



An inquiry into the management challenges of millennial employees within the hotel industry

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ABSTRACT

This study's objectives were to uncover the specific challenges hotel managers experience with Millennial employees, and to assess whether such challenges are based on any generational misunderstanding. An additional objective was to investigate which management processes in hotel industry organisations might change, in order to improve the management of their Millennial employees.

The study methodology used in the study consisted of a literature review and an empirical investigation. As there was little literature to review on Millennial employees in the hotel industry, an emphasis was placed on face-to-face interviews of hotel employees using the qualitative research method, coupled with purposive convenience sampling and a purposive sampling technique.

Hotel managers' concerns about what Millennials need and how to retain them are well placed as there are increasingly more of the Millennial generation being employed in their hotels. Globally, retaining upskilled employees remains a challenge, and retention of upskilled Millennial employees may be particularly important.

This study was undertaken in order to assess whether or not hotel managers have accurate assumptions about their Millennial employees – examples of such assumptions, amongst others, are that Millennials have a sense of entitlement, they are quick to jump jobs, and that they use technology more than other generations do. The above assumptions were tested, and the results reviewed, with the findings set out in this dissertation.

This study explored the core values, expectations, drivers, motivations and influencers of change of Millennials working in the hotel industry in order to test the above assumptions. Having better understanding of these factors is important for hotel managers seeking to improve engagement with their Millennial staff, to retain more Millennial employees and to improve their Millennial employees' performance. This study seeks to provide suggestions of how managers can engage with their Millennial employees in affirmative ways so that the workplace is a positive experience for both hotel managers and Millennial employees.

Keywords: Millennials, Communication, Leadership style, Retention, Drivers, Influencers

OPSOMMING

Die doel van hierdie studie was om die spesifieke uitdagings te ontbloot van Millenniër-werknemers wat in die hotelbedryf werk, en om te bepaal of hierdie uitdagings gebaseer is op enige generasie-misverstande. Die addisionele doel was om te ondersoek watter bestuursprosesse in die hotelindustrie moontlik sou verander om die bestuur van hul Millenniër-werknemers te verbeter.

Die studiemetodologie wat in die studie gebruik is, het bestaan uit 'n literatuuroorsig en 'n empiriese ondersoek. Aangesien daar min literatuur was om te hersien oor Millenniër-werknemers in die hotelbedryf, was daar klem gelê op gesig-tot-aangesig-onderhoude van hotelwerkers deur die gebruik van die kwalitatiewe navorsingsmetode, tesame met doelgerigte geriefs-steekproefneming en 'n doelbewuste monsternemingstegniek.

Hotelbestuurders se bekommernisse oor wat Millenniërs nodig het en hoe om hulle te behou, is goed geplaas omdat daar toenemend meer van die Millenniërs se generasie in hul hotelle in diens geneem word. In Suid-Afrika, as gevolg van die aard van die lopende transformasiebeleid, kan die werk en behoud van Millenniërs besonder belangrik wees.

Hierdie studie is onderneem om te bepaal of hotelbestuurders akkurate aannames het oor hul Millenniër-werknemers. Voorbeelde van sulke aannames, onder andere, is dat Millenniërs 'n gevoel van geregtigheid het, hulle is vinnig om werk te verander of dat hulle tegnologie meer as ander geslagte gebruik. Bogenoemde aannames is getoets en die resultate hersien, met die bevindinge wat in hierdie skripsie uiteengesit is.

Hierdie studie het die kernwaardes, verwagtinge, bestuurders, motiverings en beïnvloeders van verandering van Millenniërs in die hotelbedryf ondersoek om die bogenoemde aannames te toets.

Beter begrip van bogenoemde faktore is belangrik vir hotelbestuurders in hotelle wêreldwyd wat hul betrokkenheid by hul Millenniër-personeel wil verbeter, om meer Millenniër-werknemers te behou en hul prestasie van Millenniër-werknemers te verbeter. Hierdie studie poog om voorstelle te gee oor hoe bestuurders op 'n positiewe manier met hul Millenniër-werknemers kan skakel, sodat die werkplek 'n positiewe ervaring vir beide hotelbestuurders en Millennialle werknemers is.

Sleutelwoorde: Millenniërs, Kommunikasie, Leierskapstyl, Retensie, Bestuurders, Invloedryke mense

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CHAPTER 1: NATURE AND SCOPE OF STUDY

1.1 Introduction

Research has indicated that younger employees aged 18-32 have found it difficult to develop a work relationship with management, which is critical for job effectiveness (Akhras, 2015:25). Carter *et al.* (2013:955) encourage a work relationship between management and employees to support learning and organisational performance. Establishing an effective management-Millennial work relationship, is however at times challenging due to diverse generational characteristics and work values (Helyer & Lee, 2012:576; Okosi, 2017:22).

Management as defined by Lazenby (2015) is the ability of getting things done through the utilisation of people. Organisational management consists of organisational tasks, organisational skills and organisational roles; without these traits the effective management of an organisation would be impossible (Lazenby, 2015). A positive work relationship needs to be established by management through understanding what affects Millennial work behaviour within the workplace, both positively and negatively.

The foundation for the qualitative study of Millennials and the challenges faced by management within the work environment will be outlined, attention will also be paid as to what motivates and what demotivates this cohort within the workplace. The background of this study will elaborate on the social implications that arise when the interaction between management and Millennials is strained and how this affects efficiency within the workplace. The problem statement will contain the elements that led to the development of the research question and theoretical framework.

The nature of the study, limitations, assumptions, scope and delimitations will define the research design. Finally, the significance of the study involves how management, through understanding of Millennial management challenges, can improve the efficiency and productivity of Millennials in the Hotel Industry.

1.2 Background

Understanding the challenges that influence the efficiency and productivity of Millennials is critical for the effective leadership of Millennials (Rees, 2017:59). The Millennial generation is the newest generation of employees to join the workforce, having entered the workforce in 2004 they will continue to do so until 2022 (Hershatte & Epstein, 2010:211). Millennials differ from the previous generations quite significantly. The major differences between Millennials and previous generations appear to be the following: the use of technology (Hershatte & Epstein, 2010:211) the ability to multi-

task (Lourenco & Cronan, 2017:93; Shaw & Fairhurst, 2008:372), the need for more constructive feedback (Hershatte & Epstein, 2010:217) and teamwork (Myers & Sadaghiani, 2010:230).

As the Millennial generation moved into the workforce, complaints about their perceived neediness, disloyalty, sense of entitlement and overall casualness to their work environment continued to surface in both the general and academic press. Organisations have begun to pay attention to this, recognising that managers from various generations are having trouble managing their younger employees (Thompson & Gregory, 2012:238).

Management, according to Lazenby (2015), is the process of coordinating work activities through performing the functions of planning, organising, leading and controlling. These form part of organisational tasks, which together with organisational skills and roles comprise the traits that enable managers to effectively manage an organisation. (Rees, 2017:56-60) added that the type of leadership differs from organisation to organisation due to different operational challenges. For organisations to implement the most effective leadership style to increase the efficiency and productivity of Millennials, management should consider the following: the importance of Millennials' contribution and involvement in decision-making, the importance of supervision and authority within the company to provide structure for the Millennial generation. Millennials are team-orientated and relationship building between employees should be encouraged, and finally the importance of new leadership traits within the organisation.

Murphy (2012:561) stated that the hospitality industry needs to adapt to a management style which will primarily focus on the provision of flexible work conditions for the Millennial and provide feedback which will serve to be a critical analysis of their work, so that their productivity over the longer term can increase. The corporate culture is something that also needs to be revamped to ensure the maximum retention of employees, as well as the progression of Millennials within the company (Zopiatis *et al.*, 2012:116).

Managing Millennials has become a problematic issue due to the fact that the mindset of a Millennial is very different to the mindset of the generations that came before them (Hershatte & Epstein, 2010:217). It is important to note that employers need to establish a good relationship with their employees to ensure consistency and productivity in the work environment. Management plays an integral role with regard to ensuring that Millennials are motivated through recognition of their work (Anderson *et al.*, 2017:254). The generations before the Millennials such as Baby Boomers and Generation X, have a different style of working, and imposing that style on the Millennial generation does not necessarily lead to an effective working environment according to (Anderson *et al.*, 2017:245; Ingram, 1999:145).

Millennials differ from previous generations due to their own expectations, priorities and career paths. They are focussed on their personal career progression as well as their self-development according to (Ng *et al.*, 2010:290). A focus of the study was the importance of management investing in the careers and professional development of the Millennials as these are important for retaining them within the hospitality industry (Gursoy *et al.*, 2008:454; Ukeni & Reynolds, 2017:5). Companies and management should undergo a mindset change and implement policies and procedures to accommodate the Millennial generation (Scott & Revis, 2008:787) .

The hospitality industry's primary aim is to ensure that the customer is satisfied. This can only be achieved by ensuring that the employee is satisfied, as they will ultimately satisfy the potential customer (Ruetzler *et al.*, 2014:162). The study's aim is to assist management to better understand Millennials, and to provide them with the necessary insight and leadership skills to create a highly-functional and integrated Millennial workforce.

1.3 Problem statement

Stein (2016) stated that by the year 2025 the generation born between 1980 and 2000, also known as the Millennial generation, will make up 75 percent of the world's active working population. While it is important not to generalise, Millennials have shown that they possess characteristics and motivations that differ greatly from previous generations, especially within the workplace. Chou (2012:77) stated that although there has been extensive research done on Millennials, with similar research conducted on Baby Boomers and Generation X, uncertainty still exists regarding what the most effective form of leadership is that will increase organisational and operational efficiency within the Millennial generation.

This generation has a lower level of work engagement than the previous generation and they require physical, psychological and emotional resources to remain engaged; should these resources be absent their intention to leave the company increases significantly (Park & Gursoy, 2012:1200-1201). Understanding the work values of the different generations within the South African context could assist organisations in managing and retaining human capital more effectively in an increasingly competitive business environment (Jonck *et al.*, 2017). The problem being investigated is generational misunderstanding of Millennial employees within the Hotel Industry in South Africa, and whether conventional management processes still apply to this generation.

1.4 Research question

What are the challenges management within the hotel industry face in order to manage their Millennial employees?

Research objectives

Developed from the above research questions the study aimed to identify the most effective and efficient methods to manage Millennials in the hotel industry, and to provide an implementable strategy that management can utilise within a multiple generational organisation to effectively manage the Millennial workforce.

1.4.1 Primary objective of this study

To identify the challenges management within the hotel industry face in the management of their Millennial employees.

Thus, the primary research objective of this study is to explore the characteristics of Millennials, what motivates them, the Millennial's opinion of management, Millennials' preferred leadership styles, and how companies can engage and retain this generation. To reach the primary objective, the questions posed to the participants were divided into five themes. From these five themes the secondary objectives of the study were established:

1.4.2 Secondary objectives

- To determine whether communication and hierarchical structures between management and Millennials influence staff engagement and performance?
- To determine the type of leadership style affect Millennial engagement?
- To determine what comprises a preferred Millennial work environment?
- To determine what motivates, influences and drives Millennials to work more effectively?
- To determine how do organisations retain Millennials?

1.5 Contribution of the proposed study

Organisations that are able to attract, retain and manage Millennials effectively (Patel, 2017) will generally be more successful in the future, and these organisations will retain the top Millennial staff. It is critical for managers to understand what motivates Millennials since this generation will be playing an ever-increasing role within the organisational workforce. Although Millennials differ greatly from previous generations, their reactions are still very similar to various leadership styles (Rees, 2017:60). Additional research on the effect of leadership styles on Millennials and Millennials' characteristics should. According to (Rees, 2017:60), focus more on a specific industry which will allow for a more industry specific perspective with regards to this phenomenon.

Thus, this research is essential to assist organisations to develop an advanced understanding of their Millennial employee's behaviour and characteristics within the hotel industry, and the effect that leadership and knowledge of Millennials has, not only on productivity and efficiency, but also on the role it plays in staff retention.

1.6 Delimitations and scope of the study

The scope and delimitations of this study include information on relevant components that examine the importance of who Millennials are, what motivates them and how management could use this information to overcome the challenges faced within the working environment to effectively manage the Millennials. Gin Choi *et al.* (2013:420) added that the Millennial's attitude and values are very important in achieving job satisfaction and management should create positive change within an organisation to allow Millennials to succeed.

Although organisational resources assist with managing Millennials, effective management of this cohort remains obscured within the hotel industry. The boundaries of this study fall within the selection of Millennial participants taking part in the study. Participants are fulltime employees of the City Lodge Hotel Group, born between 1980 and 2000, and occupying various levels within the organisation.

1.7 Research Methodology

1.7.1 Literature study

The focus of the literature review will be on research and studies that have already been conducted on Millennials within the workplace. A comprehensive and thorough literature review was critical in defining and understanding this generation. It was also essential for obtaining insight into who Millennials are, how they are perceived, the effect of managerial leadership style, Millennial retention and how management within the hotel industry use this information to overcome the challenges within the workplace to effectively manage this generation. The literature review highlighted each of these aspects and how it influences Millennial behaviour within the workplace.

The sources of information included publications on Google Scholar, EbscoHost, company publications and documents from the internet as well as previously published dissertations. Thorough research by both the researcher and the North-West University Librarian produced very little literature on the topic related to Millennials within the Hotel Industry.

1.7.2 Empirical investigation

A qualitative research method was used for this study. Data was compiled by collecting information about the participants' knowledge, attitude, perceptions, beliefs and behaviour through semi-structured face-to-face interviews. The aim of the semi-structured interviews was to explore how Millennials behave in the workplace, are they affected by different management styles, what do they value in the workplace and how companies can retain them for extended periods of time.

Primary data was collected by means of semi-structured face-to-face interviews conducted on participants in the full-time employment of the City Lodge Hotel Group and who were born between 1980 and 2000. A purposive convenience sampling technique was used in selecting the participants for the research. Convenience sampling is a type of non-random or nonprobability sampling (Etikan *et al.*, 2016) where the target population that meets the required criteria, such as accessibility, geographical proximity, availability at a given time, or the willingness to participate are included for the purpose of the study. This is combined with purposive sampling technique, specifically homogenous sampling that focusses on candidates with similar traits or specific characteristics such as age, culture, jobs or life experiences.

Interviews were conducted in an unbiased fashion with all questions asked in a consistent manner. All the questions put to the participants were open-ended with the aim of limiting yes or no answers as far as possible. Before the study commenced, the interview guide and the content thereof were piloted among qualifying Millennials currently employed by the City Lodge Hotel Group. Feedback received from the 15 participants was evaluated, the necessary changes were made, and the questionnaire was finalised.

The first part of the interview was to explain the purpose of the study to each participant, sign the informed consent form and complete the pre-interview checklist. Theme 1 focussed on the participants' demographical background. Theme 2 assessed Millennials' perception of management, hierarchical structure and communication. Theme 3 examined the effect of leadership styles on Millennials. Theme 4 explored how Millennials could be retained within the workplace. Theme 5 dealt with motivation, drive, values and Millennial characteristics.

1.7.3 Target population

The qualifying research population had to be born between 1980 and 2000, fit into the 18 to 38 age brackets, be a full-time employee of the City Lodge Hotel Group and work in the Gauteng province. The research was conducted within the Gauteng province since with 45 percent concentration, this province has the highest percentage of hotels. A purposive convenience sampling technique was

followed where the researcher arrived at the various hotels in Gauteng and interviewed the Millennial staff that were on duty and were willing to participate as a full-time Millennial employee of the City Lodge Hotel Group. The 15 participants for the study were obtained by utilising purposive, convenience sampling techniques. Convenience sampling is a type of non-random or nonprobability sampling (Etikan *et al.*, 2016) where the target population that meets the required criteria, such as accessibility, geographical proximity, availability at a given time, or the willingness to participate are included in the study. This is combined with purposive sampling technique, specifically homogenous sampling that focusses on candidates with similar traits or specific characteristics such as age, culture, jobs or life experiences. The researcher utilised these techniques, since the researcher arrived at the various hotels in Gauteng and interviewed Millennial staff that were on-duty and adhered to the sample population requirements.

1.7.4 Data analysis

Data analysis was completed on the ATLAS.ti programme. Each interview was recorded, and notes were made during the interview. On completion of each interview the researcher listened to each recording and made additional notes and data was then transcribed onto an excel spreadsheet using the correct format and headings. The transcribed data was accurately imported into ATLAS.ti to help create codes, code groups and themes.

Initially open coding was used to identify concepts, similarities and trends. Codes were then sorted and combined to form code groups. The code groups formed spoke to the themes from which the findings were written. Word cloud was populated with all the transcribed interview data and an excel spreadsheet was built containing a word count. This assisted to identify which words were used the most frequently.

1.7.5 Ethical considerations

There are four important considerations that the researcher should consider (Bryman *et al.*, 2017:120) when referring to ethics in business management:

- Participants should provide informed consent
- Participants should not be harmed in any way
- Participants' privacy should be protected
- Deception within a study should be eliminated

In terms of the study all the above-mentioned considerations were addressed in an ethical manner. The individual participants were required to sign an informed consent form to participate in the study;

no participant was harmed in any way during the study; there was no deception involved nor was there any invasion of privacy. The collected data was handled and stored in an ethical manner to ensure the privacy of the individual participants. The Ethical Clearance number is: NWU-00723-18-S4 (see the Appendix A).

1.7.6 Empirical investigation

The empirical part of the study comprised interviews conducted on 15 employees of the City Lodge Hotel Group. Information gathered during these interviews will expose the views of the Millennial employees of the City Lodge Hotel Group. The population will thus be various levels of Millennial employees, born between 1980 and 2000, who are fulltime employees of the City Lodge Hotel Group and who work in Gauteng. The data will be gathered and then analysed on ATLAS.ti by making use of codes, code groups and themes to ensure that it is valid and useful to this study. The analysis of the data will provide direction and recommendations to develop a better understanding of Millennials within the Hotel Industry as well as providing information on them more effectively.

1.8 Layout of the study



(Source: own compilation, 2018)

Figure 1-1: Chapter layout

Chapter 1: Nature and Scope of the study

In the first chapter the purpose and the nature of the study is described. The problem statement is discussed as well as the span of the study. An overview of the methods of investigation is also provided.

Chapter 2: Literature Review

The literature review focussed on understanding the generation, obtaining insight into who Millennials are, how they are perceived, the effect of managerial leadership style, Millennial retention and how management within a Selected Services Hotel Group could use this information to effectively manage this generation. Data was gathered from publications on Google Scholar, EbscoHost, company publications, documents from the internet and previously published dissertations.

Chapter 3: Empirical Study

This chapter comprises the empirical study, where the data collected through the interviews is analysed and the findings are discussed. Before the study commenced, the interview guide was piloted, and amendments made. All participants in the study were introduced to the study as well as the purpose of the study. Upon completion of the induction phase the participants were asked several open-ended questions comprising five themes.

Chapter 4: Conclusion and Recommendations

The conclusion and recommendations will determine the results obtained during the empirical study performed in Chapter 3. Recommendations will be based on the findings obtained in Chapter 3. The objectives of the study will be addressed and possible solutions to the problem statement will be provided.

1.9 Chapter summary

In this chapter the reason and importance of the study was identified and discussed, and an introduction and brief overview of the study was provided. The limitations for this study along with conducted research were also discussed. The chapter also reveals the research question, and the primary and secondary objectives of the research.

A literature review was conducted on the Millennial generation, and factors and behaviours that affect their careers within the Hotel Industry in South Africa, in Chapter 2. This research was conducted to understand how work performance and retention are affected by the workplace perception of

management and Millennials. The findings from the empirical study done in Chapter 3 are key to address the primary and secondary objectives. Chapter 4 will deal with the recommendations, endorsement for future research and the conclusion of the research study.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

A generation could be defined as a group of people who identify with having experienced similar life and historic events, were born during the same period and usually share a similar value and belief structure (Kowske *et al.*, 2010:278). The aim of the literature review is to gain insight into who Millennials are, how they perceive management, what leadership style motivates them, Millennial retention and how management can use this information to effectively manage the challenges of this generation. To better understand Millennials, it is essential to understand the various generations and how their characteristics differ from that of Millennials. A review of the major leadership styles will also be conducted to better understand the influence of leadership on Millennials.

2.2 Conceptualisation

People cannot choose to belong to one or the other of these generational groups other than the one they find themselves in, nor do they at times realise what group they belong to (Kowske *et al.*, 2010:266).

2.2.1 Generational overview

While the primary focus of this research is the effective management of Millennials, it is important to get an overview of all the other relevant generations within the workplace, in order to recognise and better understand the characteristics that the various generations exhibit. The generations investigated are Traditionalists, Baby Boomers, Generation X, Generation Y (Millennials) and Generation Z.

An important concept to understand when defining generations is that a precise definition of each generation does not exist. Although sources vary on the exact start and end date of generations, at times overlapping a few years, this allows those on the cusp of a generation to decide for themselves which generation they want to belong to (Abrams & Von Frank, 2013). The various generations discussed below display fundamental difference in priorities, attitudes, work style and values because of their different historical experiences. For an organisation to effectively utilise the various generations it is important that it understands the different generational strengths and weaknesses (Cited Kahn & Louw, 2016:746; Salkowitz, 2008:3).

2.2.2 Traditionalist

Traditionalists, also known as the “Silent Generation”, are those people born between 1922 and 1942. Mokoka (2015:45) stated that the Traditionalists stem from the fact that this generation was raised during the time when children were seen and not heard, which led to a generation that is withdrawn and careful, albeit imaginative. Traditionalists are considered to be loyal, respectful towards authority, uncomfortable in dealing with conflict and very hard working (Abrams & Von Frank, 2013:8). This generation has almost exited the workforce in its entirety thus it has no further bearing on this study.

2.2.3 Baby Boomers

Baby Boomers, unlike the other generations, are more accurately categorised as a generation. Baby Boomers were born from 1946 until 1964 (McCready, 2011), however (Kahn & Louw, 2016:741) differed from McCready and stated that South African Baby Boomers were born between 1946 and 1962. As mentioned in the generational overview it is important to be mindful that when defining generations the precise definition of each generation does not exist, and at times the start and end dates of generations might vary (Abrams & Von Frank, 2013). This generation was raised to exemplify a “we” and not an “I” attitude.

Conflicting information from their parents versus what they witnessed in the real-world led Baby Boomers to favour an individualistic attitude. This may explain why they chose to explore themselves in groups, such as protesting injustices (Twenge & Campbell, 2008:864). This was a way in which they could discover their individuality while taking a stand for what they believed in. Work forms an integral part of a Baby Boomer’s life and identity (Abrams & Von Frank, 2013:9; Twenge & Campbell, 2008:864). They tend to be workaholics and have difficulty separating their work and social lives. By working many hours each week, they believe they are showing dedication to their company. Baby Boomers also believe that all members of the organisation should show the same dedication and should wait their turn to move up the corporate ladder (McCready, 2011).

Mokoka (2015:45) elaborated on strategies that could assist managers in managing Baby Boomers more effectively. These include public recognition of their work achievement and acknowledgement of their hard work and commitment to the organisation. Management should utilise the Baby Boomer’s vast experience and knowledge by providing them with opportunities to mentor the next generation of managers, and continue to do so until their retirement (Mokoka, 2015:45) .

2.2.4 Generation X

Generation X differs quite a bit from the Baby Boomers. Their generation is also referred to as the “Latchkey Kids” and the “Overlooked Generation”. They were born between 1965 and 1980 (McCready, 2011); again (Kahn & Louw, 2016:741) differ from McCready and cites 1965 to 1979. Generation X overall is less attached to their workplace than the Baby Boomers. They work to live rather than live to work (Abrams & Von Frank, 2013:10). They place a high importance on time with their family and friends and tend to be less ambitious (Kahn & Louw, 2016:746; Olson, 2011). Generation X are less loyal to their companies, not as competitive towards their co-workers and they have less ambition to climb the corporate ladder (Kahn & Louw, 2016:746). Technology has been a part of the Generation X life and they are comfortable using it.

This generation is direct and speaks their mind freely (Mokoka, 2015:43) and managers should include this generation in the decision-making process and where possible avoid micro-managing them. They are generally hardworking, but management should not measure their work dedication against the number of hours spent at the office. This generation’s quest for knowledge leads them to change jobs often, which limits their growth within the company. Managers should create an environment wherein this generation is exposed to continued growth and development opportunities (Mokoka, 2015:43).

2.2.5 The Afrilennials

According to Zambodla (2016) African Millennials, otherwise known as Afrilennials, are very determined, value a quality education and use that education to better themselves, as well as to assist them with growing within either businesses or entrepreneurial ventures. This has further accentuated the rise of the Afrilennial.

The major difference between Afrilennials and Millennials is that Afrilennials chase success at an accelerated rate; this is due to the responsibility of looking after their family back home who put them through school. Afrilennials face different challenges and they have a different background to global Millennials hence the fact that Afrilennials place salary above all. Aires (2016) however expressed a different view, that Afrilennials are self-centred by nature and they tend to focus on their personal need. Organisations need to realise the importance of Afrilennials in South Africa; with over 51 percent of South Africans under the age of 25, Afrilennials make up the present and future of the South African workforce (Aires, 2016). Taking into account the future workforce in South Africa the City Lodge Hotel Group has committed to continue transforming the Group in line with the B-BBEE codes of good practice (CLHG, 2017:21) through increase in black ownership, increased

representation at all levels within the company and by developing the skills and experience of their employees.

Organisations should know the following about Afrilennials: they will no longer be defined by society and they will strive to get ahead with or without assistance (Zambodla, 2016). Afrilennials react positively towards organisations that communicate their individual success and potential. Those companies that succeed in connecting with the Afrilennials on a very personal and emotional level increase their chances of effectively communicating with this African generation (Zambodla, 2016). Afrilennials are so determined to succeed, they have developed more of an entrepreneurial mind-set, further indicating that the Afrilennial generation is changing the conventional rules; they are willing to take more risks and willing to make it on their own. It is worth noting that not all Afrilennials come from an impoverished or struggling background, some are just inherently driven, what society needs is to understand that those Afrilennials who have a history of struggling from one generation to the next are driven by their need to succeed (Zambodla, 2016).

As the study was to be conducted on a South African company the researcher wanted to determine whether there were significant differences between Millennials and Afrilennials and what they value most in the workplace. The major difference identified through the literature is that Afrilennials chase success at any cost, they value a good salary and then followed by Work / Life balance. The Millennials value a Work / Life balance above all, being intellectually challenged and job security section 2.3.5.

Table 2-1 below is a summary of the differences in what they value most in the work environment between Millennials and Afrilennials.

Table 2-1: Summary of the difference Millennials and Afrilennials value in the work environment.

Ranking differences of characteristics between Millennials and Afrilennials	
Millennials	Afrilennials
Work / Life Balance	Success at any cost
Being intellectually challenged	Salary
Job security	Work / Life balance
Work fulfilment	Opportunities to be entrepreneurial or innovative

Want to manage and/or lead people	Further Education
Opportunities to be entrepreneurial or innovative	International careers
International careers	Want to manage and/or lead people

(Source: own compilation, 2018)

However, since the focus of the study is on Millennials generally, this generation will be discussed on its own in the next section.

2.3 Generation Y (Millennials)

During this section an in-depth literature review will be conducted about Millennials, starting with a general overview of this generation, followed by Millennials and hierarchical structures, Millennial communication and social skills, Millennial knowledge and skill gaining, Millennial expectations of the work environment and finally Millennial retention.

2.3.1 Overview of the Millennial generation

The Millennial generation is the newest generation of employees to join the workforce. Hershatter and Epstein (2010:211) noted that Millennials started to enter the workforce in 2004 and will continue to do so until 2022. According to Kahn and Louw (2016:741) the Millennial generation in South Africa was born between 1981 and 2000 which differs slightly from McCready (2011) who said that Millennials were born from 1981 to 1999. This generation has gained various nicknames through the years, including “Generation Me”, “Dot-Coms” and “Echo Boomers”, to name a few. In contrast, according to Stein (2016) the Millennial generation is the generation born between 1980 and 2000. Given the contrasting view, the study will be focusing on the population born between 1980 and 2000.

Major differences between Millennials and the other generations appear to be the following: the use of technology (Hershatter & Epstein, 2010:211), the ability to multi-task (Lourenco & Cronan, 2017:93; Shaw & Fairhurst, 2008:372), the need for more constructive feedback (Hershatter & Epstein, 2010:2017) and teamwork (Myers & Sadaghiani, 2010:230). Mokoka (2015:45) supports this theory and states that management should provide Millennials with access to social networks and the resources to build on their technological strengths.

Although they value working in a team, Millennials would like to receive individual feedback. Mokoka (2015:45) supports this theory, stating that management should encourage teamwork, offer a supportive work environment and provide Millennial employees with continuous personalised feedback. According to Mokoka (2015:45) management should expose Millennials to leadership development as early as possible within the workplace. Cross-generational misunderstanding is nothing new in the workplace and there are also no signs of it disappearing (Mokoka, 2015) while workplace diversity normally stems from cultural differences, gender and race; the differences between generations within the workplace adds to an already challenging environment.

Some people see Millennials as the next “Great Generation” in the workplace, while others see them as a generation of complainers that have been over-indulged and over-protected, to the point where they have difficulty completing the most mundane of tasks without supervision and guidance (Hershatte & Epstein, 2010:211-212). This view is shared by (Abrams & Von Frank, 2013:12) who noted that as this generation grew up in a structured environment with authority figures giving them instructions on what to do, the Millennial may find it challenging when assigned new tasks that require resilience, independence and resourcefulness. As this generation has not been allowed to fail before, the possibility of failing is frightening to them.

In addition a survey conducted by Okosi (2017:22) about how Millennials view themselves stated that 74 percent of Millennials perceive they understand technology advancements faster and better than previous generations, 70 percent of this cohort want a high level of involvement in the decision-making process with 63 percent anticipating being promoted while another 63 percent of the Millennials indicated that a work/life balance was very important to them.

2.3.2 Millennial and hierarchical structures

Management’s perception of Millennial employees’ behaviour towards relationship development within hierarchical structures has caused a reluctance of management affiliative behaviour within organisations (Corgnet *et al.*, 2015:10). Affiliative behaviour refers to management’s openness to new ideas and shared control, whereby managers create an environment conducive to enhancing communication to promote active collaboration of both skills and knowledge within the organisation (Gagnon *et al.*, 2012:320).

North and Fiske (2015:174) noted that the lack or absence of affiliative practices from management may be a result of generational perceptions. Hillman and Teclaw *et al.* (2014:17) noted that Millennial social practices are perceived by management to be a barrier as they consider it to be disrespectful and arrogant. Brown *et al.* (2015:135) added that Millennials are blind to hierarchical norms, which limits their ability to gain organisational knowledge. Hershatte and Epstein (2010:221) mentioned

that Millennials will often acquire information from their peers and other managers outside of their department or group. This form of processing and gathering information is often perceived by management as arrogant behaviour and contradictory to a high-performance management system (Trzesniewski & Donnellan, 2014:224).

Chou (2012:72) stated that Millennials can effectively function within teams and do possess the necessary skills to build productive relationships. The contrasting argument addresses what Millennial employees experience with management within a professional relationship are, in order for management to understand the concepts and practices needed to further multi-generational leadership. Haeger and Lingham (2013:299-300) and Hershatter and Epstein (2010:219) noted that an in-depth analysis of Millennial work values identified inconsistencies regarding traditional hierarchical structures. Chou (2012:76-77) confirms that Millennials perform best in a flexible working environment that promotes knowledge sharing, while adhering to a strict hierarchical style of management may lead to inefficiency within the organisation.

Trees (2015) determines that Millennials who receive frequent feedback perform adequately within a team environment. Balda and Mora (2011:22) stated that Millennials respond adversely to an environment that limits the exchange of information. Chou (2012:78) identifies that the cohort prefers close bidirectional communication channels that promote learning and knowledge sharing, the type of organisational structure where management and employees work together, exchanging ideas to solve work related problems, and it has been confirmed that Millennials develop and learn organisational skills from their management (Ghosh, 2014; Samadi *et al.*, 2015:38). Gkorezis *et al.* (2015:1014) affirm that Millennials want distinct management practices to assist them with their individual and collective performance within the organisation.

2.3.3 Millennial communication and social skills

Research has found that Millennials seek frequent, positive, and open communication in the workplace and will gladly share information with others as well (Chou, 2012:75). Millennials want open communication and for their opinions and ideas to be heard. (Ferri-Reed, 2010:31) calls for managerial coaching that maintains a balance between praise and constructive criticism. Corrective feedback is essential but can cause this generation who is more accustomed to receiving praise and recognition to become defensive. Instead, Ferri-Reed (2010:33) suggested providing the employee with specific, objective examples of behaviour or performance issues that need to be modified while helping the Millennials to understand that changing their unproductive behaviours will help to increase their success.

