



Effects of Generation Y Employees' Work Values on their job Tenure in Selected Star Rated Hotels in Kenya

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ABSTRACT

Millenials are reputed to be fickle for their jobs but few studies have reported on the relationship between their work values and attitudes to work and their employment tenure in the hotel industry. In this study, the objective was to determine Generation Y employees' work values that determine their tenure in selected star rated hotels in Kenya. An explanatory research design informed the study. The sample consisted of 264 Millenials selected by stratified random sampling. Descriptive (frequency distributions and percentages) as well as inferential statistics (Multiple Regression Analysis). The P-value indicate a significant relationship between work values ($\beta = 0.275$, $p=0.00$) and tenure of Generation Y. The study recommends that Gen Y employees should be given challenging tasks and opportunities to be creative when handling guests in the hotel to improve their tenure.

Keywords: Generation Y (Millenials), work values, job tenure

INTRODUCTION

The travel and tourism sector remains central to the Gross Domestic Products (GDP) of many countries globally. It is reported that in 2015, the global travel and tourism sector grew by 2.8% which was way above the global economy, and which stood at 2.3% (World Travel and Tourism Council (WTTC), 2016). The contribution of the travel and tourism sector to job creation cannot be under estimated. According to the World Travel and Tourism Council (WTTC, 2016), the sector alone through its branches such as hotels, travel agencies, airlines and other tourism passenger transportation services supported 107, 833,000 jobs amounting to 3.6% of the total global employment. In Kenya, the industry is noted to have contributed a total sum of Ksh257.4bn to the GDP in 2016, and supported 399,000 jobs, which were 3.4% of total employment (WTTC, 2017).

In spite of the benefits accruing from the travel and tourism sector, it is necessary to note that it owes so much of its success to the success of the hospitality industry in general. Ra'ed Masa'der *et al.*, (2017) report that development of sustainable tourism positively and significantly relies on hotel development.

Employee longevity commonly referred to as job tenure, in the hotel industry remains a matter of interest particularly with the diversity of generational differences among employees (Zopiatis *et al.*, 2011). Job tenure reportedly varies across generational cohorts. Ryder (as cited in Park and Gursoy, 2011) defines a generation as a clique of individuals of similar age, and sharing historical experiences spanning across the same period. Park and



Gursoy (2011) identify three different generations that may vary with respect to job tenure. Generation Y, and which was the focus of the present study is also popularly referred to as Gen Y. According to Park and Gursoy (2011), these individuals were born in the period 1981 to 1991. Twenge (2010) avers that Gen Y are keener on work life balance and freedom. Twenge, Campbell, Hoffman and Lance (2010), further point out that this group of individuals pursues leisure work values, and, prefers to land jobs that guarantee more vacation time. It is further documented that Gen Y are driven by expectations of pay raises and promotions (Ng, Schweitzer & Lyons, 2010). Lancaster and Stillman (as cited in Park & Gursoy, 2011) argue that Gen Y value work that is meaningful and satisfying and may not tolerate less challenging work.

Perhaps it is arguments such as these posited by Lancaster and Stillman that raise questions as to which factors determine Gen Y longevity on job. Evidence shows that Gen Y are always on the lookout for their career move (Zappe, 2016), and are bound to keep moving until they land it. According to the 2016 Deloitte Gen Y survey (Deloitte, 2016), Gen Y tend to exhibit minimal loyalty to their employers, and are always looking to exit in the near term. The survey further shows that given a chance, twenty-five percent of Gen Y employees would give up the current employer for a new organization. This finding is worrisome given that a survey by Buckley, Viechnicki and Barua (2015) shows that Gen Y employees command an increasing share of the workforce, and a large number have taken up senior positions that warrant their views to be taken into consideration.

Concern has been raised on the high turnover experienced in the hospitality industry, (Brown et al, as cited in meier p. 2). Guilding, Lamminmaki and McManus (2014) contend that the turnover of staff in the hospitality industry is higher than average. It is documented that the leisure and hospitality industry suffered a turnover of 64.8% in the year 2013 compared to the overall turnover of 37.2% for other industries put together (Bureau of Labour Statistics (BLS), 2013).

