

Back to the basic desires, higher compensation and higher position were expected as well. Strangely, none of the participants gave specific explanation about compensation. P13 stated: "I always see salary as an additional factor that would come along with the ability and the position. When your ability is good enough, you will get the deserved position and the higher salary would automatically come along." P10 also explained: "The chance of raise and promotion cannot be occurred all the time. Everybody wants to earn more money as well as to get a higher position. However, it is impossible to provide the opportunity of raise and promotion too frequent in order to motivate the employees. Due to the opportunity is rare, it tends to be more effective when it comes. In spite of the time it comes, there are still a lot of other ways to motivate the employees".

Lastly, better welfare and treatment were mightily expected. P3 stated: "The better the organization treat the employees, the more money it saves". There were seven participants who emphasized their expectations of being treated better. Staff activities played a significant role in this pattern. In addition, P3 and P5 expected to be treated fairly in their jobs. They claimed that they hoped the management could judge everybody using the same measurement, to set their biases aside.

Direct Causes of Turnover

As one of the additional findings, this theme introduced the possible factors that might directly lead to the participants' turnover. In summary, no opportunities to be promoted or reaching the target position, job burnout, bad relations with supervisors and colleagues, inappropriate policies, low salary and negative impact from others' quitting were six major reasons that can directly lead to turnover, according to the data. These causes all related to the abovementioned motivational factors on the opposite side, which illustrated that, when the motivational factors are not provided, the participants may choose to quit their jobs.

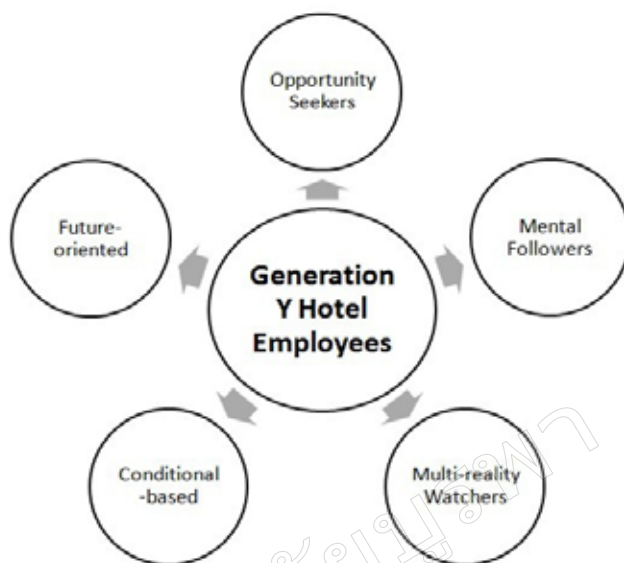
Causes of Negative Emotions

This theme served as another additional finding, which contained all the abovementioned factors that led to negative emotions at work. Being a bit different from the last theme, the negative emotions here, did not necessarily result in turnover, but caused low performance, loss of a positive attitude and less concentration on the participants' jobs. Problems with the policies and management, ineffective communication, mentally unsatisfied, unpleasant working atmosphere, difficulties, personal emotions and mistakes were mainly mentioned as the factors that produced negative emotions at work. To understand these causes of negative emotions better could help generate motivational solutions in order to work more effectively.

Discussion

In order to answer the research questions, the researcher summarized the findings and found five main characteristics of Generation Y hotel employees, as shown in Figure 2.

