

**An investigation of work values, job satisfaction, and organizational commitment
among hospitality employees of different generations**

by

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Hospitality Industry, Generations, Work Values, Job Satisfaction, Organizational Commitment

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Abstract

The purpose of this research was to investigate the differences in work values, job satisfaction, and organizational commitment among four generational cohort (i.e., Baby Boomer, Generation X, Millennial, and Generation Z) of employees in the hospitality industry. This study also identified the predictors of organizational commitment. The theory of Basic Individual Needs was used as a theoretical foundation in this investigation. The survey instrument was constructed from previous researchers, pilot tested, and modified with constructive feedback. A total of 296 usable questionnaires were collected using Prolific, a market research company and convenience sampling of individuals through the researcher's professional networks. Descriptive statistics (e.g., frequency, mean and standard deviation), One-way Analysis of Variance (ANOVA) and hierarchical regression analysis were used to analyze the data. The results indicated that the four generational cohorts expressed differences in what they value at work, namely work centrality ($p < .01$), non-compliance ($p < .001$), work-life balance ($p < .001$), leadership ($p < .001$), and recognition ($p < .001$). Specifically, participants who were Gen Zers put less emphasis on job in their life compared to other generations. Baby Boomers challenged the norms and superior less than Millennials and Generation Z. In regard to work-life balance, Generation Z valued work-life balance the most comparing to three other generations. Generation Z valued receiving recognition more than the other three generations. The level of organizational commitment and job satisfaction also differed between the different generations. Specially, younger generations showed lower level of commitment and satisfaction comparing to older generations. Furthermore, hierarchical regression analysis was used to test the association between organizational commitment and the demographics of the participants. Results from Step 1 of this hierarchical analysis showed that demonstrated that generations ($p < .05$), gender ($p < .01$), and

marital status ($p < .001$) were associated with organizational commitment. In Step 2 of this analysis, only marital status ($p < .05$), work centrality ($p < .05$), work-life balance ($p < .001$), leadership ($p < .01$), and job satisfaction ($p < .001$) were a predictor of organizational commitment. With younger individuals entering the work force, companies are seeing a shift in work values. Organizations need to be aware of the differences expressed by generations and what factors contribute to job satisfaction and organizational commitment. When organizations understand the differences, they will be able to implement successful management strategies that target individuals in each generation.

Keywords: Hospitality Industry, Generations, Work Values, Job Satisfaction Organizational Commitment

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CHAPTER 1: INTRODUCTION

This chapter discusses how the generational shift has changed the work force of hospitality and how companies should better understand differences in work values, job satisfaction and organizational commitment as part of the human resource practices. Furthermore, this chapter addresses relevant points as to why research needs to be conducted to explore work values, job satisfaction, and organizational commitment among different generations of hospitality employees. The purpose of this study, research questions, and its significance are also presented in this chapter.

Background

The hospitality industry aims to provide customers with a memorable enjoyable experience, whether it entails a dining experience, relaxing in a luxury resort, or dealing with customer service. The individuals employed within these organizations influence a guest experience drastically, therefore, it is critical to make sure employees are satisfied and valued within an organization (Podsakoff et al., 2000). Managers have an important role on the success of their employees and what they can produce for an organization. Because there are noticeable differences in values between employees, companies need to create an environment where open communication is encouraged in the process of eliminating stigmas around different employee groups (Simons, 2009). Therefore, the first step managers should take is recognizing and understanding individuals work values and needs.

Statistics from U.S. Bureau of Statistics (BLS) showed that the hospitality and leisure industry hired more than 12 million individuals in year 2021 (BLS, 2022). Of this figure, 85% of them consisted of those who were younger than 55 years old (BLS, 2022). In addition, Pew

Research projects that Millennials will make up over 75% of the entire global workforce by 2025. With younger generations entering the workforce, organizations have seen a difference in work values between the workforce with age differences. Work values reflect on an individual's concept of what is desired in the workplace setting (Hackman, 1971). Work values also reflects on an individual's awareness of what they seek or expect out of their work (Smole & Sutton, 2002). These differences were caused by one's upbringings, believes, and environment (Smole and Sutton, 2002), and these differences are often time studied based on age groups, known as generation cohort. The four generational cohorts observed throughout this study are Baby Boomers (1946-1964), Generation X (1965-1978), Millennials (1979-1994), and Generation Z (1995-2012). Previous studies showed that differences in work values within generations were observed a wide multitude of areas, such as how much focus they are with work, attitudes about work-life balance, use of technology, and what kinds of recognition and rewards they seek for (Arnett, 2004; Gursoy, Maier, & Chi, 2008; Lancaster & Stillman, 2003; Tulgan, 2003, 2009). However, these studies are not specific to hospitality employees, and therefore, it remains unclear if there are prominent differences in work values among them.

