الاختلافات بين الجيل Y والجيل Z في النتائج التنظيمية بين موظفي الخطوط الأمامية في فنادق القاهرة.

Gen Y and Gen Z Differences in Organizational Outcomes among Frontline Employees in Cairo Hotels.

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إشراف

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يشمل مكان العمل في صناعة الضيافة عاملين من مختلف الأعمار والأجيال. علاوة على ذلك فإن العاملين فى مجال صناعة الضيافة هم المورد الأكثر قيمة والأهمية في الفندق. وبالتالي ، يبحث متخصصين وإداريين الموارد البشرية وعلماء الاجتماع والأكاديميون في جميع أنحاء العالم عن طرق لمساعدتهم على الاستفادة الكاملة من إمكاناتهم في العمل. الأشخاص المشتركون فى نفس المجموعة من الأجيال قد يتشاركون فى نظرتهم للحياة، العمل ،العلاقات ، وأخلاقيات العمل ، والقيم ، والسلوك ، والحوافز ، والعمل الجماعي ، وتفضيلات الاتصال ، وتصور التسلسل الهرمي التنظيمي ، والرضا الوظيفي ، وتحويل النية ، والالتزام الوظيفي ، وما إلى ذلك. لذلك ، من خلال فهم كل جيل من العاملين ، يمكن للمؤسسات تصميم سياسات إدارة الموارد البشرية لتلبية احتياجاتهم بشكل أفضل. سعت هذه الدراسة إلى فهم أوجه التشابه والاختلاف

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1 – باحثة ماجستير – كلية السياحة والفنادق– جامعة حلوان

بين موظفي الخطوط الأمامية في الجيلين Y و Z فيما يتعلق بالنتائج التنظيمية التي حددها كل جيل على أنها مهمة.

الهدف الرئيسي من الدراسة هو دراسة الاختلافات بين الأجيال في النتائج التنظيمية في صناعة الفنادق فى القاهرة ويتم تحقيق هذا الهدف من خلال إجراء مراجعة للأدبيات المتعلقة بالأجيال والاختلافات بين الأجيال فيما يتعلق بالنتائج التنظيمية، و ايضا استكشاف التباين بين الجيل Y والجيل Z في النتائج التنظيمية في الفنادق المصرية.

تم انشاء نموذج الاستبيان عبر الإنترنت و تم استخدام عينة Convenience) (Sample من موظفي الخطوط الأمامية؛ وكان حجم العينة النهائى التي قامت بملي الاستبيان وتقديمه هو ٤٧٦ استمارة استبيان مُقدمة من موظفى الخطوط الأمامية. وقد تمت معالجة البيانات من خلال برنامج SPSS الاصدار الثامن والعشرون وقد تم ذلك باستخدام تحليلي Mann-Whitney U و Kruskal Wallis. وقد اظهرت النتائج وجود اختلاف بين الجيلين فى الرضا الوظيفي، الالتزام الوظيفي، و نية الدوران؛ حيث اوضحت ان موظفي الجيل Y لديهم رضا وظيفي والتزام وظيفي أعلى من موظفي الجيل Z ولكن على النقيض اوضحت النتائج ان موظفي الجيل Z لديهم نبية دوران وترك الوظيفة أعلى من موظفى الجيل Y. سيعطى هذا البحث لمديري الفنادق وادارة الموارد البشرية نظرة عامة عن اختلافات الاجيال وسوف يساعدهم على فهم ووضع تطبيقات مناسبة لكل جيل لزيادة الرضا والالتزام الوظيفي وتقليل نية ترك العمل لدي العاملين.

Abstract

The workplace in the hospitality industry comprises employees of various generations and ages. Aware of the fact that employees are the organization's most highly valued resource, human resource experts, academicians, and sociologists worldwide are searching for ways to help them fully utilize their potential. However, few studies have investigated Generational Differences in Organizational Outcomes in the hotel industry, particularly in frontline employees. Therefore, this study investigates the differences between generation Y and generation Z in organizational outcomes on frontline employees in Cairo hotels. This study used an online questionnaire to collect data from a sample of frontline employees that consisted of four hundred and seventy-six (n 476) employees. The study results showed a generational difference between Gen Y and Gen Z in organizational outcomes; on one hand, Gen Y has a higher job satisfaction and Job commitment than Gen Z. on the other hand, Gen Z has a higher turnover intention than Gen Y. This research contributes to theoretical and practical knowledge, in providing evidence on the generational differences in organizational outcomes. Practically, this study provides deeper understanding and further insights for hotel managers in Egypt to consider different generations gap towards organizational outcomes.