Figure 2: Characteristics of Generation Y Hotel Employees

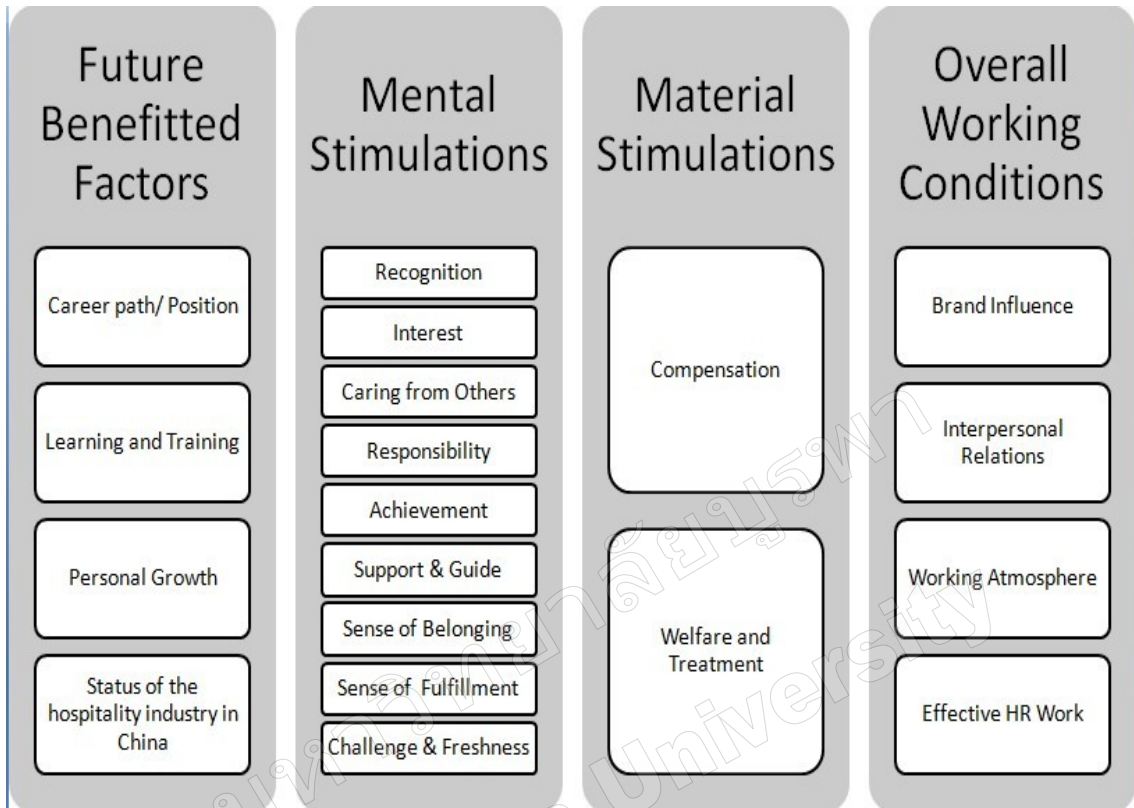


The researcher found that Generation Y members were prone to view their jobs in terms of a bigger picture. They did not stick to only one hotel or one position. Instead, they kept their eyes wide open to the whole hospitality industry. Generation Y is opportunity driven, seeking new chances for career enhancement over a higher salary or a more secure job (Deloitte Development, 2009). In addition, the Generation Y hotel employees are future-oriented. According to Deloitte Development (2009), being future-oriented, ready to contribute now, and opportunity-driven are seen as the characteristics of this generation's signs about the working world. The sight of the future plays a significant role for them to decide if the job is motivating. They addressed future career development as one of the most important motivators to drive their job choice and performance. Furthermore, the Generation Y hotel employees put their attention on a lot of conditions at work, including the working atmosphere, working climate, communication, teamwork and interpersonal relationships, which can be generally labeled as being conditional-based. Similar to the findings of Raines (2002) and Huntley (2006), Generation Y members are inclusive and driven and demanding of the work environment. They watch out for multi-realities as well when considering their jobs, such as compensation, welfare and treatment, personal growth and various other factors. Lastly, Generation Y hotel employees are mental followers who are sensitive to their mental needs and emotions. Aligned with a study of Flinholm (2011), Chinese Generation Y members are hypersensitive and almost allergic to criticism, as well as being "emotion" carriers while working.