In addition, three different concepts were identified that leaders can do to assist Millennials in succeeding in the workplace: communicate the “big picture” to them, assist them in functioning as a team and create a desire among Millennials to understand how their contribution in the organisation fits into the “big picture” of the organisational goals while assuring them that the organisation is listening to and acknowledging their expectation (Hall, 2016:39). Ferri-Reed (2012:18) added by saying many Millennials need assistance in learning the organisational norms, as well as what is considered acceptable behaviours and the organisational social expectations within the workplace. Millennials need detailed direction and desire open communication and (Ferri-Reed, 2014b:13) suggested that the Millennial generation responds best to honest and direct communication, without any hidden agendas. The quickest way, according to Ferri-Reed (2014b:16), to lose the loyalty of this generation is to withhold information or limit the information to a select few.

Millennials are well-connected due to technology and are aware of many employment opportunities that exist. Behrens (2009:20) noted that the organisation that fails to challenge, provide day-to-day mentoring and encouragement to the Millennial employee may find it difficult to retain this generation. Managers should be aware of the type of communication Millennials prefer and respond to these needs in order to reduce staff turnover due to a lack of communication (Ferri-Reed, 2014a:15; Hall, 2016:40-14). When communicating with this generation, management should provide positive feedback which is sincere and direct, and note that it is essential to acknowledge the accomplishments of the Millennial employees as this could have a lasting impact on their level of loyalty, as well as their commitment and retention to the organisation. Ferri-Reed (2014b:13); Hall (2016:39) suggested frequent feedback to Millennials, as this generation wants to be told where they stand and how they can improve on their performance, organisations should also encourage open respectful communication within the workplace and involve this generation in decisions and change efforts.

Millennials expect communication with their superiors to be affirming, positive and more frequent than previous generations (Behrens, 2009; Gursoy *et al.*, 2008). Behrens (2009:20-21) suggested reverse mentoring to involve Millennials in their new workplace. (Schullery, 2013:258) added that two-way mentoring frequently benefits both experienced and less-experienced employees, as well as management. Reverse mentoring is the normal mentoring relationship inverted; the new Millennials are paired with experienced employees whereby the Millennials act as the mentor with the experienced employee taking on the role of apprentice (Allen *et al.*, 1999:463-464) (Cited Hall, 2016:37). Millennials often expect to build close relationships with their superiors, similar to the close relationships this generation were encouraged to build with their teachers and parents (Hershatter & Epstein, 2010). A study conducted by (Hall, 2016:36), revealed that the type of relationship

Millennials want with their superiors are: open communication, professional and friendly, but not a friend, with respondents making comments like “*boss first, friend second*”.

2.3.4 Millennial knowledge and skills gaining

Millennials gain and process information differently from previous generations due to the ease of access to technology available to them in their home, work and academic environments (Murray, 2011:64) and depend a lot more on their access to computers and social networks as a method of acquiring knowledge (Roehl *et al.*, 2013:48). The learning method of Millennials comprises three stages of knowledge processing, these are: grazing – going through a large amount of information; deep diving – examination within a specific area of interest that allows for the investigation of content, and finally feedback loop – the sharing of information with both professional and personal peers (Palfrey & Gasser, 2011). Hadar (2013:40) reiterates the fact that understanding how Millennials process and gather information may help with the analysis of a shared experience within the organisation.

Developing and building interrelationships with Millennials to harness their skills and attributes is a challenge that organisations face daily (Eversole *et al.*, 2012:617; Holt *et al.*, 2012:90-91). Managers contribute to the Millennial's organisational learning, through constructive organisational feedback and social experiences (Day *et al.*, 2014:80; Dugan *et al.*, 2014:11). Engaging with Millennials on a daily basis through activities and challenges, will increase knowledge and job development (Kempster & Parry, 2014).

For an organisation to be successful in effectively managing the transition of knowledge and skill between members of the previous generation and the Millennial generations, a clearer understanding of the training, development and design preferences of this generation is essential (Farrell & Hurt, 2014:47). Various characteristics of the Millennial generation that influence the Millennial training were identified. These are: their ability to multi-task, a desire for structure, achievement-focussed, being technologically savvy, team-oriented and their need for attention and feedback. It has become clear that this generation would benefit from active engagement during learning events, especially events utilising team or collaborative activities, the introduction of technology into learning and utilising inter-generational knowledge transfer programmes through mentoring (Farrell & Hurt, 2014:54-55).

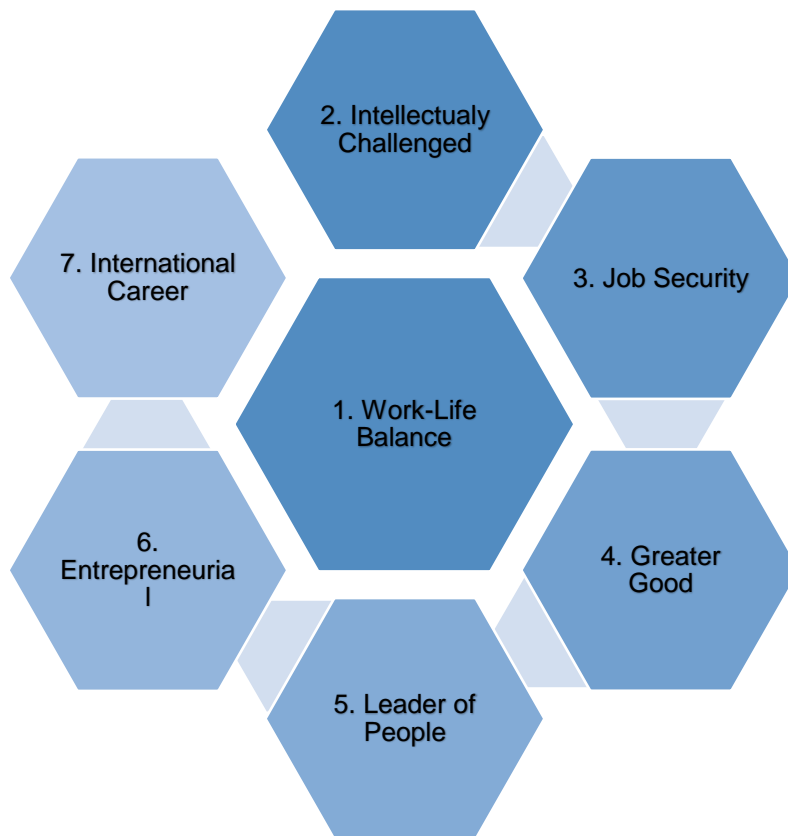
2.3.5 Millennial expectations of a work environment

With the increasing number of Millennials entering the work environment, their priorities when considering employers are noticeably evolving towards organisations that allow for self-actualisation

and personal fulfilment (Greve & Jacobs, 2017:34). This need has overtaken formerly critical job aspects such as leadership opportunities and remuneration. A survey conducted by Universum in 2017 (Greve & Jacobs, 2017), surveying South Africa's most attractive employers, produced the below top seven results with regards to Millennial expectations of their working environment.

Firstly, the most important career goal for Millennials is a work-life balance; they try to separate work from their private lives but this separation at times become blurry (Greve & Jacobs, 2017), and technology certainly contributes to that blurring since they can be contacted 24 hours a day 365 days a year. Secondly, this generation wants to be intellectually challenged as this gives them an opportunity to challenge themselves and contribute to the decision-making process. Thirdly, job security is important to sustain their work-life balance and support their families and lifestyle. Fourthly, the generation has shifted their emphasis towards work fulfilment, research completed by Universum found Millennials are increasingly drawn to organisations that presented themselves as working towards a larger purpose or vision, rather than exclusively focussing on financial ambitions. Prestigious organisations have decreased in attractiveness and Millennials would rather work for an organisation that communicates its purpose.

Fifth, as the Millennial employee wants to be a manager or a leader of people and is driven to achieve this in record time, organisations could invest in leadership development programmes for Millennials to develop and keep them engaged. Sixth, creativity, innovation and entrepreneurship are very important to this cohort and organisations could encourage this behaviour and benefit from it. Lastly, Millennials value an international career, so the possibility of this in future employment is regarded positively, plus this global employment has become more accessible through technology (Greve & Jacobs, 2017). Figure 2-1 illustrates the top seven expectations for Millennials' working environment which were discussed.



(Source: own compilation, 2018)

Figure 2-1: Millennial expectations for work environment

2.3.6 Millennial retention

Job-hopping has become a norm among Millennials, believing that the Millennial generation lacks organisational commitment due to the frequency of employment turnover (Hagel, 2014; Ozcelik, 2015; Thompson & Gregory, 2012). 57 percent of Millennials will actively seek new or alternative job opportunities during their career (Kohut *et al.*, 2010). Because of this high turnover rate, managers refrain from affiliative behaviour with their Millennial staff which is required for a high-quality relationship to develop (Thompson & Gregory, 2012:243).

This generation tends to change employment more often but and needs a higher level of job satisfaction than the previous generations in order to remain loyal (Kowske *et al.*, 2010:265). This cohort works well in a supportive environment such as a group and/or a team, while this type of working environment could assist with an increased commitment towards the organisation (Sanfey *et al.*, 2013). Management could look at alternative methods of management to increase retention among the Millennial generation (Gilbert, 2011; Greve & Jacobs, 2017). Organisations should become less rigid in the work environment, and utilising open plan offices rather than the

stereotypical management corner offices would allow Millennials greater access for interacting with senior management, while relaxing the organisational dress codes and doing away with traditional hierarchical structures could assist the organisation in retaining its Millennial talent. Management faces the challenge of carrying out change management which will lead to a value-driven relationship to increase retention among Millennials in the organisation (Winter & Jackson, 2014:320-321).

The Millennial employee's commitment towards an organisation is influenced by their work-life balance and career development. Millennials increasingly value a work-life balance when determining their career choice or organisational commitment. Millennials prefer job opportunities that give them an opportunity to balance both professional and personal endeavours (Ehrhart *et al.*, 2012:867; Greve & Jacobs, 2017; Twenge & Campbell, 2008).

Millennials do not want to gain organisational recognition through working extended hours, these Millennial demands have led to organisational change initiatives within the work environment to accommodate this generation (Deery & Jago, 2015:464-465; Winter & Jackson, 2014:320-323). The Millennial's understanding of task assignment and management's responsibility for career advancement (Chien & Lin, 2013:11) increases commitment to the organisation. Employees' performance measurements and job description guide organisational behaviour and commitment from this generation (Jang & Maghelal, 2016; Kuron *et al.*, 2015).

Management practices that engage Millennial staff tend to support high-quality relationships within the organisation (Karanges *et al.*, 2015). Should a lack of management leadership regarding role and task development occur, the organisation could see a rise in absenteeism, Millennial turnover and employee conflict (Gursoy *et al.*, 2013:42). The psychological contract within an organisation contains the responsibilities of both management and employee (Chaudhry & Tekleab, 2013:170). In addition, both the organisational and employee expectations have to be met to build a strong synergistic work environment (Windle and von Treuer (2014:30).

Vermeeren *et al.* (2014:19) reiterate the fact that although organisations provide compensation and recourse to their employees, managers and leaders are critical for the organisation to achieve its goals. Managers serve as the administrators of the recourse needed to motivate and guide the staff towards meeting their contractual obligations (Jiang & Liu, 2015). 73.5 percent of management expressed concern about losing their Millennial workforce; this concern alone should encourage them to change their management style, within reason, to accommodate this generation (Ferri-Reed, 2014a).

2.4 Generation Z

Generation Z is innately reliant on technology (Kapil & Roy, 2014:11). These individuals have been using technology since infancy; however, unlike their Millennial and Generation X counterparts, Generation Z will be normal users of technology, meaning they won't necessarily be the most tech savvy, when it comes to the programming behind the device. Generation Z just want technology that is easy to use and will solve their problems, help coordinate their activities, or provide them with relevant people or information (Kapil & Roy, 2014:12). The Generation Z wants to be hyper-connected and the connected quality of the Millennial generation will only be amplified by Gen Z.

This generation wants access to collaborative learning opportunities and technologies once they have entered the workforce. Due to their abundant use of social media, they will likely approach learning and development in a networked fashion, much like the Millennial generation, so it makes sense to continue thinking about how to integrate social learning elements into learning and development practices (Kapil & Roy, 2014:12). Generation Z is increasingly living in the moment and will spend more time in the relevant now, leveraging pertinent information and knowledge that is dependent on what a particular moment dictate.

The following table 2.2 summarises some of the generational categories discussed above. The table provides a summary of the generational preferences and motivations (Kapil & Roy, 2014:13; Mokoka, 2015:45).

Table 2-2: Generational preferences and motivation

Generation	Preferences	Motivation
Traditionalists 1922 - 1942	<ul style="list-style-type: none">• Acknowledge their invaluable experience• Flexible, and less demanding schedule• Ergonomically friendly units• Reduced stress or workload• A job well done	<ul style="list-style-type: none">• Utilise a personal touch• Provide traditional rewards• Use as mentors within the organisation• Offer a less physically demanding position, such as the ability to work part-time, for a shorter shift, in a quieter unit• Allocate to units which make it easy for them to function

Baby Boomers 1946 - 1964	<ul style="list-style-type: none"> • Recognition for their experience and excellence within the workplace • Positive work environment • Furthering education • Good remuneration package and benefits 	<ul style="list-style-type: none"> • Recognise their achievements publicly • Create opportunities for them to share their experiences • Assign them as mentors to the next generation • Investigate gradual retirement
Generation X 1965 - 1980	<ul style="list-style-type: none"> • Independence • Autonomy • Work-life balance • Career advancement opportunities 	<ul style="list-style-type: none"> • Create opportunities for leadership and skills development • Avoid micro-managing this generation where possible • Involve them in decision-making • Time spent at work should not be an indicator of their commitment to work
Generation Y or Millennials 1980 - 1999	<ul style="list-style-type: none"> • Work that is meaningful • Developing their skills • Networking and socialising • Impatient for promotion • Stimulating, involved, multi-tasking work environment • Technology 	<ul style="list-style-type: none"> • Supportive working environment • Implement leadership training early • Encourage teamwork • Provide regular feedback • Provide access to social networks • Provide the opportunity to increase their technological strengths
Generation Z 2000 - Present	<ul style="list-style-type: none"> • Earning potential valued above meaning. • Know their career path prior to entering university • Very competitive • Prefer writing own job description • Work away from the office • Technological sophistication essential in work environment 	<ul style="list-style-type: none"> • Career Goals Build several parallel careers, have several jobs simultaneously • Work environment Office, home desires flexible schedule • Technology Creates own documents, databases, uses web for research, e-mail,24/7 • Client orientation E-mail/IM/Text • Retention Personal relationship • Mentoring constant feedback needed

		<ul style="list-style-type: none"> • Motivators Maintain personal life • Attire whatever feels comfortable
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(Source: own compilation, 2018)

2.5 The managerial process

Management is a process of setting goals, planning, controlling, organising and leading the execution of any type of activity within an organisation through, performing tasks, having certain skills and for filling roles (Lazenby, 2015:3).

2.5.1 Managerial tasks

Lazenby (2015:3-4) noted that management within organisations refers to completing tasks through utilising people, thus the basic organisational management tasks can be defined as the process of co-ordinating work activities through performing the following tasks, planning, organising, leading and control. The additional organisational management tasks are utilised in conjunction with the basic organisational tasks. The additional organisational tasks are decision-making, delegation, communication, motivation, disciplining and co-ordinating as summarised in figure 2-2.

Planning	Organising	Leading	Control
<ul style="list-style-type: none"> • Decision-making 	<ul style="list-style-type: none"> • Delegation • Co-ordinating 	<ul style="list-style-type: none"> • Communication • Motivation 	<ul style="list-style-type: none"> • Disciplining

(Source: own compilation, 2018)

Figure 2-2: Managerial tasks

2.5.1.1 Planning, organising, leading and control

Different leadership styles will be required to navigate the diverse challenges that the various industries within the private sector represents (Rees, 2017:56), however leadership style can also vary with the knowledge, experience and characteristics of the individual leaders within the organisations. Different challenges will arise in organisations providing a unique opportunity for leaders to use a situational approach to match their leadership style to that of the current organisational climate (Rees, 2017:56; Yukl & Mahsud, 2010:88-89).

Managers are the organisational representatives and serve as a role model and agent for change (Grandia, 2015). The manager's behaviour contributes to the development of organisational expectations that influence the employee's job performance. Managers also provide guidance, motivation and resources (Hocine & Zhang, 2014) that build employee morale which is necessary to complete organisational objectives. Research has shown that the quality of management and the support that management offers to the employees positively influences employee retention and organisational performance (Gkorezis *et al.*, 2015:1013).

Management's relationship with Millennials is greatly improved through effective communication (Biao & Shuping, 2014). Managers' perceptions of employees with similar attitudes will influence the communication quality and efficient social exchange between manager and employee (Jackson & Johnson, 2012:499). Experienced managers may choose to select staff who possesses qualities and skills that complement their leadership style. Weng and Chang (2015:9) added that managers form different relationships with employees based on individual personality and performance. The employee's agreeableness within the workplace supports the employee's role development and job satisfaction, in that these positive behaviours facilitate the manager's perception and decision-making towards the Millennial employee (Koçoglu *et al.*, 2014:46).

2.5.2 Managerial skills

Lazenby (2015:7) noted that it is not enough for an organisation's management to simply know what their tasks and roles are; the organisation also requires certain indispensable skills. These organisational management skills are technical skills, human or interpersonal skills and conceptional skills, as summarised in figure 2-3.

Technical Skills	Interpersonal Skills	Conceptional Skills
<ul style="list-style-type: none"> •Specialised knowledge / proficiency in a specific field 	<ul style="list-style-type: none"> •Ability to work well with people individually and in groups 	<ul style="list-style-type: none"> •Ability to think, conceptualise and analyse complex situations

(Source: own compilation, 2018)

Figure 2-3: Managerial skills

2.5.2.1 Technical skills

Technical skills require management to have proficiency and knowledge in a specific field. Management at lower levels require more of these skills, as they need to show their employees in a practical manner how things work.

2.5.2.2 Interpersonal skills

Indicates a manager's ability to work well as an individual and within a group dynamic. Managers with good interpersonal skills can communicate, delegate and motivate their employees, because they understand their employees on a deeper level.

2.5.2.3 Conceptual skills

Conceptual skills is the management staff's ability to think, conceptualise, analyse and resolve complex situations. Conceptual skills are most important at top management level as managers need to holistically understand how things within the organisation fit together, in order to make the best decisions.

2.5.2.4 Managerial skills and Millennials

Rees (2017:59-60) stated that, for organisations to increase the efficiency and productivity of Millennials, management should consider the following: the importance of Millennials' contribution and involvement in decision-making, the importance of supervision and authority within the company to provide structure to the Millennial generation; Millennials are team-orientated and relationship building between employees and management should be encouraged.

Although management plays a critical role in the development of the performance relationship, it should be noted that employees assume equal responsibility regarding the quality of the relationship (Kim & Schachter, 2015:452). Employee receptiveness, performance and agreeableness contribute to this work relationship and can positively influence the manager's attitudes towards the Millennial employee (Weng & Chang, 2015:7). Upwards influence is a term used to describe the effect employees have on management's behaviour. Upwards influence happens when employees motivate their managers through positive feedback, complementary skills and personality characteristics (Chaturvedi & Srivastava, 2014:269; Steizel & Rimbau-Gilabert, 2013:470).

Managers will increase the amount of job autonomy to an employee who displays this behaviour, with the employee's performance in turn enforces management's decision-making (Hocine & Zhang, 2014:420; Uhl-Bien *et al.*, 2014:100; Volmer *et al.*, 2012:463). The quality and rate to which

employees complete assigned tasks, directly influences management's trust in the delegation of future roles or tasks (Liden *et al.*, 1993:670; Smith, 2012:3).

2.5.3 Managerial roles

According to Mintzberg (1989) there are 10 primary roles that can be used to categorise a manager's different functions. These 10 roles are figurehead, leader, liaison, monitor, disseminator, spokesperson, entrepreneur, disturbance handler, resource allocator and negotiator. These roles are divided into three specific roles as referred to in (figure 2-4). Organisational managers as per (Lazenby, 2015:6) fulfil different responsibilities within the organisation, one of these responsibilities is performing specific roles. These roles are; interpersonal roles, information roles and decisional role.

Interpersonal Role	Informational Role	Decisional Role
<ul style="list-style-type: none">•Leader•Figurehead•Liaison	<ul style="list-style-type: none">•Disseminator•Monitor•Spokesperson	<ul style="list-style-type: none">•Disturbance handler•Entrepreneur•Resource allocator•Negotiator

(Source: own compilation, 2018)

Figure 2-4: Managerial roles

2.5.3.1 Interpersonal role

The roles performed by management in this section involves providing information and ideas to employees (Lazenby, 2015:7; Mindtools, 2018).

- Leader: Management provides leadership for their teams, department or organisation as well as the performance and responsibilities of employees in their department.
- Figurehead: A manager has certain ceremonial, social and legal responsibilities. Management are also expected to be a source of inspiration to their followers as they look up to management as an individual with authority, and as a figurehead.
- Liaison: Managers must communicate well and network with external and internal clients effectively and on behalf of the organisation.

2.5.3.2 Informational role

The roles performed by management in this section involves the processing of information (Lazenby, 2015:7; Mindtools, 2018).

- Disseminator: Management needs to communicate useful information to their followers.
- Monitor: Management should seek out information related to their industry, looking for any changes in the environment. Management should also monitor their departments, in terms of their productivity, and their well-being.
- Spokesperson: Managers are responsible for transmitting information about the organisation and their goals to the people outside the organisation.

2.5.3.3 Decisional role

The roles performed by management in this section involve using information (Lazenby, 2015:7; Mindtools, 2018).

- Disturbance handler: For any unforeseen problem or incident that might arise within the organisation, the manager is expected to take charge of the situation and needs to help mediate disputes within the organisation.
- Entrepreneur: Management is responsible for creating and controlling change within the organisation. This includes solving problems, generating new ideas and the implementation of those new ideas.
- Resource allocator: Management is responsible to determine where organisational resources are needed and applied. This involves assigning staff, allocating funding and other organisational resources as required.
- Negotiator: Management is responsible for important negotiations within their individual department and organisation.

2.5.3.4 Management roles and Millennials

Twenge (2013:15) states that the Millennial generation will form a core component of future leadership practices. Millennials want an environment filled with free-flowing ideas and information that might challenge management methods currently used to share knowledge (Gerhardt, 2016:1544). Carpenter and Charon (2014:81-82); Rodriguez and Rodriguez (2015:862) noted that the incorporation of decentralised methods of sharing knowledge could result in an inter-office conflict situation in a traditional hierarchical structure.

Graybill (2014:14) added that the demand of Millennials for collaborative leadership compromises the traditional forms of delegating tasks and job development practices. Johnston (2013:38) noted that the Millennial generation requires guiding leadership, although (Coulter & Faulkner, 2014; Hillman, 2014:253-254), believe this type of leadership practice might have a negative influence on older generation employees' work performance.

Millennials require detailed direction and desire open communication (Ferri-Reed, 2014b:13) suggesting that the Millennial generation responds best when communication with them is honest, direct and without any hidden agendas. The quickest way to lose the loyalty of this generation, according to Ferri-Reed (2014b:16), is to withhold information or limit it to a select few.

2.6 Leadership styles

There are several leadership styles available to leadership to effectively manage their employees in the modern working environment. The section below will discuss eight different leadership styles which range from most to least autocratic.

2.6.1 Leadership defined

The Oxford dictionary defines leadership as *"The action of leading a group of people or an organisation"* (Oxford, 2018). Leadership, according to Northouse (2016), is a way in which an individual can successfully influence a group of people so as to achieve a common organisational purpose. Yukl and Mahsud (2010:89) however define leadership as a process whereby intended influence is exerted over people to guide, structure, and facilitate activities and relationships within a company.

2.6.2 Styles of leadership

2.6.2.1 Autocratic leadership

Individual leaders according to Bass and Bass (2009) differ in how they deal with followers by leading democratically at the one extreme and autocratically at the other. Yukl and Mahsud (2010) state that autocratic or directive leadership encompasses being controlling and intimidating. Autocratic leaders take full control of followers, making rules without direct or indirect input from others, enforcing those rules and then ensuring that their decisions are obeyed. Autocratic leadership should only be used when followers are rigid and work in ambiguous situations where structure is needed within the organisation (Bass & Bass, 2009; Northouse, 2016:57; Rees, 2017:57). Autocratic leadership has a negative effect on the Millennial generation, leading to a decrease in work satisfaction and

productivity, and an increase in Millennial turnover; this is due to research linking autocratic leadership to abusiveness in management (Bass & Bass, 2009; Rees, 2017:57).

2.6.2.2 Democratic leadership

Democratic or participative leadership, according to (Bass & Bass, 2009), is concerned with sustaining a good working relationship and relations between followers and leaders and opposes autocracy by moving towards joint and group decision-making, acknowledging that follower knowledge and ability can prove beneficial. According to Northouse (2016), this style of leadership encourages followers to contribute their ideas and opinions during the decision-making process, encouraging teamwork and building strong work relationships. (Rees, 2017:56) adds that democratic leadership is particularly preferred in industries like tourism and leisure and proves beneficial and essential for modern organisations. Bass and Bass (2009) state that, unlike autocratic leadership, organisational studies on the effect of democratic leadership reported a higher productivity, lower absenteeism and a reduction in employee turnover. Bass and Bass (2009) continue, stating that democratic leadership can only be effective should subordinates have access to the required information needed to make decisions.

2.6.2.3 Laissez-faire leadership

Bass and Bass (2009) state that leaders who actively avoid getting involved in the decision-making process, leaving responsibility to their followers, use the laissez-faire or inactive leadership style. According to Northouse (2016), leaders using the laissez-faire style of leadership delay decision-making, give no feedback to their followers and make little to no effort to satisfy the needs of their followers. Rees (2017:56) indicated however that Laissez-faire leadership was valued in industries like engineering, business consulting and management and employees with Masters degrees, thus individuals with advanced experience in their respective fields. Gill (2011) suggests that laissez-faire uses no leadership theory and may not be a leadership style at all, as this style can have a negative effect on productivity and attitudes.

2.6.2.4 Charismatic and visionary leadership

Charismatic leadership is not simply a character trait that a leader possesses (Gill, 2011), but a consequence of the relationship between leaders and followers. Followers are attracted to extrinsic rewards, participation and security which are features associated with the charismatic leadership style. Charismatic leaders, according to Bass and Bass (2009), should possess traits such as self-confidence, determination and good emotional expression if they are to be effective within the workplace.

Northouse (2016) states that charismatic leadership can create affection, trust, ambition and confidence within followers, as well as increasing acceptance and emotional involvement between leaders and their followers. Bass and Bass (2009) argue that charismatic leadership can fail as some diverse employees might dislike charismatic leaders, and some leaders who attempt to be charismatic may not have the personal traits required to achieve this style.

Bryman (2011) states that visionary leadership is concerned with changing organisational culture to integrate it with a leader's vision of the organisation's future. Charismatic leaders are often associated with managing change within an organisation, and the leader who has the ability to envision and communicate an attractive future, however, this is not limited to charismatics as visionary leaders have the same trait (Bass & Bass, 2009; Rees, 2017:55-56).

2.6.2.5 Transformational leadership

Northouse (2016) points to the fact that vision and charisma play a major role in transformational leadership. Transformational leadership can be defined as the process whereby a leader maximises the organisational and group performance through strong connection with their followers combined with the group's commitment to working towards a higher cause (Bryman, 2011). Bass and Bass (2009) suggests that there are three factors used to describe the behaviour of transformational leaders; these are charisma as previously mentioned, intellectual stimulation and individualised consideration. Millennial employees, according to (Rees, 2017:57), indicated that they value transformational traits like listening and support, motivation, continuous feedback and appraisals and better social skills.

2.6.2.6 Transactional leadership

Northouse (2016) states that transactional leadership varies from transformational leadership as it does not focus on the individual follower's needs and development, instead it focusses on the process of exchange between follower productivity and contingent reward. Gill (2011) argues that providing rewards for effort can motivate followers to perform better, however not to the same degree as transformational leadership, and this may decrease competitiveness within organisations.

2.6.2.7 Servant leadership

Servant leadership focusses on the growth of those individuals who are simultaneously led and served at the same time (Anderson & Sun, 2017). Servant leaders within an organisation start with the natural feeling of serving people first and ensures that the workforce's highest priority needs are served first. Servant leadership is a strong belief in the practice of placing the wellbeing of those they

lead before their own. Servant leadership focusses on employee development and very little on self-glorification (Hale & Fields, 2007:397-398).

The cornerstones of servant leadership are service, service-orientation, organisational stewardship, follower development, responsible morality, putting followers first and helping subordinates grow to (Hale & Fields, 2007:399). Humility – success of followers is paramount and is more important than the leader's personal success within the organisation. This dimension may include emotional healing, altruism, moral love, credibility, voluntary subordination and authentic self. Lastly, vision – the foresight and ability to communicate the organisation vision to the followers, and being able to influence the followers to share that vision. This dimension includes persuasive mapping, influence, transforming influence, wisdom, credibility and creating value for the community (Hale & Fields, 2007:399).

2.6.2.8 Ethical leadership

Brown *et al.* (2005:120), Cited Hoch *et al.* (2018:506), defined ethical leadership as the demonstration of appropriate conduct through personal actions and interpersonal relationships, and the encouragement of such conduct to employees through two-way communication, support and decision-making. Ethical leadership focusses on the ethical behaviour of leadership, which includes the traits of the “moral follower”, the actions of someone in a subordinate role, and the behaviour of the “moral manager”, who is seen to be doing what is right and good, within an organisation. Furthermore, (Hoch *et al.*, 2018:506) argued that leader traits, social responsibility, integrity, fairness and the willingness to think through the consequences of your actions can be reflective of ethical leadership.

Northouse (2016) states that, on the leadership continuum model transformational leadership is at the top and laissez-faire leadership is at the bottom, suggesting that whereas laissez-faire leadership is non-transactional, transformational leadership is the exact opposite. Both transformational and transactional leadership can be categorised as a ‘new leadership’ style (Bryman, 2011). Transformational and transactional leadership is a type of new leadership style that emphasises vision, charisma and transformation within the workplace (Gill, 2011).

The discussed leadership styles are summarised in table 2.2.

Table 2-1: Leadership style summary

Leadership Style	Description	Factors
Autocratic (Directive)	A leader who makes decisions and rules without contribution from followers and uses control and power to enforce those rules and decisions.	<p>Task-oriented focussing on productivity and achieving goals.</p> <p>Focus on showing followers how to perform tasks and deciding who will complete them.</p> <p>Effective in organisations going through change and when structure is needed.</p> <p>Perceived as abusive and can decrease productivity, morale and employee retention.</p> <p>Style is leader focussed.</p>
Democratic (Participative)	A leader who makes decisions with contribution from followers, encouraging participation and good relations.	<p>Recognises followers' input in decision-making can be beneficial.</p> <p>Follower participation is encouraged. Relationship oriented by expressing concern for others, developing relations and regulating participation.</p> <p>Can increase productivity and decrease absenteeism and staff turnover.</p> <p>Style is leader focussed.</p>
Laissez-Faire (Inactive)	A leader who leaves followers to make decisions and lacks involvement in follower's work.	<p>Laissez-faire leaders fail to give feedback, satisfy follower needs and make decisions.</p> <p>Can decrease morale and productivity.</p> <p>Style is leader focussed.</p>
Charismatic and Visionary	A leader who identifies as a role model to followers through emotional involvement and trust. A leader who is concerned with transforming and integrating an organisation with his vision of the organisation's future.	<p>Results from the relationship between leader and follower.</p> <p>Can create trust, confidence, acceptance and loyalty in followers. Leaders must have charismatic traits such as determination, confidence and emotional expression.</p> <p>A leader does not have to be charismatic to be visionary.</p> <p>Style is leader and follower focussed.</p>

Transactional	A leader who exchanges extrinsic and intrinsic reward for effort and delivers punishment for failure.	Shows high directive and low participative leadership. Enforces performance standards through reward and punishment. Style is leader and follower focussed.
Transformational	A leader who influences followers to perform better through charisma, intellectual stimulation and individualised consideration.	Encompasses both charisma and vision. Sets high expectations and emotional factors to achieve maximum performance in followers. Provides a supportive and challenging environment. Style is leader and follower focussed.
Servant leadership	Leader that focusses on the growth of those individuals who they are simultaneously leading and serving at the same time.	Service to organisation, followers and community. Humility by putting others first. Foresight to communicate their vision.
Ethical leadership	Ethical leadership is the demonstration by leadership of appropriate conduct through personal actions and interpersonal relationships.	Ethical leaders seek to do the right thing continuously. Ethical leadership draws on social learning theory. influencing followers to behave in an ethical manner Transactional leadership behaviours like rewards and communication.