The Basic of Individual Needs Theory was adopted as the framework of this to investigate the differences in work values among different generations of hospitality employees. The concept of was proposed by Schwartz, which consists of two dimensions that justify the alignment of an individual's values. The first component of this theory involves ten motivationally types of values that are utilized to lead the individual into a specific goal direction. The second component relates the ten types of values to one another, by drawing comparisons and differences that influence the individual's decision-making process (Schwartz, 1992). According to this theory, the values are defined as desirable, trans-situational goals that

vary in level of importance according to the principles in an individual's life (Kluckhohn, 1951; Rokeach, 1973). The fundamental principal of Basic of Individual Needs Theory is applicable to this study because an individual's values are observed and compared to others who are grouped into the same cohort, as well as different generational cohorts. The Basic of Individuals Needs Theory also aligns values that support the direction of an individual's goals and fulfills the basic human needs (Schwartz, 1992). An individual is motivated by their own physiological needs, which influences their desires and expectations in the workplace, which can be explained by this theory (Schwartz, 1992). The desires and expectations that fulfilled within individuals may lead to commitment and satisfaction at work.

Job satisfaction and organizational commitment have a direct influence on one another, and management relies on investigating the level of satisfaction that employee express because it can lead to a higher or lower level of commitment to the organization. Along with influencing organizational commitment, job satisfaction leads to recognition, income, promotion, and accomplishing other goals (Kaliski, 2007). Job satisfaction is defined as noted job satisfaction as a positive emotional state that comes from a worker's experiences in a work setting (Locke, 1976). Personal values, mental health, personality, work performance, compensation structure, promotional opportunities, peer/colleague relationships, management and leadership style, and benefits/policies within the organization influence the amount of satisfaction felt by their work and current position within their organization. Job satisfaction is important to feel because it can improve organizational productivity, decrease employee turnover, and lower stress levels.

On the other hand, organizational commitment is the overall internal pressure that an employee feels to act in a way that reflects on the view and culture of the organization (Weiner, 1982). An individual tends to identify themselves with the organization that they work within.

Therefore, many aspects of the organization should align with the individual core values and goals. A few strategies that influence organizational commitment are competitive benefits, valuing relationships in the workplace, and implementing equality throughout the culture of the company. Job satisfaction is linked to the characteristics that individuals resemble, such as gender, marital status, job experience, and level of education completed (Gurboz, 2007). Because individuals share differences in characteristics between one another, job satisfaction and organizational commitment levels are influenced from personal attributes and accomplishments. Research has noted the importance between observing the relationship between work values and organizational commitment (Elizur, 1996; Kidron, 1978; Putti et al, 1989). The relationship between job satisfaction and organizational commitment grabs the attention of many researchers because job satisfaction directly influences how employees feel towards an organization (Yousaf et al., 1998). The relationships between demographics, work values, job satisfaction, and organizational commitment would be investigated in this study.

Research Gap

Several generational studies surrounding the concept of work values in service industries, but limited studies have been done in the hospitality industry (i.e., Gursoy et al., 2008, 2013) Furthermore, studies did not include multiple generations in their investigation (Gursoy, Maier, & Chi, 2008; Fang, 2001; Kowske et al., 2010). Generation Z, for example, the youngest generation (1995-2012) is currently entering the workforce, and organizations are noticing a significant shift in what is desired and value throughout one's work. Therefore, there is a need to include all four generations provide a more holistic view on their work values.

In addition, a previous study showed that the contributors to an employee expressing satisfaction withing their job are the intrinsic and extrinsic rewards offered by a job (Tuch &

Martin, 1991). Work values vary based on the individual, which translated into the level of commitment one expressed towards their work (Werkmeister, 1967). Even so, study is lacking in investigating the how work values are associated job satisfaction and organization commitment.

Previous studies that focused on work values were broken down into three categories: structural (Adkins, Russel, & Werbel, 1994), correlation (Allport, Vernon, & Lindsey, 1951), and cultural differences (Becker & McKlintock, 1967). Structural work values focus on defining the basic components of the domains of work values concerning its structure. Correlational studies within work values use techniques that observed work values in regard to personal, social, and organizational variables. The last category of work values relates to the cultural patterns and level of work values. The current study focuses on the seven dimesons of work values adopted by Gursoy. Although Gursoy (2008) work values were not broken down into the three categories mentioned above, they resemble similar traits and properties. This current study does not focus heavily on extrinsic and intrinsic work values, whereas other literature focused heavily on how intrinsic and extrinsic values influenced job satisfaction and organizational commitment. Previous literature suggests that intrinsic work values are more associated with organizational commitment than instrumental factors (Putti, Aryee, & Liang, 1989).

Statement of Purpose

The purpose of this study was to investigate generational differences from employees that make up the segments of the hospitality industry, in term of their work values, level of job satisfaction and organizational commitment. The study also identified the relationship between work values, job satisfaction, and organizational commitment.

Objectives

The objectives of this study were to:

- Identify work values, levels of satisfactions, and organization commitment of hospitality employees of different generations.
- Compare the similarities and differences in the work values, levels of satisfactions, and organizational commitment among hospitality employees of different generations.
- Investigate variables that are associated with organizational commitment.

Research Questions

For this study's goals, several research questions were investigated.