The contribution of generational difference towards the high turnover in the hospitality industry cannot be under-estimated. Brown and colleagues argue that with the retiring of Baby Boomers, Gen Xers are ascending to middle and upper leadership positions leaving entry-level positions to Gen Y. In essence, hotels therefore have to redefine their operations since Gen Y employees have the reputation of lower commitment to the organization, and when paired with the high turnover in the hospitality industry, it becomes an issue to worry about (Brown, Thomas & Bosselman, 2015).

Evidence in the extant literature points to Gen Y employees' characteristics as being responsible for their observed turnover rates, and results in their short stay in any particular organization. According to Brown *et al.*, (2015) prioritization of balance in their work life is the biggest risk for turnover among Gen Y in the hospitality industry. In support of these sentiments, Rosa and Hastings (2016) argue that requests made by Gen Y to be away from duty as a way of balancing work life often makes hospitality managers to fill challenged and acts as an avenue for tension.

Lu and Gursoy (2013), point to early emotional exhaustion among Gen Y employees as a major issue. They contend that such exhaustion often results in job dissatisfaction within these individuals and raises their turnover intention. On the other hand, and in support of turnover intentions among Gen Y, Chi, Maier and Gursoy (2013) found that Gen Y in hospitality employment were of the view that older generations discriminated them and



distanced them. It is important to note here that not all individuals in Gen Y hop from job to job. Some Gen Y employees have been noted to stay longer in their organizations. According to Park and Gursoy (2012), despite Gen Y employees being likely to have turnover intentions, they tended to show more dedication and commitment to their jobs when compared with older generations.

In Kenya, Mwilu (2016) opines that individual factors, normally stringent among Gen Y employees, are the major contributors to hotel employees' short job tenures. Factors such as career aspirations, reminiscent of Gen Y were found to impact strongly on turnover intentions. Kuria, Wanderi and Ondigi (2011) without specifically referring to Gen Y noted that factors such as age, promotions and experience, training and hotel rating, were responsible for turnover in star rated hotels. These factors match characteristics attributed to Gen Y employees. It is therefore safe to say that in the hospitality industry in Kenya, Gen Y are driven by their passionate values and are likely to base turnover decisions on these values.

Other studies have focused on other sectors but with similar findings. Chumba and Gachunga (2016), while focusing on Parastatals in Kenya, reported that factors such as career development, recognition and promotions were central to Gen Y employees' job tenure. Tubey, Kurgat and Kipkemboi (2015) focused on University students' employment expectations and found that the students' who are Gen Y have a ray of interesting expectations among them: challenging jobs, autonomy by way of casual clothing, and minimal supervision and handsome rewards were among the main expectations. These expectations have propensity to cause tension between them and the employer and may result in high turnover or short job tenure.

Interest in job tenure among Gen Y employees in star rated hotels is informed by evidence that they have a high presence in the work force and are projected to make up to half of the total work force by the year 2020 (Kei-Lin, 2017). Their job tenure will therefore no doubt impact on the success of the hotel industry and its auxiliaries such as the travel and tourism sector. Besides, hotels are rated commensurate with services they are expected to offer to guests, and which require employee commitment (Khan, & Fasihi, 2014).

This study provides a chance to determine what does and what does not work for Generation Y providing the impetus for an informed and useful discourse on these issues, their impact on the hotel industry and possible approaches for creating new policies that will help organizations retain these employees as well as reducing costly turnover rates.

Employee Work Values and Job Tenure

Wang, Chen, Hyde and Hsieh (2010) examined the influence of employees work values on turnover intentions in the context of multinational companies in China. Using work values and pay satisfaction as determinants of commitment, Wang and colleagues established that pay satisfaction was an antecedent of organizational commitment and higher job tenure. Moreover, the study by the scholars indicated that work values had significant effects on employees' normative commitment and their intention of turnover. The study by Wang *et al.*, (2010) no doubt extols the virtues of work values in the retention of employees in an organization. The study context being multinational companies in China meant that their findings could not be generalized to other sectors. The present study therefore found it prudent to examine the influence of work values in the context of the tourism and travel



sector in Kenya. The uniqueness of Gen Y employees' in terms of work values required that, the effect of work values on job tenure be examined from the context of this generation of individuals.

