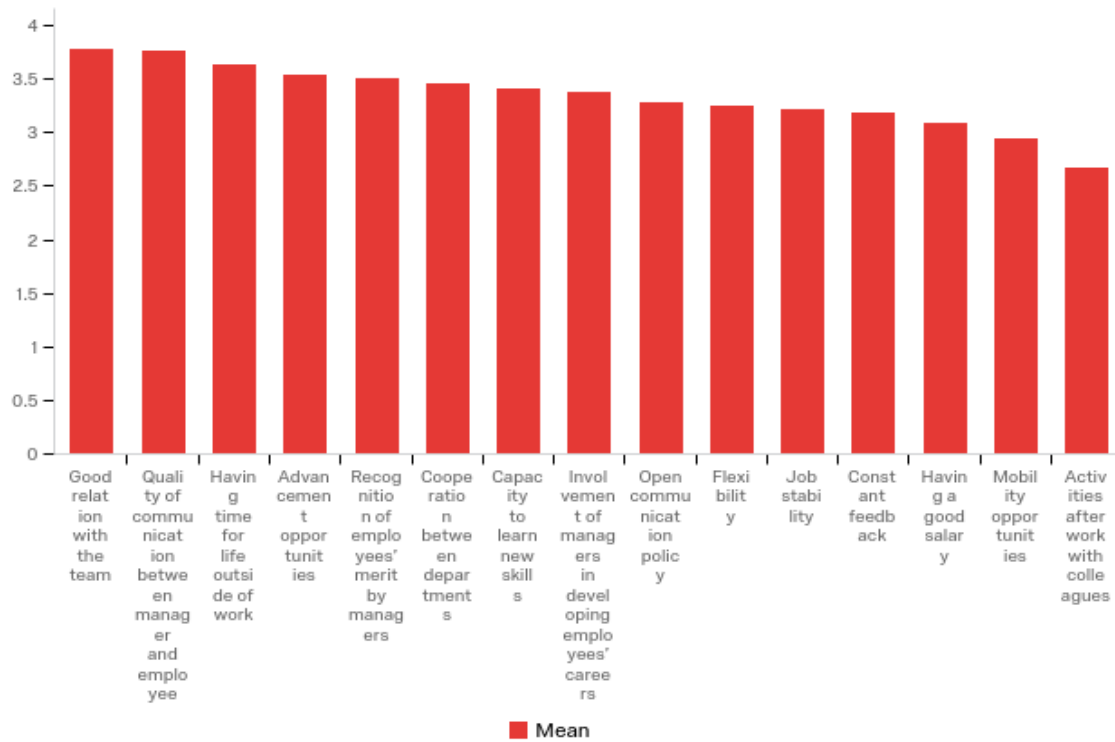
3 - Education



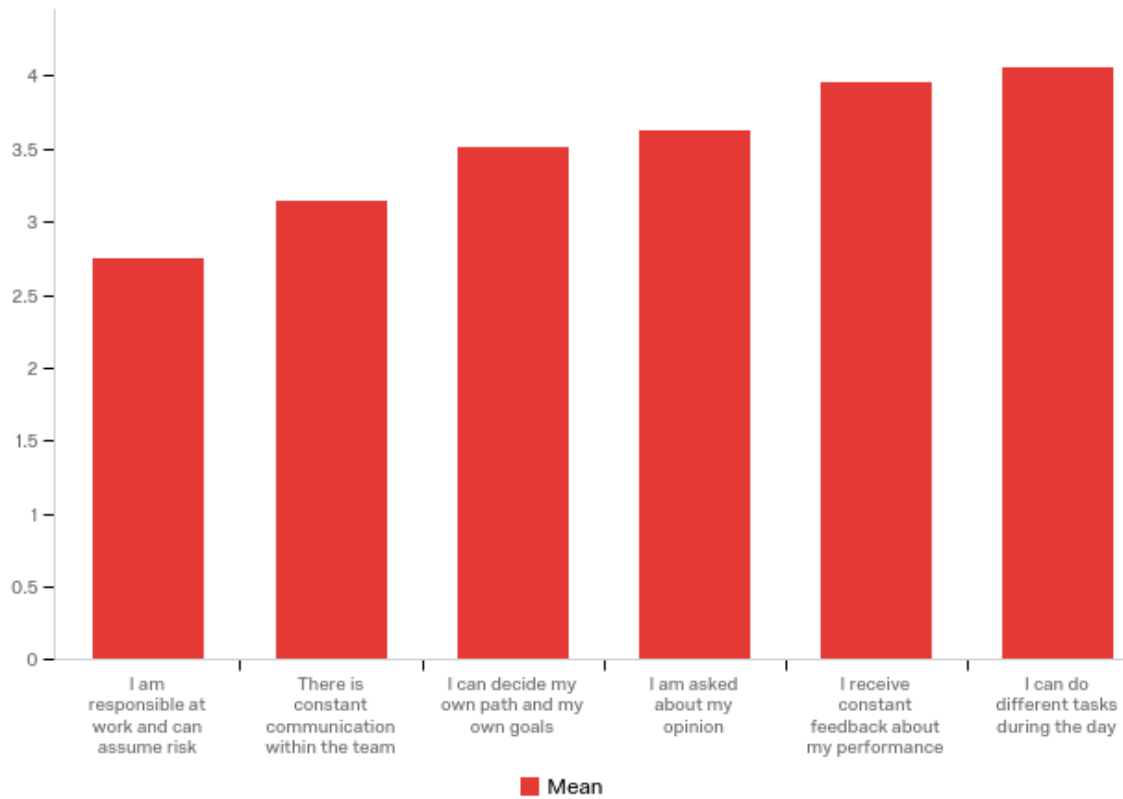
4 - Years of experience in Hotels



1 - According to you, how important are the following items concerning job satisfaction? (1- Not Important, 2- Somewhat important, 3-Important, 4-Very Important)



2 - Put in order the following labels regarding what satisfies you the most (1-Satisfies me the most / 6-Satisfies me the less)



