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**"AN EMPIRICAL INVESTIGATION OF CRITICAL ANALYSIS OF
GEN-Y HOTEL EMPLOYEES PREFERENCES TOWARDS
COMPENSATION AND MOTIVATING FACTORS"**

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ABSTRACT

In developing countries India is fastest growing economy of the world. In India work values are strappingly influenced by values of the countries that influenced on hotel employees perception and expectation. The exploration study is an undertaking of investigating the Gen Y preferences while joining the hotels. This study emphasis on compensation as well as motivating components at working environment expected by Gen Y employees for setting up the inventive HR practices to be followed at hotel industry in India. In this exploration of research paper the compression was on discovering the relationship among factors and its effect on one another. Assuming India wants to see the financial development, hotel, lodging and the travel industry area needed to be given due importance. It needs to draw in and hold the correct individuals with the perfect abilities at the perfect time or without which associations can't improve, develop or, much of the time, endure. The descriptive research approach was chosen to conduct the study. Online surveys were conducted due to COVID-19 and online personal interviews were conducted due to pandemic. Around 297 completely filled questionnaires were received from the Gen Y employees of the hotels. An outcome of the research study was to understand the Gen Y's preferences as well as expectation about the compensation. The same can be used to frame the policies of the Gen Y employees in hospitality industry.

INTRODUCTION

The study is an effort to find out the preferences of Gen Y in the hotel and tourism

business. It also attempts to find out the expectations of the employers from the Gen Y employees in hotel industry which is highly depending upon the employees.

It has been believed and seems that Gen Y employees are often challenging. This study is an attempt to look at Gen Y comprises more than 50% of the work force and increasing with high speed in developing country like an India. In developed and developing countries hotel and tourism industry plays a vivacious role in an employment generation.

Initial studies and efforts associated to interpreting these young employees have classified them as the utmost demanding population having high expectations from the work environment in relations of better on-site support facilities and standards for work-life balance.

Developing and even developed countries always see an economic growth in every organization of their countries which can be only possible through attracting and retaining right kind of the skills. Absence of the same cannot be ignored if sustainable growth is required.

It is imperative that in today's competitive world managers of the hotel need to shoulder the responsibility to retain the work force especially Gen Y which is overlooked. Now it is very necessary to know the expectations of the Gen Y employees.

LITERATURE REVIEW

Generation Y, popularly considered as the millennial generation, denotes to persons born between 1982 and 2005. In work force this is the newest generation. Leaders across disciplines are taking note of the challenges and opportunities associated with training this unique group. (Eckleberry-Hunt, J., & Tucciarone, J. (2011) Generation Y people are creative and ambitious, they are difficult to manage. (Sheahan, P., & Sheahan, P. (2005)

Nowadays contemporary hospitality industry faces a generational change in the labour market. Generation Y employees are creating an increasing pool of hospitality workforce. (Grobelna, A., & Tokarz-Kocik, A., 2016)

The study of Fok, R. H. M., & Yeung, R. M. W. (2016) has revealed that the managers' strategy and effective HRM can enhance Generation Y work performance and reduce conflict between each party, thus contributing to high service performance standards. As Generation Y was found to be green to handling problems at work, managers have to understand their positive and negative work attitudes; hence, they must provide related mentoring to increase their confidence at work. (Fok, R. H. M., & Yeung, R. M. W., 2016)

The hospitality industry is a business area characterized by high turnover rates related to seasonality. The new generation of employees Gen Y enters the hospitality workforce, there is a growing need to adopt the management strategies to successfully recruit, select, train and motivate them to achieve organizational goals. (Gjurašić, M., & Marković, S., 2020)

High employee's turnover in hospitality industry is the biggest challenge before hotel industry. Good compensation is one of the key issues.

Hotel retains the present employees by paying at competitive level. (Ambardar, A., & Singh, A. 2017) Researcher in this paper emphasizes on expectation of Gen Y in terms of compensation as well as other motivating factors. Hotel industry needs

to have different understanding of research and business experiences.

WHY GENERATION Y STUDIES?

- ❖ The noteworthy reason to study is to understand the Gen Y attitude and to understand what motivates them in hospitality industry.
- ❖ Need to find out the various factors which are motivating in their work place.
- ❖ Emphasis is given to understand the compensation features.
- ❖ To understand the Gen Y preferences before taking employment in hotel industry
- ❖ Motivating factors of Gen Y precisely

OBJECTIVES OF THE STUDY

1. To study the compensation expectation of Gen Y workforce in hotel industry.
2. To study the scenarios of Gen Y and concern of before and after taking Gen Y at hotel industry.
3. To analyse the significant relationship between different variables and their impact on compensation and motivation to Gen Y Employees.
4. To suggest the innovative the HR Practices while dealing with hiring and retaining the Gen Y talent at workplace.

SCOPE OF THE RESEARCH STUDY

- ❖ This research study is delimited to the hospitality industry in and around Pune.
- ❖ This study represents the Gen Y preferences current employed or will likely to join hotel organization.
- ❖ This study also would like the compensation preference of the Gen Y with other motivating factors which will become a tool for manager to handle them.

LIMITATIONS OF STUDY

- ❖ The sample selected for this study from hospitality industry and do not reflects the opinion of the whole organization.
- ❖ Attitude is the major component which had been considered for the measure.

RESEARCH METHODOLOGY

This research study has been incorporated descriptive research design aiming at increasing the knowledge by describing the specific issues in hotel industry pertinent to the Gen Y. An online survey was set up due to the restrictions of the COVID-19, and used various social media tool to collect the required data to analysis and come to the concrete contribution. Telephonic interviews were also the part of the study to collect information from the managers of the hotels.