Key words: Generational differences, Organizational Outcomes, Job Satisfaction, Job Commitment, Turnover intention.

1. Introduction

It is the first time in the history of the modern workforce that employees from so many different generations work together closely and side by side with people as young as their children and as old as their parents (Shaw, 2020). Managers are realizing that age is just as important to employees' expectations, beliefs, and learning styles as culture, gender, and other characteristics. Leaders can do more to boost morale, productivity, and employee retention by understanding each generation and providing the resources they need to succeed (Hatcher,2023).

The results conducted by the researchers have shown that different generational groups share a range of different organizational outcomes represented in job commitment, job satisfaction, and turnover intention (Guzeller & Celiker, 2020). The hospitality industry sector recruit employees of all ages and generations. The matter of fact is that a hotel's most valuable and crucial resource is its employees. Thus, researchers, sociologists, and human resources managers throughout the world are searching for strategies to assist them in realizing their full potential in the workplace (Hassanein& Özgit, 2022).

According to Messarra et al. (2016), the differences between the three generations in the current work field are arisen because of differences in values, expectations, needs, workplace practices, and personalities, in addition to it may results conflicting actions and preferences because People who grew up in the same time period have a strong similarity and may feel, think and act in mutual ways based on the influences of that time (Laursen &

Veenstra, 2021). As discussed in the preceding paragraphs, this research's main aim is to examine and understand the similarities and differences among Gen Y and Z frontline employees in Organizational Outcomes. These objectives must be met to achieve the research's main aim:

- To undertake a review of literature on generations traits and organizational outcomes.
- To explore the variance between Generation Y and Generation Z in organizational outcomes.
- To develop a set of recommendations for the hotels' frontline managers and human resource managers, to deal with different generations at the workplace.

2. Literature review

2.1 Defining Generation

According to Connolly (2019) the first time the generational differences term was mentioned by Mannheim in his essay "The Problem of Generations" in 1952. Moreover, William Strauss and Neil Howe proposed the "generational theory" in the early 1990s, demonstrating how individuals who were born in the same period have fundamental beliefs, behaviors, and expectations that may influence significant modifications to society and workplace (Bochert *et al.*, 2017).

According to Mannheim (1952) A generation is a group of people who were born within a certain range of birth years, grew up in the same historical and socio-enlightening period, and shared similar life experiences, including culture, worldwide economic conditions, natural disasters, and technological

advancements. Researchers and social experts use the term generation to refer to people born in the same common time span who share key historical or social life experiences (Smola& Sutton, 2002). A generation can be defined by either its years of birth or a specific set of shared economic and social conditions during their formed years. (Joshi *et al.,* 2011).

2.2 Gen Y

McCrindle (2006) classifies Generation Y as those who were born in the years 1980–1994. William Strauss (2017) coined the term "Millennials" for Gen Y to describe the generation coming of an era at the beginning of the 21st century. According to Winter and Jackson (2016) Millennials employees may be willing to commit to their organizations for an extended period. Millennials have faith in centralized authority, support group effort, and have optimism for the future. They enjoy working in groups and they are outstanding collaborators. (Srivastava & Banerjee, 2016).

They are also very outspoken, confident, and self-reliant. They believe they work very hard; therefore, they want to be appreciated and acknowledged for it. They always give their best in what they do. They want their superiors and supervisors to at the very least be aware of who they are (e.g., their names) and appreciate everything that they have done. This generation believes that managers should try to get to know each person individually and show them care. (McNeil, 2018). Whatever the case, Millennials value teamwork and are willing to challenge established norms. (Ngotngamwong, 2019).

According to Cogin (2012), Millennials are as follows: 1) they have 24 hours a day connection. 2) In life, work is not the priority; it is only a priority among other priorities. 3) Avoid excessive regulations and bureaucracy. 4) Desire constant feedback, creative chances, challenges, and pushing oneself to the maximum. 5) Desire growth and education, but it must be engaging, interactive, tailored to everyone, and amusing. 6) Desire a pleasant work environment.