3 - From 1 to 10, how would you rate these proposals

Doing teambuilding activities with your colleagues



Having time off for your Birthday



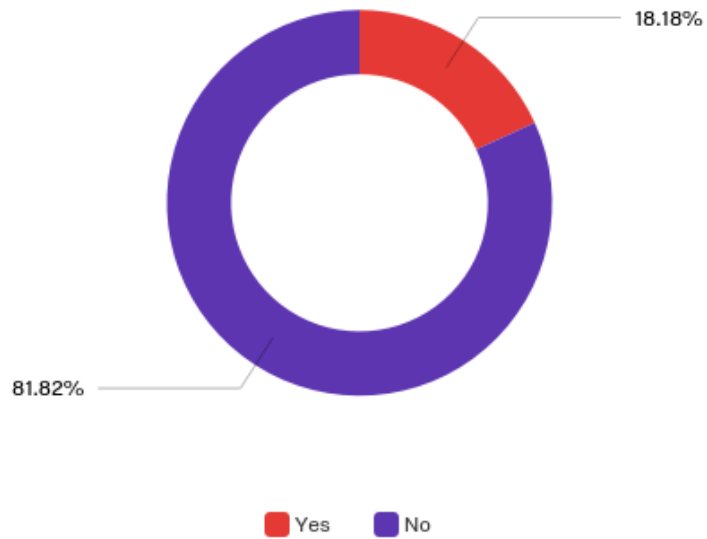
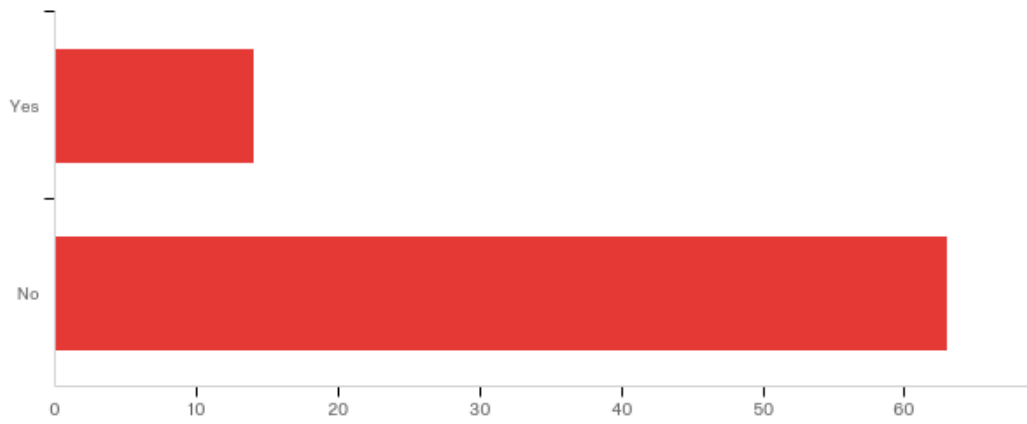
Having incentives when job is well-done (ex. prizes, day-off, extra money...)