(Source: own compilation, 2018)

2.6.3 Leadership style and Millennials

According to Rees (2017:59) for an organisation to provide leadership that effectively increases Millennial performance within the workplace, managers should consider the following: although decisions are for the most part made by managers alone, it is important to realise that input from subordinates can prove beneficial. Supervision and authority are essential to provide structure for employees; however, independence should be offered to those employees who are knowledgeable and experienced in their tasks. Millennials are team-oriented; therefore, relationships between employees should be deliberately encouraged.

New leadership traits, according to Northouse (2016) are crucial for managers; charisma may come naturally to certain individuals, yet it can also be practiced and be highly beneficial when managing Millennials. Managers who provide vision, support, motivation, reward and continuous feedback to their Millennial workforce will find that the result will be support for their organisation from this generation. Rees (2017:59) stated that the effect of different leadership styles on employees can be seen to repeat itself with the Millennial generation. New leadership and democratic leadership styles should be implemented by the organisation to increase employee well-being, performance and retention, whereas traditional leadership styles such as laissez-faire and autocracy should be eased out of the organisation. These traditional styles should only be used when employee structure or employee autonomy is needed.

The results of a study performed by Long (2017:115) indicated that a leader should practice one of the following three leadership styles to effectively motivate their Millennial employees. These leadership styles are servant leadership, ethical leadership and transformational leadership. Long (2017:115) stated that servant leadership was most effective in motivating the Millennial employees, followed by ethical leadership. This finding however implies that a leader must take on behaviours from both ethical and servant leadership styles to be effective in motivating their Millennial employees.

The behaviour trait that had the strongest association to motivating Millennial employees from both the ethical and servant leadership styles was that leaders must operate with integrity. The leader must also provide role clarity, career development, showing concern for the employee and work autonomously while serving as a mentor (Long, 2017:115-116); these behaviours span across both the servant and ethical leadership styles. While still having a positive connection to motivating Millennials, transformational leadership style rated the lowest. This indicated that a leader practicing a combination of servant and ethical leadership, should be the most effective in motivating the Millennial workforce.

2.6.4 Management perception of Millennials

Management perception is the way in which something is regarded, understood or interpreted by an individual in a leadership position. While management's expectations of the Millennial generation's work performance were very high when this large, well-educated generation started to filter into the workforce, it however also caused a real concern as to whether the Millennial generation would prove to be an asset or a liability (Ferri-Reed, 2014a:15). The Millennial workforce has gained a reputation for having strong collaborative skills, being technologically savvy and very confident in themselves, and these attributes could be a real advantage to any workforce. However, they have also gained a

reputation for having a low respect for authority, lack of initiative, sense of entitlement and unrealistic expectations. Beyond the stereotyping of Millennials, it is critical for organisations to distinguish what effect Millennial employees have on their managers and vice versa. This study aims to understand more fully what matters most to Millennials working in the hotel industry, and how management may best manage Millennials for the benefit of their organisations.

Management has been hesitant to attempt affiliated behaviour towards Millennials due to the uncertainty management has about the Millennials' work skills, values and ethics (Arnett, 2013:7; Sabri *et al.*, 2014:656). Inconsistencies exist between what management expects from the Millennial workforce, and their actual work performance (Todd, 2014). Millennials face challenges in the workplace related to performing assigned tasks and also lack the tacit knowledge needed to meet the job demands, due to the lack of knowledge transference from older generations (Sabri *et al.*, 2014:656). Park *et al.* (2015:89) added that tacit knowledge is a form of social discernment that aids in both professional and personal development of the employees.

Managers have been withholding knowledge from employees due to generational stereotyping and the inability to communicate effectively with the Millennial generation (Heng & Yazdanifard, 2013:838). A lack of social exchange between management and the Millennial workforce will result in conflict, uncertainty, decreased job satisfaction, and a lack of commitment towards the organisation (Loi *et al.*, 2014:45; Zhou & Shi, 2014:134).

A survey was conducted by (Ferri-Reed, 2014a:15) to determine the manager's perception of their Millennial employees. The results indicated that Millennial employees are influencing how management supervises this specific cohort, but management stated that they hold the Millennial to the same standard as the older generation. Millennial generation's attitude remains a challenge to management, many of whom have had to alter their management style to accommodate the younger Millennial workforce (Ferri-Reed, 2014a:15).

The Millennial generation enjoys a close relationship with both their parents and teachers, often leading to friendship. Within the workplace management may interpret this over-familiarity as a lack of respect. The survey also found that in many cases the Millennial employee has difficulty in showing initiative within the workplace, this however is not surprising as many newly appointed Millennials are hesitant to take any initiative until they fully understand the scope of their new position (Ferri-Reed, 2014a). This type of inadequate relationship within an organisation will disrupt the development of social systems needed for an organisation to successfully navigate through both external and internal challenges according to (Osman & Nahar, 2015:748).

The study will be conducted in the Hospitality sector, which consists of hotels, motels, inns, guesthouses, guest farms, caravan parks and camping sites. This study will focus on the hotel industry.

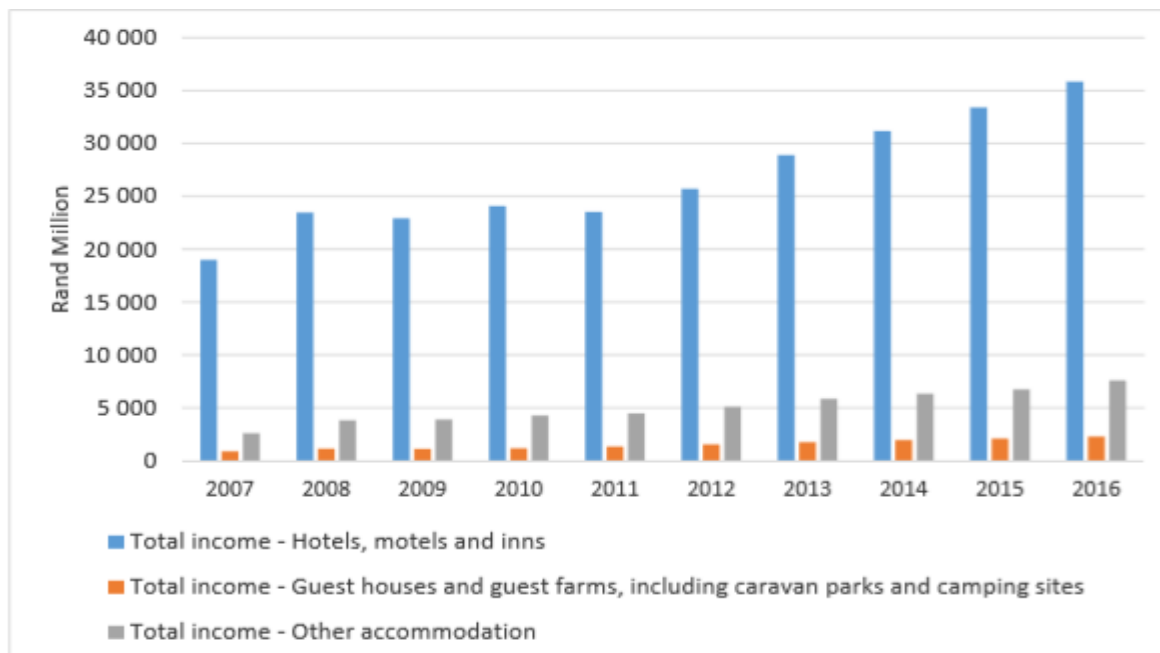
2.7 Selected Services Hotel Industry

This section focusses on the South African Hotel Industry overview, followed by an investigation into the Selected Services Hotel Industry. On completion of the overview on the hotel industry and the Selected Services Hotel Industry, the City Lodge Hotel Group will be discussed, including its history, brands, geographic location throughout South Africa, staffing structure, service industry employee characteristics and future hotel trends.

2.7.1 South African Hotel Industry overview

Without tourism, the accommodation industry would not exist, as the accommodation (hotels) industry forms part of the bigger tourism industry which contributed over 15 percent to tourism direct gross value in 2015. The tourist accommodation industry comprises guest farms, guesthouses, inns, motels and hotels (STATSSA, 2018).

Industry performance indicates that hotels, motels and inns account for the largest proportion of overall industry revenue (STATSSA, 2018). Figure 2-5 illustrates that hotels, motels and inns generated R19 billion in 2007, and increased to R36 billion in 2016 which is growth for the period of 47 percent. Other accommodation avenues like Airbnb generated R2,6 billion in 2007, and R7,6 billion in 2016 showing growth of 66 percent. Guesthouses and guest farms, including caravans and camping sites, generated R0,9 billion in 2007 and R2,3 billion in 2016 or growth of 61 percent of hotels, motels and inns, according to the data indicated are the largest income generation segment (STATSSA, 2018). Furthermore, statistics show that on average for the last six months of 2017 45 percent of all tourist accommodation recorded consisted of accommodation take-up in hotels, motels and inns (STATSSA, 2018).



(Source: STATSSA, 2018)

Figure 2-5: Total income for the accommodation industry 2007–2016

The purpose of this study is to focus on the hotel accommodation segment, more specifically the Selected Services Hotel accommodation segment.

2.7.2 Selected Services Hotel industry overview

Traditionally within the hospitality industry there were two classes or segments of hotels, namely Limited Services Hotels and Full-Service Hotels (Jobs, 2017). A third segment of hotel, namely Selected Services Hotels, is a hybrid that offers advantages to both owners and guests. This segment of hotels has gained a lot of popularity during the last two decades. Guests are looking for good service, safety and a choice within their hotel rooms; the Selected Services segment offers the guest exactly that but always less than the full-service hotels (Jobs, 2017). With a lean staffing model and limited facilities, the Selected Services Hotels concept offers travellers only what the traveller needs at a lower price. A hotel that falls into this segment has characteristics from the limited services segment as well as a selection of amenities, services and facilities normally found within a Full-Service Hotel. Swiss-born Hans Enderle identified the need for a Selected Services Hotel within the South African market and opened the first City Lodge in August 1985 (CLHG, 2017).

2.7.3 City Lodge Hotel Group

The study focussed on the City Lodge Hotels Group that was founded by Swiss-born Hans Enderle on the 1st of August 1985 (CLHG, 2017; WallstreetWolves, 2018:20) the City Lodge website emphasises the fact that the organisation has always been focussed on quality accommodation, friendly service and a homely ambience. The organisation has grown and diversified its portfolio into five brands namely: Fairview, Courtyard, City Lodge, Town Lodge and Road Lodge, totalling over 7000 rooms and suites, ranking City Lodge Hotels among the 250 largest hotel chains in the world (CLHG, 2017:4).

City Lodge Hotel Group primarily operates in the Selected Service Hotel sector, which the organisation pioneered in South Africa in 1985. City Lodge Hotel Group is one of the most widely recognised hospitality brands in South Africa and for the past thirty-three years the organisation has increased its footprint substantially to fifty-seven hotels (WallstreetWolves, 2018:33-34).

The organisation has expanded beyond the South African borders into Africa (CLHG, 2017:52), and has successfully enlarged its footprint in Botswana, Namibia and Kenya with two new City Lodge Hotels to be opened in Mozambique and Tanzania by the end of 2018.

2.7.4 City Lodge Hotel Brands

The City Lodge Hotel Group comprises five brands (see figure:2-6), four of which are in South Africa with the Fairview brand located in Kenya and it will not be considered for this study. The four brands are Courtyard Hotels, City Lodge Hotels, Town Lodge hotels and Road Lodge hotels (CLHG, 2017:22-23). The various brands are discussed below in detail.

- *Courtyard Hotels (Superior service, impeccable style)*

Each of the five Courtyard hotels has its own distinct character and personality, but each also has the same goal – to provide guests with an excellent accommodation experience in an elegant environment. From access to a personal shopping service, to the benefit of an early evening club lounge, guests are given the sort of special treatment to be expected from a brand that goes out of its way to meet needs and surpass expectations (CLHG, 2017:26-27).

Spacious accommodation options for the Courtyard brand range from studio through to two-bedroom luxury rooms and offers a large degree of self-sufficiency with guests having access to their own kitchenette, lounge and dining areas.

- *City Lodge Hotels (Ideal for business or leisure)*

City Lodges have established an enviable reputation as providers of ideal services and features for both business and leisure travellers. From scrumptious breakfasts, coffee shops and sundowner bar services, through to the spacious en-suite bedrooms and inviting swimming pools, they have all that guests need to enjoy a home-away-from-home experience in outstanding locations with ample safe parking (CLHG, 2017:28-29).

- *Town Lodge hotels (Convenience with a smile)*

Town Lodges offer affordable accommodation in convenient locations. While bedrooms are slightly smaller than those at City Lodges, they offer many of the same services such as friendly staff, great breakfasts, sundowner bar services and swimming pools, along with lots of free safe parking (CLHG, 2017:30-31).

- *Road Lodge hotels (Value, value, value)*

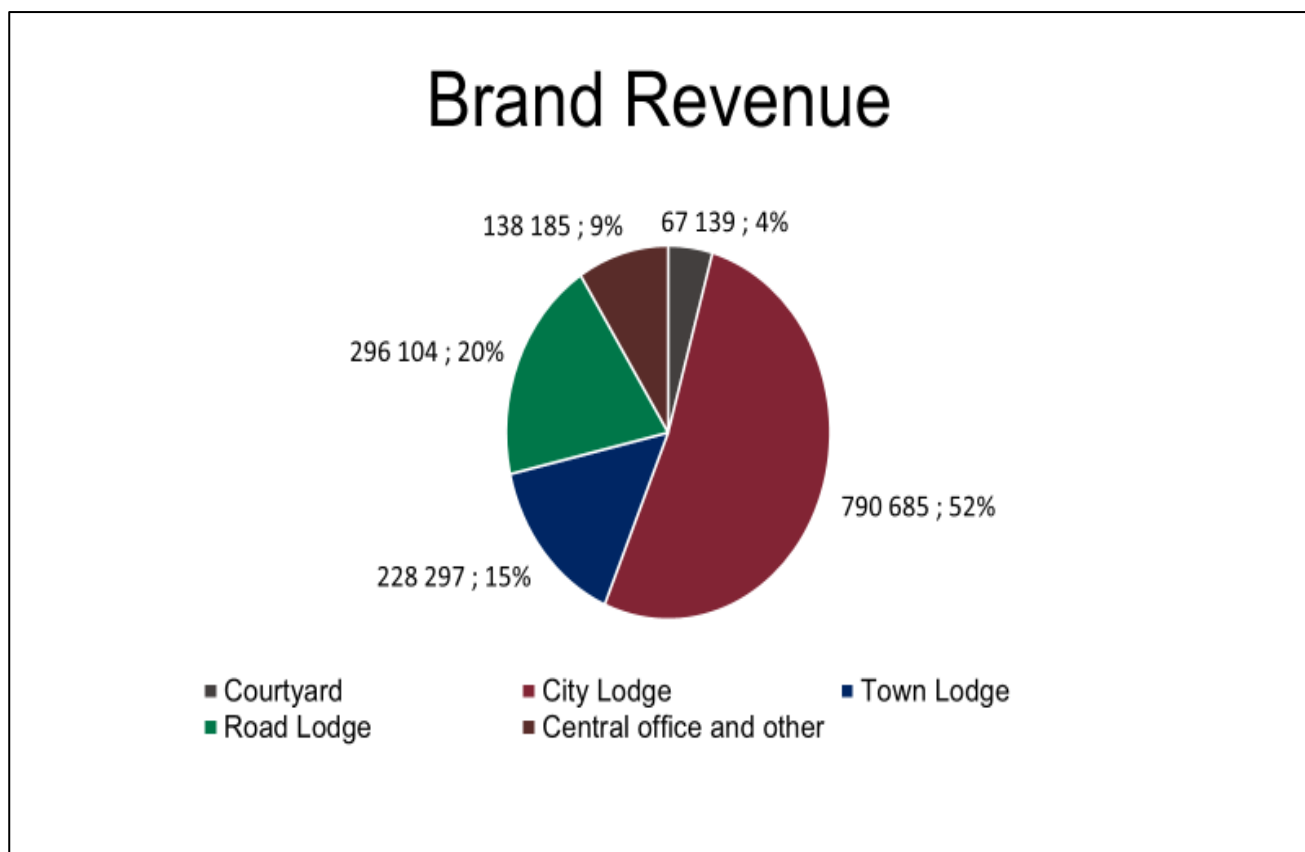
Superbly located for budget conscious business and leisure travellers, Road Lodges provide incredible value for money without scrimping on quality. One, two or three guests can share a comfortably furnished and decorated room for the single room rate. Continental breakfasts and ample free safe parking are also provided (CLHG, 2017:32-33).



Figure 2-6: City Lodge Hotels brands

2.7.5 Revenue earned per brand

The City Lodge's three-star hotels generates the most revenue at 52 percent of total revenue, followed by Road Lodges at 20 percent, Town Lodges at 15 percent and Courtyards at 4 percent (CLHG, 2017:150). This is largely due to the City Lodge being the most recognisable brand of the four brands. According to MarketLine (2017) in the three-star hotel market, they are the most popular brand of hotels utilised globally by business travels.



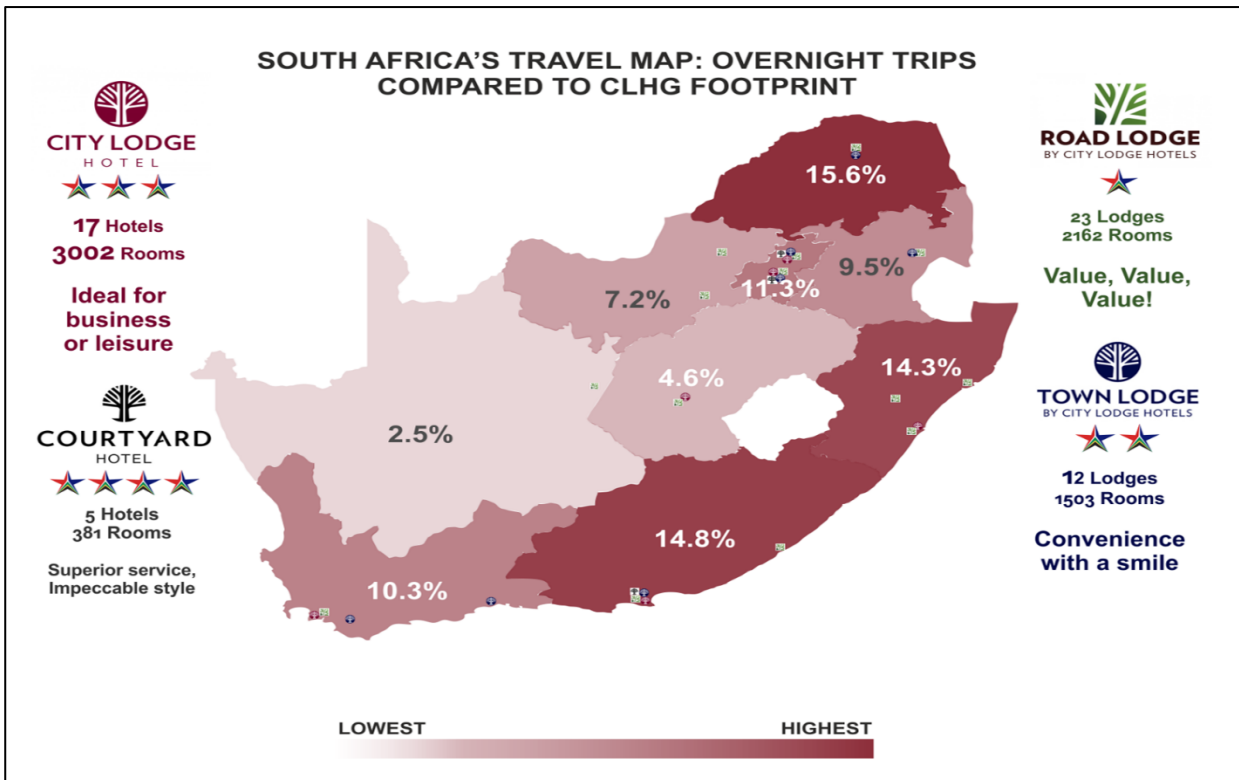
(Source: Wallstreet Wolves, 2018)

Figure 2-7: Revenue per brand

2.7.6 Geographical locations

Geographically, the group classifies its operations into two divisions: South Africa and Rest of Africa. The Group presents a full and diverse range of operations, with five distinctive brands (see fig 2-6). The reason for the different brands is to offer each type of traveller exactly the experience they want at the price they are willing to pay. The multi-brand chain offers a variety of locations, features and budget choices.

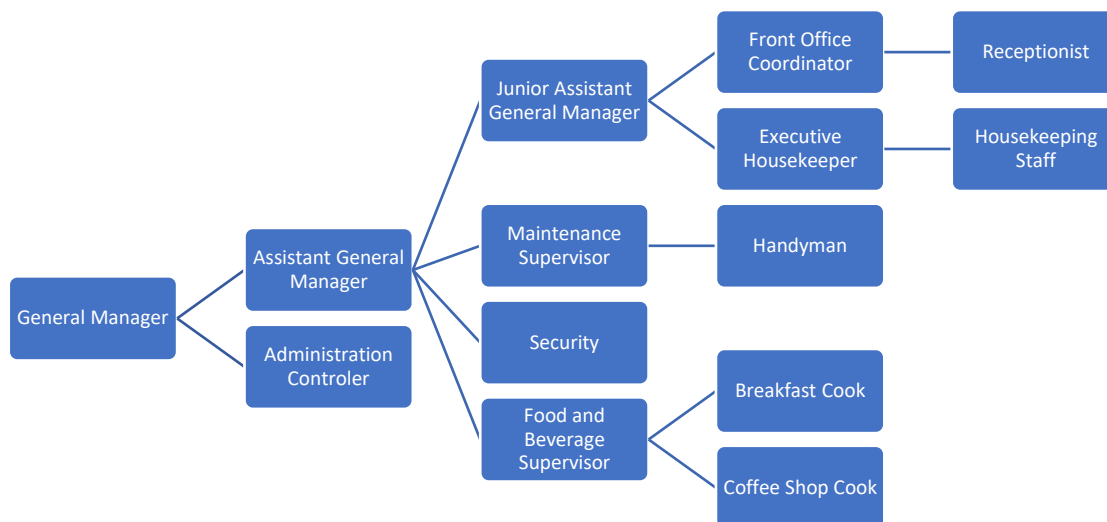
Figure 2-8 indicates the position of all the brands within South Africa.



(Source: Wallstreet Wolves, 2018)

Figure 2-8: The City Lodge Hotel Group footprint in South Africa

The City Lodge Hotel Group utilises a lean staffing structure (CLHG, 2017) to reduce cost. In general, reporting structure within a City Lodge Hotel (three-star) property look as follows:



(Source: Wallstreet Wolves, 2018)

Figure 2-9: Organogram City Lodge Hotel Group

A lean organisational structure is a formal outline of the managerial reporting relationships within an organisation (Ingram, 2018). Lean organisational structures have less management layers compared to a tall organisational structure. Employees within a flat organisational structure, tend to be more empowered and are expected to take responsibility daily to make decisions that would traditionally have been left to management. The Group's low cost and lean staff model combined with its selected services offering is a great strength and competitive advantage over other hotels offering full service selection (WallstreetWolves, 2018:46).

The hotel industry forms part of the service industry which has certain requirements regarding what characteristics employees should possess to be able to work in the service industry.

2.8 Service industry

Service can be defined as the level of service provided by hotel staff to facilitate the purchase by the guest (Soegjobs, 2016). The most important quality within the hospitality industry is not the sales and marketing, infrastructure, strategy, automation or technology, it is customer service, which acts as the industry's very soul. Service has always been an integral part of the hotel industry; exceptional service strengthens the relationship the hotel has with its guest which is vital in this industry. Service within hotels, especially in this competitive industry, goes beyond a smile and thank you, hotels need to create a dynamic and unforgettable experience for their guests (Soegjobs, 2016). The section below discusses the characteristics needed for employees within the service industry.

2.8.1 Characteristics of service industry employees

Success in the hotel industry depends on employees having certain qualities that employers look for and guests expect (CLHG, 2017). These qualities are:

- Commitment – Employees must be committed to ensuring guest satisfaction and ultimately creating repeat business.
- Communication skills – Written and verbal communication within the hospitality industry is critical to success.
- Computer literacy - Employees should have good computer skills and be familiar with an extensive range of technological applications that are used within hotels.
- Enthusiasm – Hotel employees should be enthusiastic about their work and strive to do the best work possible to create lasting guest experiences.
- Interpersonal skills – Success within the hotel industry depends on good interpersonal skills as the core business of this industry is to provide outstanding customer service.

- Leadership – Strong leadership skills are essential to command projects and overall organisational success.
- Organised – Multi-tasking within the hotel industry is critical for organisational success.
- Knowledgeable – A comprehensive understanding of operational requirements and regulations is very important for both the employee and operational success.
- Teamwork – Hospitality employees need to work well within a team dynamic and value the contributions of his/her fellow employees.

2.9 Future trends in the hotel service industry

The Millennial traveller already makes up over one third of the world's hotel guests, with predictions that they will reach over 50 percent by the year 2020. As the travel and hotel industry gears up for the biggest disruption in decades, key attributes like experience, mobility, design, experience and perceived value are imperative for attracting the millennial traveller. This generation is more connected, digitally savvy and demanding, and wanting contemporary design, high quality amenities, smart technology and a locally inspired ambience, all wrapped into a single hotel experience (Ganatra, 2016).

Leading hotel chains have been gearing up for some time with the emphasis on launching and acquiring Millennial-inspired hotels. These hotels are being forced to rethink hotel and room design, guest services and experiences, ethical footprints and smart features to cater for the Millennial customer that wants to be able to discuss, organise, book and customise their experiences through their mobile or tablet, at their own convenience (EHL, 2016; Ganatra, 2016).

Smart technology and user experience have never been more important for the truly connected Millennial traveller, with high expectations in discovery, payments and mobile experience prior to and during their stay. Smart hotel brands are integrating exceptionally personalised on-demand services, making them seamless for guests to access and use, whether it is quick access to prices, amenities or room service via their own branded-apps or messaging tools like WhatsApp (EHL, 2016; Ganatra, 2016).

The sharing economy, driven by Airbnb, becoming one of the world's largest hotel groups without having to own a single hotel, has meant traditional hotels are increasingly having to apply Sharing Economy features to the hotel experience. These features include communities, value, trust and social connections. It has never been more important to deliver deeper meaningful experiences to travellers by focusing on inspiration, personalisation and local experiences. Hotels now host weekly

theme nights to help Millennials connect with local culture. Hotel design is being transformed to cater for the Millennial traveller through the evolution of lobby design, common social spaces and the more efficient use of space in hotel rooms (EHL, 2016; Ganatra, 2016).

Given the advances in the Hotel industry, Millennials working in the hotel industry will be critical in understanding their ever-growing Millennial travel market and what it takes to satisfy them whether using technology, creating lasting experiences and/or through modern design features.

2.10 Chapter summary

This chapter started off with an overview of the relevant generational differences. This was done to set the scene for the literature review that followed and to illustrate how the various generational cohorts differ from one another as well as identify possible generational conflict points. Since the focus of this study was on the Millennial generation, an in-depth literature review was conducted to better understand this generation. A general overview of this generation was initially completed, which identified when they were born and how they differ from the previous generations, namely through multi-tasking, the use of technology, continuous feedback and teamwork.

Communication for the Millennial generation is exceptionally important, and they prefer open and honest feedback on a regular basis from management. This generation also wants to be part of the decision-making process and wants to be informed about the bigger picture as well as the company's long-term goals. How management communicates constructive feedback is important as this generation which is more accustomed to receiving praise could become defensive. The literature review clearly indicated that transference of knowledge and skills to Millennials should be done through active engagement during learning events, especially those events utilising team or collaborative activities, the introduction of technology into learning and utilising inter-generational knowledge transfer programmes through mentoring.

Millennials' expectations of the work environment are a work-life balance; this generation wants to be intellectually challenged, have job security, with the emphasis on work fulfilment, they want to manage and lead people and have an international career. Job-hopping has become a norm among the Millennials. Fifty-seven percent of Millennials will actively seek new or alternative job opportunities during their careers and this is of concern to organisations. Millennials require job satisfaction, a supportive environment and alternative methods of management to increase Millennial commitment to the company.

The management process and the role it plays in Millennial interaction, including tasks, skills and roles, was reviewed. Various leadership styles were reviewed and compared, and according to the

research leadership styles vary according to the challenges faced within the organisation. However, the most prominent leadership styles to effectively motivate Millennials according to the literature are respectively: servant leadership, ethical leadership and transformational leadership. Management's perception of the Millennial generation was investigated next, and it was found that Millennial employees are themselves influencing the way management supervises them. However, management stated that they hold the Millennial generation to the same standard as the older generation. This generation's attitude remains a challenge to management, many of whom have had to alter their management style to accommodate the younger Millennial workforce.

The history of the Selected Services Hotel Industry concept started in South Africa in 1985 when Swiss-born Hans Enderle identified a disparity in the South African market. At that time only Full-Service and Limited Service hotels existed. The Selected Services Hotel concept is a hybrid between full-service and limited service. It offers more than a limited service hotel but less amenities, services and facilities than full-service. This combined with a lean staffing structure makes the selected services hotel more affordable for the traveller. The City Lodge Hotel Group was founded on the 1st August 1985 and has since expanded to over 57 hotels within South Africa. The Group has recently started expansion into Africa and has opened hotels in Namibia, Botswana and Kenya. The hotel industry forms part of the services industry, and since the service industry for the most part sells an intangible product in the form of guest interaction, the employee that works in this industry should possess certain characteristics like commitment, communication skills, computer literacy, enthusiasm, interpersonal skills, leadership, organisational skills, be knowledgeable and possess the ability to work as a team.

Hotels form part of the hospitality sector and in large the service industry. Service is the most important function hotels perform in order to remain competitive. Exceptional service differentiates world class hotels from ordinary hotels. To provide world-class service employees working within the service industry (hotels) need to possess certain characteristics. These characteristics are discussed in length in section 2.7.1.

Millennials working in the hotel industry of the future will be critical in understanding the ever-growing Millennial travel market and what it takes to satisfy them whether using technology, creating lasting experiences and/or through modern design features.

Although related studies were found during the research, they differ from what the current study is aiming to explore. The literature reviewed focussed either on the Millennial generational characteristics, what Millennials want in the workplace or the effect of different leadership styles on Millennials. This study wants to explore the Millennial's working environment holistically, taking all

the factors into account in one study. The literature reviewed was both recent as well as studies that were conducted several years ago. The different studies shed light on Millennial behaviour, wants and perceptions; however, interviews needed to be conducted within a Selected Services Hotel Group to get a holistic overview of the challenges management faced within the hotel industry when managing Millennials.

In chapter 3 the top seven expectations that Millennials have for their working environment will be empirically investigated in conjunction with the literature review and the findings during the semi-structured interviews to determine possible challenges within the hotel industry. The findings will be discussed in full.

In the next chapter, the research will empirically focus on Millennial employees in the hospitality industry. Specifically, confirming whether the participants' responses to this study held true with the observations set out in Chapter 2.

CHAPTER 3: EMPIRICAL INVESTIGATION

3.1 Introduction

The primary objective of this research was to explore the characteristics of Millennials, what motivates them, the Millennial's opinion of management, leadership styles and how management can overcome the challenges they face within the hotel industry while managing this generation. Upon completion of this research, concluding remarks and recommendations on how to effectively manage this generation within the hotel industry were articulated.

3.2 Research methodology

A qualitative research method was used for this research. All participants were full-time Millennial employees of the City Lodge Hotel Group, born between 1980 and 2000. Primary data was collected from the fifteen respondents by making use of semi-structured interviews. The target population was obtained by utilising purposive convenience sampling techniques to select the participants for the research. The researcher utilised these techniques, arriving at the various hotels in Gauteng to interview the Millennial staff, thereby adhering to the sample population requirements.

Each of the participants was given an introduction and background information on the study. The structure of the interview and the expectations of the interviewer were explained to them. An interview guide which consisted of an introduction to the study and an informed consent form in connection with the five themes was developed.

The qualitative interview guide utilised during the interviews had five themes. An introduction into the study, and an explanation of the background, including a pre-interview checklist and consent form, were signed prior to the interview commencing. Theme 1 was intended to gather information on the demographic background of each respondent. Throughout themes 2, 3, 4 and 5, all the questions were open-ended. The interviewees had the opportunity to express their views as Millennials working within the hotel industry. Theme 2 tested Millennial perceptions on hierarchical structure and communication and contained 6 open-ended questions. Theme 3 dealt with leadership styles. Theme 4 investigated Millennial retention. Theme 5 explored motivations and characteristics of the Millennial generation in the work-place.