Research Question One: "What motivational factors are important to Generation Y hotel employees?"

In responding to research question one, the important motivational factors to Generation Y employees were incorporated to answer this question. The researcher found that two of the discussed themes, namely the attractions of working and important motivational factors illustrated the answer of this question. Figure 3 below was constructed and summarized the important motivational factors for Generation Y hotel employees.

Figure 3: Important Motivational Factors for Generation Y Hotel Employees



The important motivational factors for Generation Y hotel employees can be mainly divided into four types. The future benefit factors, as a result of Generation Y members’ future-oriented perspective, were significantly emphasized relating to their career path/position, learning and training, personal growth and status of the hospitality industry in China. The sight of the future plays a significant role for them to decide if their job is motivating. They considered their future career development as one of the most important motivator to drive their jobs. Generation Y employees seek more opportunities for their career development in terms of better positions. They tended to be willing to make their efforts on the jobs which allowed them to see a clear career path. Keep learning is one of the common traits of Generation Y members, which was concluded by Raines (2002), so that the Generation Y hotel employees consider their jobs as a long term learning process, since they have the awareness of being younger and less experienced in the workplace. Training helps the employees to have on-the-job experiences and provides information that helps employees become more proficient or qualified in their current jobs (Panwar & Gupta, 2012). Therefore, they seek more learning and training opportunities to motivate them. In addition, in Generation Y employees’ viewpoint, personal growth to establish their social network and strengthen different skills can aid them to earn more opportunities in their future development. Therefore, the progress and improvement in skills plays a big part in their better future. In the same manner, the prosperity of the whole hospitality industry in China affects Generation Y hotel staff in a positive way, since it creates great future opportunities for them.

Since Generation Y hotel employees are mental followers who consider their mental needs and stimulation as the effective motivators in their jobs, recognition, interest, caring from others, responsibility, achievement, support and guidance, a sense of belonging, a sense of fulfillment and challenge and freshness were all important research findings. Herzberg (1959) listed achievement, recognition, growth, advancement, interest in job, responsibility and challenges as the motivating

factors in his theory. For Generation Y hotel employees, all these factors are vital in terms of motivation as well.

For material stimulation, Generation Y hotel employees stressed compensation, welfare and treatment as important motivational factors. Compensation within the hospitality industry in China is quite similar and the differences between same level hotels are slight, which made the compensation factor become less important as a motivator. Indeed, the Generation Y hotel staff desired to achieve higher compensation and might be motivated by receiving a raise. According to Panwar and Gupta (2012), money was considered as an instrumental motivational factor for some people, which serves to satisfy non-economic needs, such as power, status and affiliations with desired groups. However, they also know well about the realities which do not allow them to emphasize the monetary terms too much, because their current compensation is already competitive with the average income within the industry. According to Barford and Hester's findings (2011), Generation Y ranked compensation as being less important than Generation X and Baby Boomers. Plus, the problem of low salary in the whole hospitality industry did not result in the Generation Y hotel staff to emphasize the compensation as a big motivator, but as a significant solution to removing their negative moods at work. Also, unlike previous generations, Generation Y members believe work-life balance is more important than just money (Netto, nd). This phenomenon has interestingly emerged with Herzberg's Two-Factor Theory (1959), which understood salary as one of the hygiene factors. The Generation Y hotel staff clarified that it is too difficult to see a big change in terms of their salary within the hospitality industry, yet the real motivators in their jobs tend to be something else.

Welfare and treatment were considered to supplement the low salary situation for Generation Y employees. Nowadays, welfare benefits become equal to money as an important role to motivate hotel employees (Panwar & Gupta, 2012). Generation Y hotel employees stressed that welfare and treatment can help the employees establish their sense of belonging, which can also be seen as one of the ways to judge how well the organization treats their people. When better dormitory conditions, better food in the staff canteen and more staff activities are provided, the Generation Y staff interpret these as the management actually paying attentions to them, instead of only hiring them to work cheaply. It is not merely about balancing high life expenses and low salary, but also about showing a caring attitude.