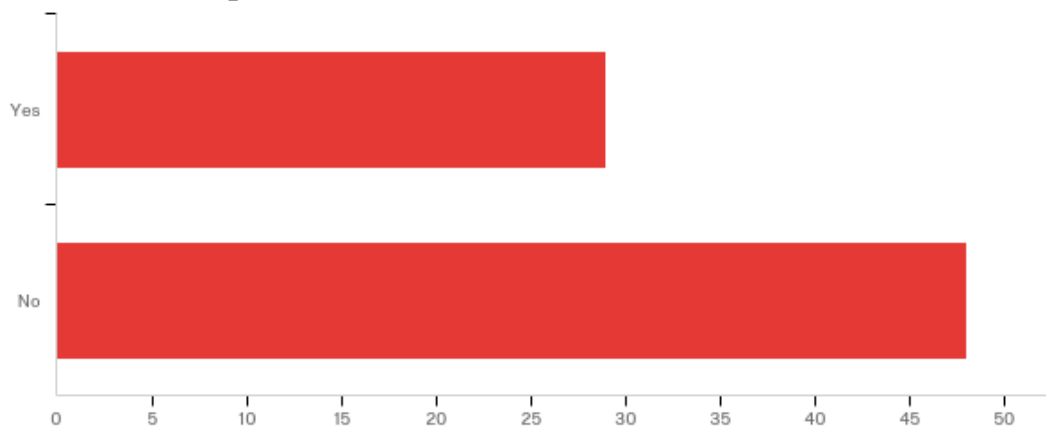
Constant trainings during work hours

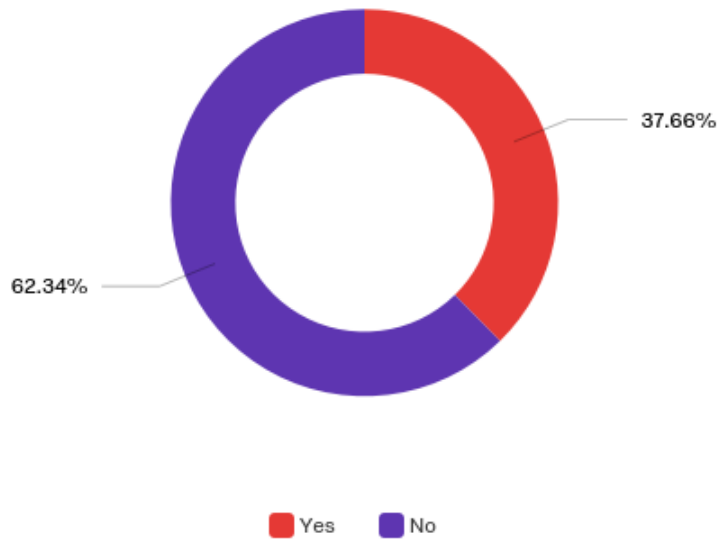


4#1 - Same Position

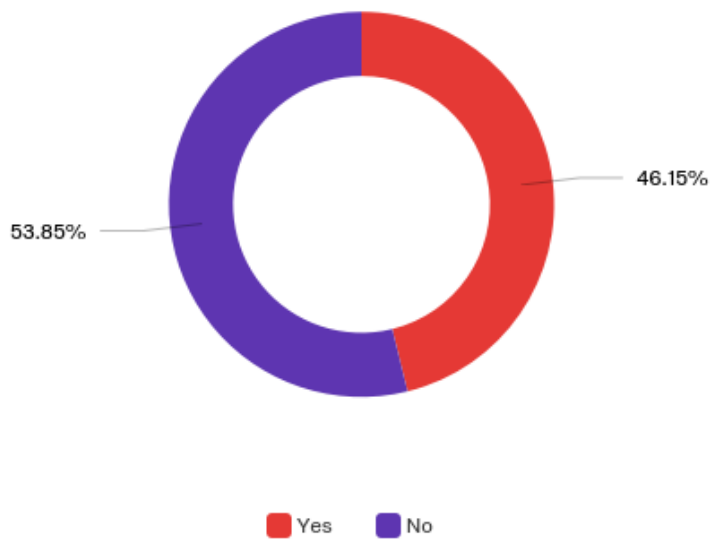
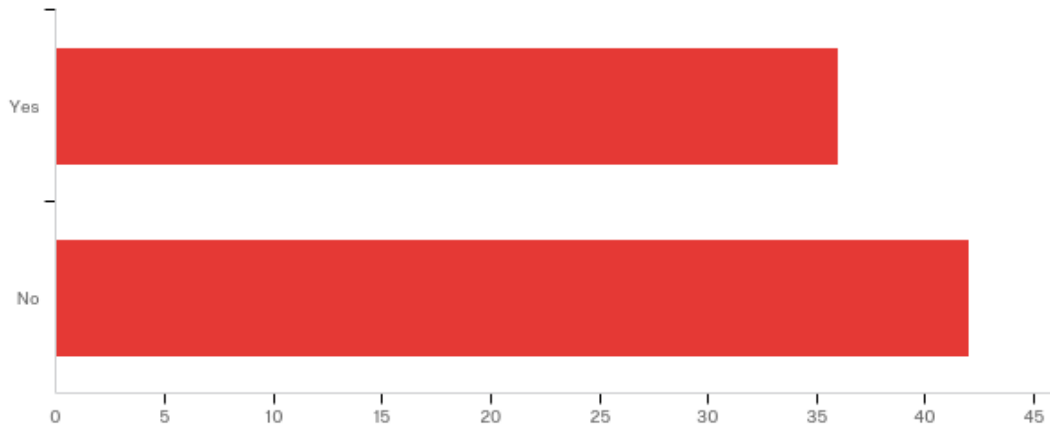


4#2 - Same Department

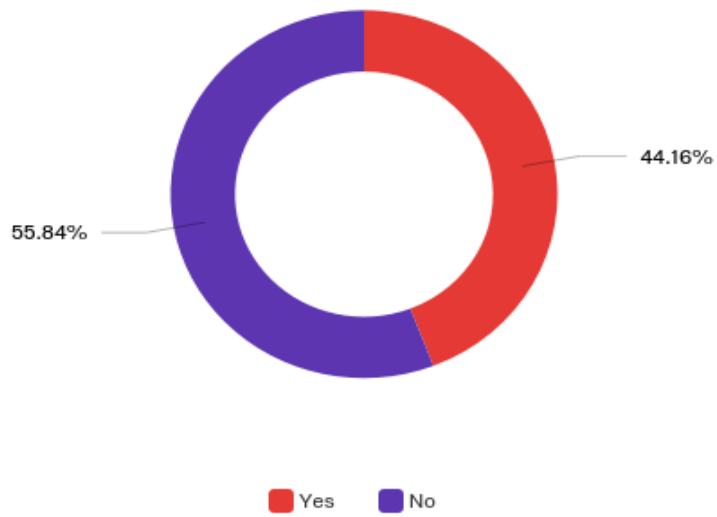
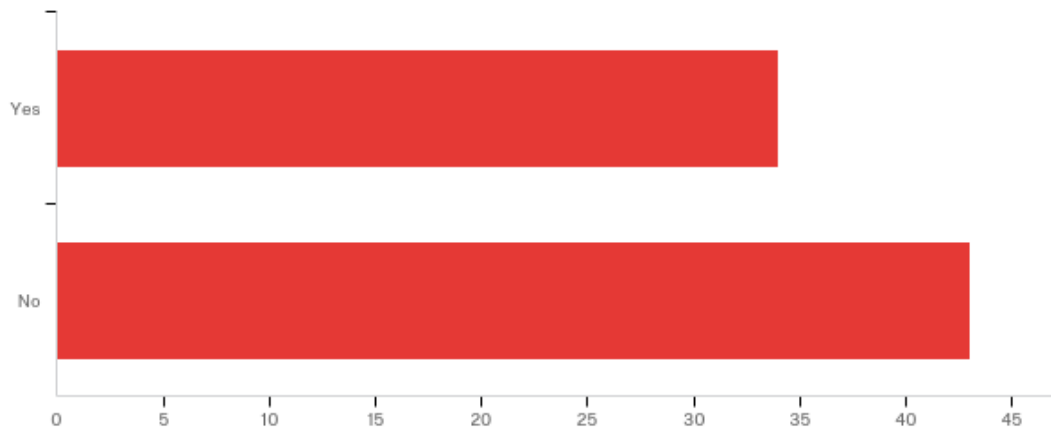