The primary data that was gathered was analysed on ATLAS.ti. Assistance with the programme was given by Mr. Johan Jordaan lecturer at the North-West University Business School and a designated specialist at the North-West University (NWU) library on the Potchefstroom Campus. The data from the interviews was transcribed and entered into an Excel spreadsheet. Codes and code groups were

created once the data was imported from the Excel document into ATLAS.ti. Chapter 3 focussed on the processes and methods used to collect the data, identify the study population, and in the interpretation of the data.

3.2.1 Sample type

The 15 participants for the study were obtained by utilising purposive, convenience sampling techniques. Convenience sampling is a type of non-random or non-probability sampling where the target population that meets the required criteria, such as accessibility, geographical proximity, availability at a given time, or the willingness to participate, are included for the purpose of the study (Etikan *et al.*, 2016). This is combined with a purposive sampling technique, specifically homogenous sampling which focusses on candidates with similar traits or specific characteristics like ages, cultures, jobs or life experiences. The researcher utilised these techniques and went to the various hotels in Gauteng to interview the Millennial staff that were on duty, thereby adhering to the sample population requirements.

3.2.2 Measuring instrument

The interview guide comprised five themes. Theme 1 gathered demographic information, theme 2 explored the Millennial perceptions of hierarchical structure and communication, theme 3 dealt with leadership styles, theme 4 investigated Millennial retention and concluded with theme 5 which explored what motivates Millennials, and to form a better understanding of Millennial characteristics within the workplace.

The researcher focussed on these five themes as these were the topics that continuously came up during the literature review on Millennials in general. The researcher wanted to determine whether these same topics were causing challenges to management while managing them in the hotel industry or do City Lodge management faced unique challenges. Thus, a semi-structured qualitative questionnaire was developed to test this hypothesis. Then analysing the data on ATLAS.ti during the first phase of open coding followed by the second phase of creating code groups, these 5 themes stood out from the data collected during the interviews.

Theme 1 – This theme captured interviewee demographic information such as age, gender, highest academic qualification, years within the hospitality industry, years employed by City Lodge Hotel Group plus their current position within the hotel.

Theme 2 – This theme centred on the Millennial perceptions of hierarchical structure and communication by focussing on the participants' views on communication and what method of

communication they view as most effective, as well as the importance of feedback and how feedback should best be communicated.

Theme 3 – This theme investigated leadership and leadership styles. Some of the questions included how Millennials view their current leadership, and what kind of leadership characteristics they would like to see in their leaders. This theme also dealt with work environment, motivation and the Millennial view on authority and respect.

Theme 4 – This theme focussed on Millennial retention and investigated issues such as future aspirations, international exposure, employee benefits and whether Millennials see the hospitality industry as a stepping stone, or a career.

Theme 5 – This theme dealt with motivation and Millennial characteristics, the questions in this theme focussed on what the Millennial's core values are, what drives them, teamwork, money, what they most value, what challenges them and finally education, and its importance.

3.2.3 Research population

The target population for the research consisted of Millennial employees from City Lodge Hotel Group. The target population that qualified for the research had to occupy various levels within the hotel, be born between 1980 and 2000, and be in full-time employment with City Lodge Hotel Group in Gauteng. Fifteen participants who fitted these criteria were interviewed for this study, prior to data saturation.

3.2.4 Afrilennials

As most of the participants in this study are from previously disadvantaged backgrounds, the researcher includes a brief overview of how Afrilennials relate to Millennials below because it is important for organisations to understand the differences between Millennials and Afrilennials.

The Afrilennial participants partaking in the study indicated similar views as found in section 2.2.5 relating to the importance of education, development and training in speeding up their progression within an organisation; which is essential to Afrilennials due to their responsibility in looking after their families, because of the historical economic disadvantage experienced by their families.

In addition, Afrilennials, because of their historical societal disadvantage, also require a higher degree of support, direction and guidance in the workplace as their parents are at times unable to provide for these needs.

Finally, consistent feedback is needed by Afrilenials especially in respect of new situations and during change management, because, at times, they are unable to acquire this information from their social support structure such as their fellow colleagues and family.

3.2.5 Theoretical saturation

Theoretical saturation is achieved when the addition of new data, in the case of this study's semi-structured interviews, provides no new data that can be utilised to achieve the research objectives (Hennink *et al.*, 2017:592). Fusch and Ness (2015:1408-1409) refer to two main types of qualitative data saturations, namely meaning and code saturation. Hennink *et al.* (2016:14) attempted to decipher the elusive point where saturation is achieved in qualitative research. To ensure rigour and validity of study outcomes are maintained, data saturation is achieved at nine data sets (in this study, semi-structured interviews) and meaning saturation is achieved at sixteen to twenty-four data sets. Fusch and Ness (2015:1409) stated that as little as six data sets are required to reach meaning saturation, depending on the sample size. These recommendations are not an exact indication of saturation, they do however, provide the necessary bases in this study to assure reliable saturation levels were achieved. The fifteen semi-structured interviews conducted adhered to the code saturation criteria. After fifteen interviews no new data was collected to add to the research objectives, and data saturation was reached.

3.2.6 Assessing and demonstrating the quality and rigour of the proposed research design

Bryman *et al.* (2017:43-44) stated that there have been many discussions among qualitative researchers regarding the relevance of looking at the validity and reliability of qualitative research and suggesting the following regarding validity and reliability in qualitative research:

3.2.6.1 Validity

Validity consists of internal and external validity. Internal validity can be defined as whether there is a good match between the researcher's annotations and the theoretical ideas they developed. External validity (generalisability) refers to the degree to which findings can be generalised across social settings. External validity at times presents a problem due to researchers' tendencies to utilise small studies.

3.2.6.2 Reliability

Reliability consists of internal and external reliability. Internal reliability is when there is more than one observer and members of the research team agree about what they see and hear, while external

reliability can be defined as the degree to which a study can be replicated. This is very difficult to achieve when conducting qualitative research and suggests that other researchers have noted that qualitative studies should rather be judged on trustworthiness and authenticity.

Trustworthiness

Bryman *et al.* (2017:44) stated that trustworthiness is made up of the following criteria:

- Credibility parallels with internal validity. For research to have credibility the researcher should ensure that the research is conducted in accordance with the canons of good practice, and the submitted research should be made available to respondents to ensure that the researcher correctly understood their responses (Bryman *et al.*, 2017:45) .
- Transferability parallels with external validity. Qualitative research often involves the intense study of a small group of individuals with similar characteristics, and tends to be oriented to the contextual uniqueness of the social study being conducted. This type of research is referred to as thick descriptions and the thick descriptions, in turn, provide researchers with a database to assist in making judgements of the potential for transferability (Bryman *et al.*, 2017:45).
- Dependability parallels with reliability. Researchers should consider an auditing approach to establish the merit of the research regarding trustworthiness. Detailed records should be kept of all phases of the research, which are easily accessed so that the researcher could be audited by his peers (Bryman *et al.*, 2017:45).
- Confirmability parallels with objectivity. While it is impossible to ensure complete objectivity from a researcher during a study, the researcher can be shown to unwittingly have allowed their personal values, or literature inclinations, to have influenced the study (Bryman *et al.*, 2017:45).

Authenticity

Authenticity in research can be defined as research that is genuine or that represents the essence of an idea, that is genuine rather than being a reproduction, copied or research masquerading as something that it is not (Bryman *et al.*, 2017:45).

The qualitative study was conducted with the following criteria: trustworthiness and authenticity. The research is authentic as the interview questionnaire was developed by the researcher based on the literature review and not copied from a previous study. The research was credible as it followed best practice and all participants were given the opportunity to withdraw from the study, before or during the interview (Appendix C), with no prejudice to the participant. The study is transferable as it will add to a social database for further research into the Millennial generation within the hotel industry.

All the records were saved on ATLAS.ti suitcase for easy reference on a password protected computer and can be made available for auditing. The interviews were semi-structured with questions posed in the same manner to each of the participants. This was to ensure that the researcher remained unbiased and objective throughout the interview process, thus demonstrating the quality, validity and rigour of the study.

3.2.7 Data collection

The interview was conducted with fifteen participants. The interviewer identified a trend in the answers, and saturation level was reached when this trend repeated itself frequently. Of the fifteen candidates that were interviewed, all of them fell within the criteria of being full-time Millennial employees of City Lodge Hotel Group, and they all agreed to participate in the interviews. By using a semi-structured interview process, it gave the data collecting a versatile approach. The responses were recorded through note-taking and recording of the interviews.

Figure 3-1 illustrates the process through which the interviews were conducted, consisting of four steps:



(Source: own compilation, 2018)

Figure 3-1: Interview process

- Preparing for the interview: the research problem was analysed, and questions were aligned to reach the best possible outcome. The information gathered had to be understood and individuals had to be identified who could provide this information. The questions had to be drafted, and the drafted questionnaire was pre-tested as a pilot study.

- Pre-interview: it is essential to gather information that isn't false or misleading in any way. Interviewing is a skill, and the interview and questions need to be rehearsed and practised. The tape-recording device needs to be checked before the interview to ensure that it is in good working order.
During the pre-interview the interviewer conducted a pre-interview checklist with all the participants so that they were all aware of what was expected of them, and their rights as participants. Such rights included the entire study being done anonymously, and that the participant could stop the interview at any time, without prejudice.
- The interview: it is very important to introduce and explain the purpose of the study and to orient the participant as to what the questions are intended to do. The language and terminology used by the interviewer needs to be understood by the participant. It is important to address sensitive topics with care. The participants should not be interrupted while answering, yet the interviewer should manage the time as it is important to gain answers to all the questions asked within a reasonable timeframe. When conducting the interview and asking the questions it is important not to lead the interviewees to an answer, but rather to ask probing questions.
- Post-interview: data must be interpreted objectively and provide a true reflection of what had been discussed in the interview. The questions in this interview are newly populated questions. No existing questionnaires relating to this study could be found.

3.2.8 Data analysis

The study followed a qualitative research method. Qualitative research can be defined as a process of natural inquiry that seeks in-depth understanding of social phenomena within their everyday setting. It focuses on asking why rather than what to learn more of social phenomena's and relies heavily on the direct experiences of human beings as meaning-making agents in their everyday lives (University of Utah, 2018). Qualitative data can, in most instances, provide better insight into things that quantitative data can't. It can highlight whether something that you are doing is conflicting with what the respondents are thinking, what they regard as important and what their culture dictates. Certain patterns in their behaviour, social and physical environment can come to the foreground. Such aspects aren't always revealed by quantitative studies (Welman & Kruger, 2010:211).

To analyse the qualitative data, field notes and transcripts had to be prepared. The field notes were made by recordings, observations and notes made by hand. The notes were compiled during the interviews with the respondents. The field notes were processed for them to be analysed. To do this, the field notes were converted into write-ups that could be edited, analysed, read and commented

on. The purpose of the write-up was to fill in some of the missing information and/or to correct information provided.

It is essential to identify themes in qualitative research. Themes had to be identified before, during and after the data collection. It is also possible to identify themes when reviewing the field notes (Welman & Kruger, 2010:211-213). These field notes can be processed and analysed by using a combination of different approaches that include:

- Counting words and repetition of words – counting words in the field notes that occur frequently.
- Indigenous categories and keywords in context – identifying keywords and the meaning that each group attributes to these words. Allowing the respondents to explain the meaning of these phrases.
- Comparisons and contrast – answers given by different respondents need to be compared, and the reasons why some of the text differs should be categorised.
- Searching for missing information – when it is discovered that respondents deliberately omitted specific information, the researcher needs to go back into the field to attempt to determine why certain information was not revealed.
- Unmarked text – text is usually read a few times. When examining the text, new themes can be identified.
- Secondary data analysis – primary research (field notes) should be compared with secondary data on the same topic. This will help to review the information that has been gathered by the questionnaires.

After all the data was collected, this data needed to be reduced to manageable and understandable text. The problem with qualitative research is that it consists of words – and words can have multiple meanings. To overcome this problem, words needed to be converted to numbers or symbols, yet retaining the words and using them together with the symbols and numbers.

To analyse the data, codes should be created. This method is known as coding. The software to be used for the coding is called ATLAS.ti (Frieze, 2016). Coding is used when text is connected to symbols or tags, and these tags are used to organise words into categories or themes. The coding this study utilises is the following:

- Interpretative codes groups – these relate to the motives, reasons and explanations behind the information given, and it should be possible to do this as the researcher is familiar with the context of this study.

- Pattern codes – different sections of the text are connected in order to give the researcher a holistic picture of the information gathered. Margin remarks are captured on the right side of the text. These remarks enable the researcher to identify important issues that were not captured by a specific code and suggest a revision of the different codes used.

3.3 Discussion and research findings

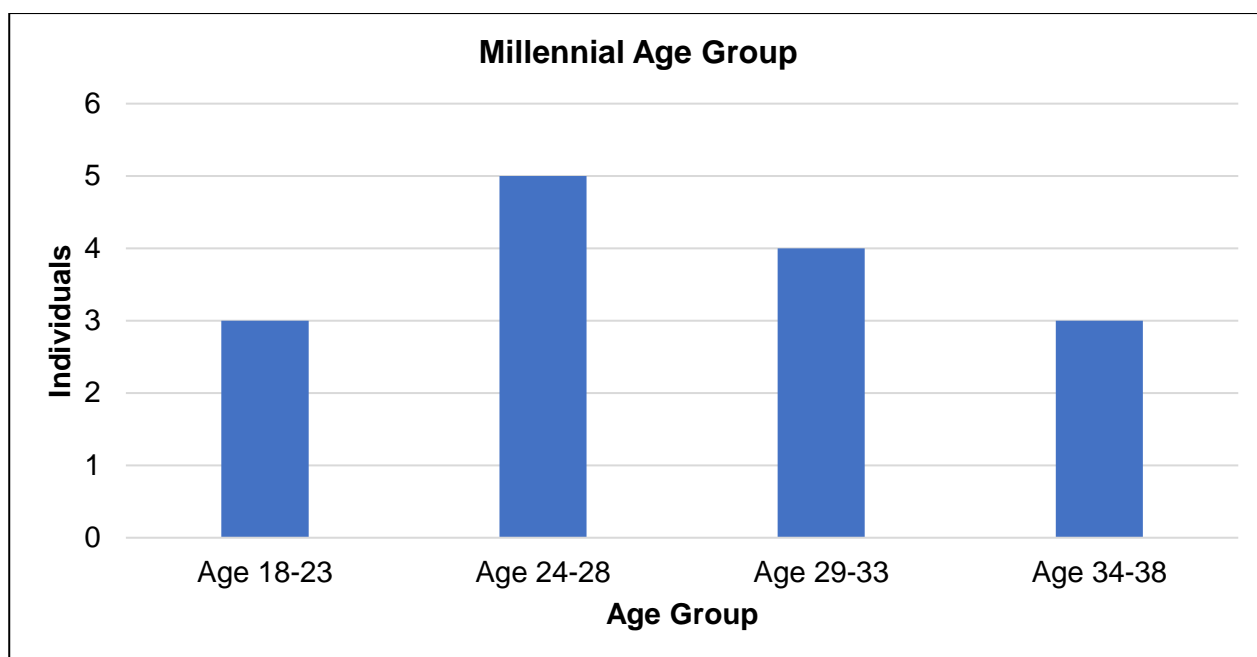
During this section the five themes of the study will be discussed, since these five themes became apparent during the ATLAS.ti analysis, when the open coding and group coding led to the five themes. Firstly, the demographic information of all the participants will be discussed and a summary table which contains all the demographic information will be compiled to give the reader insight into who the participants were. The second theme deals with Millennial perceptions of hierarchical structures and communication in their work environment. Theme 3 will investigate the participants' view on current leadership and leadership characteristics, both positive and negative. Theme 4 reports on Millennial retention and what the participants value most in their life, international exposure and the importance of verbal or monetary reward. The final theme, Theme 5, discusses Millennial core values and what motivates, influences and drives them.

3.3.1 Theme 1: Demographical information

The demographic information was gathered to identify trends and patterns among the participants. The demographic information was obtained in Theme 1 of the interview guide, where the participants had to report on their age, gender, highest qualification, years in the Hospitality Industry, tenure at City Lodge Hotel Group and what their position within the organisation was. A detailed analysis of the demographic information will follow below.

3.3.1.1 Age

The age of the participants ranged from 22 to 38 years at the time of their interview. Three of the participants were between the ages of 18-23, five were between the ages of 24-28, four between the ages of 29-33, and the remaining three were between the ages of 34-38. The average age of the individuals who participated in the study was 29.9 years of age.

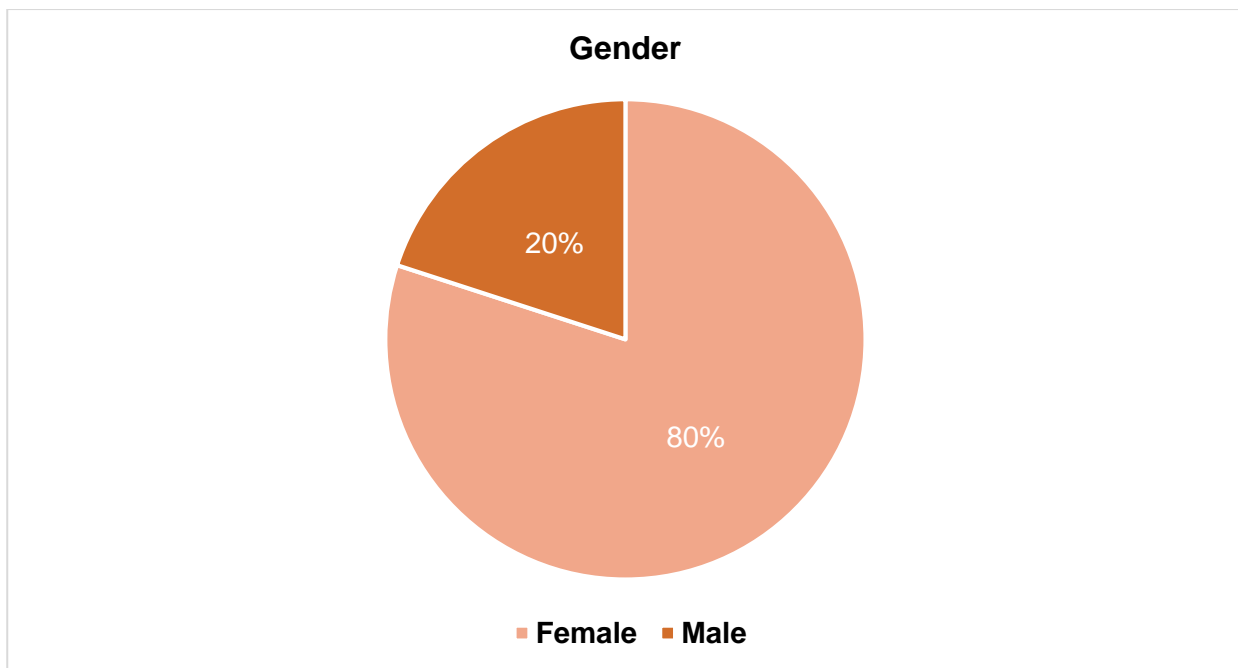


(Source: own compilation, 2018)

Figure 3-2: Millennial age group

3.3.1.2 Gender

Out of the fifteen participants, twelve were female and three were male. Thus, there are 80 percent female participants versus only 20 percent of males.



(Source: own compilation, 2018)

Figure 3-3: Gender

3.3.1.3 Highest qualification

The highest levels of qualification ranged from Matric to a Degree in Hospitality Management. From the fifteen participants, three have a Front Office Diploma, three have a Diploma in Hospitality Management through City and Guilds, and three have a National Diploma in Hospitality Management whilst two individuals have Matric. The remaining participants hold an advanced Diploma in Front Office and Food and Beverage, a Certificate in Public Management and Bookkeeping, a Hospitality Management Degree and a Diploma in Frontline Hospitality.

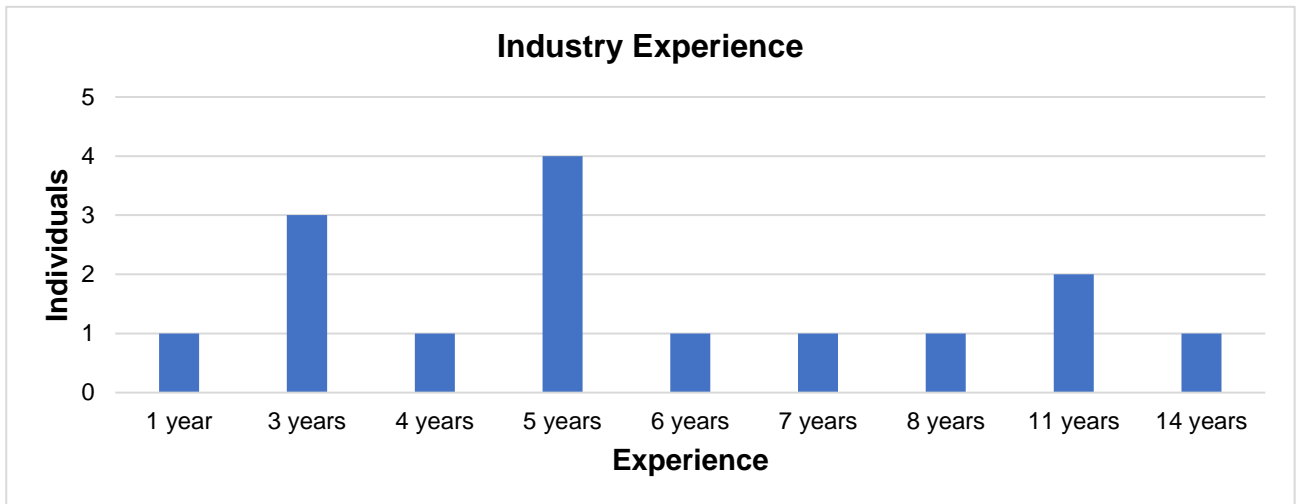


(Source: own compilation, 2018)

Figure 3-4: Highest qualification

3.3.1.4 Hospitality industry experience

Hospitality Industry experience among the participants varied from one to fourteen years. Most of the participants, namely four, had five years' experience, three had three years of experience, followed by two participants with eleven years of experience. The remainder of the individuals had one year, four years, six years, seven years, eight years and fourteen years of experience. The total number of years' experience combined was ninety-one years.

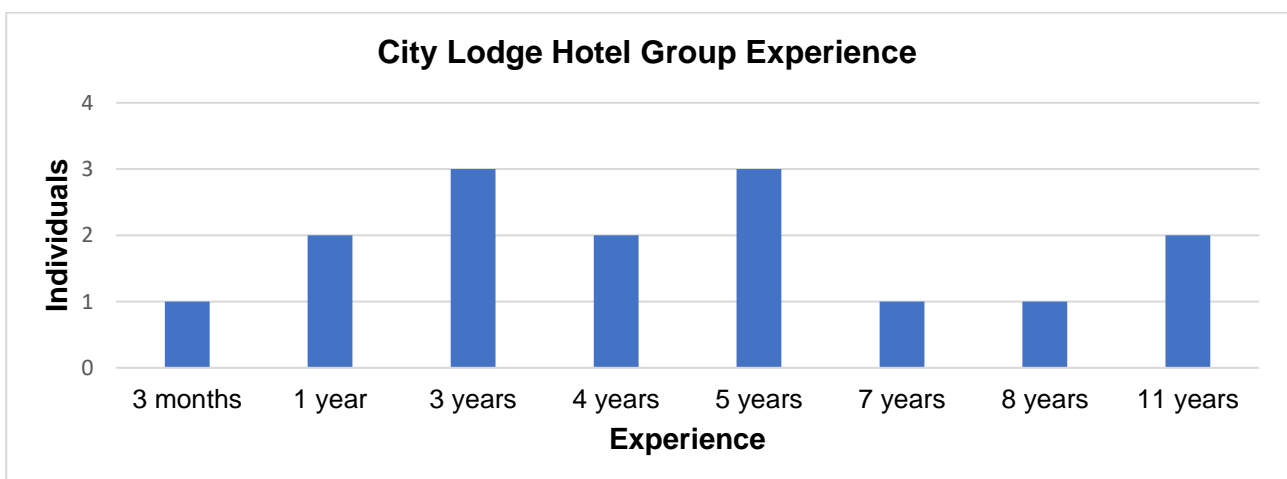


(Source: own compilation, 2018)

Figure 3-5: Hospitality Industry experience

3.3.1.5 City Lodge Hotel Group experience

The amount of experience of participants interviewed during the study varied from three months to eleven years. Of the participants three had three years, three had five years, followed by two individuals with eleven years' experience. A further two had four years of experience and another two had one year of experience. The remainder of the individuals had three months, seven years and eight years of experience. The total number of City Lodge Hotel Group experience combined to 71.3 years.

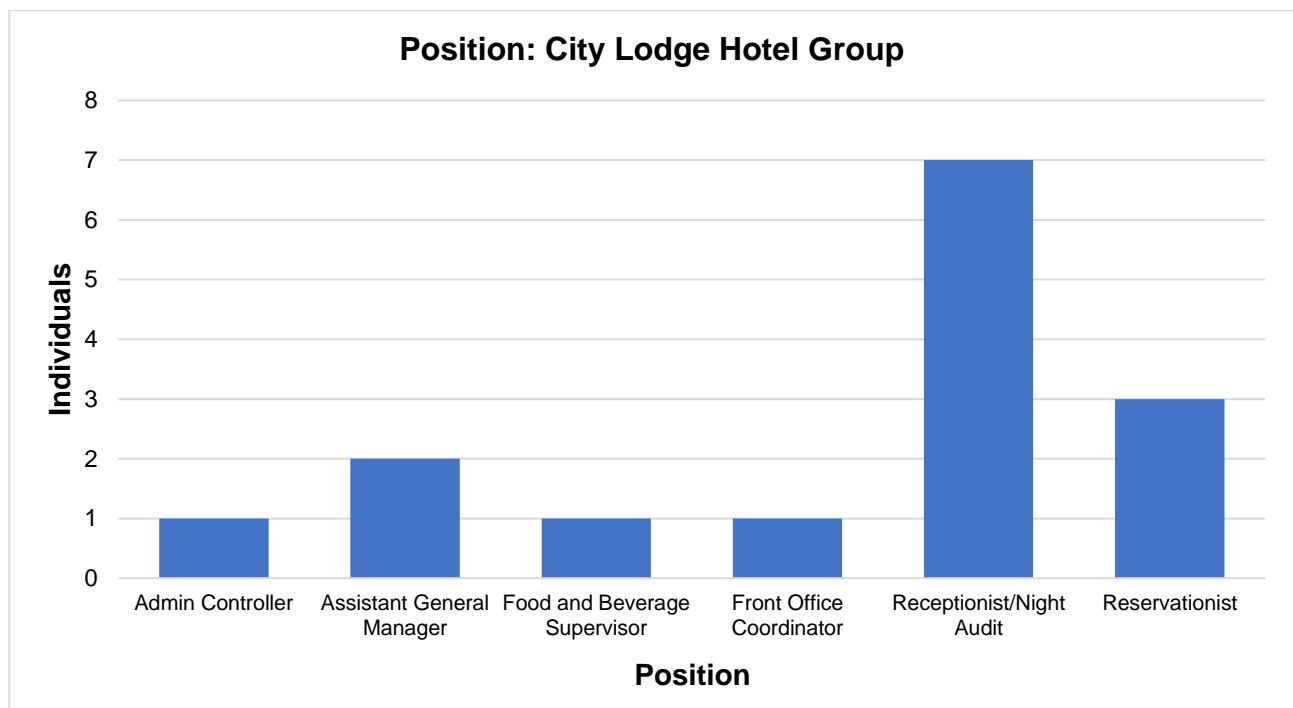


(Source: own compilation, 2018)

Figure 3-6: City Lodge Hotel Group experience

3.3.1.6 Position within the organisation

The participants came from various positions and levels within City Lodge Hotel Group. Amongst the fifteen participants six different positions were identified, of which most participants occupied the receptionist/night audit position (seven employees), followed by three employees in the reservation position, and to two holding the assistant general manager position. The remainder of the individuals occupied the following positions: administration controller, food and beverage supervisor and front office coordinator. In total five participants occupied a management position and ten participants occupied a non-management position. The management positions consisted out of the admin controller, assistant general manager, food and beverage supervisor and the front office coordinator. The non-management participants were reception/night audit and reservationist.



(Source: own compilation, 2018)

Figure 3-7: Position within the City Lodge Hotel Group

3.3.1.7 Summary of participants

Table 3-1 below is a summary of the demographic information of each of the participants. The information that was used for the discussion in the demographic information section is represented in the below table. The information was obtained from the participants during the semi-structured face-to-face interviews.

Table 3-1: Summary of participants

Participant	Age	Gender	Highest Qualification	Industry Experience	City Lodge Hotel Group	Position
MBACLHGM1	22	Female	National Diploma in Hospitality Management	5 years	1 year	Receptionist/Night Audit
MBACLHGM2	23	Male	Diploma in Frontline Hospitality	3 years	3 years	Receptionist/Night Audit
MBACLHGM3	33	Male	Matric	6 years	3 months	Receptionist/Night Audit
MBACLHGM4	27	Female	Advanced Diplomas in Front Office and Food and Beverage	5 years	5 years	Assistant General Manager
MBACLHGM5	34	Female	Diploma Front Office	11 years	11 years	Reservationist
MBACLHGM6	26	Male	Matric	3 years	3 years	Receptionist/Night Audit
MBACLHGM7	35	Female	Diploma Front Office	11 years	11 years	Front Office Coordinator
MBACLHGM8	28	Female	Diploma Front Office	5 years	5 years	Receptionist/Night Audit
MBACLHGM9	36	Female	National Diploma in Hospitality Management	14 years	4 years	Assistant General Manager
MBACLHGM10	28	Female	Diploma in Hospitality Management	4 years	4 years	Reservations
MBACLHGM11	33	Female	Certificate in Public Management and Bookkeeping	8 years	8 years	Admin Controller
MBACLHGM12	23	Female	Degree in Hospitality Management	1 year	1 year	Food and Beverage Supervisor
MBACLHGM13	29	Female	National Diploma in Hospitality Management	7 years	7 years	Reservations

MBAC LHGM14	26	Female	Diploma in Hospitality Management	3 years	3 years	Receptionist/Night Audit
MBAC LHGM15	31	Female	Diploma in Hospitality Management	5 years	5 years	Receptionist/Night Audit

(Source: own compilation, 2018)

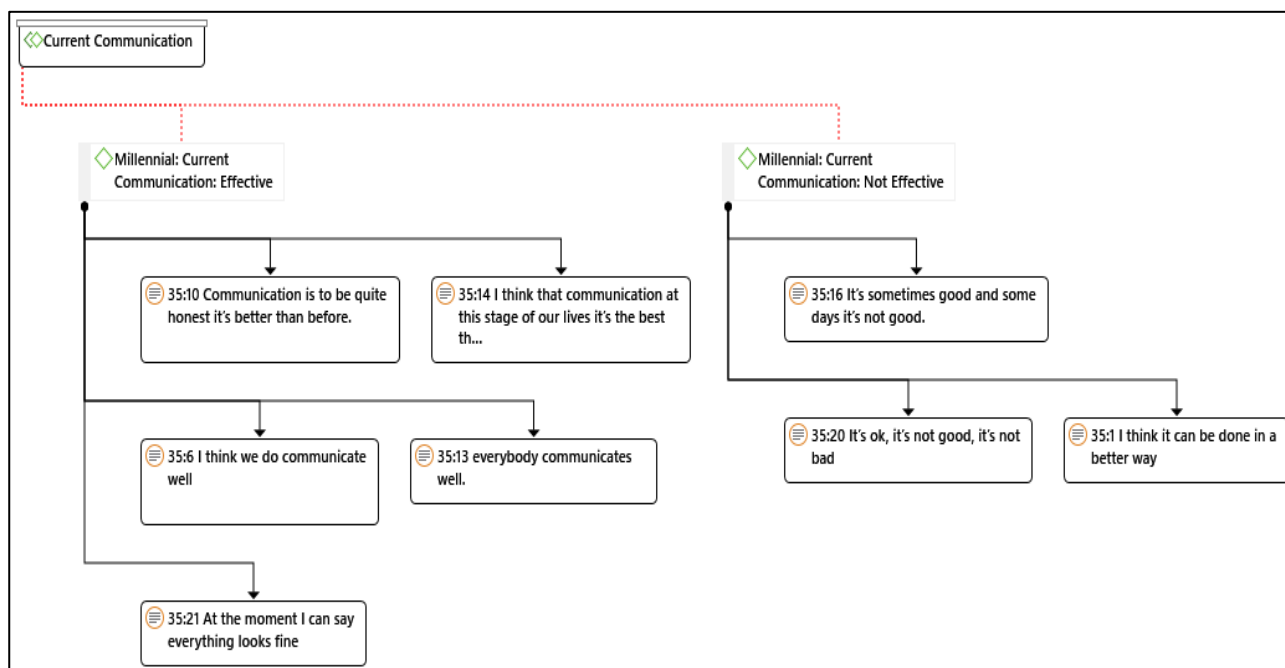
3.3.2 Theme 2: Millennial perceptions, hierarchical structure and communication

Theme 2 of the interview focussed on Millennial perceptions: how they see their current working environment, which method of communication they prefer when they communicate with their colleagues, what method they prefer be used when being assigned a task, how often should feedback occur and what method of feedback this generation prefers, and finally, whether traditional hierarchical structures remain relevant.