In recognition of the fact that work family balance and supervisor support are critical values pursued by employees in general, Fan (2018) examined the mediating role of work life and family balance on the relationship between organizational commitment and job satisfaction. Focusing on the information technology sector in China, Fan established that work life and family balance was a significant mediator of the relationship between organizational commitment and job satisfaction. Fan's findings add a key dimension of the indirect influence of employees' work values on their commitment. However, it was debatable whether similar findings would be replicated in the hotel industry in Kenya, given the superior level of technology that china enjoys over Kenya (Atta-Ankomah, 2014). The present study therefore sought to allay the doubts by examining work value effects from a hotel industry perspective. Besides, rather than focus on indirect effects of employee work values, the present study found it ideal to concentrate on direct effects of work values on job tenure, ostensibly for the sake of informing values to address in order to maximize employee job tenure.

Taking cognizance of the fact that salary and welfare, nature of work, leader behaviour, personal growth, interpersonal relationship, and job competency were antecedent values for job satisfaction, Lee, Yang, and Li (2017) examined the influence of these antecedent values on job satisfaction and its relationship with turnover intent among early career employees. Using the structural equation modeling approach, Lee and colleagues established that job satisfaction among early career employees is mainly explained by personal growth, salary and welfare, nature of work, interpersonal relationships and supervisor acumen.

Despite these findings by Lee and colleagues contributing significantly to discourse on work values and employee commitment, early career employees is a term that may encompass several generations of employees. To overcome this glaring gap, the present study identified and focused on Gen Y employees as one category of employees that may be at its early career stage, and which is currently dominating the job market. Understanding the influence of work values pursued by this category of employees was seen as an avenue to boost their job tenure in the hotel industry.

Mosadeghrad (2013) analyzed the quality of work life as an antecedent to turnover among employees. Focusing on hospital employees in Iran, and using a survey study, Mosadeghrad established that employees in hospitals in Iran reported low quality work life. Key among the work life aspects that employees were not happy with included job promotion, benefits, pay, and support from the management. Besides, the study established an inverse relationship between employees' quality of work life and turnover intention. The study by Mosadeghrad continues to justify the need to address employee work value in an effort to boost job tenure. However, like many other studies on the influence of work life (Fan, 2018; Lee *et al.*, 2017), the employees are not segregated into the various generations. Considering that work values differ across generation, it was necessary to examine the influence of work values among a specific generation. The present study therefore sought to address this gap by focusing specifically on generation Y employees.

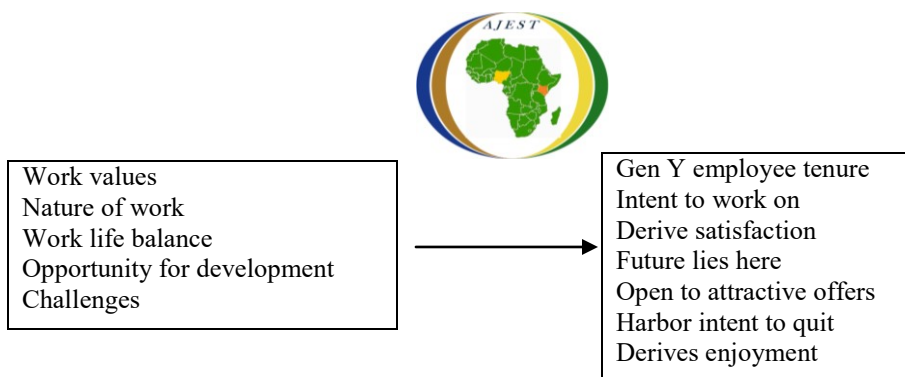


Figure 1.1 Conceptual framework

METHODOLOGY

The study was carried out in star rated hotels in Nairobi. An explanatory research design, which allowed for a deeper explanation of observed phenomena (Oso and Onen, 2008) informed the study. The study investigated Millennials drawn from five hotels and five lodges. Stratified random sampling was used to select the 264 respondents using the formula and correction for sampling from small population as proposed by (Noordzij *et al.*, 2010). To ensure a proportionate representation of all Millennials from the ten hotels, the sample contributed by each hotel was weighted according to respondents' target population in the hotel.