2.3 Gen Z

Those who were born between 1995 and 2009 are known as Generation Z. Employees from Gen Z who are about to enter the workforce, the majority of whom were born around 2000, are referred to as the mobile generation or iGen. They have grown up with technology, including mobile phones, iPads, YouTube, mp3 players, short messages, and the internet (Ozkan & Solmaz, 2015). Even though they are constantly connected on social media, Gen Z doesn't seem to be as involved in the community as other generations (Boffone, 2022).

Studies show that individuals of Gen Z are very confident, optimistic about their future careers, and inclined to take chances as entrepreneurs due to their high levels of creativity and imagination. (Saeedikiya *et al.,* 2023). Gen Zers have a higher expectation for their relationships with their supervisors, they are more interested in working for an organization or project they are passionate about, even if it means accepting a lower wage in exchange. They are at ease when using email, texting, and social media, but they would much prefer to have real interactions and relationships with their supervisor. This generation is also highly

project-oriented and eager to take on any task that is presented to them. They do, however, want detailed input and criticism from supervisors. (Racolţa-Paina & Irini, 2021).

Goh and Baum (2021) list the traits of Gen Z members as follows: 1) Properly integrated with technology. 2) Alarmed about environmental issues. 3) Affected by the brands and products their friends recommend. 4) Intelligent and fast in processing large amounts of data. 5) confident about themselves. 6) Compared to previous generations, they are more enthusiastic about social activities and fit into the team spirit.

2.4 Organizational Outcomes

Human resource practices may influence organizational outcomes through direct effects on employee attitudes (e.g., commitment and satisfaction), employee competence (e.g., knowledge and skills), and behaviors. These human resource practices outcomes are assumed to lead to organizational outcomes (e.g., productivity, satisfaction, commitment quality, and less turnover intention), which in turn result in organizational profits. (Ostroff & Bowen, 2000). Most studies reviewing the outcomes of the organization are focused on the perceptions of employees' commitment, Turnover, and satisfaction (Al-Emadi & Marquardt, 2007). Research has shown that organizational outcomes in terms of organizational commitment, job satisfaction, and turnover intention vary among generational cohorts (Ching & Kee, 2012). Hence, this research is going to focus on organizational commitment, job satisfaction, and turnover intention.

2.5 Organizational Commitment

Meyer and Herscovitch (2001) explained organizational commitment as an employee's psychological commitment to the organization, which includes a sense of job engagement, loyalty, and belief in the organization's principles. When members of an organization are dedicated to the established groupings inside the organization, organizational commitment is evident. As a result, organizational commitment is a state of being in which individuals are constrained by the behaviors and perspectives that maintain their participation in the organization's operations (Miller& Lee, 2001). If employees are satisfied with their job, they will exhibit a commitment attitude, which is a sign of loyalty to the organization that expresses itself in their constant efforts to further the company's objectives. (Ramalho Luz *et al.,* 2018).

An employee's organizational commitment may be measured as an indicator of his level of participation inside the company. To put it another way, organizational commitment is the process by which members of the organization demonstrate their level of devotion to the organization. Employees that show organizational commitment are those who give their all to the organization, work diligently to support it in achieving its objectives, and must remain loyal to the organization to remain employed there. (Cowan *et al.,* 2021).

Organizational commitment was divided into three categories by Meyer and Allen (1991): affective, normative, and continuance. Affective commitment is when an employee feels an emotional bond to an organization. (Semedo *et al.,* 2019). Normative commitment is defined as when an employee feels the need and obligation to stay at an organization. (Wang *et al.,* 2020)

Continuance commitment is when an employee evaluates the advantages and disadvantages for staying in an organization. (Galanaki, 2020).

According to studies, the most popular form of commitment employed in organizational commitment research is affective commitment. (Chughatai, 2013). Both public and general management research have shown how specific managerial behaviors like encouraging work-life balance, meaningful work, financial incentives, social support, development opportunities, and fairness have an impact on employees' affective commitment. (Luu, 2018). Compared to the other types of commitment, affective commitment has a stronger impact on work behaviors (Mercurio, 2015). Mercurio also stated that affective commitment provides the theoretical and historical foundation for organizational commitment theories and is a fundamental component of the organizational commitment construct. Since affective commitment has been investigated the most, is the most generalizable to other types of commitment, and is the most predictive of employee behavior. (Lombardi *et al.,* 2019). Hence this research will test organizational commitment through affective commitment.

2.6 Job Satisfaction

According to Arslan Yurumezoglu and Kocaman (2016), job satisfaction is what influences or motivates an employee to stay at a firm. Job satisfaction is also influenced by an employee's mindset and how they express themselves to others about their job (Masum *et al.,* 2016). The common factor throughout all

definitions of job satisfaction is that it depends on the employee's attitude towards their job.