3.3.2.1 Communication: current communication effectiveness

Overall seventy-three percent of all participants found the current communication to be effective (see figure:3-8). The word that came up most during the interview was “best” and “well”. Consensus among the participants was that the current communication is effective due to scheduled morning meetings and the effective use of technology within the work environment. Technology currently being utilised within the Organisation includes email messages, WhatsApp, text messaging and phone calls. Other means of communication within the Organisation are written communication, like a handover book and memos, and face-to-face meetings. The one participant, MBAC LHGM4, answered the question with “*There’re actually enough sources of communication, be it formal and informal communication. And everything/information that we need to know is being communicated to us and is available through all means of communication*” (MBAC LHGM4, 2018).

Of the twenty-seven percent of participants that found current communication not to be effective, a lack of structure to workplace communication was noted. Participant MBAC LHGM13 indicated that at times communication was lacking, with a break in communication between the person trying to send a message and the person trying to receive the message. Another participant, MBAC LHGM1, answered the question with “*I think it can be done in a better way because a lot of the times we have just a meeting with no form of no records or anything, so something needs to be done on paper to formalise the meeting*” (MBAC LHGM1, 2018). Figure 3-8 indicates the participant’s view on the state of the current communication within the company. As mentioned above the majority of participants perceive that the communication is effective.



(Source: ATLAS.ti, 2018)

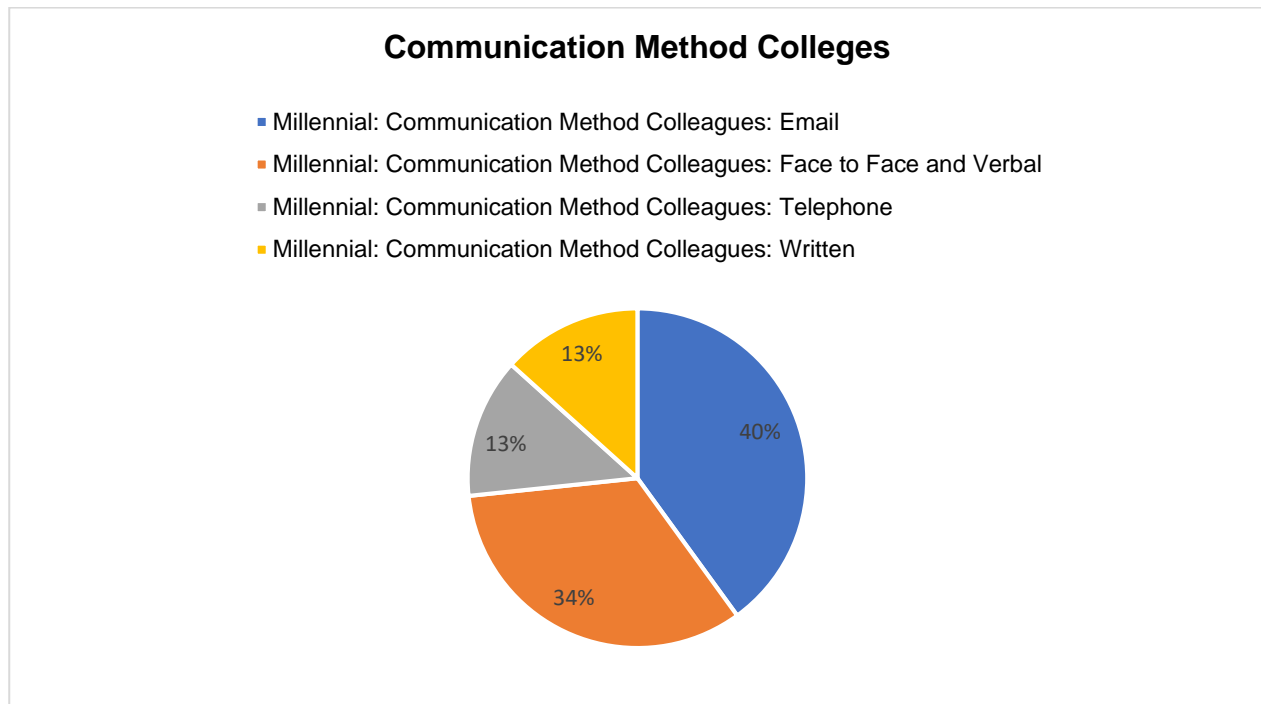
Figure 3-8: Current communication

3.3.2.2 Communication: preferred method with colleagues

The preferred method of communication between participants and their colleagues depends on the type of message that they need to get across. Forty percent of the participants indicated email as their preferred method of communication, with participants MBAC LHGM4 and MBAC LHGM8 stating that email messages are permanent, and a person can always refer to them as needed. The response by one of the participants, MBAC LHGM11, was *"Emails because it's clear, it's permanent, you can always refer back to that communication, it will forever be available"* (MBAC LHGM11, 2018). Thirty-four percent preferred face-to-face communication, with participants six and ten mentioning that face-to-face is a lot easier and quicker than other methods and this assists them with completing more tasks. MBAC LHGM13's response to the question was *"Verbally because then the message gets sent, it's more accurate if you say it verbally you can understand and give the other person an opportunity to question or if they don't understand, than sending emails back and forth if you don't understand"* (MBAC LHGM13, 2018).

A further thirteen percent of participants preferred telephone and written communication, with only one participant, MBAC LHGM3, preferring the use of WhatsApp to communicate with colleagues. The need for written communication among participants was deemed important when work-related matters were communicated, participants MBAC LHGM1 and MBAC LHGM8 noted that when using

a handover book or memos the message could be communicated. MBACLHGM1 answered “So, work related must be on paper. It could be an email or just a memo but something in writing. And the other person must acknowledge they’ve received it” (MBACLHGM1, 2018). Participants 2 and 5 preferred telephone communication as it is quick and gets directly to the point.



(Source: own compilation, 2018)

Figure 3-9: Preferred communication method colleagues

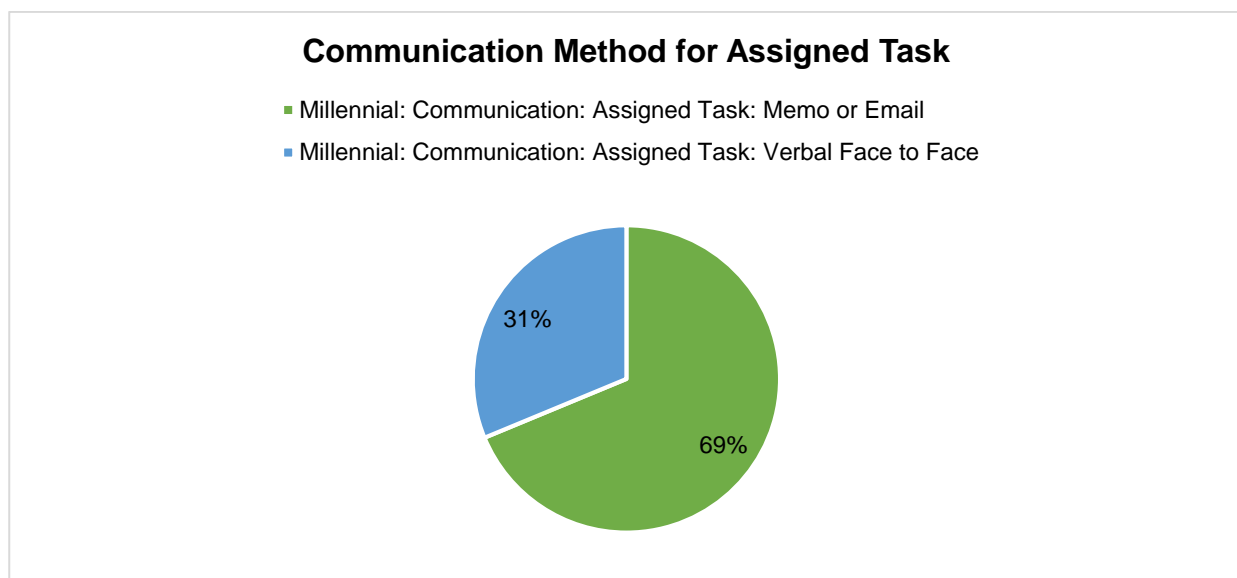
3.3.2.3 Communication: Preferred method when assigned a task

The preferred method of communication when assigned a task, sixty-nine percent of the participants opted for written or email communication. Words used by participants as to the reason for preferring written communication during task assignment were: “*acknowledge*”, “*eliminates*”, “*refer*”, “*backup*” and “*eliminates*”. Analysis indicates that participants prefer written communication, predominantly to create a paper trail for any future inquiries and to provide them with a document to which they can refer to in order to get clarification on an assigned task, or simply just to remind the recipient of a task that needs to be completed. Participant MBACLHG8 answered the question “*If they want to give me a task, they must write it down for me in an email because most of the times we people sometimes we forget which is normal. If it’s on email you can always go back and check*” (MBACLHGM8, 20018).

Of the total participants, thirty-one percent preferred verbal and face-to-face communication; this is due to being able to ask clarifying questions immediately should they not fully understand the

assigned task. Participant MBAC LHGM10 mentioned that assigning tasks through verbal face-to-face communication is more effective and quicker. Participant MBAC LHGM15 responded to this question by saying *“Verbally because if there’s something that I don’t understand then I can ask her then and there. And she can repeat what she is telling me cause sometimes when you read something you understand it different, while it’s something else. I will interpret it differently to what is actually meant. So, I prefer verbal”* (MBAC LHGM15, 2018).

Participants MBAC LHGM9 and MBAC LHGM13 expressed a need for a combination of both means of communication, with face-to-face communication to address any misunderstandings, followed up with an email, to serve as a reminder and a paper trail. MBAC LHGM9 stated *“Still, I would say a one-on-one. However, an email so that there can be a follow-up on that task and also if you lose whatever information you can still be able to go and retrieve the email”* (MBAC LHGM9, 2018).



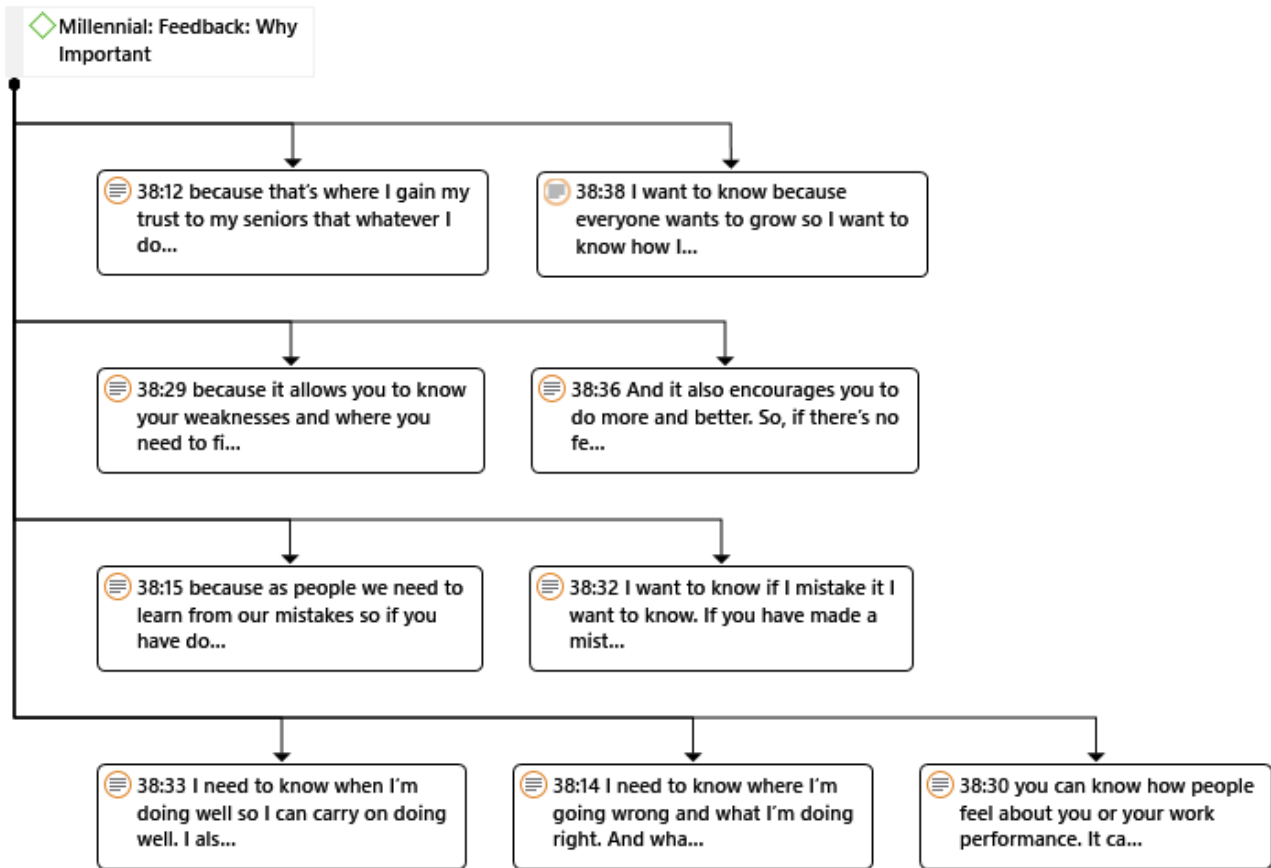
(Source own compilation, 2018)

Figure 3-10: Preferred communication for assigned task

3.3.2.4 Communication: feedback

From the total number of participants in the study fourteen out of fifteen indicated that feedback was very important to them, this calculates to ninety-three percent. Participants 1, 4, 6, 11 and 12 stated that feedback was important as it gives one an opportunity to find out what a person are doing right and what one is doing wrong (see figure:3-11). Participants 3, 10, and 14 mentioned that it assists a person with learning from their mistakes. MBAC LHGM5 answered with *“Feedback is very important because that’s where I gain my trust to my seniors that whatever I do good, they can also see, and*

they give me feedback on it. So, it makes me feel happy” (MBAC LHGM5, 2018). Participants 7, 9, 13 and 15 stated that feedback assists them with growth in their careers. MBAC LHGM15 responded to the question “It is very important. I want to know because everyone wants to grow so I want to know how I am doing. Am I doing a good job or is something that is wrong that I’m doing. I need to know” (MBAC LHGM15, 2018).



(Source: ATLAS.ti, 2018)

Figure 3-11: Importance of feedback

3.3.2.4.1 Feedback: frequency

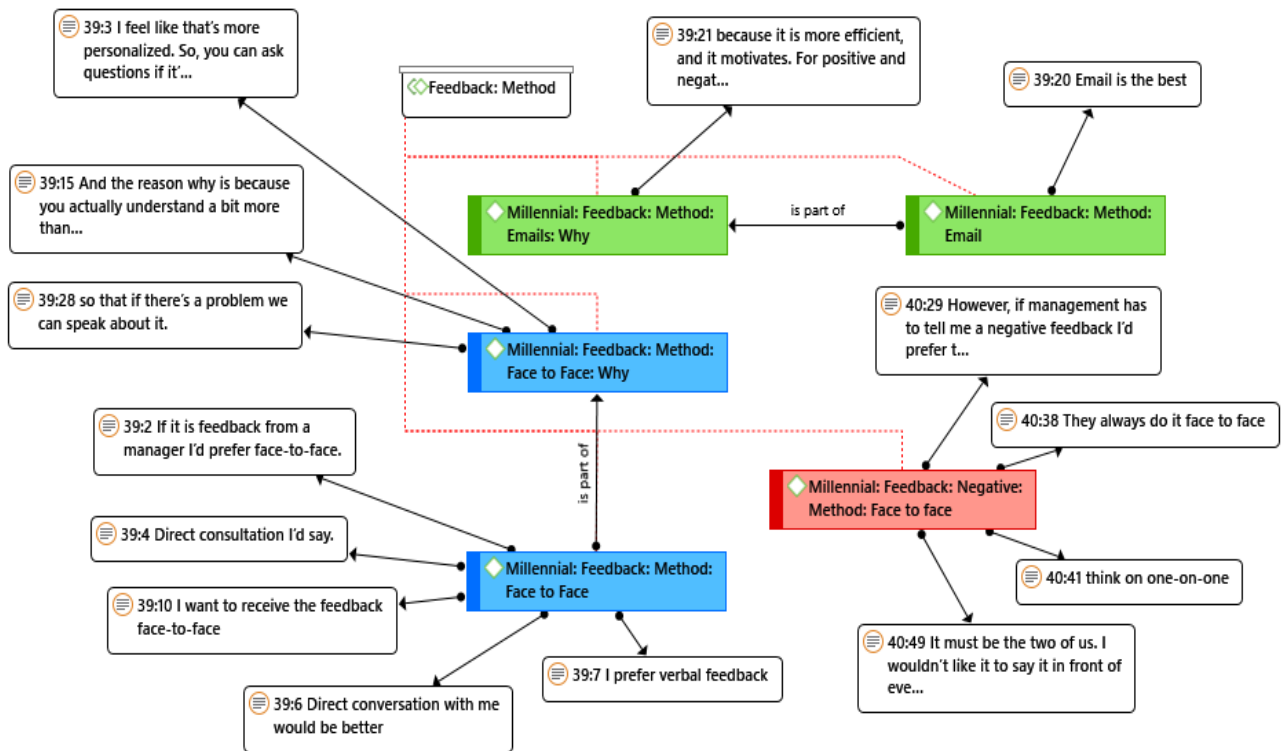
Most participants, six out of fifteen wanted feedback after each assigned task, this according to MBAC LHGM6 “I’d like feedback as much as possible so that I can be at the top of my position and be as good as I can” (MBAC LHGM6, 2018). Three participants wanted feedback monthly, as they feel this is more realistic and it gives them the opportunity to find out if they are performing to the standards required of them. Two participants preferred quarterly feedback. Participant 12 stated that since they need time

to grow every six months is enough. The remainder of the individuals mentioned as necessary, every two weeks as well as weekly.

3.3.2.4.2 The method of feedback

When receiving positive feedback, eighty-seven percent of participants indicated that they want to receive face-to-face feedback with thirteen percent preferring the use of email messages (see figure 3:12). Regarding receiving negative feedback, eighty-six percent opted for personal face-to-face communication, with the remaining fourteen percent preferring email. All participants wanted to receive negative feedback in private so as not to be embarrassed in public and made to feel stupid. Privacy also creates an opportunity to discuss the required corrective behaviour.

Participants MBACLHGM4 and MBACLHGM7 mentioned they preferred the use of email as it is more efficient. MBACLHGM7 answered the question by saying *“Email is the best because it is more efficient, and it motivates. For positive and negative. The negative it’s more efficient because you can rectify your mistakes and see where you lack”* (MBACLHGM7, 2018). The eighty-seven percent preferring face-to-face feedback stated that it is more personalised, it offers greater context, it motivates, and it provides an opportunity to discuss performance. MBACLHGM2 answered the question with *“Direct consultation I’d say. And the reason why is because you actually understand a bit more than just a text or a message of what the person is trying to say. So, you get more of a full story”* (MBACLHGM2, 2018).



(Source: ATLAS.ti, 2018)

Figure 3-12: Method of feedback

3.3.3 Theme 3: Leadership

Theme 3 will be discussing the participants' perception of the current leadership within the organisation, followed by the participants' opinion of positive and negative leadership characteristics.

3.3.3.1 Current leadership

Overall the response to the current leadership within the Organisation was very positive, with ninety-three percent of the participants stating that they are happy with the current leadership, referring to the leadership as being honest, supportive, communicates well and encouraging (see table:3-2). MBACLHGM1 response to the question was *"The current management to be honest I really get on with most of the staff really well and I like the fact that they are so friendly and open, and you can feel comfortable and feel like you are in a happy environment"* (MBACLHGM1, 2018). Participants MBACLHGM10 and MBACLHGM12 also mentioned that they have very good leadership as their managers lead by example and walk-the-talk. Participant MBACLHGM3, however, did not share the majorities' view on current management and said *"I don't think it's very strong because I've only been here for a short period of time. In fact, it's not short three months is too much, I've seen a lot."*

People are doing as they please. It should be stricter because there are rules and procedures of the establishment, but I don't think they are being followed" (MBAC LHGM3, 2018). In general, the emotion associated with the current leadership was very good.

When asked if the Organisation is tolerant to employees making mistakes, ninety-three percent of the participants indicated that the Organisation is tolerant. They did add that it does, however, depend on the severity of the transgression, and whether the employee repeats the same mistake repeatedly. Participant MBAC LHGM1 answered the question as follows: *"I think it is. To a point where I think sometimes people do take advantage. But I think you should have that space to make a mistake because that's how you learn"* (MBAC LHGM1, 2018). Participant MBAC LHGM3 agreed with participant MBAC LHGM1, but also warned that the Organisation should not be too tolerant and be taken advantage of.

When asked if respect for leaders is earned or given, twelve out of the fifteen participants, totalling eighty percent, noted that respect is earned, with only twenty percent stating that it is given. During the interview participant MBAC LHGM3 stated the following regarding the question: *"Respect is necessary, and it is earned. Because we need to respect each other at the workplace and it's earned because you cannot respect someone who does not deserve to be respected. You earn respect by respecting other people and by not being fearful of doing the right thing"* (MBAC LHGM3, 2018). Consensus among the participants is that you must give respect to earn respect, respect doesn't automatically come with age or position, rather it comes from mutual respect and trust.

3.3.3.2 Leadership characteristics

The positive leadership characteristics that stood out were; *"lead by example"*, *"support"*, *"communication"*, *"encouragement"* and *"do not micro-manage"* (see table 3-2). *"Lead by example"* was mentioned by ten participants as being the most important characteristic a leader should have. MBAC LHGM5 answered the question as follows: *"Leadership is good because my manager leads by example. Most of them they know all the departments work. In case we don't have, say, an account then [name] will step in, she knows how to do accounts work. Even though we don't have a chef, but the kitchen my seniors and juniors they can all cook and do everything"* (MBAC LHGM5, 2018).

Support was the second most important characteristic as eight participants mentioned this during the interview. Support, encouragement, communication and not micro-managing people work together, with management empowering employees to perform a task, giving them the necessary support to complete the task and communicating feedback to the employees. MBAC LHGM9 mentioned during the interview that: *"His leadership skills are good in this way that he will let you be*

so that you can make your own mistakes and you can be able to learn from your mistakes. With him having to coach you as well, having to say you are supposed to do one, two, three, four and for you, you know that you have made a decision and you didn't make a right decision; however, you can be able to learn from that decision" (MBACLHGM9, 2018). Several other positive characteristics were mentioned during the interviews, a detailed list of the characteristics is summarised in table 3-2 below. The values in brackets indicate how many participants mentioned the specific characteristics as being positive.

Table 3-2: Summary of positive leadership characteristics

Positive Leadership Characteristics			
	<ul style="list-style-type: none"> • Supportive (8) • Communicates well (7) • Encourages (5) • Doesn't micro-manage (4) • Delegates (3) • Guidance (3) • Integrity (3) 	<ul style="list-style-type: none"> • Competent (2) • Doesn't hold grudges (2) • Leads by example (10) • Open to ideas (2) • Vision (2) • Accountable (1) • Approachable (1) • Empathy (1) • Ethical (1) 	<ul style="list-style-type: none"> • Fair (1) • Friendly (1) • Honest (1) • Not ignorant (1) • Recognises performance (1) • Strict (1) • Sympathy (1) • Teamwork (1)

(Source: own compilation, 2018)

Negative leadership characteristics that were discussed during the interview were: micro-management, no equality and a casual environment was seen by participants to be unacceptable (see figure:3-3). Participants MBACLHG4 and MBACLHG9 expressed their dissatisfaction with leaders who micro-manage and do not give their employees an opportunity to learn and grow. MBACLHGM4's response to the question was: *"And then the other one is whereby a GM does everything by himself/herself of which that one for me is not really the best because in that way you are not giving your team more things to do, there's no way that people can learn if you don't delegate"* (MBACLHGM4, 2018).

Participant MBACLHG9 said that she is a very independent woman, and she values autonomy. No equality, having favourites, looking down on employees and manipulation were mentioned by participants MBACLHG6, MBACLHG7 and MBACLHG8 as very bad characteristics for a manager

to have as it causes animosity, resentment and anger within the workplace. Table: 3-3 summarises all the characteristics mentioned by the participants during the interviews. The values in brackets indicate how many participants mentioned the specific characteristic as being negative.

Table 3-3: Summary of negative leadership characteristics

Negative Leadership Characteristics			
	<ul style="list-style-type: none"> • Micro-manage (2) • No equality (2) • Disciplines in public (1) 	<ul style="list-style-type: none"> • Has favourites (1) • Look down on employees (1) • Makes employees feel bad (1) 	<ul style="list-style-type: none"> • Manipulates (1) • Not leading by example (1) • Not strict enough (1) • Casual environment (2)

(Source: own compilation, 2018)

3.3.4 Theme 4: Millennial retention

Theme 4 focussed on what Millennials value most in life, followed by the importance of recognition and reward, the Millennial preferred working environment and finally international exposure and retention.

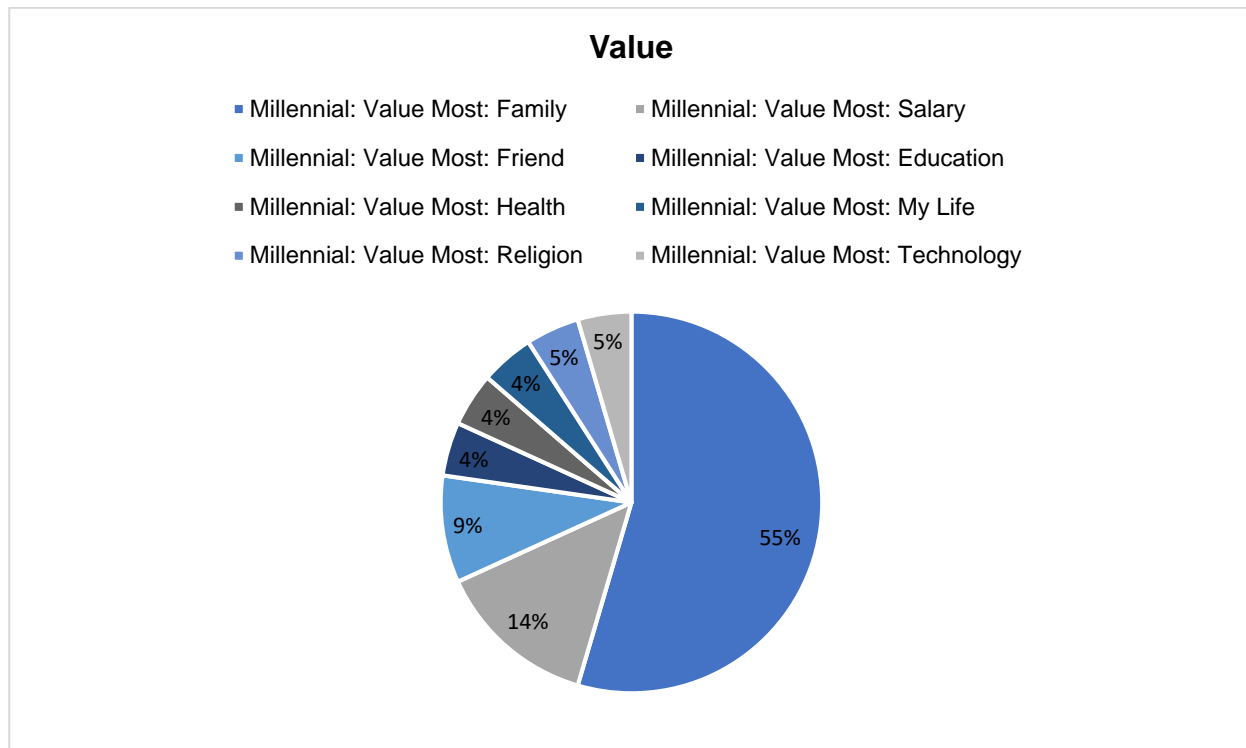
3.3.4.1 What aspects that Millennials value most

When asked what they value most in life, fifty-five percent of the participants indicated that they value family the most. Participants MBACLHG4 and MBACLHG5 mentioned that they most valued the time spent with family, participant MBACLHG6 indicated that “*family gives you a reason to get up in the morning and go to work*”. MBACLHGM12 answered this question by saying: “*Definitely my family and my friends because if it weren’t for them to support you and help you, then I don’t think you will reach what you want to in life*” (MBACLHG12, 2018). The consensus among the fifty-five percent that value family, and the nine percent that value friends most, is that they serve as a support and motivational encouragement to the participants.

The second highest response to what Millennials value most in life is salary. The response to this question from participant MBACLHG9 indicated that money is needed to have a “*good life*”, the participant elaborated on a “*good life*” by saying: “*a healthy life and having enough money to do what you want*”. Participant MBACLHG1 added that a salary provided a person with security to look after themselves and family. When asked, participant MBACLHG7 answered “*My work because it gives me*

bread, it gives me to pay my bills. It makes my life easier. Without work I won't be nobody, because you need something, you need money" (MBACLHGM7, 2018).

The remainder of the individuals mentioned things such as: education, health, my life, religion and technology. Only participant MBACLHG1 mentioned the value of technology within the workplace and responded to the question by saying: *"the more technology utilised by the organisation in the workplace the better"* (MBACLHG1, 2018).



(Source: own compilation, 2018)

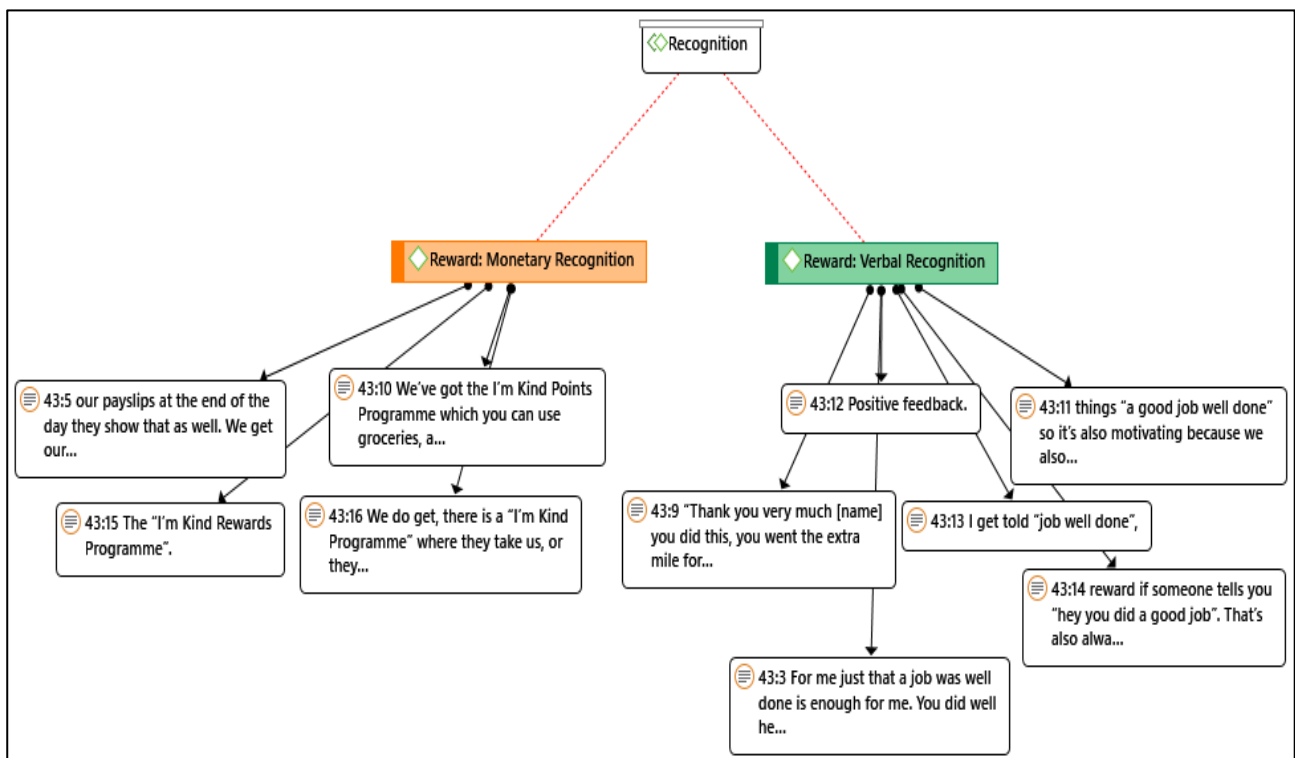
Figure 3-13: Empirical estimation of what Millennials value most

3.3.4.2 Recognition or reward

During the interview seventy-one percent of all participants indicated that they prefer verbal recognition, in contrast to the twenty-one percent who preferred a monetary reward (see figure:3-14). Thus, the majority value positive feedback and verbal recognition as a preference when receiving feedback like: *"thank you"* and *"job well done"*. Participant MBACLHG3 answered the question as follows: *"For me just that a job was well done is enough for me. You did well here, that's enough for me the recognition for the work you are doing. Not necessarily monetary, simple verbal recognition is sufficient"* (MBACLHGM3, 2018). Participant MBACLHG3 indicated that: *"a thank you,*

and a job well done together with your monthly salary is enough, no additional rewards are needed" (MBACLHG3, 2018).