Lastly, overall working conditions were pointed out as mainly focusing on brand influence, interpersonal relations, working atmosphere and effective HR work. As a result of Generation Y employees' future-oriented perspective, they prefer to work in the bigger brand hotels. The advanced management and comprehensive organizational culture are considered as good conditions to broaden their horizons. Generation Y are more interested in working for larger, more conservative and well established companies (Janderson, 2012). Also, the high class hotels were seen as a good platform to access higher class people in their concern for establishing a social network which plays a vital role in their personal growth. Once again, all these experiences serve their future development. On the other hand, the Western cultural corporation brings a variety of and fresh challenges which lead Generation Y hotel staff to feel curious and passionate about their job. The brand influence and awareness also fulfill Generation Y members' sense of honor which makes the job valuable to them. Thus, the brand influence and reputation also play an important role in terms of motivation for Generation Y members.

Generation Y hotel staff pay attention to the working conditions and interpersonal relationships. The working conditions here refer to working atmosphere and climate and working environment. Relationships with the surrounding people also play a big role in Generation Y hotel staff's understanding in this area. When the overall working conditions are good, they tend to be happier with their jobs. However, when the working conditions and the interpersonal relationships turn bad, negative emotions about their jobs are produced. Once again, aligning with Herzberg's (1959) theory, when the hygiene factors are removed, the job satisfaction decreases.

Since Generation Y members seemed to reach out with a lot of different concerns, the researcher found that effective HR work can also motivate them while making decisions about their careers. The research findings indicated that Generation Y members consider the HR department as the heart of an organization which represents the organization's image, including the way they treat people and the

organizational culture. They believed that the environment has an effect on one’s performance and attitude. Hence, effective HR work which indicated a favorable working environment was understood as one of the important motivational factors for Generation Y hotel employees.

Research Question Two: “How to motivate Generation Y employees in their desired ways?”

In responding to this research question, the researcher developed the following figure based on Themes 3 and 4, which emerged to directly provide the answer, namely solutions for negative emotions and self-expectations of motivation. Figure 4 specifically indicates the expected ways to motivate Generation Y hotel employees.