In this research work all together 297 completed questionnaire were received which were used to analyse and test the stated hypothesis of the study.

DATA ANALYSIS TOOL

SPSS-21 Statistical Packages for social Sciences used to analyse the collected pertinent data using the analysis of variance method. (Regression Model)

HYPOTHESES OF THE STUDY

H₀₁: There is no significant preference of compensation of Gen Y employees in

hospitality industry.

H₁₁: There is significant preference of compensation of Gen Y employees in hospitality industry.

H₀₂: There is substantial inclination of motivational factors of Gen Y employees in hospitality industry.

H₁₂: There is no substantial inclination of motivational factors of Gen Y employees in hospitality industry.

DATA ANALYSIS OF HYPOTHEIS-01

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Generation Y ^b	.	Enter

a. Dependent Variable: Preference of Compensation

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.103 ^a	.011	.007	1.01080

a. Predictors: (Constant), Generation Y

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.248	1	3.248	3.178	.076 ^b
	Residual	301.406	295	1.022		
	Total	304.653	296			

a. Dependent Variable: Preference of Compensation

b. Predictors: (Constant), Generation Y

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.559	.282		12.617	.000
	Generation Y	-.137	.077	-.103	-1.783	.076

a. Dependent Variable: Preference of Compensation

Regression analysis creates a condition to represent the factual connection between at least one independent variable and dependent variable. The p-value for each term tests the null hypothesis. A low *p*-value (< 0.05) reveals that the null hypothesis is rejected. As such, an indicator that has a low *p*-value is probably going to be an important expansion to your model since changes in the independent variable are identified with changes in the dependent variable.

In the stated analysis, it can be observed that the independent variable and

dependent variable have significant correlation because p -value-0.07 is more than 0.05. In any case the p -value is more than 0.05 which indicates that it is not statically significant. Hence there is no significant preference of compensation of Gen Y employees in hospitality industry and accepting the current practices of the compensation policy in hotel industry and alternative hypothesis is rejected.

DATA ANALYSIS OF HYPOTHEIS-02

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.495 ^a	.245	.242	.96184

a. Predictors: (Constant), Generation Y

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	88.816	1	88.816	96.003	.000 ^b
	Residual	273.841	296	.925		
	Total	362.658	297			

a. Dependent Variable: Motivational Factors

b. Predictors: (Constant), Generation Y

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.217	.197		6.182	.000
	Generation Y	.572	.058	.495	9.798	.000

a. Dependent Variable: Motivational Factors

In the stated analysis, it can be observed that the independent variable and dependent variable have significant correlation because p -value-0.00 is less than 0.05. In any case the p -value is less than 0.05 which indicates that it is statically significant. Hence there is substantial inclination of motivational factors of Gen Y employees in hospitality industry and null hypothesis is rejected.

Analysis of the motivating factors in Hotel industry

Ranks	Particulars	Mean Values
1	Amount of payment	6.5294
2	Participation in management and Liberty to make decisions	6.5882
3	Appreciations motivates	7.0588
4	Employees must get social facilities like housing transportation	7.4412
5	Fair payment is very crucial	7.5588

6	Success of the employees	7.8824
8	Moral incentives like appreciation letter , respects	8.4412
9	Employees given responsibility	9.1176
10	Culture of discussion amongst junior and senior	9.4412
11	Employees success should be appreciated	9.8235

FINDINGS OF THE STUDY

1. It has been observed that male and female of Gen Y do have similar expectations in the working environment of the hotel industry.
2. It was been observed that age group 19-24 expressively different than the other age group.
3. The age of Gen Y employee's increases, their needs and expectations also differ.
4. It was noted that married group Gen Y has significant difference than the unmarried employees. The expectation of compensation of the married Gen Y is moderately high than other one.
5. It has been observed that motivating factors of Gen Y differs from the other generation and has high expectation of the social status and recognitions.
6. Through this study we can observe that the mind-set of the Generation Y is creative as well as determined.
7. Generation Y prefers a better work-life balance, the benefit of holidays and flexibility of work. They are more likely to leave a job for title, or benefit due to generational characteristics like self-centeredness.

SUGGESTIONS

On the basis of analysis of the collected data and findings of the research study following are the suggestions are as follows

1. In hotel industry Human resource manager to recognize pertinent to the Gen Y about their requirements, preferences while framing the various policies of compensation, recognition for motivation as well as social welfare. The same need not to base on the age group, gender, marital status or family size of the Gen Y.
2. Human resource department should consider the Gen Y preferences while framing the strategies of retention.
3. Owners of the hotel industry as well as Human resource department to understand the modern techniques of encouraging and motivating to Gen Y. (Game club, Regular cricket or football matches, annual cultural programs etc.)
4. HR department should invigorate to lead transformation in hotels for creating a culture and retail the finest and happiest for the Gen Y in form of job security, recognition for outstanding work etc. by the employer.
5. Strategic HRM need to consider the flexi leave policy, work lie balance of women employees as well as positive work environment. in hotel industry.
6. Demographic differences in hotel is required and noticed at very high percentage compare to other industry.

CONCLUSION

The aim of the research work was to identify factors influencing Gen Y employee's motivation as well as their expectation of the compensation in hotel industry. The

study clearly indicating that responsibility being appreciated and no separate format required for compensation. So management of hotels should make an attempt to empower employees to assist in achieving the objectives of the high productivity and efficiency from Gen Y which can be possible through empowering them.

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