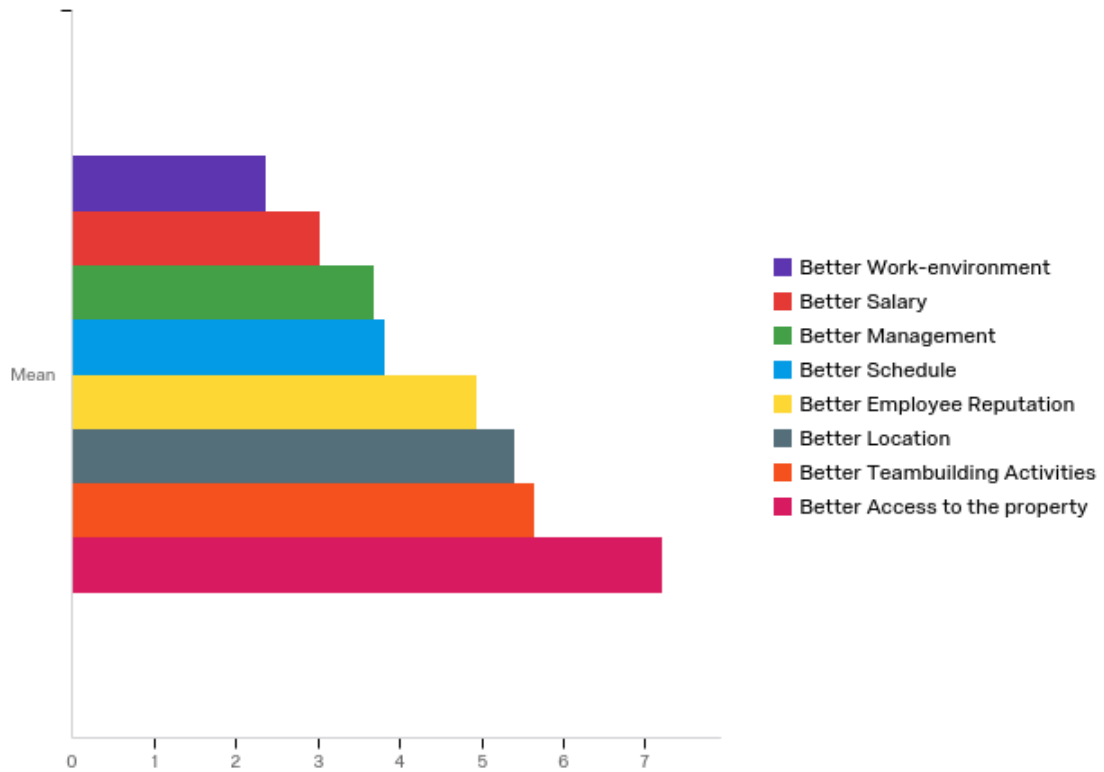
4#3 - Same Company



4#4 - Same Country



5 - What does a company need to have in order to make you want to move there, compared to the one you are working at the moment? Put the following items in order (1-most liked / 8-less liked)



6 - Regarding your relationship with Managers, from 1 to 5, how would you value the following items?(1- less valued / 5-more valued)

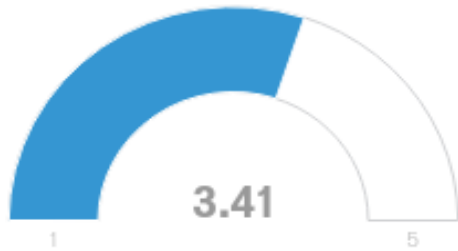
They are quick responding your emails



Having daily talks about current issues



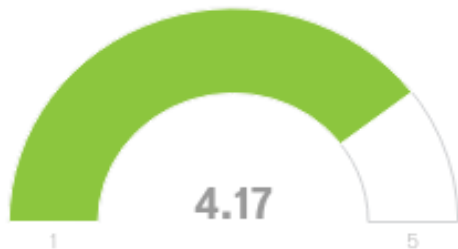
Weekly meetings with a supervisor to evaluate your performance



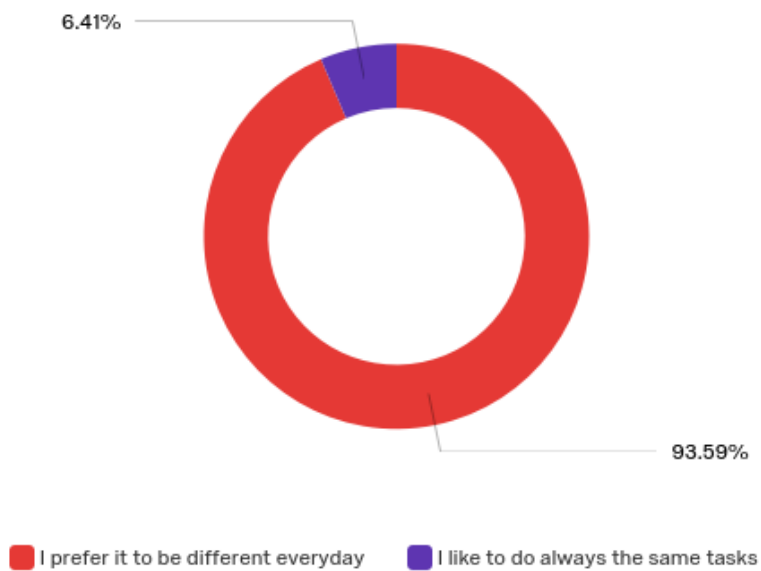
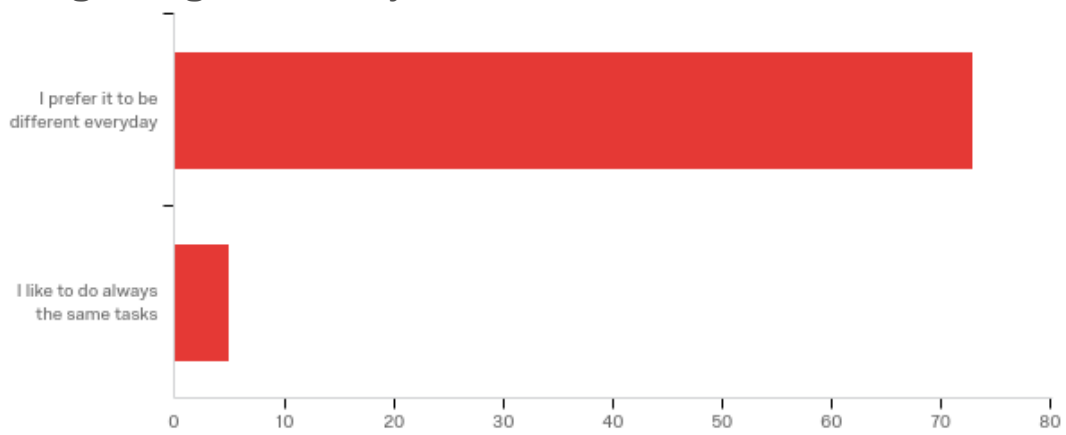
Knowing from the first moment how are you going to be judged, evaluated and what is expected from you