1. How do different generations of hospitality employees view various work values?
2. How are the level of satisfaction and organizational among hospitality employees of different generations?
3. How different generations of hospitality employees are, in term of their work values, level of job satisfaction, and organizational commitment? What are the differences and similarity?
4. What is the association between demographic, job satisfaction, and organizational commitment?

Significance of the Study

Practically, the study would deliver valuable insights into the evolving needs of the hospitality employees of different generations, and what drives these employees to work. Understanding these different elements could help the employees to feel valued and be more successful. Since the majority of the workforce in the workplace consists of the younger generations (e.g., Generations Z), it is important to adapt and implement the tools that create an

acceptable environment to work in. The answer lies in understanding the mindset of what different generations in the work field value and how their career attitude will differ from those of their predecessors. The findings would also provide recommendations to the hospitality operators when they look at hiring, managing, and retaining their employees. As upcoming generations begin to take over the workforce, it is critical for organizations to understand and adapt to the changes in values. The changes in work values influence the amount of satisfaction and commitment employees feel towards their job. In specific regards to hospitality, people are the core focus and how the employees are valued will reflect heavily on how they value customers. These results will offer the hospitality insight to what their employees value and how difference within generations should be acknowledged.

Previous literature noted the importance of blending generations in the workplace to encourage learning from one another (Gursoy et al., 2008; Mikitka, 2009). In order for managers to effectively managed generations, the implementation of strategies is necessary to accommodate uniqueness in employees (Ivancevich & Matteson, 1990). Human Resource Management face many challenges with implementing practice and techniques that attract and retain employees (Chang & Yin, 2012). This study provided organizations with direction on how to manage individuals effectively and acknowledging individual needs that are shaped by cultural events. It is critical that management and organizations understand that shifts are occurring in what people value. Work values influence the amount of satisfaction and commitment an employee feels towards an organization. Factors that influence levels of job satisfaction are pay, work-life balance, feeling secured within their job, and career growth. Researchers concluded that job satisfaction has a direct effect on how an employee feels towards

their organization, the more satisfied they are the more likely they are to stay within that organization (Yousaf et al., 1998).

Overall, the findings of this research also provided theoretical implications and aided in the development of new research ideas. Theoretically, this study revealed the relationship between generation's work values, job satisfaction, and organizational commitments in the hospitality industry. The relationship between these variables is important because they relate to another in either a positive or negative way. Literature has noted the relationship that work values have on job satisfaction and organizational commitment (Gursoy et al., 2008). Moreover, the Basic of Individual Needs Theory was used as a theoretical foundation for this study. This theory outlines key motivators that influence an individual's behavior and decision-making process in the workplace. The results acknowledge differences exist and help prioritize the needs of individuals differently. With these results, management and organizations are provided with information on what generations values in the workplace, along with the factors that influence job satisfaction and organizational commitment.

Assumptions

This study assumed that all the participants truthfully answered and thoroughly read all the items asked throughout the survey. It was assumed that the questions were created in a manner to create no confusion for anyone who decides to participate.

Organization of the Study

The organization of this study is aligned with using chapters, labeled one through five. Chapter One provides important information that relates to the study and its significance. Chapter Two is a considerable review of the relevant literature regarding the focus of this study. Throughout Chapter Three, the structure of the methodology section will be explained and

accounted for. Chapter Four provides the analysis for the results sections. Closing out with Chapter Five, which will thoroughly discuss the results and implications, in company with the limitations and confer the possibility for future research.

Definition of Terms

Hospitality Industry: The idea of hospitality focuses on customer satisfaction and providing an experience that makes people happy and comfortable. Hospitality is measured through the involvement between the provider and the guest (Reuland, Choudry, & Fagel, 1985).

Generations: a series of birthdays of a group of people (Jopling, 2004); the generational cohorts or groups, who belong to the same age group, experience or will experience accordingly the similar life experience in the years they may shape their lives (Hung & Gu & Yim, 2008).

Values: Values are defined by what people believe to be fundamentally right or wrong, and the environment defines the work setting (Smola & Sutton 2002).

Work Values: define what people believe to be fundamentally right or wrong, so work values apply to the work setting (Smola & Sutton, 2002).

Intrinsic Work Value: This type of value revolves around things that become inherent in work tasks, such as, achievements, altruism, creativity, independence, type of management, and aesthetics (Dose, 1997), the characteristics of this value lead to personal growth.

Extrinsic Work Value: Extrinsically driven individuals coincide with these specific things in the workplace; power, current level of job status, potential rewards, and the hierarchical structure (Sengupta, 2015).

Job satisfaction: as a positive emotional state that comes from a worker's experiences in a work setting (Locke 1976).

Organizational commitment: as the overall internal pressure that an employee feels to act in a way that reflects on the view and culture of the organization (Weiner 1982).

Human Resource Management: management approach that focus on the implementation of strategic and coherent practices towards the organization highest valued assets (Kultalahti, Liisa, & Vitala, 2014).

Theory of basic individual needs: A theory that is broken down into two important components; ten motivational values and how these values relate to one another (Schwartz 1992, 1994).