A questionnaire survey was used. Descriptive statistics (frequency distribution and percentages) and inferential (Multiple Regression Analysis) were used. The endogenous variable in the study was employee tenure, which was conceptualized as the Millennials' expression of intent on where they wanted to be five years from the time of the study. The model tested was as follows:

$$ET = \beta_0 + \beta_1 GYV + \varepsilon$$

Where;

$ET \Rightarrow$ Employee job Tenure

$GYV \Rightarrow$ Gen Y work values

$\varepsilon \Rightarrow$ Residuals

All statistical tests were analyzed with the Statistical Package for Social Sciences (SPSS), version 22. All statistical tests were two-tailed. Significant levels were measured at 95% confidence level with significant differences recorded at $p < 0.05$.

RESULTS AND DISCUSSION

Gen Y Employees' Job Tenure

Generation Y employees' job tenure in star rated hotels in Kenya were explored using ten items that focused primarily on employees' intention to stay or quit. Results (Table 1.1) indicate that Generation Y employees under study were not keen on having long tenure in their respective hotels. Specific results indicate that a majority of the employees (75.7%) agreed that they were planning to quit in three years' time; 50.2% indicated disagreement with being satisfied with their work; 70.2% would not wish to remain in the same hotel for the next five years; 75.7% agreed that given a chance, they would work elsewhere, 78.7% were in agreement that given an attractive offer elsewhere, they would take up the offer; while 69.4% disagreed that they loved working for their present hotel.



Table 1: Generation Y Employees Job Tenure

	Disagreement		Agreement		Undecided		Overall	
	n	%	n	%	n	%	M	SD
I am planning on working for another hotel within a period of three year	44	18.7%	178	75.7%	13	5.5%	1.87	.476
Within this hotel my work gives me satisfaction	118	50.2%	77	32.8%	40	17.0%	1.37	.751
If I wanted to do another job or function, I would look first at the possibilities within this hotel	104	44.4%	81	34.6%	49	20.9%	1.46	.775
I see a future for myself within this hotel	107	45.5%	79	33.6%	49	20.9%	1.45	.778
It doesn't matter if I'm working for this hotel or another, as long as I have work.	147	62.6%	37	15.7%	51	21.7%	1.29	.824
If it were up to me, I will definitely be working for this hotel for the next five years	165	70.2%	19	8.1%	51	21.7%	1.11	.829
If I could start over again, I would choose to work for another hotel.	44	18.7%	178	75.7%	13	5.5%	1.87	.476
If I received an attractive job offer from another hotel, I would take the job	37	15.7%	185	78.7%	13	5.5%	1.90	.451
The work I'm doing is very important to me	27	11.5%	197	83.8%	11	4.7%	1.93	.397
I love working for this hotel	163	69.4%	19	8.1%	53	22.6%	1.33	.838

Source: Author, 2015

The implication of these results is that Generation Y employees in star rated hotels in Kenya are not planning to have long job tenure in their respective hotels. This undoubtedly brings into question their commitment to their present employers. The results that a majority of them are planning to quit within three years, and that they would jump for any lucrative offer are consistent with views by Chi and Karadag (2013), which posit that Generation Y employees are conditional on loyalty, and may quit the job anytime. The bottom line therefore, is that Generation Y employees currently serving in star rated hotels in Kenya often serve for a short period in respective hotels.

On the contrary, duration of stay in hotels revealed that supervisors, most of whom were Generation X or Baby boomers usually enjoyed longer job tenures with respective hotels. These findings relating to supervisor preference of longevity at work could perhaps, be explained by the fact that most of them were Boomers and GenXers. Literature indicates that Boomers are bound to show more loyalty and commitment to organizational goals compared to other succeeding generations (D'Amato & Herzfeldt, 2008). Similarly, it is argued that Gen Xers continued stay in current employment is most influenced by the way they relate with colleagues (Benson & Brown, 2011). In essence, it was quite normal to find most supervisors willing to remain in their respective hotels for longer time.

