

Engaging Different Generations at a Workplace

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ABSTRACT

The highly competitive environment in which businesses operate today requires a skillful workforce in every organization to remain a successful player in the competitive game of the industry. Having employees of different ages working side by side is nothing new. But a heightened focus on generational differences in recent years has altered the conversation. Each generation is defined by a set of stereotypes that emerge from some clear truths. With multiple generations now filling the corporate ranks, the ability to manage and engage these diverse cohorts will, in many cases, be a key determinant of the winners and losers in the battle to find and retain the best and brightest talent.

Through this research, the different generations in branded International Shangri-La chain of hotels will be examined and appropriate recommendations for a more effective workforce will be given.

Keywords: age, employee, engagement, workplace

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INTRODUCTION

There are three major shifts taking place, each of which has the potential to create disruptions or opportunities within the workforce. The workforce now spans four generations: the youngest workers are the least satisfied, older workers have the lowest satisfaction rates in two decades. Technology makes things possible that simply were not possible before in the workplace through rapid technological change and innovation. For example, connecting with anyone, anywhere, anytime. As a result, today's managers face an unprecedented set of challenges. There has to be a right blend of people of every age group. Experience and the young technology savvy employees both play a vital role. The young recruits are groomed into future managers with appropriate mentoring and empowerment.

SCOPE OF THE STUDY

The scope of the study covers the various types of generational differences and

implications for social change in depth, the format being followed is about the Shangri-La and its employees and the different generations working in Shangri-La. It also judges the generational differences of the employees and feedback on its effectiveness.

OBJECTIVE OF THE STUDY

The objective of the study are the generation differences in Shangri-La. The specific objectives of the study are as follows:

- [1] To examine what keeps the employees of staff in hotels engaged at work and to make appropriate recommendation to establish a good work relationship.
- [2] To examine what motivates employees from different generations.
- [3] To examine the impact of generation differences on the employees.
- [4] To mark the possible reasons for generation differences.

KEY STRATEGIES TO ACHIEVE EXCELLENCE

Product and service innovation: Product and services to be distinct, innovation and differentiating.

Market position: Our hotels to be market leaders in their respective location.

Colleague loyalty: Shangri-La to be the preferred employer. Our colleagues to be committed, efficient, high achievers and well rewarded.

Leadership: Committed, dedicated and creating a “Sense of Belonging” and ambassadors of the Shangri-La brand.

Guest and Brand Loyalty: Continuous increase in the number of active executive and elite Golden circle member.

Technology: Best use of technology at sensible price and maximizing company potential.

Brand presence: The Shangri-La brand is represented in major gateway cities and resort destinations.

Corporate social responsibility: Commitment to environment, health and safety, colleagues, supply chain management, and stake holders.

Legendary hospitality around the world: The Shangri-La story began in 1971 with the first deluxe hotel in Singapore.

The Baby Boomer Generation (Born 1946–1962) is a Generation at a Workplace

The media has depicted the Baby Boomer Generation in numerous lights. With expanded instructive, monetary and social openings, the Boomer Generation is regularly depicted as an age of positive thinking, investigation and accomplishment. Contrasted and past ages, more youthful grown-ups sought after for

advanced education or migrated far from family to seek after career and educational interests.

The substance of the work environment started advancing from a decently racially homogeneous, paternalistic condition to one of expanded racial and sexual orientation assorted variety. The work environment gradually started to mirror the quick political and social changes of the country. This age authored terms, for example, the “unattainable rank” and the “equivalent open door working environment” and started utilizing identity profiles to manufacture attention to how to coexist with all associates.

The concept of employee engagement seems to win both parties to the employment relationship and be a combination of commitment to the organization and its values is beyond job satisfaction and motivation [1].

Generation Y Is Generally Born Between 1985 and 1995

It is ideal to review employment cycle from recruitment to retirement in order to eradicate any age bias, encompassing areas such as recruitment advertising. Removing column or reference of date of birth from application forms can be an effective technique for highlighting age positive logo recruitment advertisements.

Based on the Research Conducted, Different Factors Motivate Each Generation

Most of the researchers were able to document differences among the generations. Additional research conducted revealed very few or no generational difference exists. No generational difference existed with respect to job satisfaction, organizational commitment and employee turnover. All generations desire intrinsic rewards. There were more similarities amongst the

different generations rather than the differences. Each generation wanted advancement opportunities and to feel appreciated. Whether differences and similarities truly exist is dependent upon the research conducted.