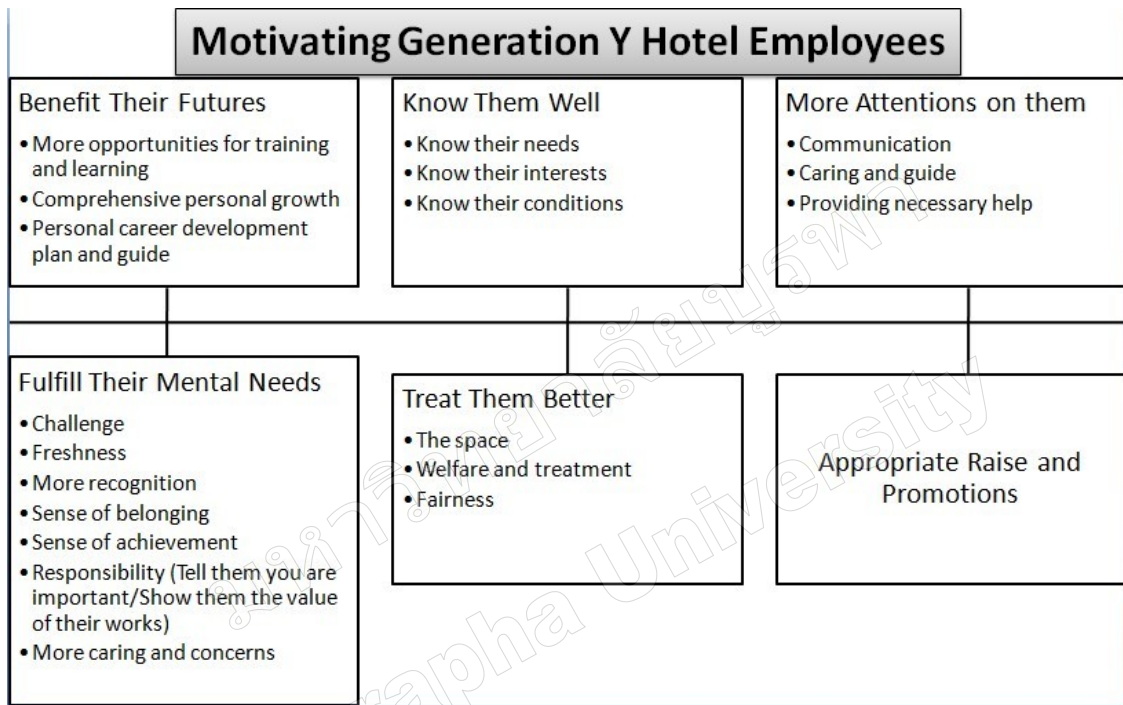


Figure 4: Motivating Generation Y Hotel Employees

Based on Generation Y hotel employees’ future-oriented characteristic, they desired to get more opportunities for training and learning, comprehensive personal growth and personal career development plans and guidance. Similar to the findings of Sayers (2007), Generation Y members are motivated by a desire to enhance their professional skills in order to remain marketable.

Generation Y members tended to have higher expectations about their employers as well, according to Raines (2002). This researcher found that Generation Y hotel staff prefer to be understood as different individuals. Thus, they demand that management know them well in the ways of knowing their needs, knowing their interests, and knowing their conditions. They believed that, once the management knows them well, the positions and working content will more or less follow according to their preferences, which served as a long term motivator.

As another result of Generation Y’s high expectations for their employers, another characteristic of demand, according to Flinholm (2011), Generation Y hotel employees expect the hotel management to give them more attention. Communication is one of many factors to motivate employees into a cohesive working module which results in objectives being achieved (Morgan, 1990). Generation Y appear to be deficient in key skills, such as listening, communication, independent thinking, time management, teamwork, job commitment and a good work ethic (Pekala, 2001). In addition, communication is a matter that indicates if they are concerned about others.

Their relationship with the immediate manager is considered crucial to their level of engagement (Lowe, Levett, & Wilson 2008). Caring and guidance from others are required as well, in terms of

motivation for Generation Y hotel employees. Being different from previous generations, Generation Y members tended to be more open about showing their difficulties and expressing their feelings in work, instead of being silently tolerant. To communicate with others and to ask for help is one of their ways of operating. Generation Y have an expectation of constant feedback from friends, families and employers, instead of trusting their own judgment (Crumpacker & Crumpacker, 2007). Moreover, they expect the supervisors, the HR department and the management have the foresight of initially realizing the problems that they are facing and a willingness to lend a hand when it is necessary.

To fulfill their mental needs is one of the widely expected ways to motivate Generation Y hotel employees. As discussed above, Generation Y hotel employees can be motivated by a various range of mental stimulations. Thus, to fulfill their mental needs is demanded through providing more challenge, freshness, recognition, sense of belonging, sense of achievement, responsibility, and caring and concern. Aligned with Herzberg (1959), these mental stimulations serve as motivating factors.

Generation Y hotel employees also expected to be treated well, specifically in terms of giving them enough space, good welfare and treatment, and fairness in their jobs. They demand the flexibilities of the policies which allow them to take leave or even just to take a walk outside to relax and relieve their feelings when they found the situations they are facing are tough. Generation Y employees do not want to be micromanaged. They seek considerable freedom in the performance of their tasks (Netto, nd). In order to be able to retain Generation Y, managers need to be able to relate to and value these employees (Morton, 2002). For example, they expect the policies are flexible. Meanwhile, the management has to be unified as well. Fairness, as one of the widely mentioned patterns, is demanded by improving the standard of management and evaluation strategies. Welfare and treatment is one of the most common material ways to motivate the employees. For Generation Y hotel employees, they consider good welfare and treatment to be the easiest way to establish the employees' sense of belonging, especially providing staff activities.