CHAPTER 2: LITERATURE REVIEW

This chapter aims to provide a comprehensive review of the most relevant literature that supports the research construct and questions that have been developed for the current study. The literature review is organized in a way that covers every aspect of the research to ensure complete comprehension of the study. An overview of the hospitality industry and generations are provided, the differences in work values, job satisfaction, and organizational commitment are discussed, and the theories and management practices are addressed in hopes of achieving the aim of the study. This literature review emphasizes the importance of acknowledging key differences throughout generations in the workforce and how the Basic Individual Needs Theory can be utilized to understand the awareness, attitudes, and behaviors of hospitality employees regarding work values, job satisfaction, and organizational commitment.

To begin, an overview of the hospitality industry is addressed, since all participants in this study are required to be employed through a segment of the hospitality industry. Next, the generations are broken down into the four targeted groups observed and the differences in events that shaped their values are addressed. More in-depth analysis of these differences is discussed in the following portion which concentrates on the generational differences in the workplace and how they are managed. This chapter then focuses on work values and how they relate to job satisfaction and organizational commitment. Following this portion, the Basic Individual Needs Theory is defined and explained, and incorporates previous literature with this theory and how it correlates with the current study. The relationships between these work values, job satisfaction and organizational commitment were discussed and presented with previous literature. Finally, the chapter closes out with a proposed model to the current study.

Hospitality Industry Overview

The hospitality industry consists of organizations that serve others and provide experiences to people. Prior to the global pandemic, the hospitality industry supported over 15.8 million jobs in America, resulting in 1 out of 10 people working within some segment of the industry (Hotel Business Magazine, 2020). According to the Hotel Business September 15th, 2020, edition magazine, the realm of hospitality generated \$2.6 trillion for the U.S economy. COVID 19 hit the hospitality industry hard with unemployment, travel restrictions, social distancing, border closures, and instilled fear of the spread of the disease (Connor, 2020). The hospitality industry was one of the first to be affected from the global pandemic, and one of the last to recover (Tappe & Lubby, 2020). Due to the global pandemic, reports indicated a fifty percent decrease in revenue to the lodging segment of the industry. However, the hospitality industry learned how to adapt and implement strategies to make consumers feel safe after the pandemic.

According to the Bureau of Labor Statistics, more than 12 million Americans are employed within the hospitality industry in 2021, making this the fifth largest industry in the nation (BLS, 2022). The hospitality industry is broken down into different segments, identified as: lodging, restaurant, airlines, event management, and others. The idea of hospitality focuses on customer satisfaction and providing an experience that makes people happy and comfortable. Bennett and Tibbits recognized that hospitality must be internalized throughout the whole organization, not just within some of organizations employee (1989). Since there are multiple segments of hospitality, it isn't always measured the same way in terms of service, however; the concept does not change. In the restaurant and hotel settings, hospitality is measured through the involvement between the provider and the guest (Reuland, Choudry, & Fagel, 1985). Previous

literature has identified hospitality with four modern characteristics (Hepple, Kipps, and Thomson, 1990). Hepple, Kipps, and Thompson (1990) conceptualized hospitality from patients in the hospital setting. They referenced the following four characteristics that make them “feel at home” in an environment that is not home to them.

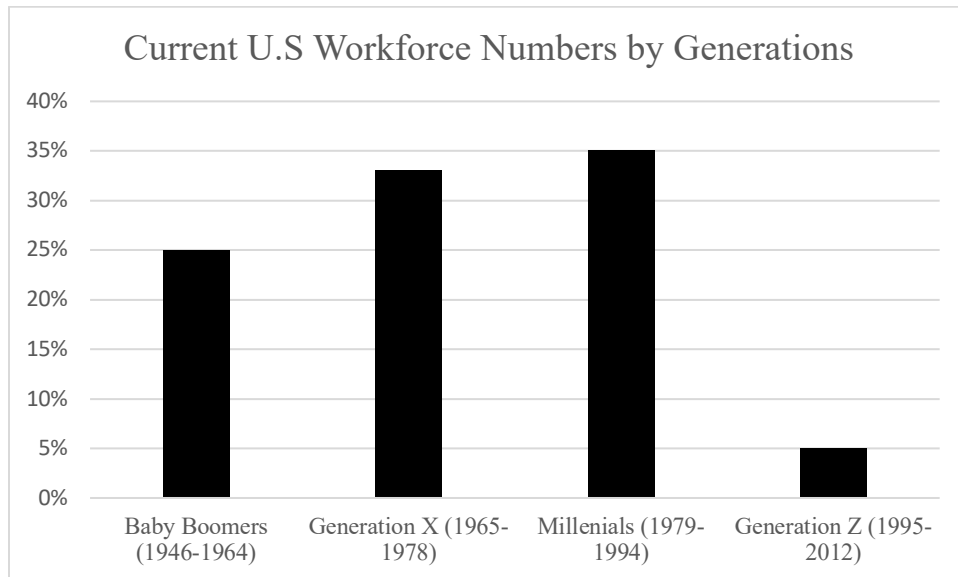
1. It involves an interaction between a host and guest, who is away from home.
2. It is interchangeable, involving the coming together of the provider and receiver of the service.
3. It is a blend involving both tangible and intangible factors.
4. The host provides for the guest’s overall being the following: security, psychological comfort, and physiological comfort.