Generations and Motivational Elements

Sustainability in today's world is important to the success and competitive advantage of an organization. Motivation can increase employee productivity, which can increase an organization's competitive advantage. Intrinsic or extrinsic rewards provide motivation for everyone. Intrinsic rewards include responsibility, training and personal development, recognition, work related activities, and work-life balance. Extrinsic rewards include pay, promotions, bonuses, benefits, working conditions, work relationships, and facilities. An organization will need to revamp its reward system to adhere to the age diversification, various expectations, and requirements of the different generations. Organizations need to determine what type of reward motivates each generation. Finding the right motivators can increase an organization's chances of becoming successful, thus increasing its competitive advantage. Motivational elements increase morale, productivity and quality in the workforce. Management should obtain knowledge on each generation's motivational elements to determine what motivates them. Management should determine whether those motivators are feasible and when implementation should occur. Research exists with guidance for motivating millennials. Millennial motivation derives from rewards and punishment, whereas intrinsic rewards motivate millennials. Millennials desire flexibility, work-life balance, good work relationships and developmental opportunities. In addition to workplace flexibility and work-life balance, millennials thrive on continuous feedback and training/coaching on a regular basis; however, millennial

influences are a result of extrinsic rewards. Millennials want more pay and bigger bonuses. Millennials would like a combination of intrinsic and extrinsic rewards. Managers will need to determine millennial motivational elements to engage them to be productive. Reward and punishment are motivators for Generation Xers and millennials. It is uncertain whether Generation Xers value extrinsic rewards rather than intrinsic rewards or whether intrinsic rewards are their motivator's. Generation Xers want job responsibility, advancement opportunities, appreciation for a job well done, and management's assistance in solving personal problems. Baby Boomers motivators were intrinsic rewards such as promotional opportunities, sensible rules and regulations, and management's assistance in solving personal problems. Generation Xers and Baby Boomers appear to share some similarity in motivational elements.

Hotel should encourage team-based reward system involving people of different age groups with value sharing, collaboration, cooperation and open communication [2].

Job (Employee) Satisfaction and Employee Turnover

Employee satisfaction and employee turnover are two important elements organizations constantly review because it has an organization's performance. A negative correlation exists between job satisfaction and employee turnover and can create issues within the organization. An inverse relationship between job satisfaction and employee turnover exists; the higher the level of job satisfaction, the lesser employee turnover and the lower the level of job satisfaction, the higher employee turnover. By engaging employees, organizations can increase job satisfaction and decrease employee turnover. Organizations do not favour

employee turnover due to costs organizations incur associated with turnover. Organizations incur replacement costs and severance costs due to the voluntary or involuntary exit of employees.

Two elements that could have a major impact on employee turnover are leadership styles and job satisfaction. The ability to recognize employees is different and the knowledge to effectively manage them is necessary for the successful manager. If a manager uses the wrong leadership style on an employee, this could result in the employee terminating their employment. The right leadership style may increase job satisfaction and decrease employee turnover. There is no relationship between transformational leadership and employee turnover due to the manager's ability to engage the employees, while there is a relationship between laissez faire and employee turnover due to the manager's nonchalant demeanour. Workers that display poor occupation fulfilment pull back inside, never again feeling constrained to do well. Associations ought to analyse why workers leave to pick up a superior comprehension of how to perhaps keep away from it and survey their methodology and explore the representative administrator relationship to lessen turnover. Supervisors ought to investigate conceivable authority systems and execute the best ones. Age segregation according to worker demonstration of 1967 (ADEA) has made it unlawful to victimize representative or candidates who are about 40 and 65 years old [3]. The most efficient way to handle employee grievance of different age groups is to develop a work environment in which grievances are resolved amicably [3]. The statutory requirements should be such that equal opportunities exist for employees.

CONCLUSION

After doing the survey at leading hotel, it was revealed that the respondents who are being surveyed agree to the fact that there are generational differences in the hotel that need to be treated properly. And from this we can identify that these differences also give both positive and negative influences on the job performance of the employees. Some of the employees cannot make any changes in their own performance after the recommended methods given too. So, the reason behind that could be the ideologies that differ from generation to generation and also the technology advancement that is growing rapidly between the two generations.

As in the survey, both male and female respondents are taken into consideration and every department, i.e. front office, F&B service, F&B production, and housekeeping staff, is included.

And each one has given their opinion about the generational differences. Mostly employees are happy with the current remedies that were provided to them in the hotel. As while being interviewed, I got to know that they have a positive improvement too in regards to attitude and knowledge.

The techniques used by the hotel learning and development department are appropriate but the employees want some improvement over them.

Sometimes the training content is being repeated and the training programmed for the millennial is lengthy and boring, because of too much theory. Employees should be assigned team work, and motivational speakers and training session can make a difference. Without

motivation, the best powers of the mind remain dormant [4].

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