It is also noted that Boomers are patient with colleagues, and are able to nurture pragmatic productive working rapport with other organizational members. In this way, they are more likely to provide mentorship and support to other employees (Hewlett, Sherbin & Sumberg, 2009). The argument advanced here is that to achieve rapport with colleagues, supervisors



need to have the requisite experience gained, by staying longer in the respective organizations.

Gen Y Employees work Values

Generation Y employees' work values in star rated hotels in Kenya were explored using eighteen items. Results of the descriptive exploration (Table 1.2) revealed that most of the Generation Y employees find the prevailing work values within the star rated hotels not consistent with their expectations. For instance, they had disagreements with the following items: that the present job fosters innovation and creativity; that their job gives them an opportunity for advancement; that the work environment is competitive, and the work allows for variety; that the work allows for work life balance; that future prospects for promotion are satisfactory and that the work is interesting, among others.

Table 2: Gen Y Employees' Work Values from Employee Perspective

	Disagreement		Agreement		Undecided		M	SD
	n	%	n	%	n	%		
My job fosters innovation and creativity	167	71.1%	66	28.1%	2	0.9%	1.30	.477
I am satisfied that my pay reflects the effort I put into doing my work.	104	44.3%	91	38.7%	40	17.0%	1.73	.735
My work gives me an opportunity for advancement	169	71.9%	64	27.2%	2	0.9%	1.29	.473
My work is personally rewarding.	169	71.9%	65	27.7%	1	0.4%	1.29	.462
My work environment is very competitive	167	71.1%	66	28.1%	2	0.9%	1.30	.477
Job promotions in this hotel are fair and objective.	87	37.5%	95	40.9%	50	21.6%	1.84	.753
My work allows for variety and does not leave room for boredom	165	70.2%	68	28.9%	2	0.9%	1.31	.480
There is good cooperation among members of my department.	170	72.3%	63	26.8%	2	0.9%	1.29	.471
My work allows for Work-life balance	171	72.8%	62	26.4%	2	0.9%	1.28	.469
The work atmosphere encourages for open communication among all ages of employees	82	35.2%	99	42.5%	52	22.3%	1.87	.749
I am satisfied with the difference in pay between new and experienced employees doing the same job.	103	43.8%	76	32.3%	56	23.8%	1.80	.800
I am satisfied with my future prospects for promotions.	141	60.0%	80	34.0%	14	6.0%	1.46	.608
The management treats the contributions of all employees equally	171	61.7%	102	36.8%	4	1.4%	1.40	.519
My job gives me an opportunity to do the things that I do best.	176	63.5%	95	34.3%	6	2.2%	1.39	.530
My work encourages me to display my ideas and work habits	114	48.9%	86	36.9%	33	14.2%	1.65	.716
My job responsibilities contribute to my professional development.	165	70.2%	68	28.9%	2	0.9%	1.31	.480
I find my work interesting.	169	71.9%	65	27.7%	1	0.4%	1.29	.462
Older workers add little value to my work	97	41.6%	81	34.8%	55	23.6%	1.82	.789

Source: Field Survey, 2015



These results clearly show that the work environment in star rated hotels under study may not be appealing to Generation Y employees. Respondents pointed to lack of challenging tasks and creativity as key elements of concern in the prevailing environment in the hotels. Perhaps this explains the observed intentions to quit among a good number of them as captured through their job tenure analysis.

Indeed, the findings that Generation Y employees showed disagreement with the ability of their work to allow for work life balance supports arguments by Brown et al. (2015) that demanding hours in the hospitality industry do not support work life balance, and this often incenses Generation Y employees. The results that Generation Y employees found their jobs not challenging enough is worrisome since it is an avenue for them to seek to quit. According to Park and Gursay (2012), Gen Y wants to be engaged in mentally challenging tasks, otherwise they look to quit.