As mentioned by Ireri (2016), an employee's degree of satisfaction is influenced by their motivating factors. Conant (2017) discovered that a lack of job responsibility is a factor in the employee's dissatisfaction and desire to leave their job. According to Modau et al. (2018), an employee who has worked for an organization for a long period is less likely to depart. Compared to those who become dissatisfied with their employer, employees who are satisfied with their current jobs will stay with that company for a longer period and are unlikely to seek alternative employment.

According to Schnake and Dumler's (2003) there are three types for job satisfaction; intrinsic job satisfaction is an individual's fulfilment with their work in terms of its depth, its nature, their accomplishments, their acknowledgment, and their personal growth and development, Social satisfaction is the state of being pleased with one's social interactions with others at work, including friendship, respect, treatment, and job stability, and Extrinsic job satisfaction relates to how an employee feels about the job's external aspects, work regulation, the style of leadership, wages, the interpersonal relationships with other employees in the workplace, workplace environment, their position and job title, the warranty, and workplace safety.

As found by Sageer et al. (2012) there is a significant job satisfaction importance for both the organization and the employee. On the one hand, for an organization job satisfaction will lead to improved teamwork among employees, high quality service will be provided due to satisfied employees, productivity

increase, and reducing turnover intention. On the other hand, for the employee herself\himself job satisfaction will lead to assuring delivering high quality service to guests, work life balance, staying with the organization on the long run, and organizational commitment.

2.7 Turnover intention

Turnover intention was defined by Ghosh et al. (2015) as an employee's desire to leave a company prior to work variables that can all affect job satisfaction and influence turnover intention. Employee awareness or consideration of quitting their position is referred to as turnover intention (Akgunduz& Eryilmaz, 2018). One of the biggest issues hotel managers deal with daily is employee turnover. (Abo-Murad & Abdullah, 2019). Researchers tend to focus more on turnover intention than turnover itself. Survey questions can be used to measure turnover intention along with other variables, but organizational records must be used to study actual turnover, which may take years to occur.

(Bolt *et al.,* 2022).

Turnover can be divided into two types, voluntary and involuntary turnover. When an employee is fired by their organization, it's known as involuntary turnover. A voluntary turnover occurs when an employee decides to leave their position. Compared to involuntary turnover, voluntary turnover occurs more frequently and is typically more damaging to the organization. (An, 2019). Voluntary turnover has the

potential to create an atmosphere of uncertainty for employees who choose to stay with the company. (De-Winne *et al.,* 2019).

An employee may leave a firm for personal reasons unrelated to the organization, such as the individual's beliefs, work-life balance, or a medical problem. Employees may also leave an organization due to difficulties with compensation, benefits, employee treatment, internal politics, job duties, or leadership. Pre-departure, recruiting, selection, orientation and training, and lost productivity are the five main cost categories that have been discovered through research to be accounted for the whole cost of replacing an employee. (Asllani& Grima, 2019).

2.8 Gen Y and Gen Z Differences in Organizational Outcomes

The notion that employees of younger generations, such as Generation Z employees, are less committed to their organizations than Millennials. (Lyons & Kuron, 2014). Employees of Generation Z are not hesitant to quit their present organization in pursuit of an organization that matches their work values, in contrast to previous generations in the workplace. According to a 2019 Gallup study, 73% of Gen Z workers left their company because they felt that their expectations about workplace standards were not satisfied, which resulted in a lack of organizational commitment. (Nabahani & Riyanto, 2020).

According to a recent Lever (2022) study, almost 24% of millennials and 40% of Gen Z workers desire to quit their employment within the next two years. According to Deloitte (2022). One of the top three reasons young people quit their employment is burnout or dissatisfaction with their jobs. The importance of the supervisor's role in developing workers,

especially from person to person, is shared by both Millennial and generation Z employees. Moreover, a welcoming environment and encouragement from coworkers also influence the job satisfaction of Millennials and Generation Z. Flexibility is crucial not just for achieving work-life balance but also for the job satisfaction of millennials and Generation Z. (Waworuntu *et al.,* 2022).