Monetary reward according to participants MBACLHG8, MBACLHG13 and MBACLHG14 is important and serves to motivate employees (see figure:3-14). MBACLHGM8 had the following to say regarding monetary rewards: *"We've got the I'm Kind Points Programme which you can use groceries, air time, data, etc. Which is very good to show your staff that you are grateful for what they are doing, and it makes you always want to help"* (MBACLHGM8, 2018).



(Source: ATLAS.ti, 2018)

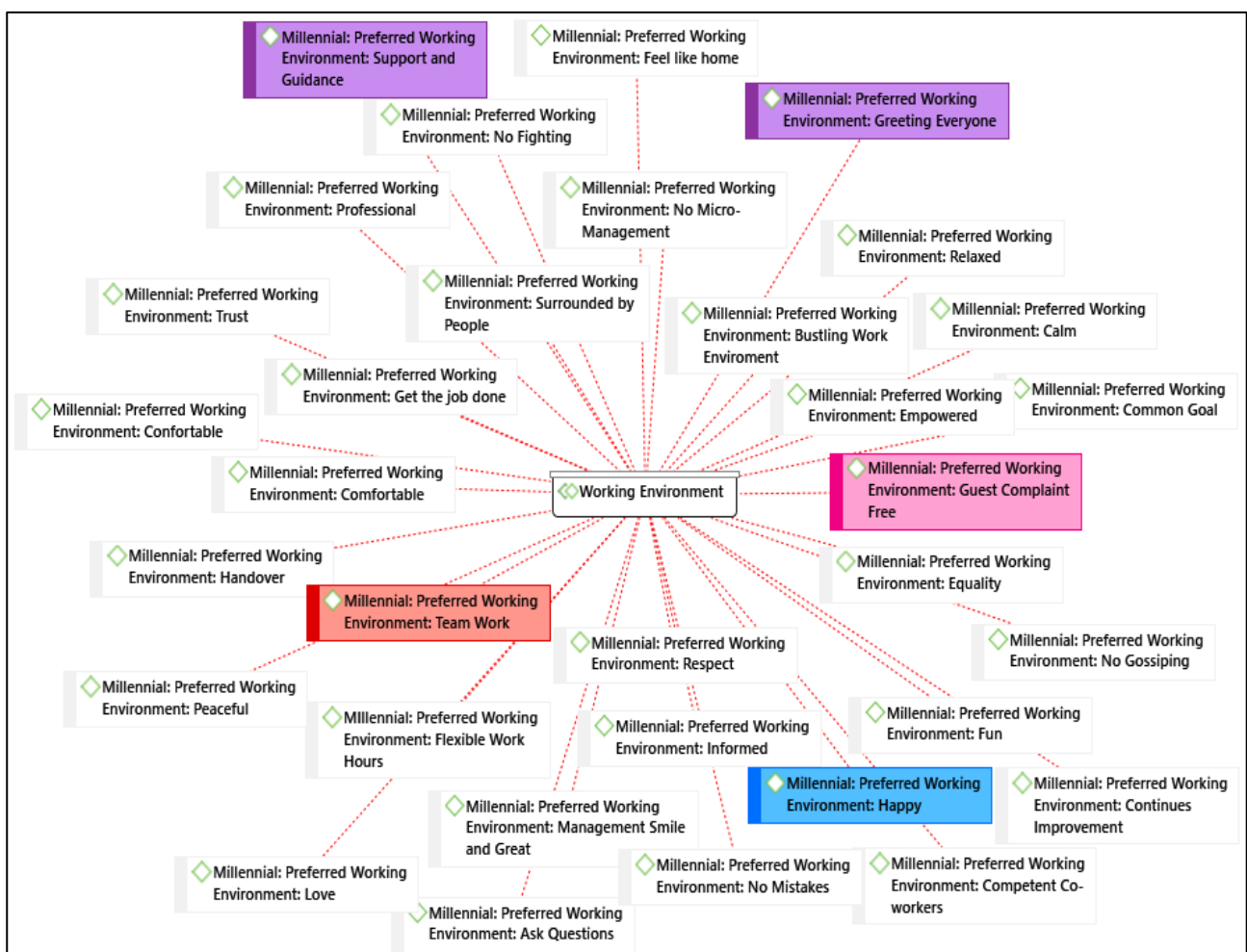
Figure 3-14: Preference of Millennials towards recognition or reward

3.3.4.3 Millennial preferred working environment

When confronted with what their preferred working environment would look like the following words stood out: *"team work"*, *"happy"*, *"greeting everyone"*, *"support and guidance"* and *"guest complaint free"* (see figure:3-15). Eight participants stated that a work environment that includes teamwork was very important to them. Participants MBACLHGM3, MBACLHGM5 and MBACLHGM7 noted that they work very well in a team dynamic. When asked the question during the interview, participant MBACLHGM3 said that *"I work well in a team and I also work well individually but, in a team, I fit very well"* (MBACLHGM3, 2018). Teamwork is supported by the second highest preference which is

a happy environment; several participants referred to a “*happy environment*” during the interviews, also defining what creates a “*happy*” environment, which includes greeting everybody in the morning. This culture of greeting should start from the top and cascade down.

Support and guidance according to participants MBACLHGM4, MBACLHGM5 and MBACLHGM15 are needed to reach organisational goals through respect, trust and empowerment of employees. Participant MBACLHGM5 answered the question by saying “*I like to work in a place where it’s nice, no people that are fighting, staff that is getting along, having a great team and helping each other and making sure that the operation goes*” (MBACLHGM5, 2018). Upon review, all the responses from the various participants were that they value a working environment that is calm, relaxed, supportive, fun, surrounded by people and comfortable. Figure 3-15 provides a summary of the words used to explain the preferred working environment from a Millennial’s point of view.



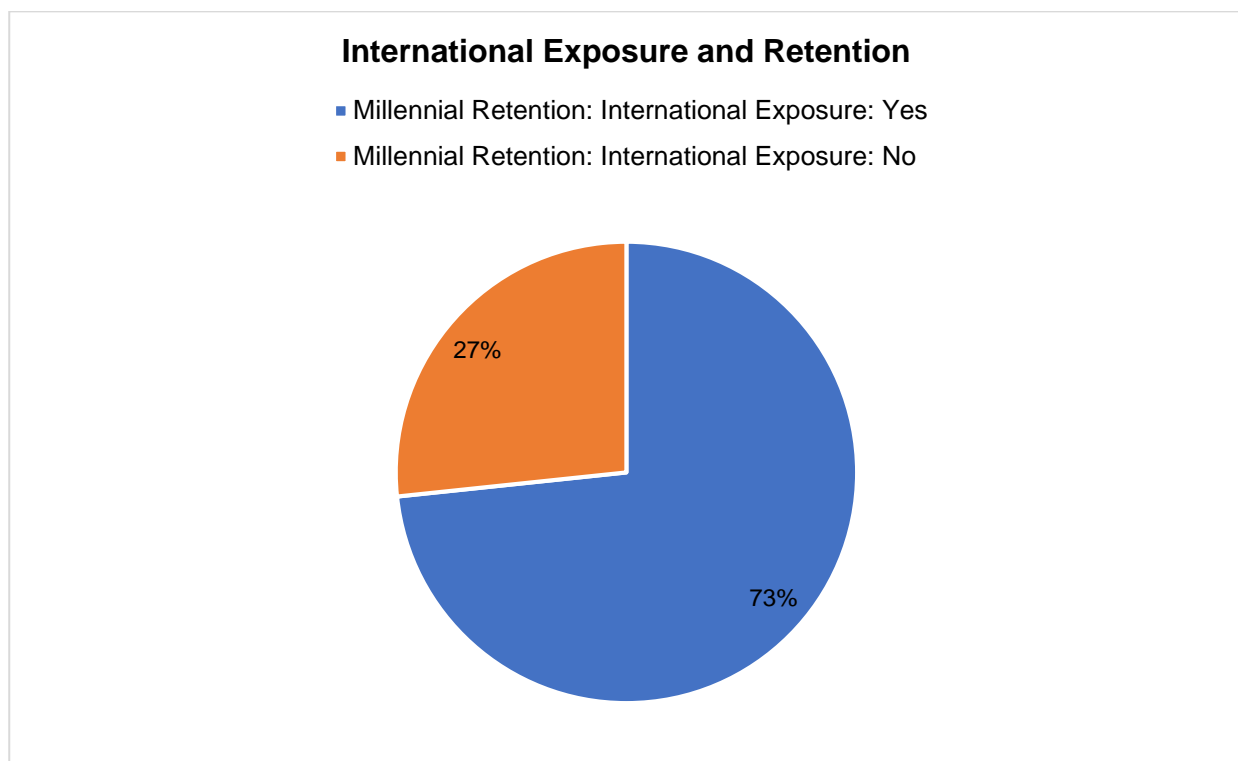
(Source: ATLAS.ti, 2018)

Figure 3-15: Summary of preferred working environment of Millennials

3.3.4.4 International exposure and retention

Seventy-three percent of participants indicated that they would consider staying longer should they receive international exposure. Twenty-seven percent stated that international exposure would have no bearing on retaining them within the Organisation. Participants who stated that they would consider staying longer noted that they value international exposure as it looks very good on a resume, it provides exposure to new cultures, new business environments and potentially opens doors for future promotions. Participant MBAC LHGM1's response to this question during the interview was: *"Yes. Definitely. Why? Because one it's good for your CV. Two you get exposed to a lot of things. You get exposed to a lot of things. Different people, different environments"* (MBAC LHGM1, 2018).

Participant MBAC LHGM2 stated that *"international is not a reason why I would want to work longer for a company. Because you could do whatever you wanted to do here. I'm not really the type to leave my family. I don't feel like this question is for me"* (MBAC LHGM2, 2018). Participant MBAC LHGM4 added that international exposure holds no value and prefers a stable job with benefits.



(Source: ATLAS.TI, 2018)

Figure 3-16: Perceptions regarding international exposure and retention

3.3.5 Theme 5: Millennial: motivation, influencers, drivers and core values

Theme 5 investigated motivation according to Millennials within the working environment, followed by what drives Millennials to succeed, influencers of change, Millennials' best attributes, Millennials' worst attributes, Millennial challenges and finally effective leadership characteristics.

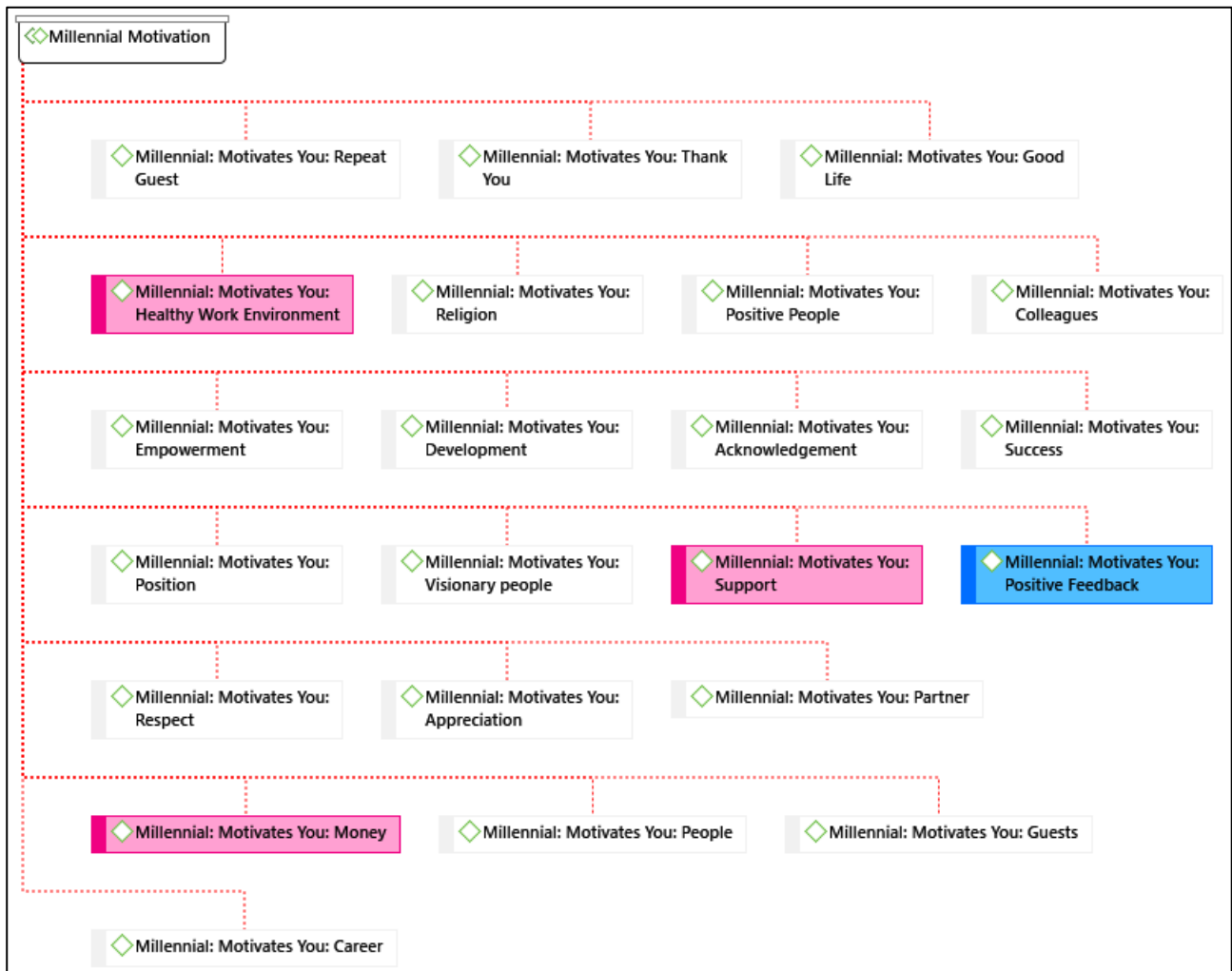
3.3.5.1 Motivation according to Millennials within the work environment

During the interview participants stated that the following things motivate them, first feedback, second a healthy work environment, third money and fourth support (see figure:3-17). When asked about motivation participant MBAC LHGM12 replied with the following comment *"To give a simple one is just be "well done", "you've done a great job". So, I think "well done" is a great one because it already makes you feel better* (MBAC LHGM12, 2018). Feedback and communication have been a common trend throughout the study, which aligns with Millennials wanting to receive feedback. Feedback assists them with achieving growth in the company through corrective behaviour due to the feedback received.

Secondly, a healthy work environment with participant MBAC LHGM5 saying it best during the interviews: *"I am motivated by a healthy working environment and people that appreciate a person for who they are without judging and making sure they acknowledge each and everything good they do, and extra effort put in"* (MBAC LHGM5, 2018).

Thirdly the importance of money as a motivator was brought up by participant MBAC LHGM9, mention that a *"good life"* or *"money"* plays an important role in motivating him.

The fourth motivator was support, which ties in with the number one motivator of receiving feedback. Support is needed throughout the work environment and is essential for growth. Participant MBAC LHGM4 said during the interview that *"I am motivated by support, by positive feedback and by the results or the outcome of whatever it was that you were doing"* (MBAC LHGM4, 2018). Figure 3-17 summarises what, according to the participants, motivates the Millennial generation.



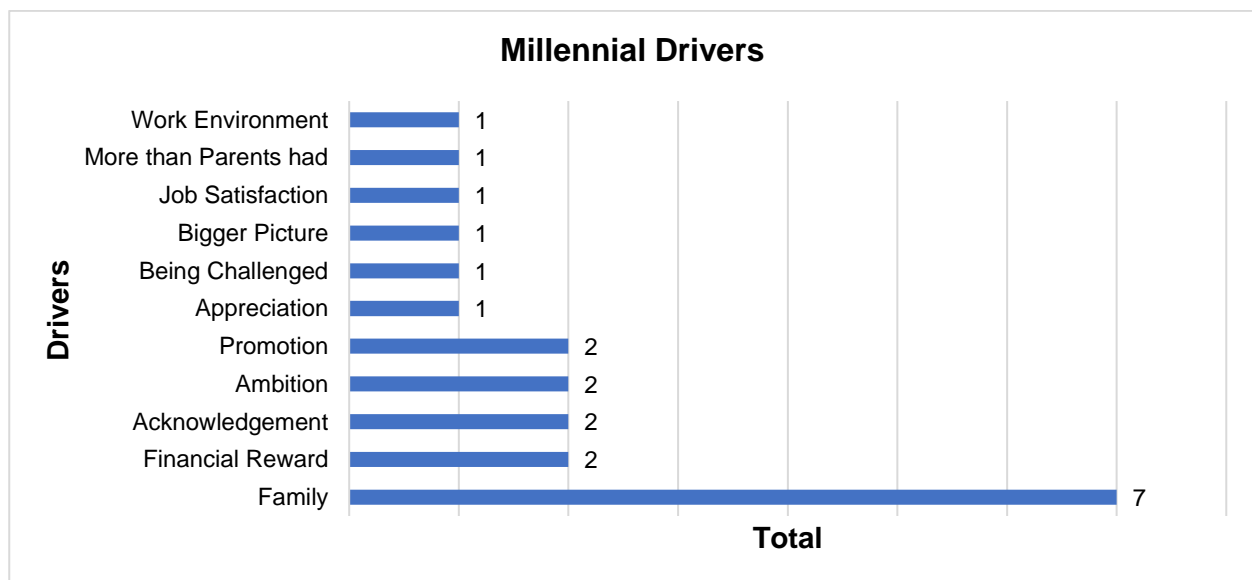
(Source: ATLAS.ti, 2018)

Figure 3-17: Empirical estimation of what motivates Millennials in the work environment

3.3.5.2 Drivers

According to the participants, family, financial reward, acknowledgement, ambition and promotion were their main driving forces (see figure:3-18). Participants MBAC LHGM8, MBAC LHGM14 and MBAC LHGM15 indicated that family drives them because they want to provide a better future for their family than the one they had had while growing up. Participant MBAC LHGM8 answered the question by saying: *“My kids because growing up I didn’t have a nice life it was very difficult especially when in the space of two years I lost my father and then my mother. Me as a parent with two kids, when I wake up and look at them, that’s the most important thing to me because I don’t want them to go through what I did, I want them to have a better life than I had”* (MBAC LHGM8, 2018).

Participants MBAC LHGM1 and MBAC LHGM2 indicated financial reward as a driving force, however participant MBAC LHGM1 also stated acknowledgement and the possibility of promotion as additional driving forces by answering *“Promotion, acknowledgement of my achievements and financial rewards”* (MBAC LHGM1, 2018), during the interview. Participant MBAC LHGM11 talked about a *“clear vision”* and *“ambition”* as a driving force, and how important it is for a person to know what it is they want to achieve in their life, and then to work towards it. MBAC LHGM11 (2018): *“I’ve got a vision, I’ve always envisioned where I’d like to be and how I’d like my family to live and so on, so it’s every day when I come to work, I know exactly why I’m here, I know exactly why I’m doing what I need to do. I run into problems and because I’ve got this vision, I know that I can’t give up and I need to just carry on”* (MBAC LHGM11, 2018). Figure 3-18 summarises the perceived Millennial driving forces.



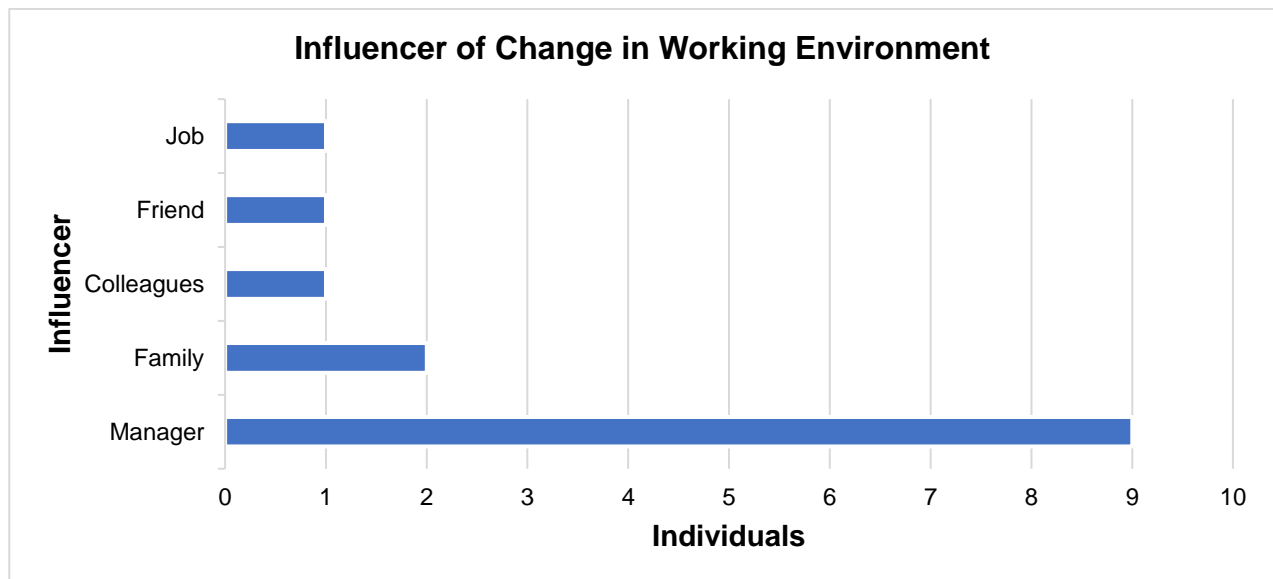
(Source: own compilation, 2018)

Figure 3-18: Perceptions regarding Millennial drivers

3.3.5.3 Influencer of change in working environment

When the question of what influences, or who are influencers of change was asked during the interview nine out of fifteen, or sixty percent responded that management plays the biggest role in influencing change within the work environment (see figure:3-19). Participant MBAC LHGM4 mentioned that management served as an example to the employees because of their dedication and support at work. Participant MBAC LHGM5 stated that management offered encouragement and mentorship and said that *“she’s always encouraging me to study saying I’ll get another position if I do and she’s trying to open my eyes”* (MBAC LHGM5, 2018). Other influencers of change mentioned

during the interviews were family that drives you, colleagues who encourage you to be better, and friends that support them and their work. Figure 3-19 summarises the perceived influencers of change within a Millennial working environment.



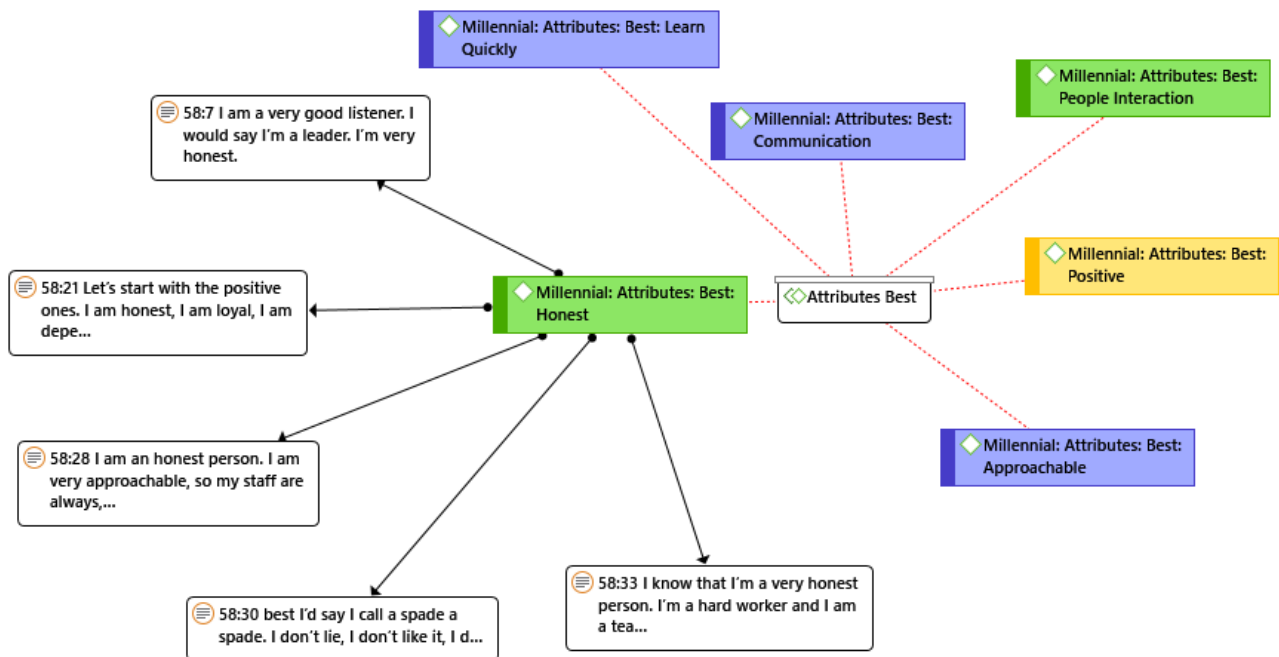
(Source: own compilation, 2018)

Figure 3-19: Perception regarding influencer of change for Millennials within working environment

3.3.5.4 Millennials' best attributes

The top five attributes according to the participants of the study were honesty, people skills, positivity, approachability and communication (see figure:3-20). Honesty was number one with participants MBAC LHGM3, MBAC LHGM10, MBAC LHGM12, MBAC LHGM13 and MBAC LHGM15. People skills came in second, with participant MBAC LHGM4 stating that: *"My best qualities would be I'm a people's person"* (MBAC LHGM4, 2018). Participants MBAC LHGM2, MBAC LHGM6, MBAC LHGM9 and MBAC LHGM11 also agreed that people skills are one of their best attributes. Third best was positivity, followed by approachability and communication. During the interview participant MBAC LHGM1 answered the question by saying: *"I think I'm approachable. Yes...? So, people can ask me questions related to work I've had, we have trainees right now and they feel, they were just telling me yesterday that it's easy to work with me. So, I feel like I'm approachable in that sense. I'm friendly I'd say, I don't know what others would say. But personally, I think I am friendly, and I get along well with people so it's not about me getting along with just girls or boys or race-wise, I think I get along well with everyone from my work "tjommie" to the general manager. I like everyone, there's*

no discrimination. And I think generally I'm a positive person. So, I try look at the positive side even though sometimes it's out of the world, but I try to be generally positive" (MBACLHGM1, 2018).

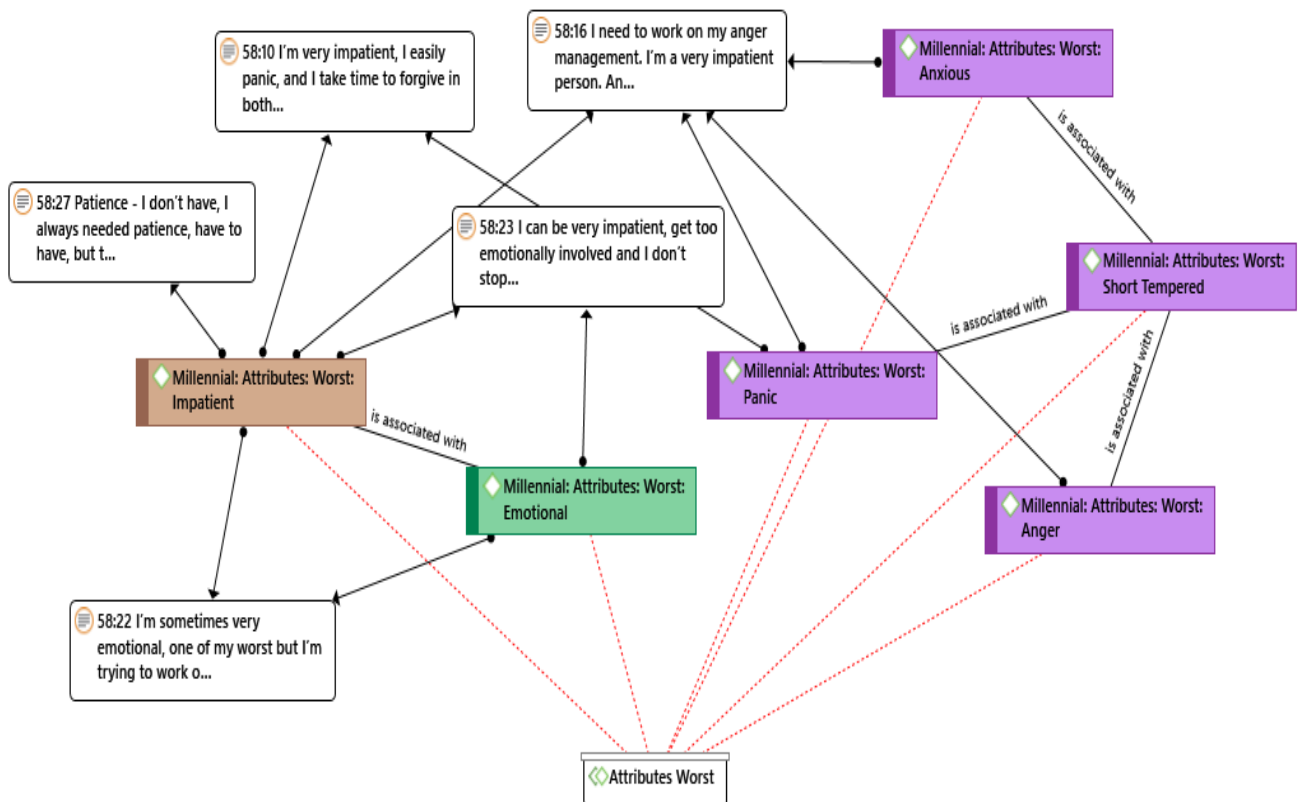


(Source: ATLAS.ti, 2018)

Figure 3-20: Millennials perception of their best attributes

3.3.5.5 Millennials' worst attributes

The top five worst attributes according to the participants of the study were impatience, being emotional, getting angry, anxious or panic stricken (see figure 3-21). Five out of the fifteen participants stated that impatience was a problem for them, with one participant MBACLHGM2 saying: *"my worst. Patience - I don't have, I always needed patience, have to have, but that's something to work on"* (MBACLHGM12, 2018). At times, the participants feel that they get too emotionally involved and should rather distance themselves from a situation. They also expressed a concern over becoming angry, anxious and panicking in the work environment. MBACLHGM7 said: *"The worst that I have to – I need to work on my anger management. I'm a very impatient person. And I have this anxiety which I need to work through anxiety attacks, like I'm in a panic mode"* (MBACLHG7, 2018).