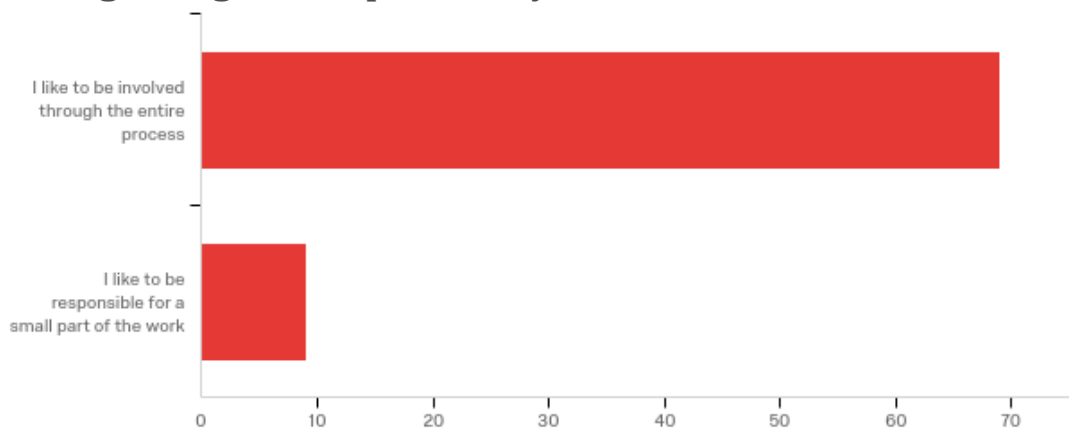
Environment that inspires you to contribute

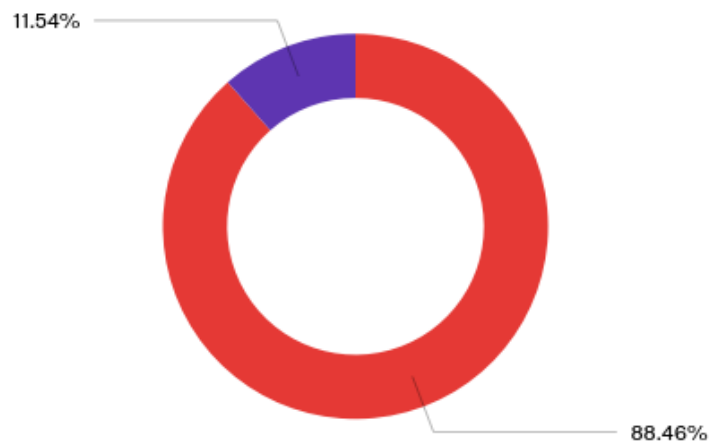


7 - Regarding the Activity...



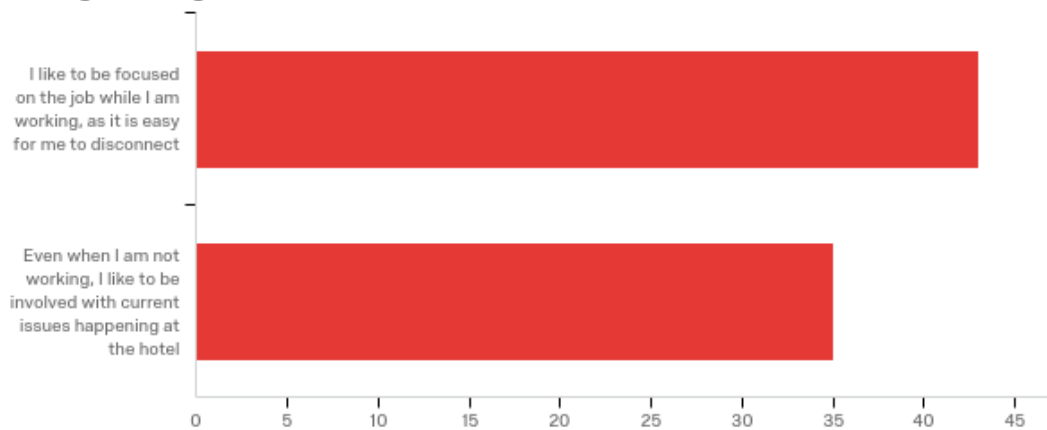
8 - Regarding the Responsibility...





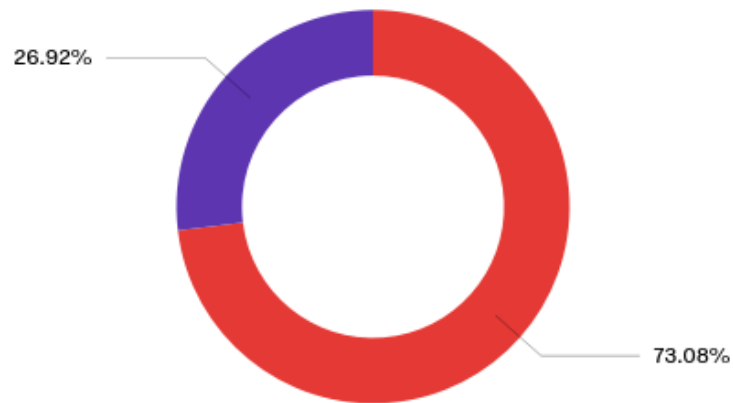
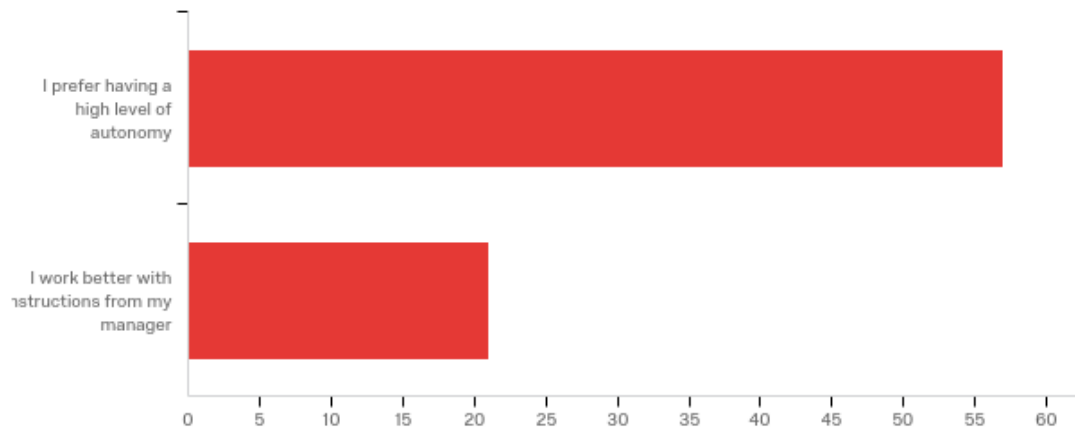
■ I like to be involved through the entire process
 ■ I like to be responsible for a small part of the work

9 - Regarding the Personal Involvement...