Research has indicated that employees who are part of Generation Y and Z report greater percentages of job satisfaction and may not be as willing to quit as some people believe (Martin, 2017). However, a recent study by Ivanovic and Ivancevic (2019) found that, compared to 48.6% of Generation Y employees, 60.8% of Generation Z employees will leave their present position over the next two years. Employees of Generation Z are not hesitant to quit their jobs to work for an organization that shares their core values and beliefs. (Sakdiyakorn *et al.,* 2021). According to a 2020 Gallup survey, 77% of Gen Z workers quit their job because they felt that the standards at work did not live up to their expectations, as they don't want to work for organizations that don't provide them with a clear image of the job profile, which subsequently turns out to be a significant contributing factor in employee turnover.

The hypothesis related to Gen Y and Gen Z differences in Organizational Outcomes:
 H1: there is a significant difference between generation Y and generation Z in affective organizational commitment.
 H2: there is a significant difference between generation Y and generation Z in job satisfaction.

H3: there is a significant difference between generation Y and generation Z in Turnover intention.

3. Methodology

3.1 Sample and population

This study's target population consisted of frontline employees from hotels located in greater Cairo. Moreover, convenience sampling technique was used to select the frontline employees who participated in questionnaire forms. In this research, four hundred and seventy-six (n 476) responses to the questionnaire were completed and submitted.

3.2 Measure

The instrument used to collect data for this study is an online questionnaire. The research model consists of Three scales: Job Satisfaction, Job Commitment, and Turnover Intention. The statements of job satisfaction scale were adopted from the Job Satisfaction Survey (Bhuian& Menguac, 2002), the statements of Affective organizational commitment were adopted from the Affective Commitment Survey (ACS) (Allen& Meyer, 1990). and the statement of turnover scale were adopted from The Turnover Intention Scale (TIS-6) a six-item scale adapted by Roodt (2004) from his unpublished 15-item turnover intention scale (Roodt, 2004). Two sections formed the final form of the online questionnaire. The first section asked employees for general background information (e.g., gender, age, years of experience, etc....). In the second section, employees were asked to rate **18** items on a five-point Likert type scale. The **18** items are categorized for three variables Job

Satisfaction (4 items), Affective Job Commitment (8 items), and Job Turnover (6 items).

3.3 Ethical Consideration

Ethical considerations within online questionnaire need to obtain permission from participants as it is a major ethical research priority that must be fulfilled before collecting their responses. The permission and assurance of data privacy form ought to exist independently of the main questionnaire and not be combined with it. The participants of this study participated as volunteers. They received precise details regarding the topic of research, the research methodology employed, and the potential study results. Moreover, the provided questionnaire was simple to understand. One of the most important aspects of this investigation is keeping the identities of its participants private. All members were informed in the online questionnaire that their personal information, such as age, gender, and years of experience, would be treated confidentially and anonymously.

4. Results and Discussion
4.1 profile of sample

Table 1 presents the profile of the sample responded, it consisted of 37% Gen Y and 63% Gen Z. they were 54.2% Males and 45.8% Females. 16.8% of employees who took this online questionnaire have more than 10 years of experience and 21.8% have less than one year experience and the higher percentage was for the employees who worked for one to five years with 48.9%. Most employees worked in the Front office department with a percentage of 66.2% and few employees with a percentage of

4.8% are working in housekeeping department, the rest of the sample are working in F&B service department with a percentage of 29%.

Table 1

Profile of respondents

	N (Total 476)	Percentage (%)
Gender		
Male	258	54.2
Female	218	45.8
Generation		
Gen Y	176	37
Gen Z	300	63
Department		
Front office	315	66.2
Housekeeping	23	4.8
F&B Service	138	29
Years of Experience		
Less than one year	104	21.8
One to 5 years	233	48.9
Five to 10 years	59	12.4
10 years or more	80	16.8

4.2 Descriptive analysis of questionnaire variables

using SPSS version 28 to analyze the variables descriptively as shown in table 2. When comparing different groups, it is useful to know that there is only one answer, or a unique value in each group. (Sundaram *et al.,* 2014). Mean is a single figure that represents the center or typical value of the data and is used to

explain a whole dataset. (Mishra *et al.,* 2019). The results for organizational outcomes construct mean scores.

First, the mean score of Job Commitment, had a range from (M= 3.27) to (M= 3.79). This result indicates that frontline employees are satisfied and somehow committed to their hotels, and they do not think that it is easy to become as attached to another hotel as the one they currently work at. and the highest answer with mean score (M= 3.79) was that most frontline employees feel like part of the family at their hotels. The mean results confirmed that the frontline employees are, to some extent, committed to their hotels.