The hospitality industry is always evolving and challenging organizations and their employees with technology-related innovations and highly intensive work sectors (Subramony et al., 2018). COVID-19 forced the industry to adapt to the new ‘norms’ and organizations implemented creative strategies that forever changed the view of hospitality. A significant issue that this industry faces is attracting and retaining the youth to stay in this industry (Chang and Tse, 2015). Generation Z, individuals born between 1995 and 2012, which accounts for over 32 percent of the entire global workforce, has dominated the hospitality industry (Goh & Bohm, 2021; Kwok, 2018). Although generation Zers have surpassed other generational cohorts globally, they only account for a small portion in the United States workforce (Bureau of Labor Statistics). Sectors of the hospitality industry would benefit from understanding the values of younger generations, especially since they are the future of the workforce. Researchers have noted the importance of understanding younger generations, focusing primarily on new methods and approaches to integrate all employees in the work force (Goh and Okumus, 2020). Younger

generations show significant interest in working within the hospitality industry. The American Hotel & Lodging Educational Foundation reported that more than 50 percent of Generation Zers are interested in pursuing a career in hospitality (AHLEF, 2018).

Three generations make up a large portion of the current U.S workforce: Baby Boomers (25%), Generation X (33%), and Millennials (35%). The low percentage of Generation Z in the workforce can be explained by the fact that many are still in school, their lack of drive to work, and their frustration to adapt to the work environment (Bascha, 2011) Individuals categorized within Generation Z range from 10-26 years old, many of them are still in the educational system or too young to work. Although the percentage of Generation Z in the workforce is currently lower than other generations, Pew Research Center projects Generations Z to embody over 30% of the US workforce by 2030. The figure below represents a breakdown of the generations within the US workforce.

Figure 1: Current U.S Workforce Numbers by Generations



Source: "Labor Force Composition by Generation" Pew Research (2015)

Generation Cohort

A generation (also known as generational cohort) is a group of individuals who are born in the same period of years (Schaie, 1965). Generations are separated based on birth years, age, location, and significant life events experienced within the same time interval (Ryder, 1965). Because of this, each generation experiences similar societal and historical events that result in a shared set of value systems. Economic, cultural, and political experiences help shape the mindsets of individuals in the same generational cohort (Parry and Urwin 2011; McCrindle 2014). Those who are categorized into a specific generation tend to respond to what is happening around them in a similar way. This shared set of value systems differs from each generation, leading to prominent differences in work values (Gursoy, Maier, & Chi, 2008). There is a lack of agreement on the specific time frame in which each generation started and ended, however, previous studies suggest that generations are grouped together by age, experiences, and historical events. Generations create change in the workforce, and many strive to understand what drives these inevitable changes (Gelbart and Komninos 2012). Because of this, difficulties arise within management due to the differences in attitudes, drivers, and personalities amongst individuals in different generations. Previous literature suggests that Baby Boomers, Generation X, and Millennials are the most represented generations in the United States workforce (Glass, 2007). Within the hospitality workforce, authors have agreed upon the four generational time frame below.

- Baby Boomers (born 1946-1964)
- Generations X (born 1965-1978)
- Millennials (generation Y, born 1979-1994)
- Generation Z (born 1995-2012)

Table 1: Generations, cohort, and age

Theoretical Framework	
Generations	A set of historical events and related cultural phenomena that has impacted a distinct generational group. The identification requires some form of social ‘proximity’ to a shared event or cultural phenomena.
Cohorts	A group of individuals born at the same time who are expected to be similar based from their shared experiences. Chronological proximity to events, along with other drivers, distinguish a cohort.
Age effects	The changing views, attitudes and behaviors of an individual as they begin to mature.
Period Effects	These impact values, behaviors, and attitudes based on the surrounding environment when one is trying to identify themselves within a group.

Baby Boomers

The Baby Boomers were born between 1946-1964 and they make up of 25 percent of the entire workforce in the United States. The name of this generation arose from the 17 million babies born during a specific time frame (O’Bannon, 2001). These individuals grew up during the civil rights movement, the Vietnam War, first man on the moon, women gaining rights, and assassinations of influential people (Gursoy et al., 2013). Baby boomers have been around the work industry the longest and have set the foundation of work ethic. The youngest individual considered a ‘baby boomer’ is 57, where the cutoff for the oldest stands at 75. In the hospitality industry, these individuals are known to be well-rounded and traditional. The motto for this generation is “live to work”. Although many Baby Boomers are approaching retirement, they have greatly shaped the basic principles that has brought success in the workplace. Baby Boomers are extremely goal-oriented, and their work defines their individual self-worth and how they view others (Sherman, 2005). This means that they hold themselves and others to a higher standard based on their work ethic and success. Baby Boomers believe that sacrifices are related to achieving any level of success (Patterson & Pegg, 2008). Therefore, this group shares the

biggest difference from the younger generations, since they strongly believe that hard work cannot be attained without a great deal of personal sacrifices (Patterson & Pegg, 2009).