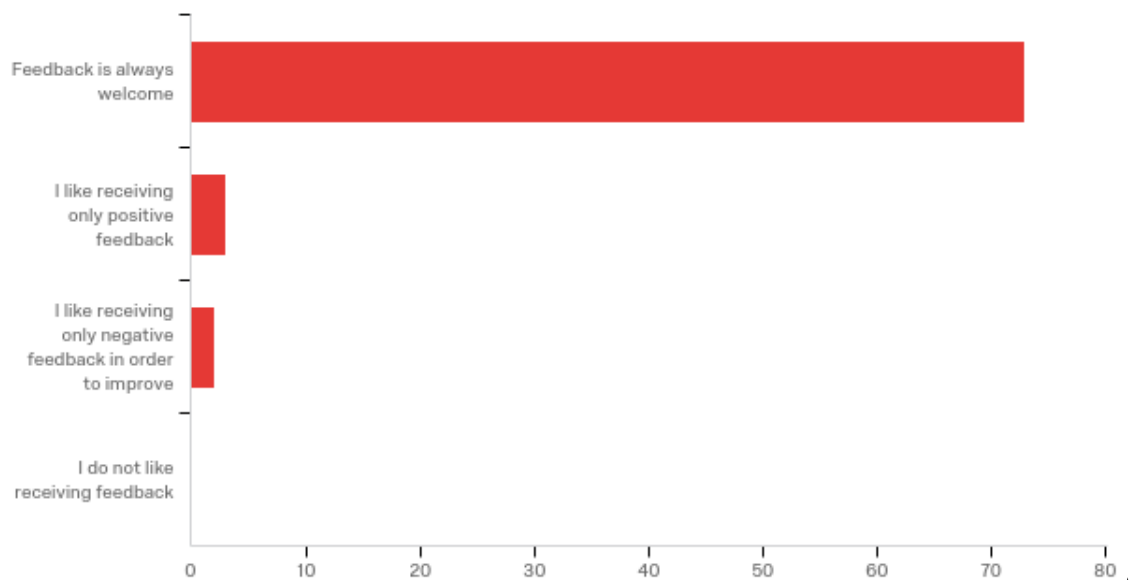
■ I like to be focused on the job while I am working, as it is easy for me to disconnect
■ Even when I am not working, I like to be involved with current issues happening at the hotel

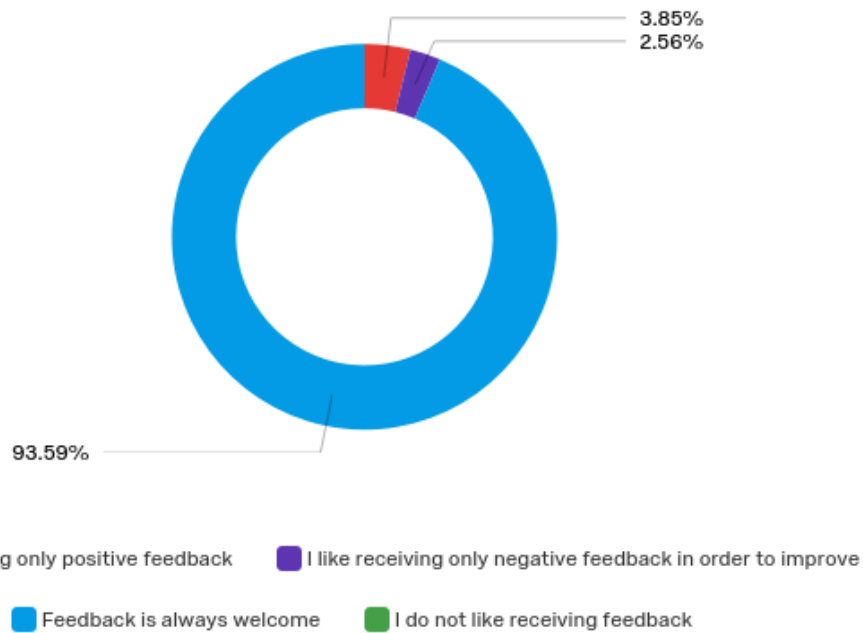
10 - Regarding the Autonomy...



■ I prefer having a high level of autonomy ■ I work better with instructions from my manager

11 - Regarding the Feedback...





12 - In one sentence, explain what companies could do in order to make you feel more satisfied

Provide in an environment where I am passionate about what I do.

Better training program, more clear description of what is expected from you as a employee

Communication

Better recognition with incentives

Giving positive feedback and rewards/compliments.

Communication skills and better organization within managers and how that reflects on the team

Be more open to criticism

More feedback between employee and manager

Consider more opinions

Being engaged with employees

Good welfare for employees

Take into account the work of all workers

Motivation by incentives and vacations

make you feel like part of a team, even if you are a trainee or a worker

Leave the marketing bullshit and all the LIE, and just be honest with me, I am a human being

not a machine, treat me like a fellow human being, not like a money-maker(,please)!

try to create a good atmosphere between colleagues and managers

Basically have a better management according to the values the company fixes. Employees will feel much better

Creating an atmosphere where people are willing to work hard under good circumstances and where feedback is welcome

Recognize your work

Communication

Value interns better, ask and accept your feedback

Key word always is communication

Motivate their staff

Take care of employees

Ownership managers

I would like to work at companies that understand employees and always try to think of them as one, which can motivate for me to devote for them.

Have an open and clear communication on what the goals are for the company and how my role connects with and impacts on those goals.