The mean score of the second variable Job Satisfaction variable the highest mean score was (M= 3.94). This result indicates that frontline employees are satisfied with their work outcomes and their achievement at work, Moreover, they are pleased with the way their colleagues and superiors treat them.

The final Organizational Outcomes variable was Turnover Intention, which also had a cohesive mean score directions as other variables, but this variable also had the lowest mean score (M= 2.51) among Organizational Outcomes variables. which indicates that some frontline employees are having turnover intention towards their hotels. But that does not neglect the fact that most of the respondents (270+) were looking forward to another day at work at their hotels. (M= 3.18).

First presented by K. Pearson in 1893, the most often used indicator of a frequency distribution's dispersion is the standard deviation (Std). Std measures the distribution of the data regarding the mean. Data with a low standard deviation are closer to the mean, whereas those with a high standard deviation are

widely separated out. (Andrade, 2020). Organizational outcomes variables present a good result regarding standard deviation values; with Std value not higher than (1.13). The result can be explained that data are closer to the mean with a low standard deviation except the 4 variables out of the total 18 variables that have a higher Std than (1.0). This result meant that data are separated out away from the mean and these questions had a high difference in the frontline employees' answers.

Table 2

Questionnaire Variables Descriptive Analysis

Construct	Measurement	Mean	Std
Organizational commitment	would be very happy to spend the rest of my career with this hotel.	3.277	1.1252
	I enjoy discussing and talking about my work with people outside the	3.766	.9658
	I really feel as if this hotel's problems are my own.	3.548	1.000
	I don't think that I could easily become as attached to another hotel as I	3.474	.9697
	I feel like part of the family at my hotel.	3.798	.9206
	I feel emotionally attached to this hotel.	3.619	1.0075
	This hotel has a great deal of personal meaning for me	3.697	.8972
	I feel a strong sense of belonging to my hotel	3.684	.9230
Job Satisfaction	I am satisfied with my job	3.785	.9799
	I am pleased with the way my colleagues and superiors treat me	3.810	.96353
	I am satisfied with what I achieve at work and the work outcomes	3.945	.89511
	I feel good at work	3.756	1.1252
Turnover Intention	How often do you dream about getting another job that will better suit your personal needs?	2.510	1.1378
	How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	2.708	.96726
	How often have you considered leaving your job?	3.088	1.1128
	How likely are you to accept another job at the same compensation level	2.831	.99953
	To what extent is your current job satisfying your personal needs?	2.890	.92260
	How often do you look forward to another day at work?	3.180	1.07846

4.3 Variance Analysis and Discussion
4.3.1 The Variance Among Employees' Gender.

The gender of frontline employees and the research Constructs were compared using the statistical analysis Mann-Whitney U test through SPSS v.28 (see table 3). Results showed a high variance regarding gender in job Satisfaction and organizational commitment. Men in frontline departments in hotels have higher perspective towards job Satisfaction, And organizational commitment than women. As shown by the mean scores job satisfaction (M=255.5), and job commitment (M= 258.8). The results findings that males have higher job satisfaction and job commitment than females disagree with (Judge & Kammeyer-Mueller, 2012; Konrad *et al.,* 2000) studies which mentioned that females have higher job satisfaction and affective commitment than males. These differences between past studies and this current study findings could be because of the existence of discrimination against females, gender stereotyping and cultural conflict in Egypt (Kattara, 2005). Moreover, as mentioned by Fathy (2018) Egypt experiences a shortage of opportunities for females to grow and succeed in the hospitality sector. Hence, this might lead to lower job satisfaction and job commitment among females.

Table 3

The Variance Among Employees' Gender.

Construct	Gender	N	Mean Rank	Mann-Whitney U	Z	Asymp. Sig. (2-tailed)
Job satisfaction	Male Female	258 218	255.5 218.3	23734.500	-2.955	.003
Organizational commitment	Male Female	258 218	258.8 214.3	22866.000	-3.524	.000
Turnover intention	Male Female	258 218	229.5 249.1	25804.000	-1.559	.119

4.3.2 The Variance between Gen Y and Gen Z

Findings showed that there was a significant variance between Gen Y and Gen Z in Organizational Outcomes. (see table 4). Hence, hypotheses (H1, H2, H3) related to organizational outcomes Constructs were accepted.

