

Generational trends in the Hospitality Industry.

Understanding the implications from a managerial perspective.

A case study of Mövenpick Hotel Geneva, Switzerland

Stefania Diaconu - BSc

Table of Contents

- Rationale
- Aim and Objectives
- Literature Review
- Mövenpick Hotel Geneva - Background Information
- Methodology
- Challenges and limitations
- Discussion
- Reference List



Rationale

- Older generations begin to retire, and their positions are taken by younger generations (Chi et al., 2013)
- The differences between Generation X and Generation Y are important indicators for the managers in order to cope with the tension among their employees
- The generational topic was approached from other perspectives rather than a conflict point of view in the hospitality industry (Chen and Choi, 2008; Gursoy et al., 2013)
- The context is a hospitality enterprise with the two afore mentioned generations and a HR department in order to address the generational conflict

Aim and objectives

Aim:

To critically analyse the extent to which organizational practices may close the generational gap between employees from Generation X and Generation Y.

Objectives:

- 1) To identify the characteristics of generations X and Y from a hospitality workforce perspective
- 2) To examine the areas of potential conflict between these two generations
- 3) To analyse the way in which generational differences can be managed by a hospitality organization

Literature Review

2.1 Generational Conflict – Theories and Concepts

2.1.1 An understanding of the generational conflict

2.1.2 Key characteristics of generations Xers and Yers in a workplace context

2.1.3 Theories in describing the Generational Conflict

2.1.4 Psychological Contract Theory (1989)

2.1.5 Strauss-Howe Generational Theory (1991)

2.2 Review of existing studies

2.2.1 Filling the generational gap – Organizational means and practices

2.2.2 A case study of Mövenpick Hotel Geneva

Key aspects of the Literature Review

- Generation X will be defined as individuals born between 1965 and 1981 (Kupperschmidt, 2000 cited in Zopiatis et al., 2012; Blauth et al., 2015)
- Generation Y will be considered as people born between 1982 and 1999 (Harbert and Dudley, 2007; Martin and Tulgan, 2006; Twenge and Campbell, 2008)
- Multigenerational workforce may mislead in creating stereotypes (McDonald and Hite, 2008)
- The generations can be analysed from a theoretical perspective, in order to understand the potential areas of conflict between Xers and Yers
- Psychological Contract Theory (1989) analyses the relationship between the employer and the employee.
- Strauss-Howe generational theory (1991) identifies the similarities between different generations
- The different means and practices that the organisations apply to manage the generational gap will be identified

Mövenpick Hotel Geneva

- A 5 star property with 320 employees
- As part of the brand culture, it is a “people driven” company
- Encourages diversity of “culture, generations, background and thought”
- The HR department is responsible for looking after their employees

(Mövenpick.com, 2016)



Methodology

Quantitative Approach

- 200 Questionnaires will be distributed to the employees of the hotel (Reception, Food & Beverage, Meetings & Events)
- The questionnaires consist of fifteen statements each representing different categories:
 - workplace environment characteristics (decision-making process, teamwork, responsibility, job security, cooperation)
 - values related to work (professional growth, work independence, work-life balance, rewards)
- Socio-demographics (age, education, ethnicity, labour status, marital status)
- The questionnaires will be delivered with the help of the HR department

Challenges and Limitations

- Willingness of the participants to respond
- The trustworthiness of their answers
- Language barrier - most of the employees' mother tongue is French
- Due to the fact the study will be conducted in only one hotel company, it may limit the generalizability of the study

Discussion

- What other dimensions I can add to my study (workplace environment characteristics, values related to work) in order to address the generational differences?
- Are these sufficient to understand the generational trend and identify what the managers can do to manage the different age cohorts?

References

Blauth, C., Perrin, C. and Perrin, P. (2011). *Age Based Stereotypes: Silent Killer of Collaboration and Productivity*. Tampa, Florida: AchieveGlobal. Available from: <http://www.achieveglobe.com> [Accessed 5 November 2016].

Chen, P. and Choi, Y. (2008). Generational differences in work values: a study of hospitality management. *International Journal of Contemporary Hospitality Management*, 20(6), pp.595-615.

Chi, C., Maier, T. and Gursoy, D. (2013). Employees' perceptions of younger and older managers by generation and job category. *International Journal of Hospitality Management*, 34, pp.42-50.

Harbert A and Dudley D (2007) *Managing Multiple Generations in the Workplace*. San Diego State University: Southern Consortium of Human Services.

Gursoy, D., Chi, C. and Karadag, E. (2013). Generational differences in work values and attitudes among frontline and service contact employees. *International Journal of Hospitality Management*, 32, pp.40-48.

References

Martin, C. and Tulgan, B. (2006). *Managing the generation mix*. Amherst, Mass.: HRD Press.

McDonald, K. and Hite, L. (2008). The Next Generation of Career Success: Implications for HRD. *Advances in Developing Human Resources*, 10(1), pp.86-103.

Movenpick.com. (2016). *Mövenpick Hotels & Resorts | Careers*. Available from: <http://www.movenpick.com/en/careers/> [Accessed 5 November 2016].

Twenge, J. and Campbell, S. (2008). Generational differences in psychological traits and their impact on the workplace. *Journal of Managerial Psychology*, 23(8), pp.862-877.

Zopiatis, A., Krambia-Kapardis, M. and Varnavas, A. (2012). Y-ers, X-ers and Boomers: Investigating the multigenerational (mis)perceptions in the hospitality workplace. *Tourism and Hospitality Research*, 12(2), pp.101-121.