Have facilities

Not treat you as a slave and ask if you agree with the working hours, the salary, the tasks and they should ask you if you want to grow within the company and what your wishes are. They should be flexible and treat you as a person instead of a number. So in short; personal communication and giving the employee a voice within the company.

Team building is the most important!

Value the effort and the work done

Guidance, feedback, train and help you to grow

Focus on intrinsic rewards.

To let me work in my own way

Recognition

the hotel companies should motivate more your employees

I would be more satisfied if the job gives me room to grow.

Room for flexibility in order to be yourself by doing your job in the way you think is the best.

Recognize me, help me and understand me.

Make the environment pleasant for employees in terms of less stress from management.

better communication between department

I'd like to be comfortable

Taking in account my opinion, giving me feedback and a flexible schedule.

Take care about the employees. We are the most important in order to deliver the excellent service

2

Make me feel useful

Reasonable feedbacks and open company culture

Allow me to have flexibility, a good environment and a good salary

Motivate and promote those who are working properly and with enthusiasm because when being in the same position for a long time you get bored.

Recognize a task that is well done by someone and share it with the rest of the employees in the meeting or in the daily reports that are emailed to each department.

effective recruitment

Less hierarchy between front line employees and upper management.

Make sure you listen to your employees and see what is going on

Better schedules to adjust with our personal life

Be every day happy

Better communication employee-employer

Appreciate and stimulate my involvement and passion

Encourage you to grow up within the company, providing trainings and giving promotion opportunities.

Better employee benefits and access to use/experience the hotel facilities in order to sell it

I liked to be challenged. It's important for me to receive constructive feedback. I would like to know what I can improve and receive the opportunity to work on this. Communication is also very important.

give you the feeling that they appreciate that you are part of the team

bonus, day off with paying, good communication

Better communication

Improve team-building activities as it makes you be in a good ambience and be satisfied with the company.

Good management, feedback, good environment, good communication, good relationship with other employees (managers included)

Have valid sustainability program

Care

Not only asking about feedback and employees their thoughts, to do something with that input is also/more valued

empower us even more

Make me feel that I am important and needed in the company

More pagga places

Increase the salaries

they should make me feel important, valuable for the company.

Basically, to make you feel special, not only by getting to know you or knowing your name, the most important thing is the relationship between your co-workers, because in my recent experiences, I worked at my best when I felt welcome and important for the company, otherwise you feel like other piece of the puzzle

Take into account your opinions and be treated as a person and not as a number, even workers with little power inside the organisation.

To feel more satisfied in the workplace the companies could ensure management fluidity by conferring with more than the higher management to ensure satisfaction and dedication of all team members, not just the managerial staff.

Listen more to employees issue

I think that companies could make me feel more satisfied by giving me incentives when my work is well done as well as giving recognition to it

APPENDIX 4

	INTERVIEW 1	INTERVIEW 2	INTERVIEW 3
<i>How Millennials differ from other generations within the workplace?</i>	Millennials don't differ from other generations simply because they were born at a different era. It is the condition and the shape of our world which surrounds them that has influenced them in a way that makes them differ . I believe the biggest influencers are their parents, who simply happen to be (for the vast majority) Baby Boomers . Therefore, Millennials in the workplace of today still think they can achieve the same success as their parents did in a very fast and fairly easy way .	I believe they are more self-assured and assertive in what they want. For example if they are working in a position and they feel they are not receiving enough training and recognition.	If we compare the Millennials with other generations, we can see that the Millennials' objectives are according to projects . They are no worried about money , they move themselves according to the project and how happy this project makes them feel .
<i>Do Millennials struggle to adjust to their jobs?</i>	Baby Boomers grew up during economically prosperous times and they were able to achieve many things in their career. It's very possible that they have passed this mentality on to their Millennial children but their children who, let's admit it, live in a very	No I think they adjust and learn quickly	They have less patience . If something doesn't work or they are starting to have difficulties, they prefer to leave and find other opportunities . The other generations are more worried about stability, money and professional projection .

	<p>different world than they did.</p> <p>Another reason why they struggle to adjust is because Millennials believe that if they complete their education with a degree in hand a red carpet will be rolled out and the gates of “job heaven” will be opened to them from day 1. But the reality is, 95% of them will have to start their jobs at the back of the queue like everybody else, even like the people who have absolutely no degree or qualification and that can be seen as unfair.</p> <p>Millennials had parents who love them and teachers who cared about them which is great! All children growing up should have this. At the same time, if the parents and teachers kept telling these children that they are amazing, they are the best and that they will grow up to accomplish all their dreams, unfortunately they are not setting children up to adjust to the realities of life in the workplace of today.</p>		
--	---	--	--

<p><i>What does your company do in order to keep Millennials satisfied at their job?</i></p>	<p>The company I used to work for couldn't do much unfortunately because the nature of the job was exactly the harsh reality I mentioned in my answer above. Hotel room cleaning is not what a Millennial expects to be doing after having spent years of effort and money studying and developing your skills.</p>	<p>We are trying to be more 21st century focused for example we have an online platform for training and we are currently working on an app. This app would be able to complete training courses and receive news bulletins about the hotel</p>	<p>We are working in different programs that mix learning, having fun and exploring new ways to work. We are mainly focus on experiential trainings; also we give feedback very often in order to keep them motivated.</p>
<p><i>Which factor do Millennials value the most when choosing to work in your company?</i></p>	<p>The TOGETHERNESS. They want to feel like we are all in this together i.e. The CEO of the company and the new employee who just started last week are equally important and their contributions are similar. This is why companies that continue to employ a pyramid structure from top to bottom struggle to keep Millennials. These companies want to continue "telling" Millennials what to do. In the mindset of the Millennials they must be thinking "Oh! How dare you talk to me like this! We are equally</p>	<p>Career development opportunities- They want to progress fast!</p>	<p>The possibility to learn, the opportunity to have fun and the status they obtain.</p>