The accepted H1 mentioned that there was a significant difference between Gen Y and Gen Z in Job Commitment. the results found that Gen Y have a higher Job Commitment (M= 284.2), these findings successfully aligned with earlier studies (Gallup, 2019; Guzeller & Celiker, 2020; Manalo *et al.,* 2020) that reported significant generational differences in Job Commitment. Earlier studies demonstrated that Gen Y was more likely to experience organizational commitment. (Guzeller & Celiker, 2020). As a result of Gen Y characteristics at work, Jackson (2016) stated that Gen Y employees may be more willing to commit to their organizations. Compared to

younger generations, Gen Y has a higher level of job commitment and a desire to be engaged in lifetime learning and development. (Becton *et al.,* 2014). Considering these results managers need to develop a way that builds trust and establishes a sincere and meaningful relationship with Gen Y employees to stay committed to their job. (Heizman, 2019). On the other hand, to increase Gen Z Job Commitment managers must implement flexible work practices in the workplace to cultivate positive attitudes among Generation Z employees, which will enhance job performance and enhance affective organizational commitment.

(Aggarwal *et al.,* 2022).

The accepted H2 mentioned that there was a significant difference between Gen Y and Gen Z in Job Satisfaction. the results found that Gen Y have a higher Job Satisfaction (M= 264.3), these findings successfully aligned with earlier studies (Putri *et al.,* 2019; Lever, 2022; Waworuntu *et al.,* 2022) that reported significant generational differences in Job Satisfaction. Earlier studies showed that Gen Y was more likely to experience job satisfaction. (Waworuntu *et al.,* 2022). Compared to younger generations, Gen Y has a higher level of job satisfaction (Lever, 2022). Considering these results managers need to give Gen Y more recognition, progression opportunities, supervision, benefits, salary, training, and feedback to maintain higher job satisfaction among them. (Temaj, 2020). On the other hand, to increase Gen Z Job Satisfaction managers need to offer employees clear career development, invest in the newest technologies and practice effective time management. (Peterson, 2020).

The accepted H3 mentioned that there was a significant difference between Gen Y and Gen Z in Turnover Intention. the

results found that Gen Z have a higher Turnover Intention (M= 255.7), these findings successfully aligned with earlier studies (Ivanovic& Ivancevic, 2019; Sakdiyakorn *et al.,* 2021) that reported significant generational differences in Turnover Intention. Earlier studies showed that Gen Z has a higher turnover intention than Gen Y. A study by Ivanovic and Ivancevic (2019) found that 60.8% of Generation Z employees will leave their present position over the next two years. Considering these results managers need to pay more attention to Gen Z main traits which are: intelligence and processing large amounts of data, compared to previous generations, they are more enthusiastic about social activities and fit into the team spirit (Goh & Baum, 2021) and with these traits they need to develop standards at work that live up to Gen Z expectations; provide them with a clear image of the job profile, which subsequently turns out to be a significant contributing factor in employee turnover. Results showed that Gen Y has a lower turnover intention than Gen Z. Employees of Generation Y frequently look for jobs that allow them to maintain a healthy work-life balance. They favor careers that enable them to follow their personal ambitions and spend more time with their families. Considering this, managers need to alter suitable practices at work to retain Gen Y and keep their turnover intention low.

Table 4

The Variance between Gen Y and Gen Z in organizational outcomes

Construct	Generation	N	Mean Rank	Mann-Whitney U	Z	Asymp. Sig. (2-tailed)
Job satisfaction	Gen Z	300	223.3	21850.500	-3.163	.002
	Gen Y	176	264.3			
Organizational commitment	Gen Z	300	211.6	18354.500	-5.568	.000
	Gen Y	176	284.2			
Turnover intention	Gen Z	300	255.7	23373.500	-2.101	.003
	Gen Y	176	228.4			

4.3.3 The Variance between employees' department

The Kruskal-Wallis analysis test was used to examine if there is a variance between organizational outcomes and different frontline departments (see table 5). Results of the online questionnaire data analysis showed a variance between employees from different frontline departments in job satisfaction. Housekeeping employees experienced low job satisfaction (M= 222.2) and the higher department in job satisfaction was the Front Office department (M=327.3). According to earlier studies, housekeeping employees often face physically demanding tasks, repetitive work, and limited interactions with guests compared to front office employees who have more diverse and customer-facing responsibilities. (Hazer *et al.,* 2011). Nature of work, work environment, and job characteristics in housekeeping roles may

contribute to lower job satisfaction. (Zhao *et al.,* 2016). Recognizing the lower job satisfaction levels among housekeeping employees, hotel managers can implement strategies to enhance job satisfaction, such as providing opportunities for skill development, training, and recognition programs, and improving work conditions and work environment.