Because this generation is results driven, loyal, and respond well to the authority in the workforce, they do not adjust well to the younger generation entering their workplace (Burke, 2004). Baby Boomers have this perception that younger generations do not understand work ethic and have a hard time complying with authority. This can be credited to the amount of time and effort that Baby Boomers put into their work. However, individuals in this group are acknowledge highly for their ability to guide others, generate productivity, and their flexibility to change (Gursoy et al., 2013). Baby Boomers have evolved into great mentors in the workplace, especially towards the younger generations. Previous literature noted how their positive work attitudes, their ability to make connections, their eagerness for development into leadership positions, and their ability to influence change throughout their organization (Dixon, Mercado, & Knowles, 2013).

Generation X

The children of the Baby Boomers, Generation X (1965-1978), who range in age from 43 to 56, consist of individuals who account for over 33% percent of the United States work population (Bureau of Labor Statistics in AARP, 2007). Individuals from this time frame grew up with parents who were extremely work oriented and ego based driven. This trend does not carry over into the work values of this specific generational cohort. They don't value competitiveness as much as their parents do and care more about being self-reliant and finding a medium between work and family. These differences encouraged them to question things and challenge authority (Nobel et al., 2009). Events in history, such as, the Watergate Scandal, Vietnam War, Fall of Berlin Wall, and Space Shuttle Challenger Disaster instilled impactful

characteristics into the lives of Generation Xers. The characteristic and attitudes of this generation has been shaped profusely by the occurring World events surrounding them, which changed and impacted the lives of everyone. Compared to Baby Boomers, this group is significantly smaller because of the higher usage of birth control and the desire to have smaller families (Glass, 2007).

The Bureau of Labor Statistics in AARP reported that Generation X accounted for 33% of the U.S labor force, which rounded out to be over 50 million employees (2007). Over the past fourteen years, a total of 53 million employees have been reported, which makes Generation Xers the largest group in the U.S workforce. Generations Xers grew up with blended families, which can be a result from higher divorce rates during this time. Because of this, individuals were forced to become independent and adapt the idea of “work to live”, instead of “live to work” (UNJSPF, 2009). Because the mentality of these individuals is “work to live”, lower paying job are often chosen because these jobs are considered to create a better balance between work and life (Glass 2007). Individuals in this group were influenced by the emergence and expansions of technology (Zemke et al., 2013), which explains their abilities and comfort level with using technology.

In the workplace, these individuals are inspired by positions and prestige (Kane, 2001). Commonly noted characteristic of Xers in the workplace are their flexibility, their confidence with information and technology, their entrepreneurial skills, their self-sufficiency as problem solvers, their ability to adapt and implement change, and their contribution of bringing value to their work (Siriras et al., 2007). Job security is not something that these individuals tend to seek within their organizations. They are more interested in pursuing challenging jobs and building opportunities to develop further in their careers. Unlike their parents, loyalty is not highly

valued, which portrays the idea of Generation Xers as being cynical, independent, and untrusting (Dixon et al., 2013). Although they display some negative traits in the workplace, other literature suggests that Generation Xers bring their values, education, experiences, awareness of technology, and fresh mentality to the workforce (Siriras et al., 2007). Organizations credit Gen Xers for their willingness to learn and develop new skills, their savviness with technology, their ability to balance life from work, and their acceptance of embracing diversity within organization (Gursoy et al., 2013).

Millennials

Millennials, also known as generation Y, were born between the years of 1979-1994, the fastest growing generation compared to the other three being measured. The youngest member of this group is 27 whereas the oldest is 42. Millennials are projected to be the next big generation with a projection of 72 million people. In 2007, generation Y made up 25% of the workforce (Bureau of Labor Statistics in AARP, 2007), and since then has increased to 35% of the entire US labor force (Fry, 2020). Currently, this generational cohort has surpassed all other generations in the workforce, which makes them the largest working group (Fry, 2018). When looking into the hospitality industry, 44 percent of the employees come from this generation. One of the biggest traits that sets generation Y apart from the others is that they constantly seek to find out the “Why” to every question (Jain & Paint, 2012). Individuals represented in this age group grew up with the upcoming of technology. They were the first to experience the world of computers and the Internet, which quickly became a critical component of everyday life (PEW, 2002). While millennials were growing, so was the world of technology and how people connected with one another. Technology created a gateway for people to connect through media such as social networking, instant messaging, text messaging, blogs, and mostly multi-player

games. Multi-player online gaming has invented new ways of collaboration between Generation X and the Millennials to such an extent that it has made their collaboration skills stand out from previous generations in the workplace (Kim et al., 2009). Millennials seek feedback from managerial roles to get the job done right. This is a direct reflection on their experiences from parental involvement in their formative years as a child.