	important here, remember!"		
<i>Which benefits are the most valued for Millennials?</i>	<p>Work-Life balance (because time to socialize in my private life is very important)</p> <p>Self-development (if I don't feel like I'm learning anything new after one month I will get bored in this job)</p> <p>Being valued (your voice and opinion count, the company cares about equality and the environment)</p>	Discounts, training and development	For me is learning , have the possibility to work in a fast environment and possibility to move . Also the balance between life and work .
<i>Personal opinion about Millennials having a high ratio of turnover in the hospitality industry</i>	My opinion is it's uncontrollable. Unless our industry gives in to the demands of the Millennials and agrees to change the way Hospitality functions , there will be no end to this high turnover . It sounds like a very negative opinion, I know, but that's how it is today. Millennials join the industry and the moment they feel they're not getting the experience they thought it was going to be they are prepared to leave . Many leavers don't just leave the company they also tend	The Hospitality business is huge! There is competition everywhere and it is expected that people move on and progress.	Yes, they have plenty of opportunities in our industry. If something doesn't work, they leave fast and without engaging , even sometimes without the responsibility to give the notice days, etc. I think this is because of the global situation, there is no compromise and at the same time, as the salaries are not so high in general, it doesn't matter if they work today as a waiter, tomorrow as a receptionist or the day after tomorrow as chef.

	to leave the hospitality industry as a whole!		
<p><i>Recommendations to the hotel industry in order to keep their Millennial workforce satisfied?</i></p>	<p>I would ask the hotel industry if it is ready to sacrifice the expectations of its long-life valued guests in favor of a Millennial workforce? After all, the main reason the hotel industry (and the 5* hotels specifically) functions in a particular way is because it has always adapted to the guests' needs i.e. hiring employees who will adapt to the demanding needs of other people without any questioning or hesitation, putting your morals aside and just getting on as you are told. But isn't that exactly the opposite of what Millennials have grown up to believe</p> <p>....</p>	<p>I believe Training and development is key, if you are giving them the chance to progress I think they would be satisfied. In addition recognition and appreciation.</p>	<p>We need the millennial for the best of our industry. They are more creative, they work for projects, they need feedback and feel part of a family. The HR policies need to consider all this in order to adapt the way to work. In the past, the salaries, the security on keeping the job, etc were more important. Now, with the millennials, everything is different.</p>

	INTERVIEW 1	INTERVIEW 2	INTERVIEW 3
<p><i>How Millennials differ from other generations within the workplace?</i> How the company understands the Generation</p>	<p>-The shape of the actual world has influenced them</p> <p>-Millennials think they can achieve the same success as their parents did, Baby Boomers, but in a faster and easier way</p>	<p>-They are more self-assured and assertive in what they want</p>	<p>-Focused on projects instead of making a career inside a company</p> <p>-No worried about money</p> <p>-Focused on doing and enjoying specific projects, how happy makes them feel</p>
<p><i>Do Millennials struggle to adjust to their jobs?</i> How the company understands the Generation</p>	<p>-Have inherited Baby Boomers mentality, “who grew up during economically prosperous times and were able to achieve many things”, though now they are living a different panorama.</p> <p>-Are expected to accomplish their dreams, but have to “adjust to the realities of life”</p> <p>-They believe that once graduated, they will have more facilities than those who are not. However, they have to start their jobs “at the back of the queue” like everybody else. They see it as unfair.</p>	<p>-They adjust and learn quickly, so no struggle</p>	<p>-They have less patience and present no problem to leave in order to find better opportunities</p> <p>-Not worried about stability, money or professional projection (contrary to Baby Boomers)</p>

<p><i>What does your company do in order to keep Millennials satisfied at their job?</i></p> <p>What the industry does</p>	<p>-Couldn't do much unfortunately because the nature of the job was harsh</p> <p>-Hotel room cleaning is not what a Millennial expects to be doing after having spent years of effort and money studying.</p>	<p>-Trying to be more 21st century - Online platform for training and working on an app, which will be used to complete training courses and receive news bulletins</p>	<p>-Working in different programs that mix learning, having fun and exploring new ways to work.</p> <p>-We are focused on experiential trainings</p> <p>-We give feedback very often in order to keep them motivated.</p>
<p><i>Which factor do Millennials value the most when choosing to work in your company?</i></p> <p>Strategies to attract</p>	<p>-The TOGETHERNESS. Contributions are similar from all the employees. Being equal.</p> <p>-Companies that continue to employ a pyramid structure struggle to keep Millennials (they continue "telling" Millennials what to do)</p>	<p>-Career development opportunities- Millennials want to progress fast!</p>	<p>-The possibility to learn</p> <p>-The opportunity to have fun</p> <p>-The status they obtain.</p>

<p><i>Which benefits are the most valued for Millennials?</i> How the company understands the Generation</p>	<p>-Work-Life balance, as time to socialize during private life is very important</p> <p>-Self-development Likelihood to get bored in a job that does not allow Millennials to learn</p> <p>-Being valued (their voice and opinion count and the company cares about equality)</p>	<p>-Discounts</p> <p>-Training</p> <p>-Development</p>	<p>-Learning</p> <p>-Having the possibility to work in a fast environment</p> <p>-Possibility to move</p> <p>-Balance between life and work.</p>
<p><i>Personal opinion about Millennials having a high ratio of turnover in the hospitality industry</i> Reasons of leaving</p>	<p>-It is uncontrollable, unless our industry gives in to the demands of the Millennials and agrees to change the way Hospitality functions</p> <p>-Millennials are prepared to leave as soon as the experience at work is not as expected</p>	<p>-There is competition everywhere and it is expected that people move on and progress.</p>	<p>-Millennials have plenty of opportunities in our industry. If something doesn't work, they leave fast without engaging</p> <p>-There is no compromise</p> <p>-Salaries are not high, so they keep changing positions</p>

<p><i>Recommendations to the hotel industry in order to keep their Millennial workforce satisfied?</i></p> <p>Recommendations to the industry</p>	<p>-I would ask the hotel industry if it is ready to sacrifice the expectations of its long-life valued guests in favour of a Millennial workforce</p>	<p>-Training and development is key</p> <p>-Giving Millennials the chance to progress</p> <p>-Recognition and appreciation.</p>	<p>-HR policies need to consider that Millennials are creative, need feedback and feel part of a family in order to adapt the way to work.</p> <p>-In the past, salaries, security on keeping the job, etc were more important. Now, with the Millennials, everything is different.</p>
--	---	--	--