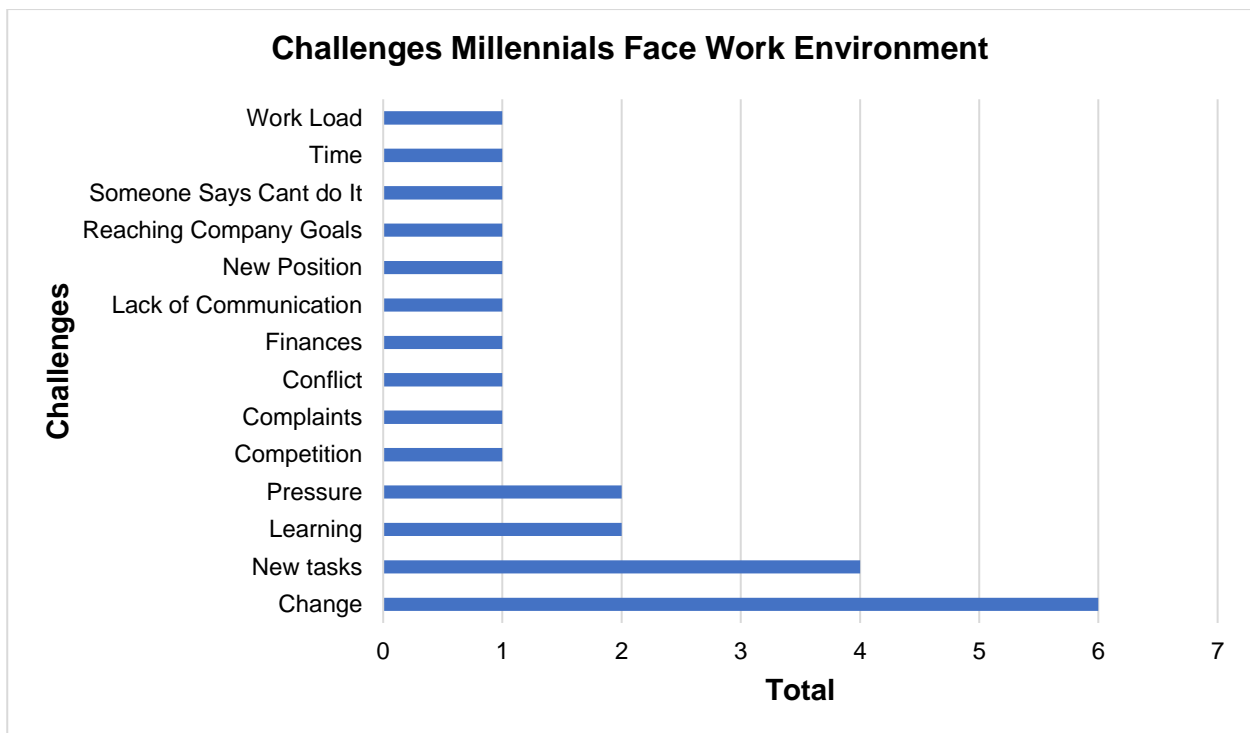


(Source: ATLAS.ti, 2018)

Figure 3-21: Millennials’ perception of their worst attributes

3.3.5.6 Millennial challenges

The biggest challenge identified during the interview was change. Change such as exposure to an unknown, rolling out a new operating system, starting a new position, or being assigned a new task by management (see figure:3-22). The second biggest challenge was being assigned a new task, and having difficulty learning the new job or not having the necessary support to complete the task successfully. Participant MBACLHG4 noted that new positions and new tasks cause pressure, however, add time constraints and it becomes a greater challenge. MBACLHGM4 (2018) stated during the interview that: *“a new position does give me a bit of a challenge. And pressure, when I’m under pressure I feel very challenged”* (MBACLH4, 2018). Figure 3-22 summarises the various perceived challenges that Millennials face within the work environment.



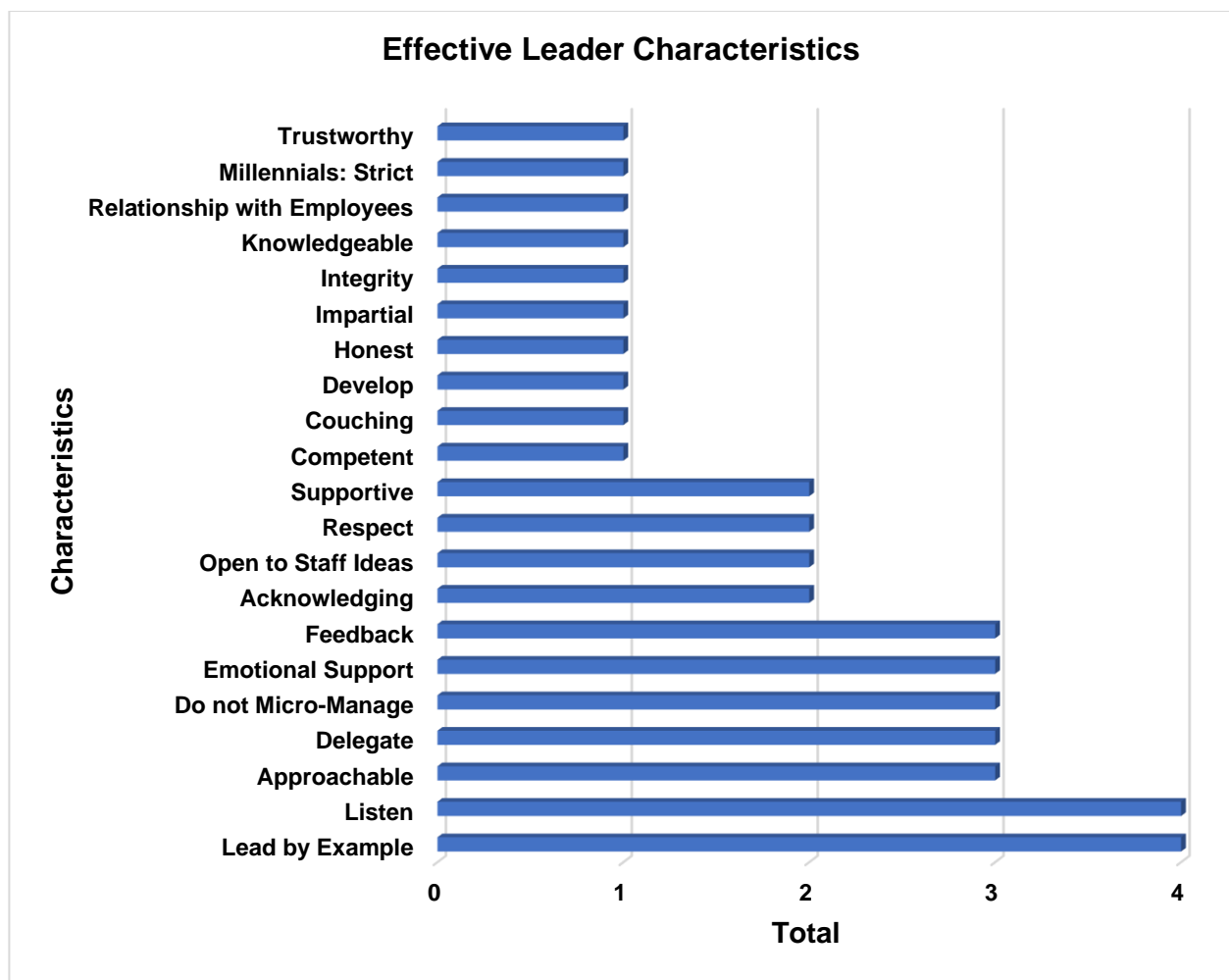
(Source: own compilation, 2018)

Figure 3-22: Challenges Millennials face in the work environment

3.3.5.7 Effective leadership characteristics

An effective leader according to the participants in the study, is a leader who leads by example and sets the standard for operations and services within the organisation. A leader should be approachable and listen to what the employees have to say. An effective leader needs to delegate responsibilities and not micro-manage, and they need to promote knowledge and growth (see figure 3-23).

Feedback is essential for employees to understand whether they are performing well or not. Acknowledgement of the employee's performance is important to motivate and encourage employees. Participant MBACLHG15 answered the question by saying *"he or she must be a hard worker. And have integrity and be fair and lead by example"* (MBACLHGM15, 2018). Additional characteristics mentioned during the interviews are summarised in figure 3-24 and include characteristics like integrity, trust, respect and honesty.



(Source: own compilation, 2018)

Figure 3-23: Millennial perception of an effective leader's characteristics

The empirical study provided the researcher with rich data from which to generate findings to compare to the existing body of knowledge from the literature review and from which to make recommendations in chapter 4.

3.4 Chapter Summary

Chapter 3 focussed on two things:

- The chapter discussed the research method used for this study.
- The chapter focussed on the collection and analysis of the data collected during the interviews.

The reason behind choosing the qualitative approach for collecting data was justified by the nature of the study. Chapter 1 outlined the purpose of the study, and the importance of understanding the challenges that management face when managing Millennials within the hotel industry. In Chapter 2, relevant literature was reviewed to support the primary and secondary objectives of the study. From the literature review a questionnaire was created.

This chapter started with the research methodology of the study, with a further in-depth discussion on data collection, instruments used for analysis and the population selection for the study. Empirical research was also done during this chapter to investigate the primary and secondary objectives. The data collected during the interviews was analysed by means of codes, code groups and themes. The data was interpreted by the researcher in an objective manner and the most prominent codes, code groups and themes were discussed. During the discussions of the codes, code groups and themes, some of the participants were directly quoted.

Firstly, the demographic information of all the participants was discussed and a summary table was compiled with all the demographic information to provide the reader with insight into who the participants were. The second theme dealt with Millennial perceptions on hierarchical structures and communication in their work environment. Theme 3 investigated the participants' view on current leadership and leadership characteristics, both positive and negative. Theme 4 reported on Millennial retention and what the participants value most in their life, international exposure and the importance of verbal or monetary reward. The final theme, theme 5, discussed Millennial core values and what motivates, influences and drives them.

The last and final chapter will be looking at the research limitations of the study, the main findings, research assessment of both the primary and secondary objectives, suggestions for future research and a conclusion to the study.

CHAPTER 4: FINDINGS, CONCLUSION AND RECOMMENDATIONS

4.1 Introduction

The primary objective of the study is to explore the challenges management within the hotel industry face while supervising their Millennial workforce. This Chapter 4 is the final chapter of the study and concludes with the results from the empirical study set out in Chapter 3, and the findings from the literature review in Chapter 2. Recommendations will be made to companies within the hotel industry to assist management to be aware of these challenges, and to create a work environment that supports, motivates and retains their Millennial generation employees.

The primary and secondary objectives of the study were evaluated, and recommendations were made on whether communication and hierarchical structures between management and Millennials influence staff engagement and performance, whether the type of leadership style affects Millennial engagement, what a preferred Millennial work environment consists of, what motivates, influences and drives Millennials to work more effectively and, finally, how might organisations retain Millennials.

4.2 Main Findings

The empirical study and analysis done in the previous chapter was used as the source for the research findings formed in this chapter. Findings are discussed in line with data obtained from demographic information, Millennial perceptions of current hierarchical structures, communication, and leadership, as well as Millennial retention, their core values and what motivates, influences and drives them.

4.2.1 Generational preferences and motivation compared to Millennial hotel employees

The comparison between generational preferences and motivations are important to better understand the possible challenges that could arise from generational differences.

4.2.1.1 Generational preferences

Comparing the participants' preference of the work environment to that of previous and future generations indicated the following similarities and differences. The participants when compared to Baby Boomers' preferences to the work environment matches up 100 percent. With these two generations both requiring recognition for performance, positive work environment, the access to further education and a good remuneration package the finding is very important. However, the Baby Boomers did not share all of the participants' preferences to the work environment. When compared

to Generation X the only preferences they have in common are work-life balance and career opportunities. The main differences between the participants and Generation X is that they do not share the need for autonomy and independence.

Comparing the participants to Millennials' preferences within the work environment indicated to similarities like, recognition of their experience and excellence, positive work environment, further education, work-life balance, impatience for promotion, development of skills, networking and socialising, impatience to be promoted and a stimulating involved working environment. The main differences between the two were the participants did not indicate that they value meaningful work and the use of technology as means of communication within the work environment. The participants indicated valuing money above meaningful work which is not shared by Millennials. Comparing the participants' preferences to Generation Z indicated that they share no preferences other than a good remuneration package. Please see table 4-1 for a summary of differences between the various generation's preferences and that of the participants in the study.

Table 4-1: Summary of differences between generational preferences compared to participants

Preferences	Baby Boomers	Gen X	Gen Y (Millennials)	Participants	Gen Z
Recognition for their experience and excellence within the workplace	X		X	X	
Positive work environment	X		X	X	
Furthering education	X		X	X	
Good remuneration package and benefits	X			X	X
Independence		X			
Autonomy		X			
Work-life balance		X	X	X	
Career advancement opportunity		X	X	X	
Work that is meaningful			X		
Development of skills			X	X	

Networking and socialising			X	X	
Impatient for promotion			X	X	
Stimulating, involved, multi-tasking work environment			X	X	
Technology			X		X
Know their career path prior to entering university					X
Very competitive					X
Prefer writing own job description					X
Work away from office					X

(Source: own compilation, 2018)

4.2.1.2 Motivational preferences

Comparing the participants' motivational preference within the work environment to that of previous and future generations indicated the following similarities and differences. The participants shared recognition of their achievements with Baby Boomers but differ as the participants did not indicate opportunities to share experiences, assigning them as mentors or retirement as motivational interactions, this could be due to the short time of them being active in the work environment. Compared to Generation X the similarities between them were leadership and skills development, avoid micro-management, involve them in decision making and time spent at work should not be an indicator to their commitment to the company. Key differences between them were the participants' need for support, early leadership training, regular feedback, personalised relationships and working together as a team.

Comparing the participants to Millennials' preferences within the work environment indicated to similarities like, recognition of achievements, create opportunities for leadership and skills development, avoid micro-management, involve them in decision making, time spent at work should not be an indicator of their commitment to work, supportive work environment, initiate leadership training early, teamwork, mentoring and continues feedback, personalised relationship with management and maintaining a personal life. The main differences between the two were that the participants did not indicate a need for management to providing access to social networks, the opportunity to increase their technological strengths, making a difference within the company and access to technology for them to be motivated. Comparing the motivational needs of the Millennial

participants to Generation Z indicated similarities in having a personalised relationship, mentoring and continuous feedback and maintaining a personal life. The participants did not share the Generation Zs' need for having several jobs simultaneously, access to technology, having the option to work from home and the ability to wear any clothing as a need to be motivated. Please see table 4-2 for a summary of differences between the various generations' motivational needs within the work environment and that of the participants in the study.

Table 4-2: Summary of differences between generational motivation compared to participants

Motivation	Baby Boomers	Gen X	Gen Y (Millennials)	Participants	Gen Z
Recognise their achievements	X		X	X	
Create opportunities for them to share their experiences	X				
Assign them as a mentor to next generation	X				
Investigate gradual retirement	X				
Create opportunities for leadership and skills development		X	X	X	
Avoid micro-managing		X	X	X	
Involve them in decision making		X	X	X	
Time spent at work should not be an indicator of their commitment to work		X	X	X	
Supportive working environment			X	X	
Implement leadership training early			X	X	
Encourage teamwork			X	X	
Provide access to social networks			X		
Provide the opportunity to increase their technological strengths			X		

Making a difference within the company (the greater good)			X		
Several jobs simultaneously					X
Access to technology			X		X
Work environment office, home desire flexible schedule					X
Personal relationship			X	X	X
Mentoring and constant feedback needed			X	X	X
Maintain personal life			X	X	X
Attire whatever feels comfortable					X

(Source: own compilation, 2018)

4.2.2 Theme 1: Demographical information

Theme 1 of the interview guide asked questions pertaining to demographic information. It comprised elements such as age, gender, highest qualification, hospitality industry experience, City Lodge Hotel Group experience and the position the participant has within the Company. From the aforementioned data the following conclusions were drawn:

- Of the fifteen participants 33.3 percent came from the 24-28 age group. This was followed by 26.7 percent from the 29-33 age group, and twenty percent of the participants from the age groups 18-23 and 34-38, respectively.
- Gender responses were based on two categories, namely male and female. From the participants twenty percent were male and eighty percent female.
- All the participants at least had a grade 12. Twenty percent of the participants indicated having a National Diploma in Hospitality Management, twenty percent a Diploma in Hospitality Management, and twenty percent as having a Diploma in Front Office as their highest qualifications. In addition, 26.7 percent of participants each indicated having other qualifications such as a Certificate in Public Management and Bookkeeping, an Advanced Diploma in Front Office and a Food and Beverage Degree in Hospitality Management and, finally, a Diploma in Frontline Hospitality. The remaining 13.3 percent of the participants only had grade 12 as their highest qualification.

- The years of hospitality industry experience were quite varied with 26.6 percent of participants indicating five years, followed by 20 percent with three years and 13.3 percent with 11 years of experience. Of the participants, 6.7 percent had one, four, six, seven, nine and fourteen years of experience respectively.
- The years of service with City Lodge Hotel Group were similarly varied amongst participants, with twenty percent having five years and three years' service respectively, followed by 13.3 percent with between one, four and eleven years of service respectively, and the remaining 19.9 percent having seven years, eight years and three months of service with the Company.
- The positions within the Organisation were very diverse. Most participants were employed as Receptionist/Night Audit at 46.7 percent, followed by Reservation staff at twenty percent, and Assistant General Managers at 13.3 percent. The remaining participants occupied positions such as Administrative Controller, Food and Beverage Supervisor and Front Office Coordinator at 6.6 percent each.

From the empirical study the finding was that the participants' perceptions of their Millennial generation's needs, wants, characteristics and values are shared, based on age group, similar work environment and historical events. No significant variation in perspective within the different age groups could be found. No remaining demographic finding such as gender, education, work experience, industry experience or position within the Company distinguished itself as a determining factor, upon which the participants based their responses. Thus, a conclusion from the empirical study regarding theme 1 can be drawn with age, work environment and historical events being the common denominators on which perceptions of the participants are based. This is in line with the definition of elements making up a generation (Kowske *et al.*, 2010:278).

4.2.3 Theme 2: Millennial perceptions, hierarchical structure and communication

The second theme concerned firstly, participants' perceptions of hierarchical structure and secondly various preferred types of communication: within the company, communication between colleagues in the workplace, and when they are assigned a task by management. The third part of theme 2 focussed on feedback: the importance of it, how often they want to receive feedback and the method by which they would like to receive both positive and negative feedback.

4.2.3.1 Hierarchical structure

Scrutiny of hierarchical structure indicates that although the participants value a personalised relationship, and they want management to listen to their ideas (as stated later see section 4.3.5.3), 60 percent of the participants see management as their influencer of change and value their feedback and communication above that of colleagues. Indicating that the participants still value a

hierarchical structure, but with more access to management and their inputs valued and considered by management.

4.2.3.2 Communication: current communication effectiveness

The overall perception and experience regarding communication within the Company was very positive. Findings as to the state of communication within City Lodge Hotel Group, and Millennial employees' preferences with regards to methods of communication are set out below.

- **Communication within the Company**

It is clear from the empirical study that there are sufficient means of communication within the Company. The means currently employed comprise structured meetings, quick morning meetings, email messages, WhatsApp, handover books, telephonic and face-to-face communication; confirming this generation's need to utilise technology within the workplace. However, the use of social networks among the participants for work purposes was not seen as very important in contrast to other mentioned communications. This finding differs to the statement that management should support Millennials by providing them with access to social networks within the work environment (Mokoka, 2015:45).

The participants who found the communication to be ineffective noted a lack of structure and formality to the meetings and handovers, with participant MBAC LHGM1 mentioning that meetings should be recorded and minuted to add structure to them. Verbal handovers were also found to be unreliable by participant MBAC LHGM13, as somewhere along the line part of the instructions are getting lost due to misinterpretation of the original communication.

In general, communication was found to be effective. However, both better recording of and structure to meetings could be provided, and written communication, via email or a written handover document, could follow face-to-face meetings in order to eliminate confusion or incorrect information being transferred. Proof that employees have appropriately informed a colleague through hand-over documentation would also protect employees in case of a dispute.

- **Preferred method of communication with colleagues**

The method preferred by 40 percent of participants to communicate with one another was email as this alleviates any misunderstandings since email is permanent and can always be referred to.

A further 34 percent of participants noted face-to-face communication as their preferred method because this was quicker than typing an email, it gave the participant an opportunity to ask clarifying

questions and ensure better understanding of the context of the message than through an email communication.

The remainder of the participants preferred telephonic and hand-written documents. Only one participant mentioned the use of WhatsApp as a means of communication, indicating that the use of social networks among the participants for work purposes was not seen as very important, compared to other mentioned communications.

- **Preferred method of communication when assigned a task**

When assigning a task, 69 percent of the participants agreed that email communication is the preferred method. The reasons being that the receiver acknowledges receipt, confusion is eliminated, and the email serves as a backup for the participant to refer back to if be necessary. Thirty-one percent of participants preferred face-to-face communication, pointing out that it is quicker and allows for clarifying questions. Participants MBACLHGM9 and MBACLHGM13 indicated that they preferred a combination of both verbal and written communication when assigned a task.

The responses to communication method preferences by participants when they are assigned a task is almost identical to when they communicate with their peers. However, it is noticeable that when it comes to assigned tasks an additional 39 percent of participants value emails than when communicating with their peers. Analysis confirms that this is due to the need of the participants to establish a paper trail in case of a dispute.

In conclusion, it has become apparent that the participants value both email and face-to-face communication. During the interviews it became apparent to the researcher that the participants seemed to prefer email messages to protect themselves from potential problems, wanting to be able to prove that they did hand over communication, or that they had informed a colleague.

The preferred method of communication coincides with the findings in section 2.4.2. However, whilst face-to-face communication was considered the fastest, it should be followed up with some form of written communication to alleviate any concerns that the sender might have. The lack of preference in utilising WhatsApp to communicate was found by the researcher to be very interesting, since this Millennial generation is known for embracing technology.

4.2.3.3 Communication: feedback

Of the fifteen participants, fourteen reported that feedback was important to them; this calculates to 93 percent of all participants, which is in line with the literature as to the importance of feedback to Millennials (Behrens, 2009). The consensus among the participants was that they value feedback

as it gives them an opportunity to receive comment about their performance and whether they are performing to a satisfactory standard or if there is a need to improve. Participant MBACLHGM5 noted that feedback assists with building the trust relationship between them and management and is a major contributor to growth and motivation in their careers.

An investigation of how often the participants required feedback within the company indicated that 40 percent of participants wanted feedback after every assigned task, with 20 percent wanting feedback monthly. The remaining 40 percent of the participants mentioned “*six months*”, “*as necessary*”, “*two weeks*” and “*weekly*”. These were insignificant in number and did not warrant a finding. As to the method of receiving positive feedback, 87 percent of participants wanted to receive feedback face-to-face, with the remaining 13 percent indicating email as their preferred method. When receiving negative feedback 86 percent opted for face-to-face feedback, with 14 percent preferring email.

Participants value feedback and it serves as a motivational tool whether the feedback is positive or negative. This finding supports the literature stating that Millennials want frequent, positive and open communication in the workplace (Chou, 2012:75). Feedback is also seen as a method of building a trust relationship with management and is an essential part of growth and development for participants. Both positive and negative feedback need to be communicated face-to-face, with management providing a private area within which to communicate negative feedback, so as not to embarrass a participant.

4.2.4 Theme 3: Leadership

The third theme investigated was participants’ perception of the current leadership within their Company, and to discuss the positive and negative leadership characteristics present in their managers. An inquiry was also made regarding management’s tolerance towards employees making mistakes, and whether respect is earned, or automatically given.

4.2.4.1 Current leadership

Overall the response to the current leadership within the Organisation was very positive, with 93 percent of participants indicating that they are very happy. The participants noted that management was open and friendly, and lead by example. Participant MBACLHGM3 did not share the majority view and stated that management was not strict enough with staff. Whilst 93 percent of participants indicated that the current management is tolerant of participants making mistakes, it depended on the severity of the transgression and the same mistakes not being repeated. Eighty percent of the participants indicated that respect is earned, and not simply given. The participants noted that

respect is earned through mutual respect and trust for each other. Leaders that show commitment, integrity and honesty are also to be respected. Consensus among the participants was that respect does not automatically come with age, or a position of power.

4.2.4.2 Leadership characteristics

Positive leadership characteristics mentioned by the participants were noticeably more focussed towards supporting and guiding characteristics, versus simply being competent in performing tasks. “*Lead by example*” was mentioned by ten of the fifteen participants as being the most important characteristic, followed by “*support*” from eight participants. In addition, communication, encouragement and management not micro-managing were the top five characteristics mentioned by the participants. The remaining characteristics mentioned during the interview were “*guidance*”, “*integrity*”, “*ethical*”, “*empathy*”, “*approachability*”, “*fair*”, “*friendly*”, “*honest*”, “*strict*” and “*sympathy*”. Several other positive characteristics were mentioned, as detailed in table 4-1.

Characteristics mentioned by the participants were compared to the leadership styles discussed in Chapter 2 section 2.6.2, and it was found that transformational leadership was the most prominent, followed by the servant leadership and democratic leadership styles. These findings are similar to the literature findings in section 2.4.6.6 where (Long, 2017:115) indicated that a leader should, in order to be effective in motivating their Millennial employees, practice one of the following three leadership styles: servant leadership, ethical leadership or transformational leadership. Whilst Long (2017:115) stated that servant leadership was most effective in motivating the Millennial employees followed by ethical leadership, the current study differed on which leadership style is most effective in motivating Millennials.

Table 4-3: Characteristics versus leadership styles

Leadership Styles					
Characteristics	Transformational Leadership	Charismatic Leadership	Servant Leadership	Ethical Leadership	Democratic Leadership
Lead by Example	X			X	
Supportive	X	X	X		X
Communication	X	X	X	X	X
Encourage	X	X	X		X
No Micro-Managing	X				
Delegate	X				
Guidance	X		X		X
Integrity	X	X	X	X	
Competence	X				
Open to Ideas	X				X
Vision	X	X	X		
Accountable	X		X		
Approachable	X		X		X
Empathy		X	X		X
Ethical				X	
Fair	X		X		X
Friendly		X	X		X
Honest	X	X	X	X	X
Recognise	X		X		X
Sympathy			X	X	X

(Source: own compilation, 2018)

The most noticeable negative characteristics mentioned by participants were “*micro-management*”, “*lack of equality*” and a “*casual environment*”. These negative characteristics, like micro-management, hinder the transfer of knowledge to participants; standing in the way of the participants’ growth and development. Micro-management was also seen as a lack of trust by the participant’s manager, as it appears that the manager does not trust the participant to perform their duties to management’s standards. Participants, in noting equality, stated that everybody should be treated equally, with no favouritism shown within the work environment. It is worth noting that participants did value a more structured working environment, and a lack of discipline at times causes them some concern.

4.2.5 Theme 4: Millennial retention

Theme 4 concentrated on what would encourage the Millennial employee to stay with a company for longer. This chapter investigated what participants’ core values are, such as recognition versus reward, preferred working environment and whether international exposure would contribute to them working for the company for a longer period.

4.2.5.1 What aspects Millennials value most

Of the participants, 55 percent indicated that they value their family the most. Time spent with family, and a participant mentioning that family provides him with the motivation to go to work, indicate that family is exceptionally important to Millennials, thus a work-life balance is also important to them. This finding is similar to the literature, where in figure 2-1 Millennials indicated a work-life balance to be the most important expectation. The second most important value in the participants' life was money, with participant MBACLHGM9 indicating it is needed for a "*good life*". Likewise, participant MBACLHGM7 added that money equals security and the means to look after their family. Analysis of what participants value most concluded that family matters above all else, thus a balance between work and personal life is essential. Work is important, but only to generate the money for participants to look after their family and provide them with a "*good life*". When comparing the aspects Millennials value most to what drives Millennials in section 4.2.6.2, it is clear that "family" is the number one value and driver of the participants and remuneration is the second both when it comes to aspects they value most and driving force according to the Millennials.

4.2.5.2 Recognition or reward

From the responses to the question relating to the Millennials' preference for recognition versus reward 71 percent of participants indicated that they prefer verbal recognition over reward. The remaining 21 percent indicated that they would prefer additional money to verbal recognition. Participants noted that simple comments like "*thank you*" and "*job well done*" are enough to motivate them to perform even better. Analysis indicates that verbal recognition is by far the preferred method of reward, but a properly implemented monetary reward system could provide additional motivation to achieve stretch objectives.

4.2.5.3 Millennials' preferred working environment

When posed the question about their preferred working environment, the participants mentioned the following stand-out words; "*team work*", "*happy*", "*greeting everyone*", "*support*", "*guidance*" and "*guest complaint free*". Participants mentioned that a work environment with teamwork was very important to them. Teamwork is supported by the second highest preference, which is a happy working environment, several participants referring to such during the interviews.

A happy working environment, according to the participants, is an environment filled with loving, compassionate and caring people, one where an individual is greeted in the mornings. This culture of happiness, according to the participants, starts from the top and cascades down. Support and guidance, according to participant MBACLHGM4, is needed to reach organisational goals through

respect, trust and empowerment of employees. Upon analysis of the responses from the various participants, it became clear that they value a working environment that is calm, relaxed, supportive and fun, where they are surrounded by people who care about each other.

4.2.5.4 International exposure and retention

Should they be offered international exposure, 73 percent of participants indicated that they would consider staying longer, whilst 27 percent stated that international exposure would have no bearing on them remaining within the Organisation. Participants who stated that they would consider staying longer noted that they value international exposure as it looks very good on their resume; plus, it offers them exposure to new cultures, new business environments, and potentially advancement in their careers. Literature in (section 2.4.4) supports this finding with (Greve & Jacobs, 2017) stating that the Millennials perceive value in international careers, as it is seen positively in respect to future employment opportunities. Participants who indicated that international exposure holds no bearing on retaining them indicated that they receive enough exposure locally and stated that a stable job with benefits locally is more important. In general, the participants acknowledge that international exposure is important to them and could provide them with the necessary incentive to remain with the Organisation for longer.

4.2.6 Theme 5: Millennial: motivation and influencers, challenges Millennials face, and Millennial characteristics

Theme 5 focussed on what motivates participants to perform more effectively in their work environment, what the influencers of change in their lives are, and what drives them. This section concluded the interviews and focussed specifically on gaining insight into how to motivate and drive the Millennial generation within their work environment, what the influencers of change in their careers are.

4.2.6.1 Motivation according to Millennials within the work environment

Participants indicated that they are motivated by receiving feedback, a healthy work environment, money and support. Recognition of performance by means of face-to-face feedback was noted as the most important motivation by participants. Receiving feedback and communication have been a common trend throughout the study and aligns with Millennials wanting to receive feedback to further grow and develop within their company. A healthy work environment was next in importance, with participant MBAC LHGM5 noting the importance of wanting to feel appreciated, respected, acknowledged for the good they do, and not feel that they are being judged. The importance of money as a motivator was brought up by participant MBAC LHGM9, mentioning that a “*good life*” or

“money” plays an important role in motivating as it provides the participants with the means to support their families and live good lives. The final motivation mentioned was support which ties in with the number one motivator of feedback, as support, along with feedback, is seen by participants as essential for them to grow. Millennials need regular feedback and support in an environment that they deem healthy. Advancement in their careers is of primary importance to generate more money to support their families, who are very important to them, and to enable them to live a certain lifestyle.

4.2.6.2 Drivers for the Millennial within the work environment

The top driving force for seven out of fifteen participants was family, followed by financial reward, acknowledgement, ambition and promotion. Participants 8, 14 and 15 noted that their families drive them because they want to provide a better future for them, a better life than the one they had while growing up. Financial reward as a means of supporting their family and their chosen lifestyle was a driving force.

Acknowledgement of their achievements was seen by participants as driving them to want to do even better. Career advancement was also mentioned by the participants as a driver as it provides them with additional money and status. For participant MBACLHGM11, a clear vision and ambition as a driving force were expressed in terms of how important it is for a person to know what they want to achieve, and then working towards that goal.

The importance of family and the participants' desire to achieve success in their work life and be able to provide a better life for their family are significant driving forces. Accordingly, Millennials are driven towards improving the circumstances and quality of life for themselves and their families.

4.2.6.3 Influencer of change in the work environment

Management, according to 60 percent of participants, plays the biggest role in influencing change within the work environment. They served as an example to employees within the work environment because of their commitment and dedication to the employees and the Company. Participants noted that management offers them support, guidance, direction, feedback and mentorship, which drives the participants to want to do better. Other influencers of change mentioned during the interviews were family that drives you, colleagues who encourage you to improve and grow, and friends who support you and your work.

There is a need for very personalised relationships between the participants and management. Connection with, and investment from management, influences the participants to want to achieve more.

4.2.6.4 Millennials' best attributes

According to the participants, the best attributes that Millennials have are honesty, people skills, positivity, approachability and communication. Honesty ranked the highest with participants MBAC LHGM3, MBAC LHGM10, MBAC LHGM12, MBAC LHGM13 and MBAC LHGM15 all indicating honesty as a positive attribute. People skills came in second, with the third best attributes being positivity, approachability and communication. Table 4-4 list a detailed summary of all the best attributes mentioned by participants during the interviews. In general, the participants refer to attributes that are essential for building effective relationships, and which reinforce the need that this Millennial generation must connect with people.

Table 4-4: Detailed summary of all the Millennials' best attributes mentioned during the study

Millennials	Best Attributes		
	<ul style="list-style-type: none">• Honesty• People skills• Positive• Approachable• Communication• Learn quickly• Adaptable• Attention to detail	<ul style="list-style-type: none">• Caring• Dependable• Doing paperwork• Following procedures• Friendly• Hardworking• Leader• Listen	<ul style="list-style-type: none">• Loyal• Open minded• Problem solving• Respectful• Strict• Teamwork• Trusting

(Source: own compilation, 2018)

4.2.6.5 Millennials' worst attributes

The worst attributes according to the participants of the study were impatience, being emotional, angry, anxious or panic-stricken. Five participants stated that impatience was a problem for them, with participant MBAC LHGM7, indicating that they simply do not have patience. Participants also felt that they get too emotionally involved and should at times distance themselves from a situation. They also expressed concern over having anger, anxiety and a sense of panic in the work environment. Participants are impatient when it comes to promotions, and they want to move up the corporate ladder quickly. They tend to get emotionally involved and this, at times, could be problematic for them. Anger, anxiety and panic were a real concern for participants, all of which are amplified in situations where they are uncertain about what to do, under pressure due to deadlines or simply lack

emotional intelligence, support and guidance from management. Table 4-5 list a detailed summary of all the worst attributes mentioned by participants during the interviews.