Previous literature has revealed that generation Y employees are in constant need of supervision and guidance in the workforce (Burke, 2004). Two generations have questioned the requirement to work normal eight to five jobs: generation X and millennials. Being brought up in an era of “empowerment”, where everyone was rewarded for accomplishing daily tasks may be a leading contributor to how millennials act in the workforce. Along with rewards, home life plays a role in what values and expectations are desired from employers. Parents with millennial children tended to create a nurturing and structuring environment for them to grow with emphasis on the feeling of confidence, security, and safety (Glass, 2007). They do not thrive in environment directed by authority and like to make decisions that affect them as an individual (Nobel, et al., 2009). Researchers have expressed that generation Y are impatient, self-centered, disloyal, and lack the real concept of work ethic (Howe and Strauss 2007; Jacobson 2007; Hill et al., 2008). Behaviors like this reflect on how the feeling of ‘entitlement’ is expressed by millennials in the workforce, such as, expecting more from their superiors and requiring recognition for everything that they accomplish. Millennials crave to work with companies who value their input, offer management programs, and get recognized/rewarded by managers for the work produced (Dolezalek, 2007; Glass, 2007).

Generation Z

Generation Z has been labeled as numerous categories: children of the internet, digital natives, media generation, and iGen (Levickaite, 2010). There are six C's that summarize the characteristics in this group; connected, communicating, content-centric, computerized, community-oriented, and clicking (Friedreich et al. 2010). Those who make up this generation fall into ages that range from 10 to 26. However, this study only focuses on those older than 18 that work in the hospitality industry, due to restrictions on age enforced with the online data collection. Generation Z is currently entering both college and the work force, so they do not take up a big portion of the work force population. Although Generation Z is the youngest and least experienced generation in the work force, it is predicted that over 30% of the United States work force will consist of Generation Z employees by 2030 (Parker and Igielnik, 2020). Statistics have shown that over 50 percent of Generation Zers are interested in pursuing a career in the hospitality industry (AHLEF,2018). Generation Z values companies that prioritize their employees and listen to their needs. They want to work in an environment that is willing to adapt to all the changes taking place. In the workforce, Generation Zers bring fresh ideas and creative insight to the work that they create.

Generation Z is the first generation to grow up with a globally connected and advanced world (Cilliers, 2017). Technology has always been easily accessible for the younger generations (Turner, 2015). Since technology has been available from such a young age, members of Zers are noted as “digital integrators” (McCrindle, 2014) and “digital natives” (Friedrich et al., 2010; Sidorcuka and Chesnovika, 2017) because they are technically fluent, connected, and able to integrate technology into almost every aspect of their lives. Technology is something that these individuals cannot live without; it has evolved and grown with them. Although technology and

online communication are a big part of their lives, they prefer in-person communication when it comes to the workplace setting (Schwabel, 2014). Previous studies have suggested that Generation Z is motivated by opportunities for advancements, money, and purposeful work (Schwabel, 2014).

Work Ethic

Work ethic continues to evolve with new generations entering the work force, due to the attitudes and behaviors created by society. Furnham (1987) constructed a definition of work ethics that correlated to the cultural and social norms that involved personality traits or qualities. Literature suggest that work ethics has two primary features: internal and external characteristics. The internal characteristics are shaped by the individuals themselves, whereas the external characteristics focus on the work behaviors. In a simpler form, the attitudes/values and the behaviors that reflect upon them lead to an individual's work ethic. Work ethic is developed in the early teenage years of adolescence and influenced by the economic and political atmosphere during the time of this development. Morals are instilled from a young age and are carried into the work setting. A child creates the value of work through observations of attitudes and actions of family members and other people they observe at work such as teachers, store employees, etc. (Brown, 2000; Hill, 1996; Hill & Petty, 1995). Each generation has different characteristics as described in the paragraphs above.

Workplace Management

Previous literature provides a significant amount of evidence on the influences that work values have on job satisfaction, commitment (Gursoy et al., 2008), and overall attitudes towards workplace settings (Chu, 2007). There is strong belief that generations working together within an organization need to be managed differently since they do not value the same things (Gursoy

et al., 2008). It is critical that organizations and managers acknowledge that differences do exist to adapt to the needs wanted in the work environment. This is key when the roles of leadership within organizations shift. It aligns with the term, 'out with the old, in with the new'. Behrens (2009) noted that the majority of the workplaces are not equipped for integrating the desires of all employees. The Society for Human Resource Management noted that work values are the main source of conflict in the workplace and create differences between generations (SHRM, 2004). Without understanding the differences in values, conflicts such as challenges with hiring, company profitability, increased turnover rates, and moral issues amongst generations can arise in the workplace (Artley & Macon, 2009).

Generational differences in the workplace can lead to 'diversity' within organizations. Literature suggests that a benefit of a diverse population results in several business benefits (DTI, 2004; Subeliani and Tsogas, 2005; Urwin et al., 2007). Differences between generational cohorts are steered from culture, religion, issues of discrimination, and inner morality. The emerging workforce has created a diverse work environment through gender, racial identity, cultural and work styles, and age. Age plays an important role in diversifying the workforce. New generations are taking over, whereas older ones are pivoting out. The US General Accounting Office reported that one in every five employees were over the age of 55 (2015). The generational differences between employees create significant challenges in the workplace, but also allow for opportunities.