Lastly, appropriate raises and promotions were emphasized. Compensation and position were stressed as one of the Generation Y employees' biggest desires. They clarified that they can be motivated by themselves and other factors, but the further goals in their careers have to be aligned with higher compensation and higher positions. Appropriate raises and slight movements in their positions will motivate them as strong motivators after they have contributed to the hotel for a while. Here, the personal career development plan can be very helpful by providing them with the clues on how to reach their goals.

Implications

For the Policy Makers: Firstly, for the problem of the whole industry's labor shortage, the research findings of this study might be helpful to make working in a hotel attractive to Generation Y members, based on understanding their characteristics and desires at work. Especially when the policy makers tempt to emphasize the opportunities of career growth and to show the future directions, the amount of recruitment might be increased. Secondly, the research results might be useful for the policy makers to be aware that even the mental stimulation and other factors in this study played significant roles to motivate Generation Y members. A simple, but serious, reason might cause turnover which is the general low salary situation. In order to increase Generation Y hotel professions' retention, the compensation term might be re-considered to fit their growing life expense pressures. In addition, adding some special social insurance might serve as better welfare treatment in order to balance the low income. Thirdly, to serve for the problem of the high turnover rate in the whole hospitality industry, this study can be possibly helpful by proposing the motivational factors and solutions for the policy makers.

For Hotel Management: As this study focused on understanding the Generation Y hotel employees better and to motivate them effectively, the results of this research might be able to be put into practice by the hotel management. Generally, to benefit their futures, to know them well, to fulfill their mental needs, to enhance the staff treatment, to give them more attention and to provide appropriate opportunities for raises and promotions can probably help the hotel management to

motivate their Generation Y employees, which may lead to better performance, longer retention and better working attitudes, according to this study. These patterns might be able to assist the hotel management to establish the organizational cultures, policies and regulations. Also, the research findings can serve for improving the hotel policies and strengthening the organizational cultures. In addition, this study was conducted in one of the IHG brand hotels, which has a clear organizational culture. In the IHG's operating strategies, the value contains some of the elements, such as show we care, celebrate the differences and work better together, which were significantly stressed as important motivational factors in this study. Thus, it is probably safe to put more attention on the abovementioned elements when managing Generation Y employees. Moreover, as part of the IHG's commitment to its employees are labeled room to have a great start, room to be involved, room to grow and room to be yourself can be even more important when having Generation Y employees, accordingly to these research findings.

For HR Practitioners: Some of the Generation Y members' characteristics were concluded to be future-oriented, conditional-based, opportunity seekers, multi-reality watchers and mental followers.,, Yet these might be useful when engaging Generation Y employees and modifying their working conditions by the HR practitioners. Furthermore, the negative factors mentioned in the additional findings might serve as the preventing factors when dealing with Generation Y members.

Recommendations

Firstly, the issues of how important each motivational factor is and how effective each motivational strategy is were not covered in this study. Thus, for further studies, a different direction of replacing the research purpose and methodology might discover new findings in this field. Secondly, the current study collected the data by using document review and interviewing methods. An observation case study based on this study would be able to examine the effectiveness of the motivational factors for Generation Y hotel employees. Thirdly, the participants were all Generation Y hotel employees in the current study. A future study is recommended to involve Baby Boomers and Generation X hotel employees to discover other motivational factors and strategies that are appropriate for these two groups of employees. Fourthly, the gender factor can be added in the further studies to specifically understanding Generation Y members and motivation. Fifthly, the current study focused on the hospitality industry in China. For further suggestions, relevant studies can be conducted in different nations in order to gain the deeper knowledge of the hospitality industry and the people who work within the industry.

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