Results showing that Gen Y employees perceive their tasks in star rated hotels under study as not rewarding, and not catering for advancement, need to be treated very seriously. Professional development among employees is seen as an opportunity to overcome difficult tasks. According to Sankey and Machin (2014), professional development involves provision of learning activities through which employees can acquire knowledge and skills necessary for enhancing their career prospects and overall work performance. Mikkelsen *et al.*, (as cited in Hattke & Znanewitz, 2017, p.9) argue that personal development acts as an antecedent to employee engagement, job satisfaction, commitment, and retention. The present study therefore posit that the negative perceptions portrayed by Gen Y employees with regards to work values currently provided in the star rated hotels under study, remain the main threat to job tenure among this category of employees.

It is documented that Gen Y prioritizes education and lifelong learning owing to their desire for development (Kultalahti & Viitala, 2014). De Cooman and Dries (2012) agree that the high levels of education among Gen Y heighten competition for jobs among them, and therefore, development and update of knowledge and skills is vital for differentiation. Through the present study, the researcher avers that star rated hotels in Kenya may need to rethink their work values if they are to retain Gen Y employees.

Hypothesis Testing

Gen Y Employees Work Values and Job Tenures

Hypothesis H_0 pre-supposed that there was no relationship between Gen Y employees work values and their job tenure in selected star rated hotels in Kenya. The p-value of the regression coefficient associated with Gen Y work values variable was 0.000, and was way below the threshold of 0.05 set for the test. The hypothesis was therefore rejected and it was concluded that Gen Y employees' work values had a positive and statistically significant influence on their job tenure in star rated hotels in Kenya ($\beta = 0.275$, $p < 0.05$). The implication of these results is that Generation Y employees work values have a telling impact on their job tenure. Consequently, an increase of 1 percentage pointing work values associated with Generation Y employees is likely to result in an increase of 0.275 percentage points in their job tenure.

The result no doubt underscores the important role work values play in employees' longevity in an organization, and reinforces existing knowledge regarding factors that



influence job retention among Generation Y workers. Indeed, Sujansky and Fern-Reed (2009) argue that Gen Y are motivated by meaningful work, which is both challenging and fulfilling. Besides, their turnover intent depends on values such as recognition and feedback. Wang *et al.*, (2010) concur that work values significantly predicts employees' normative commitment and turnover intentions. Wang and colleagues identify pay satisfaction as a source for increased job tenure. Indeed, the importance of work values is further highlighted by Fan (2018), in noting that work-family balance significantly mediates the relationship between organizational commitment and job satisfaction.

The essence of the findings in the present study showing the significant influence of Generation Y employees' work values on their job tenure requires that star rated hotels in Kenya reserve invest in providing those, which they may be able to provide. The reported acumen of this generation of employees' in terms of cultural and global awareness, and being smart in technology (Alison, 2013), is such that it remains a critical generation that ought to be maintained in the hospitality industry.

DISCUSSION

This study found that five out of every ten employees definitely planned to leave the hotel establishment within five years, with only two out of ten employees envisioning staying. Three of every ten employees were undecided. This was despite the fact that a majority said they were happy with the current employer. This finding supports studies that have highlighted the patent fickleness of Gen Y for their jobs, such as Price water house Coopers, PwC, (2015), Deal (2007), Hershatter and Epstein (2010), Bartley *et al.*, (2007). For instance, the PwC (2015) reports only 18% of the Gen Y questioned in a survey across 75 countries planned to stay in their current role in the long term, an estimate that mirrors the finding from this study. Deal (2007) showed that Generation Y leave their corporations at the two-year mark compared to Gen X's five years and Baby Boomers's seven years. Hershatter and Epstein (2010) argued that expecting the Gen Y to stay in the same job for twenty-five years with a pension, as a reward was likely to provoke laughter. On the other hand, Bartley *et al.*, (2007) stated that Generation Y wants to be challenged and will move on quickly if they become bored with their job for long periods. Attributed to becoming bored, seeking enjoyment or following the road, Generation Y employees are reputed for being 'here today, gone tomorrow' (Henry, 2006).