Table 4-5: Detailed summary of all the Millennials' worst attributes mentioned during the study

Millennials	Worst Attributes		
	<ul style="list-style-type: none"> • Impatient • Emotional • Anger • Anxious • Panic 	<ul style="list-style-type: none"> • Quick tempered • Frustrated • Hold grudges • Loud • Nervous 	<ul style="list-style-type: none"> • Stubborn • Take things to personal • Time management

(Source: own compilation, 2018)

4.2.6.6 Millennial challenges

According to participants the biggest challenge they faced was change, such as exposure to an unknown like rolling out a new operating system, starting a new position, having to learn new skills or being assigned a new task by management. The second greatest challenge was being assigned a new task, having difficulty learning a new job, or not having the necessary support to complete a task successfully. In general, these are all situations of uncertainty, change, new tasks and learning new skills. These uncertainties cause Millennials to feel pressured and amplify this generation's worst attributes; anger, anxiety and panic.

4.2.6.7 Effective leadership characteristics

An effective leader according to four of the participants was a leader who leads by example and sets the standard for operations and services within an organisation. A leader should be approachable and listen to what the employees have to say, an effective leader needs to delegate responsibilities and not micro-manage. This, according to the participants, promotes knowledge and growth. Feedback is essential for employees to understand whether they are performing well or not. Acknowledgement of the employee's performance is important to motivate and encourage them. What Millennials want in an effective leader is a person who is strong enough to lead by example, an approachable person who is willing to listen to others' ideas before making decisions that affects

everyone, a person willing to trust the employees enough not to micro-manage, and the ability to transfer knowledge and skills to the Millennial generation while providing them with the necessary support to succeed both in their personal and work life. Building a personal relationship on trust and respect, is of utmost importance to the Millennial generation.

4.2.7 Millennials and the hospitality industry

Service can be defined as the level of service provided by hotel staff to facilitate the purchase by the guest (Soegjobs, 2016). The most important quality within the hospitality industry is customer service, which acts as the industry's very soul (see section 2.8). The success of the hotel depends on its employees having the required characteristics to achieve the desired customer service. When comparing the participants best and worst attributes (see table 4-4 and table 4-5) to the characteristics required for the hotel (service) industry section 2.8.1 the following findings were made.

Commitment – Participants referred to themselves during the study as being loyal, hard working, dependable, adaptable, friendly, caring, honest and having very good people skills within the work environment. These are all very important attributes critical to the commitment of great customer services within the hotel industry. Negative attributes that could influence the participants' commitment to customer service is impatience, anger, anxiety, panic and having a quick temper.

Communication skills – Written and verbal communication within the hospitality industry is critical and the participants stated that they communicate very well and value the need for effective communication and feedback, indicating their preferred method of communication to be face-to-face communication which allows for clarifying question followed by written communication to establish a paper trail to serve as a document to refer to, as well as proof that the communication took place. Negative attributes that could hinder effective communication is Millennials being over emotional, holding grudges, being stubborn and taking things too personally.

Computer literacy – Employees should have good computer skills and be familiar with an extensive range of technological applications that are used within hotels. Participants expressed a need to utilize computers and especially the access to emails as a critical part of effective communication, however they did not indicate a strong need for the use of social networks for use within the work environment; they are comfortable with the use of computers.

Enthusiasm – Hotel employees should be enthusiastic about their work and strive to do the best work possible to create lasting guest experiences. The participants stated during the interviews that they are open minded, positive, adaptable, follow procedures and they listen to what the customers

need and react on it. Negative attributes that could hinder enthusiasm in the work environment would be being nervous, panicking in difficult situations and poor time management in that they do not deliver in accordance to guest expectations.

Interpersonal skills – Success within the hotel industry depends on good interpersonal skills as the core business of this industry is to provide outstanding customer service. Participants mentioned that people skills are their second-best attribute and they have the ability to anticipate a customer need. They added that they are approachable and adaptable when confronted with a difficult situation to turn a negative guest experience into a positive one.

Leadership – Strong leadership skills are essential to command projects and overall organisational success. Participants stated that they are good leaders, honest, adaptable, listen, respectful, strict and trusting, all of which are good characteristics to lead people. Negative attributes that are deconstructive in a leader is attributes like being impatient, overly emotional, anger, holding grudges, panicking and being stubborn.

Organised – Multi-tasking within the hotel industry is critical for organisational success. Participants indicated that they have the ability to be organised being hardworking, doing paperwork, following procedures, learning quickly and paying attention to details which are necessary to be organised within a hotel. Negative attributes were poor time management and being stubborn – attributes that are counterproductive to being organised.

Knowledgeable – A comprehensive understanding of operational requirements and regulations is very important for both the employee and operational success. During the interviews it became apparent that the participants are hardworking, dependable and have an overwhelming need to learn new skills either through, education or training to further themselves within the organisation. Negative attributes to gaining knowledge would be participants being stubborn and over emotional not accepting and embracing change as it creates anxiety and panic.

Teamwork – Hospitality employees need to work well within a team dynamic and value the contributions of his/her fellow employees. Participants stated that teamwork was important to them and they function well in a team dynamic, however they would like to receive personalised feedback in order to develop themselves and grow within the organisation.

Table 4-6: Required characteristics for hotel employees compared to participants

Characteristics	Hotel Employee	Participants
Commitment	X	X
Communication skills	X	X
Computer literacy	X	X
Enthusiasm	X	X
Interpersonal skills	X	X
Leadership	X	X
Organised	X	X
Knowledgeable	X	X
Teamwork	X	X

(Source: own compilation, 2018)

In general the participants adhere to all the characteristics needed to be great hoteliers, but care must be taken by management to manage and support this generation through effective communication, change management, resource allocation and creating a calm and supportive working environment to mitigate attributes like anger, anxiety and panic caused by uncertainty in how to complete a task, operational and technological changes within the organisation not communicated effectively and the necessary support not given.

4.3 Contribution of the study

The problem being investigated was generational misunderstanding of Millennial employees within the Hotel Industry in South Africa, and whether conventional management processes still apply to this generation. This study added to the limited body of knowledge of Millennial employees within the hotel industry in South Africa. Generational misunderstanding does add to the challenges in the work environment faced by management while managing this generation. The research gave management insight into the Millennials perception of hierarchical structures within the organisation, how to effectively communicate with this generation in order to create a personalised relationship that will motivate, support and create trust in the management-Millennial relationship. The study also

provided clarity on the ideal work environment, what motivates them, influencers of change, preferred leadership style, what drives this generation to perform better and finally how to retain the Millennial generation within the organisation. Through understanding this generation better management can adapt their management process to accommodate and create a more productive workforce.

Conventional management processes need to be amended for this generation, management should allow unprecedented access to themselves as this generation requires continuous feedback, support, mentorship and coaching. When it comes to decision making this generation wants to be involved and feel that management values their contribution. Leadership styles like transformational leadership, servant leadership and democratic leadership work best to motivate Millennial hotel employees as they value a highly personalised relationship with their managers and they want to be able to trust their managers that they have their best interest at heart both professionally and personally.

4.4 Limitations of the research

Limitations to this study include:

- The small sample size; only 15 Millennial participants were interviewed, yet the researcher did establish data saturation.
- The researcher only made use of semi-structured interviews. Given the lack of information available about Millennials within hotels prior to the study, the use of interviews in this manner may be justified.
- The researcher interviewed only employees within his own organisation.
- Most of the employees were employed at lower levels in the organisation, such as Receptionists and Reservation staff.
- Most of those interviewed were from previously disadvantaged backgrounds.
- Eighty percent of the respondents were female.

4.5 Evaluation of achievement of study objectives

The success of the study is determined by the achievement of the primary and secondary objectives as identified in Chapter 1 (section 1.5) The primary and secondary objectives assessment is discussed below.

4.5.1 Primary objective

The primary objective of the study was to explore the challenges management within the hotel industry face while managing their Millennial workforce. As was indicated in Chapter 1 and Chapter 2, the study focussed on Millennial perspectives of the work environment, including communication, feedback, leadership, retention, motivation, influencers, drivers and Millennials' preferred work environment. Upon completion of the study the primary objective was reached.

The primary objective was reached through better understanding of what Millennials within the hotel industry perceive as important to them. The perceptions that was investigated and analysed during the study was communication, feedback, leadership, retention, motivation, influencers, drivers and Millennials' preferred work environment. Since an individual or a generations perception are their reality, it was important for management within the hotel industry to understand these perceptions in order to better manage the challenges that they face when managing this generation.

The study indicated that this generation differs from previous generations regarding how they want to be managed and what is important to them, but what stood from previous generation is the need for a very personalised relationship with their management consisting of mutual respect and trust. This generation respects a formal hierarchical structure, but they require unprecedented access to their managers for feedback, mentorship, guidance, coaching and involvement in decision making, wanting to know that their opinions are valued.

Work environment and family are exceptionally important to them, and management should create an environment, and support structure that complements the Millennials' strengths and lessens the effect of situations that causes stress, anxiety and panic. Thus, leadership styles like, transformational leadership, servant leadership and democratic leadership styles are important to management to effectively manage this generation and provide them with the necessary support they need to succeed and grow.

4.5.2 Secondary objectives

The following secondary objectives had to be analysed and assessed to address the primary objectives of the study.

- Does communication and hierarchical structures between management and Millennials influence staff engagement and performance?

Assessment: Effective communication between management and Millennials is exceptionally important. The participants indicated that communication, and especially feedback, are

essential between management and Millennials as this allows the Millennials to determine their performance level. It allows Millennials the opportunity to receive face-to-face feedback regarding areas where they are succeeding, and which areas need to be improved on. Millennials see feedback as a method to grow and further develop within the company, engaging them more and increasing their performance. Millennials value a personal relationship with management and want to feel that their manager is committed to their personal wellbeing and career advancement through providing them with support, coaching and mentorship. This type of engagement with the Millennial staff is effective in improving performance.

- Does the type of leadership style affect Millennial engagement?

Assessment: The type of leadership style is important to Millennial staff, with participants indicating the need for leaders to fulfil more of a supportive and directional role. The participants added that a leader should have integrity, be honest, loyal, trustworthy and not micro-manage their staff. Overall, they value a close personal relationship with a leader who cares about them as an individual and wants to help them to succeed. Participants mentioned that a leader should also listen to their ideas prior to making decisions. The chosen leadership style affects Millennial engagement, as sixty percent of participants indicated that management is an influencer of change in their lives.

- What does a preferred Millennial work environment consist of?

Assessment: In general, the participants indicated that they prefer a work environment that has minimal conflict, is relaxed and happy, and in which they are surrounded by people who support and care for them. They value a work-life balance, as family is exceptionally important to them, and they want to be promoted as it gives them status and generates additional income to provide a better life for their children than they had growing up.

- What motivates, influences and drives Millennials to work more effectively?

Assessment: The participants indicated that feedback motivates them, followed by a healthy working environment, money and support. Sixty percent of participants suggested that management is an influencer of change in their lives, followed by family and work colleagues. Drivers, according to the participants, were firstly their family, followed in turn by money, acknowledgement, ambition and promotion.

- How do organisations retain Millennials?

Assessment: The participants preferred an environment where they feel safe and secure, with the necessary support and development for them to succeed and grow. They indicated that regular feedback, after every assigned task, would be very helpful for their career advancement, and that they value positive face-to-face words of recognition more than financial reward. Seventy-three percent of the participants indicated that they would consider staying longer with a company that offered them international exposure.

Both the primary and secondary objective of the study was reached, since the research indicated the challenges that management face while managing this generation, and what action management can take to effectively manage these challenges.

4.6 Recommendation

Organisational management needs to perform managerial tasks, have certain skills and fulfil a managerial role. For management to effectively manage a workforce, they need to understand the challenges they will encounter as well as how to manage those challenges in order to create a healthy, productive and efficient work environment. These recommendations are based on management challenges of Millennial employees within the hotel industry, and how management could approach these challenges.

4.6.1.1 Managerial tasks

- **Planning:** Millennials value managers who are confident and capable of making decisions. This generation would however prefer to be included in the decision-making process and be made to feel that their contribution is valued and respected.
- **Organising:** Millennials do not like to be micro-managed and prefer managers that delegate tasks. This generation would like the tasks to be communicated to them on a face-to-face basis for them to be able to ask clarifying questions should they not fully understand the instructions. These verbal face-to-face instructions should be followed up with some form of written communication, preferably an email, as a means of ensuring a Millennial employee's feeling of security as well as their ability to subsequently reference these instructions.
- **Leading:** Communication is one of the most important tasks that a manager should be able to perform effectively. This Millennial generation values open, honest communication and wants to know the "big picture". They value feedback above all else and prefer it to be face-to-face. Positive feedback serves as significant motivation to this generation, and greatly improves a Millennial's performance and commitment to the organisation. Millennials also value negative feedback and regard it positively as it enables them to improve on their

performance. However, they would like such negative feedback to be communicated to them face-to-face, and in private, as in many cases it is nevertheless traumatic for them to receive.

- Control: Whilst discipline is important to this generation, support and guidance from management are necessary to limit disciplinary issues. Millennials value a healthy working environment and continuous anxiety, work pressure and negative feedback could create a dysfunctional and toxic work environment, and even more so for a Millennial employee.

4.6.1.2 Managerial skills

- Technical skills: Sixty percent of participants in the study indicated that managers are their influencer of change. Thus, it is important for management to be competent and capable of performing their tasks. Skilled managers are important to Millennials, as they particularly value being trained and developed by competent managers. In addition, managers should seek to transfer their knowledge and experience to Millennial staff, as this would benefit this generation – enabling their growth, especially in terms of becoming managers themselves through “leading by example”.
- Interpersonal skills: Millennials value close personal relationships with their managers. This generation has also expressed a strong need to work in teams. Thus, it is essential for managers to develop their relationships with Millennial employees on the basis of trust, respect and a genuine commitment to their employee’s overall wellbeing.
- Conceptional thinking: Vision and an understanding of what the future holds both for the company and the individual is important for the Millennial employee to succeed in the workplace, so it is necessary to effectively communicate the holistic picture to a Millennial employee.

4.6.1.3 Managerial roles

- Interpersonal role: Management that has earned the respect of Millennial employees in the work environment, through mutual respect and trust, are seen by this generation as leaders - people they can follow, who have their best interest at heart and who will give them the support and direction they need to succeed.
- Informational role: One hundred percent of participants in the study indicated that training and education are exceptionally important to them for future growth and development. Thus, the transferring of knowledge and skills, from more experienced management, is critical through mentoring and coaching programmes.
- Decisional role: Management must have the ability to make decisions, communicate the decision effectively, allocate the necessary resources that Millennials require to complete an

assigned task and provide the necessary support in order to achieve the desired results. This will empower the Millennial employee to take ownership of the task through to completion.

4.6.2 Leadership styles

The leadership style that was found to be the most prominently preferred during the study in motivating Millennial employees was transformational leadership, followed in turn by servant leadership and democratic leadership. All three of these leadership styles offer the Millennial employee the support, guidance and direction they need to further themselves in the workplace.

4.6.3 Millennial working environment

The literature in section 2.3.6 indicated seven Millennial expectations in the work environment. These were: maintaining a work-life balance, being intellectually challenged, having job security, contributing to a greater good, being a leader of people, being given opportunities to be entrepreneurially-minded, and the prospect of an international career as being most important to them. Millennials within the hotel industry indicated they have the following expectations: a work-life balance, sufficient money, having supportive leadership and being afforded advancement opportunities.

Millennials within the hotel industry value a work-life balance as their families are very important to them. Remuneration is also very important to them as they need money to support both their “*lifestyle*” and their families. Supportive leadership is the foundation upon which Millennials thrive within the hotel industry; through support they can be further developed and promoted; which will generate the necessary additional income to support what they value most in life: their family.

4.6.4 Millennial retention

In order to retain Millennials in their organisations, the following findings are highlighted:

- Work-life balance:
- Recognition: Whilst money plays a part in incentivising Millennial employees, words of recognition are particularly valuable to this cohort, with many preferring verbal commendations to monetary reward. This links up with the importance that Millennial employees attribute to feedback. Primarily feedback, with some monetary incentive, may be useful in retaining Millennial employees as they would feel increasingly valued.
- Happy working environment: The working environment was a very important aspect for many participants who described their ideal environment as one that is caring, fun, peaceful, and

where teamwork is valued. Thus, ensuring a positive working environment would help Millennials feel grounded and supported.

- Value of international exposure: Most Millennials would remain in a company's employ for a longer period if there were opportunities to gain experience overseas as this is seen as improving their Curriculum Vitae and making them more competitive in the employment marketplace. Whilst not all participants indicated they would wish for international exposure, offering such opportunities would help Millennials to develop skills and further their careers.
- Motivating factors: Participants indicated that they are motivated by receiving feedback, a healthy work environment, money and support. Setting up various programmes to implement these motivating factors could be particularly beneficial. Improving the emotional needs of this generation should also be a priority for the organisation and providing emotional intelligence classes would be advised. Organisational behaviour including both internal and external locus of control evaluations among Millennials would also be beneficial to management because the relationship will differ between the two groups.
- Driving forces for Millennials: The study indicated the importance of family in that many participants want to achieve success in their work life in order to provide a better life for their family. Accordingly, Millennials are driven towards improving their circumstances and quality of life for themselves, and that of their families. Helping Millennials to balance their work pressures better would be helpful to Millennials.
- Influencers of change: Although participants noted several influencers of change, management held the primary role through offering the many elements of mentorship to Millennial employees which in turn made the participants want to be better employees. Accordingly, setting up a properly formed mentorship programme would be very valuable in retaining employees.

4.6.5 Afrilennials

Organisations should understand the differences between Millennials and Afrilennials. The participants partaking in the study indicated similar views as found in (section 2.3.2) relating to the importance of education in speeding up their progression within an organisation; which is essential to Afrilennials due to their responsibility of looking after their families. There are however subtle differences regarding as to the importance of the identified preferences within the working environment, chapter 2 (see table 2-1).

4.7 Suggestions for future research

A future research recommendation could be in respect of Millennials in leadership positions within the hotel industry; and what the challenges are when Millennials manage other Millennials. A potential question could be posed as to whether the challenges are the same as those experienced by multi-generational management; or whether Millennial managers face unique challenges. Finally, studies specific to the South African context regarding Afrilenials in different industries could be done to add to the information currently available on Afrilenials.

4.8 Conclusions

The empirical study and analysis done in the previous chapter was used as the source for the conclusions formed in this chapter. Conclusions are discussed in line with data obtained from demographic information, Millennial perceptions of current hierarchical structures, communication, and leadership, as well as Millennial retention, their core values and what motivates, influences and drives them.

In terms of hierarchical structures, Millennials prefer a formal structure, but where they are treated as individuals, trusted, developed and guided and are encouraged to contribute meaningfully to their work environment. When management freely shares their knowledge, and give Millennial employees direction, the organisation is more likely to retain these employees. Skills transfer and career development are very important to Millennials, as these enable them to increasingly provide better for their families, which as mentioned above is very important to them.

Whilst face-to-face communication was considered the fastest, it should be followed up with some form of written communication to alleviate any concerns for the sender or receiver. Email communication was generally preferred for this reason, as well as from a safety point of view. However, the need for verbal communication is important as well, since it provides the participant with an opportunity to ask clarifying questions. Surprisingly, the lack of preference in utilising WhatsApp to communicate was found by the researcher to be very interesting, since this Millennial generation is known for embracing technology. Regarding feedback, participants value this as it serves as a motivational tool irrespective of whether the feedback is positive or negative. Feedback is seen as a means of improving, and a way to upgrade themselves to a better paying position.

This study indicated transformational leadership to be the most effective, followed in turn by servant leadership and democratic leadership. In general, the participants value a personal relationship comprising guidance, support and trust with a leader who values them as individuals and is concerned about the participants' overall welfare and advancement within the organisation.

Respect was not merely given due to age or position; rather leaders that showed commitment, integrity and honesty, as well as respect for their colleagues, were to be respected in turn. Connected to this was the value placed on being trusted by their managers. To underscore the value placed on this, many participants stated a dislike for being micro-managed.

The retention of Millennials in the hotel industry is essential for organisations to maintain consistent product and service delivery. Millennials in the industry value their families the most, followed by “*lifestyle*”. The hotel industry should focus on creating an environment where there is a work-life balance, and feedback is given after every assigned task as this motivates and drives Millennials to perform better. International exposure could also lead to Millennial retention, as this exposes the Millennial to new cultures and experiences which they deem beneficial for future advancement. This generation is driven to becoming leaders themselves, and organisations should investigate developing and providing leadership development programmes for Millennials from an early stage of their employment.

The hotel industry should therefore change their perspective on dealing with the challenges of managing Millennial employees, through implementing the recommendation mentioned within the study, to better and more effectively manage this generation. This, however, is a two-way street and Millennials should also take the time to better understand the older generations and determine the benefits in their styles of working. Through understanding the various generations organisations can, for increased business success, begin the process of bridging the gap.

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APPENDIX A: ETHICAL CLEARANCE NUMBER



NORTH-WEST UNIVERSITY
YUNIBESITHI YA BOKONE-BOPHIRIMA
NOORDWES-UNIVERSITEIT

Private Bag X6001, Potchefstroom
South Africa 2520

Tel: 018 299-1111/2222
Web: <http://www.nwu.ac.za>

Economic and Management Sciences Research
Ethics Committee (EMS-REC)
Tel: 018 299-1427
Email: Bennie.Linde@nwu.ac.za

15 November 2018

Prof R Lotriet
Per e-mail

Dear prof Lotriet,

FEEDBACK – ETHICS APPLICATION: DB LE ROUX (28233700) – MBA

Your application for ethical clearance – *An inquiry into the management challenges of millennial employees within the hotel industry* – has been re-evaluated.

Outcome:

All the concerns have been addressed and the application is approved as a low-risk study.

Ethics number (A): NWU-00723-18-S4

Yours sincerely,

A handwritten signature in black ink, appearing to read 'B Linde'.

Prof B Linde
Chairperson: Economic and Management Sciences Research Ethics Committee (EMS-REC)

Original details: (11153431) C:\Fakulteit\Bestuur\Voorleesbestuur\Etik\28 September 2018\DB le Roux\28 September 2018

File reference: 9.1.5.3

APPENDIX B: INFORMED CONSENT FORM



MBA Research Informed Consent



The part below provides you as participant in the project with more information, so that you can make an informed decision about your voluntary participation or not.

Title of the project

An inquiry into the management challenges of millennial employees within the hotel industry.

Institution / School / Subject group / Institute

North West University, School of Business and Governance

Ethics Reference Number

NWU-00723-18-S4

Names and contact details of project staff

	Supervisor	Researcher
Title, name & surname	Prof. Ronnie Lotriet	Mr. Danie le Roux
Full Names	Ronnie Lotriet	Daniel Bartholomeus le Roux
Function in Project	Research Supervisor	Researcher
Qualifications	Baccalaureus Commercii in Human Resources Management Baccalaureus Commercii (Honours) in Economics and Business Management Magister Commercii in Economics Doctor Commercii in Labour Economics	Post Graduate Diploma in Management (NWU) Diploma in Hospitality Management (CUT)

Telephone (work)	018 299 1419	011 444 5300
Cell phone	018 299 1419	011 444 5300

You are being invited to take part in a **research study** that forms part of my Master of Business Administration (MBA) degree. Please take some time to read the information presented here, which will explain the details of this study. Please ask the researcher or person explaining the research to you any questions about any part of this study that you do not fully understand. It is very important that you are fully satisfied that you clearly understand what this research is about and how you might be involved. Also, your participation is **entirely voluntary**, and you are free to say no to participate. If you say no, this will not affect you negatively in any way whatsoever. You are also free to withdraw from the study at any point, even if you do agree to take part now.

This study has been approved by the **Faculty of Commerce and Administration Research Ethics Committee** and will be conducted according to the ethical guidelines and principles of the North West University and other international ethical guidelines applicable to this study. It might be necessary for the research ethics committee members or other relevant people to inspect the research records.

What is this research study all about?

The study is aimed at developing a better understanding of Millennials within the hospitality industry and how they can be managed more effectively within the workplace.

Why have you been invited to participate?

You have been invited to participate in this research study due to your being a fulltime millennial employee within the CLHG.

What will be expected of you?

You will be expected to provide specific information related to the research topic in a one-on-one interview process.

Will you gain anything from taking part in this research?

No monetary reward shall be made available for participation in the study. You will however be given a final report on the outcomes of the study.

Are there risks involved in you taking part in this research and what will be done to prevent them?

Participation in this study does not create any physical risk to you as the study does not involve any physical activities or experimentations. It is however envisioned that reputational or professional damage can be incurred by yourself should inaccurate transcribes of your responses be made public.

We however have identified certain ethical procedures that shall be maintained at all time to prevent such damages to you. The focus of these procedures will be to protect your dignity and keep all records provided private and confidential.

How will we protect your confidentiality and who will see your findings?

The confidentiality, anonymity and privacy of participant is guaranteed. The Data collected during the study will be regarded as confidential and will not be shared with any third party that is not directly involved in the research process. The Participants personal details and their direct input to the research study will not be made public.

All data records of the research will be kept on a password protected device for the required retention period and destroyed in an appropriate manner. The findings of the study will be made public however will not contain any raw data that might incriminate certain the participants.

What will happen with the findings?

The findings concluded in the study will be for academic purposes and will only be utilised to add to the current body of available knowledge.

How will you know about the results of this research?

Participants to the study will be made aware of the results of the research by means of electronic mail.

Will you be paid to take part in this study and are there any costs for you?

Participation in this study will not yield monetary value to you and there is no cost in involved in taking part except the time spend to participate in this study.

Declaration

Declaration by participant

By signing below, I _____ agree to take part in the research study titled:
An inquiry into the management challenges of millennial employees within the hotel industry.

I declare that:

- I have read this information/it was explained to me by a trusted person in a language with which I am fluent and comfortable.
- The research was clearly explained to me.

- I have had a chance to ask questions to both the person getting the consent from me, as well as the researcher and all my questions have been answered.
- I understand that taking part in this study is **voluntary** and I have not been pressurised to take part.
- I may choose to leave the study at any time and will not be handled in a negative way if I do so.
- I may be asked to leave the study before it has finished, if the researcher feels it is in the best interest, or if I do not follow the study plan, as agreed to.

Signed at (Place)		On (Date)		20	
--------------------------	--	------------------	--	-----------	--

Signature of participant	Signature of witness

Declaration by researcher

I **Danie le Roux** declare that:

- I explained the information in this document to
- I did/did not use an interpreter
- I encouraged him/her to ask questions and took adequate time to answer them or I was available should he/she want to ask any further questions.
- The informed consent was obtained by an independent person.
- I am satisfied that he/she adequately understands all aspects of the research, as described above.
- I am satisfied that he/she had time to discuss it with others if he/she wished to do so.

Signed at (Place)		On (Date)		20	
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Signature of researcher	Signature of witness

APPENDIX C: QUALITATIVE INTERVIEW QUESTIONNAIRE

MBA Research Qualitative Interview Questionnaire

- 1.1 What is your age? (separated into 4 sections: 18-23; 24-28; 29-33; 34-38)
- 1.2 Gender?
- 1.3 What is your highest level of education?
- 1.4 How many years have you been in the Hospitality Industry?
- 1.5 How many years have you been employed by the City Lodge Hotel Group?
- 1.6 What is your current position within your Hotel?
- 2.1 What is your point of view pertaining to our current means of communications.
- 2.2 Which method of communication do you find most effective, when you communicate with your colleges within the working environment, and why?
- 2.3 Which method of communication do you find most effective, when you are assigned a task or responsibility, and why?
- 2.4 How important is feedback to you regarding your performance, and why?
- 2.5 Which method of feedback do you prefer as the most effective, and why?
- 2.6 How does negative feedback affect you? And how can management communicate negative feedback better to you?
- 3.1 How do you see the current management/leadership style within your company and why?
- 3.2 What is your preferences towards leadership/management style and why. (What characteristics should a leader/manager have.
- 3.3 How are you rewarded for a job well done?
- 3.4 Is the organisational culture conducive or tolerant towards making mistakes?
- 3.5 How can a manager motivate you to work harder?

- 3.6 How should an effective manager manage his/her employees?
- 3.7 What is your workplace view on “respect for authority”? Is respect given or earned?
- 3.8 What is your preferred work environment?
- 4.1 Describe a good day in the office. How are you spending your time?
- 4.2 What are your future work aspirations?
- 4.3 Would you consider working longer for a company that offers you international exposure, and why?
- 4.4 Do you consider the hotel industry as a stepping-stone or a career, and why? What is your opinion on career development?
- 4.5 What employee benefit do you value most and why?
- 5.1 What is your opinion about the company’s culture.
- 5.2 What is your core values?
- 5.3 Do you feel our stated values is part of our company’s DNA? And why.
- 5.4 What is your opinion about education and training?
- 5.5 What is your 3 best attributes and your 3 worst attributes and why?
- 5.6 What drives you. What is the purpose of work/work ethic?
- 5.7 What is your opinion about teamwork?
- 5.8 What do you value most in your life?
- 5.9 What is your opinion about dealing with money?
- 5.10 What or who is an influencer of change within your working environment?
- 5.11 What is your opinion regarding feedback and reward?
- 5.12 Messages that motivate?
- 5.13 Final question: What challenges you?

- 5.14 What do you think the hospitality industry's perspective is on millennials in the workplace?
- 5.15 Do you think the management are misunderstanding the millennials in the workplace and why?

APPENDIX D: LANGUAGE EDITING LETTER



Dynamic Language &
Translation Specialists

Antoinette Bisschoff
71 Esselen Street,
Potchefstroom
Tel: 018 293 3046
Cell: 082 878 5183
Language@dlts.co.za
CC No: 1995/017794/23

Saturday, 17 November 2018

To whom it may concern

Re: Confirmation of language edit, typography and technical precision

The MBA dissertation **An inquiry into the management challenges of millennial employees within the hotel industry** by D le Roux (28233700) was edited for language, typography and technical precision. The referencing and sources were checked as per NWU referencing guidelines (Harvard Style).

Final, last minute corrections remain the responsibility of the author.

Antoinette Bisschoff

BA Languages (UPE – now NMU); MBA (PU for CHE – now NWU); Translation and Linguistic Studies (NWU)

Officially approved language editor of the NWU since 1998
Member of SA Translators Institute (no. 100181)

Precision ... to the last letter

APPENDIX E: COMPANY APPROVAL LETTER

10 September 2018

Mr. M. Kobilski
Divisional Director: Human Resources

City Lodge Hotels
Bryanston Office Park
Cnr Homestead Avenue & Main Road
Bryanston

RE: Permission to Conduct Research Study

Dear Mr. Kobilski:

I am writing to request permission to conduct a research study at your institution. I am currently enrolled in the MBA program at the School of Business & Governance at the North West University in Potchefstroom and am in the process of writing my final year mini-dissertation. The study is entitled: **AN INQUIRY INTO THE MANAGEMENT CHALLENGES OF MILLENNIALS WITHIN THE HOTEL INDUSTRY.**

The type of probability sampling used to select the target population will be the "simple random sample" method whereby each unit of the population has an equal chance to be selected for the study. The sample size will consist out of five individuals from each province or geographical area where City Lodge Hotels are situated, these areas will be Gauteng, Kwazulu Natal, Western Cape and Eastern Cape, the study will be continued till completion or until the study becomes saturated.

The aim of the study is to determine factors that motivate millennials and make them want to be more productive and loyal to their company. Interested students, who volunteer to participate, will be given a consent form to be signed and returned to the primary researcher before the commencement of the face-to-face structured interview.

The interview results will be pooled for the dissertation whereby individual comments and opinions obtained during this study will remain confidential and anonymous. Should this study be published, only pooled results will be documented. Upon conclusion of the dissertation, the results and recommendations will be shared with the City Lodge Hotel Group.

Your approval to conduct this study will be greatly appreciated. I will follow up with a telephone call next week and would be happy to answer any questions or concerns that you may have at that time. You may contact me at my email address: clkathstr.gm@clhg.com.

If you agree, kindly email me a signed copy of this document acknowledging your consent and permission for me to conduct this study on your institution.

Sincerely,

Danie le Roux

Approved by:

M.S. KOBILSKI (MR)

Print your name and title here



Signature

10/9/2018

Date