Table 5

The Variance between employees' department

Construct	department	N	Mean Rank	Chi-Square	df	Asymp. Sig
Job satisfaction	Front office	315	327.3	11.697	2	.003
	Housekeeping	23	222.2			
	F&B service	138	239.1			
Organizational commitment	Front office	315	236.3	6.587	2	.037
	Housekeeping	23	309.5			
	F&B service	138	231.5			
Turnover intention	Front office	315	243.3	1.180	2	.554
	Housekeeping	23	224.9			
	F&B service	138	229.7			

4.3.4 The Variance between employees' years of experience

Results found significant differences between different years of experience and duration among hotels' frontline employees in organizational outcomes (see table 6). These findings agree with past studies (Meyer& Allen,1988; Aydogdu& Asikgil, 2011).

Results of the data analysis showed a variance between employees' years of work experience and job commitment. A positive correlation was found between employees' work experience and job commitment as variables tend to move in the same direction with years of experience period. On one hand, results found that employees with work experience ranging from 5 to 10 years or more have higher job commitment (M= 321.2~244.26). On the other hand, employees with work experience less than 5 years had a lower job commitment to their hotels (M= 217.7). These findings match past studies that discussed the fact that employees with longer work experience reported higher levels of job commitment compared to those with less work experience. (Ahluwalia& Preet, 2018). Employees with longer work experience reported higher levels of job satisfaction, which, in turn, positively influenced their job commitment. (Muntazeri& Indrayanto,2018).

The findings of the study suggest that employees' accumulated knowledge, skills, and familiarity with the organizational context over time contribute to a stronger sense of commitment to their jobs. Long-term employees may have developed a deeper understanding of their roles, established strong relationships within the hotel organization, and experienced personal growth and satisfaction, all of which positively impact their job commitment.

Table 6

The Variance between employees' years of experience

Construct	department	N	Mean Rank	Chi-Square	df	Asymp. Sig
Job Satisfaction	Less than one year	104	216.8	9.798	3	.020
	One to five years	233	231.3			
	Five to ten years	59	255.8			
	10 years or more	80	274.6			
Organizational commitment	Less than one year	104	217.7	36.826	3	.000
	One to five years	233	217.8			
	Five to ten years	59	244.2			
	10 years or more	80	321.2			
Turnover intention	Less than one year	104	247.2	4.624	3	.202
	One to five years	233	225.0			
	Five to ten years	59	252.3			
	10 years or more	80	256.1			

5. Recommendations, Limitations, and future studies

5.1 Recommendations

- Provide Training and Development Opportunities: Offer training programs that cater to the specific needs of different generations. Provide opportunities for skill development, career advancement, and continuous learning. Consider implementing mentorship or reverse mentoring programs to facilitate knowledge-sharing between generations.

- Promote Collaboration and Teamwork: Encourage multigenerational collaboration and teamwork through

cross-functional projects, team-building activities, and social events. Create opportunities for employees to learn from one another, share their expertise, and contribute to a collective sense of purpose.

- Seek Employee Feedback: Regularly seek input from employees of all generations through surveys, focus groups, or suggestion boxes. Actively listen to their concerns, suggestions, and ideas, and take appropriate actions based on their feedback.
- Communicate Effectively: Establish transparent and open lines of communication within the organization. Utilize various communication channels (such as in-person meetings, email, instant messaging, and collaboration tools) to accommodate different communication preferences.

5.2 Limitations and suggestions for future research

- This study focused only on Gen Y and Gen Z employees' differences in organizational outcomes. Thus, future studies can study the differences among other generations (Baby-Boomers, Gen X, Gen Alpha) in other organizational variables (e.g., job engagement, normative and continuance commitment, job performance, etc....). The study's population consisted of frontline employees. Future studies should investigate different hotel staff members, such as managers, administrative personnel, and back-of-the-house employees.
- This study used an online questionnaire to collect quantitative data. Future studies can use a mixed method

of both quantitative and qualitative data including focus groups and interviews.

- This study collected questionnaire responses in the period from August to mid-October. Hence, the data collected cannot be classified as longitudinal data. Further studies can track data multiple points in time apart.

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