The short job tenure among Gen Y is likely to exacerbate instability in Kenya's tourism industry, which is characterized by seasonality of tourism demand, economic issues, political disruptions, poor working conditions and poor human resource practices (Rowley and Purcell, 2001). The limited employment tenure of Gen Y could hinder team effectiveness, disrupt learning, upend established routines and cause loss of business knowledge, leading to great economic loss in the hospitality industry (Bergiel *et al.*, 2009; Van der Vegt *et al.*, 2010). Changes in team composition could also create procedural ambiguities, potentially harm perceptions of psychological safety, and deplete a firm of valuable talent (Van der Vegt *et al.*, 2010; Heneman III *et al.*, 2014).

This study found that Gen Y considered work-life balance, dynamism, variety, competitive work environment, and fostering innovation and creativity as some of the major strengths of the hotel industry in Kenya. This suggested that the industry has the necessary ingredients that could help Gen Y stick to their jobs. However, to achieve this, the industry would need



to resolve various weaknesses pointed out by Gen Y: tourism seasonality, low skill level and low entry requirements, pay, and job security.

The study found that Gen Y work values were divisible into three clusters: those related to earnings (remuneration), those concerned with growth of their job skills (professional development), and those dealing with cooperation amongst the employees (team work). Multiple regressions analysis results revealed that Gen Y employees' values were germane in determining Gen Y employment tenure, with the study finding that Generation Y stay longer in hotels which lead to their professional development. These values included being given job responsibilities that lead to their professional development, work that give them opportunities to do what they like best, working with friendly and helpful people and work that is personally rewarding. This finding is in line with studies which emphasize the importance to Gen Y of flexible programs (Mahoney, 2009), ongoing education (Broadbridge *et al.*, 2007; McCrindle and Pfeffer, 2008), better work environment (Pfeffer, 2007) and fun at the workplace (Hulett, 2006).

This study found that significant numbers of employees considered their pay and promotions as being poor, with many feeling that the difference in pay between new and experienced employees doing the same job was unsatisfactory, their pay was not fair for the work they did and promotions in the hotel were unfair and non-objective. However, these values were not found to significantly influence 'Generation Y' employment tenure in the hotels. This finding was similar to Broad Bridge *et al.*, (2007), who suggested that Generation Y care less about salaries but contradicted the conclusion by Meier and Crocker (2010), who suggested that most Gen Y listed high salary, good benefits and other compensation as motivational characteristics of their job.

Likewise, values rotating around teamwork, such as, good cooperation among departmental members, being satisfied with performance of colleagues, and helpful guidance from supervisors, were found not to be significant predictors of employee job tenure. The findings from this study suggest that Herzberg's two-factor theory (Herzberg, 2010) could strongly explain Gen Y behavior. Values around Gen Y professional development are intrinsic, and thus can be considered as motivators, factors that employees value most and which brings about job satisfaction. These factors determine greatly the employment tenure of Generation Y. On the other hand, values revolving around remuneration and teamwork constitute external or extrinsic factors, the so-called hygienic factors, which do not guarantee employee job satisfaction – just an absence of dissatisfaction. These factors do not influence to great degree Gen Y employment tenure.

CONCLUSION AND RECOMMENDATIONS

Gen Y employees in star rated hotels Kenya, as in existing studies exhibit unique work values which, tends to put them at loggerhead with their supervisors. This cohort of employees is not satisfied with the working environment in these hotels and lodges, which it feels lacks the relevant challenges they require and does not encourage creativity. Nevertheless, Gen Y employee values have a positive influence on their job tenure and deserve to be given priority if hotels and lodges in the study area are to be able to retain Gen Y employees.



Findings of this study provide potential avenues for improvement among hotel and lodge. The uniqueness in work values of Gen Y employees in these establishments is such that industry players need to take cognizance of the important role this cohort brings to industry in terms of innovativeness. Gen Y employees should be given challenging tasks and opportunities to be creative when handling guests. The positive influence Gen Y employees work values has on their job tenure implies that the industry will definitely boost this generation's intention to stay in the hotels and lodges, which will no doubt improve the industry.

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