Previous research suggests that there are relevant differences between generations, and if managers were properly aware and trained to manage these characteristics, a more effective and age diverse work environment would exist (Glass, 2007). Managers are responsible for creating a cohesive team and balancing the desired values between generations. Although organizations

offer programs to incorporate a healthy culture, many organizations fail at accomplishing this. Literature has noted that generational differences in work values have set the standards for the recruitment of management (Charrier, 2000), training and development programs (Berl, 2006; Tulgan, 1996), career development (Ansoorian et al., 2003; McDonald & Hite, 2008), rewards and promotions (Carlson, 2004; Filipczak, 1994), and the management styles incorporated within organizations (Loysk, 1996). The differences in work values can bring some positive outlooks into the culture and direction of the organization. New opportunities in leadership, skills, and reshaping of organization result in diversified environments.

Managing Generational Differences

Management reflects heavily on the growth of the employees and the direction of the culture. When a work environment consists of highly motivated employees, companies tend to achieve more success and perform at a higher level. Success and culture are driven by the behavior of the people. Each employee brings something different to the table and is shaped by their personal life experiences. Therefore, employers should recognize and implement strategies to accommodate to the uniqueness of all employees (Ivancevich & Matteson, 1990) As reported by Donnelly (1992) there are three responsibilities that manager enlist for organizational balance:

1. Planning out the work by focusing on quantity and quality production
2. Organizing the work by breaking down every step, way, and sense of the product or service
3. Controlling the work by distributing the work to the right individuals, while supervising the overall performance to provide helpful feedback

Since every generation is impacted by the economic, political, and social events of their time, companies should create an environment where open communication is encouraged to aid in the

process of eliminating the stigmas between generations (Simons, 2009). Previous literature suggests that older generations can teach younger generations the fundamentals of work, whereas younger generations can aid in developing confidence with older generations and the usage of technology and social media outlets (Gursoy et al., 2008; Mikitka, 2009). To bridge the gap between generations, the implementation of mentorship programs aids in the establishment of understanding individual values (Gursoy et al., 2008). ‘Generational competence’ is used to describe what behaviors are used in organizations to achieve the needs of the four generations. Each generation brings different skill sets and values into the work environment, which has created challenges and opportunities for managers (Gursoy et al., 2008). The competencies include effective communication, progressive HR, work-life balance strategies, and management practices, which lead to the reduction of conflict, talent attraction and retention, and enhancement of productivity and professional development (Jimenez, 2009). Researchers have defined competence as ‘the collective learning in the organization, especially how to coordinate diverse production skills and integrate multiple streams of technology’ (Prahalad & Hamel, 1990).

Management literature has taken a lot of interest in the implantation of practices that are effective towards every generation. The workforce has become extremely competitive, partially credited to the diversified age groups working alongside each other within organizations. The competitive environment has forced companies to change their outlook on ‘quality of work’ and take new approaches on how to implement strategies to successfully attract and retain qualified employees (Sue Ling, Chang & Yin, 2012). Human Resource Management (HRM) is a management approach that focuses on the implementation of strategic and coherent practices towards the organization highest valued assets (Kultalahti, Liisa, & Vitala, 2014). HRM focuses

on gaining the competitive advantage over other organizations, while accomplishing the basic needs of employees. Previous literature noted the challenges that human resource managers face when managing employees from different generations. Managing employees based on their generational cohort is difficult because each generation has their own set values, skills, and characteristics (Gursoy, Chi, & Karadag, 2013). Therefore, to effectively manage them, management should first understand their work values and needs. Previous studies on work values in other fields have been done, but studies specifically focusing on the hospitality work force are scarce.

Basic Individual Needs Theory

The theory of basic human needs is broken down into two important components; ten motivational values and how these values relate to one another (Schwartz 1992, 1994). The ten motivational values were acquired from the need to fulfill three areas; need of individuals as human beings, social interaction, and functioning efficiently within groups (Schwartz, 1992). The ten components within this theory are power, achievement, hedonism, stimulation, universalism, benevolence, tradition, conformity, self-direction, and security. The basic need theory suggests that work values consist of four tiers including intrinsic values, extrinsic values, social/relational values, and a higher-order value type. Intrinsic work values deal with values that create opportunities for change. Extrinsic work values align with job security and the feeling of having control in their life. Social values reflect on self-transcendence values, which are related to things that create a positive effect on society. The last tier focuses on self-enhancement values, which relate to authority, influence, power, and achievement within your own personal work. The values in this theory align with the work values observed throughout this study. The goal of this theory is to find which values are compatible, and which values are a match for conflict. The

values involved with this theory are defined through desires and trans-situational goals that reflect on the principles of an individual's life (Kluckhohn, 1951; Rokeach, 1973). Although work values differ from the basic individual value theory, they are all related to the representation of individual, group, and interactions between values. Basic individual needs derive from within the self and create opportunities for change.

Work Values

The idea of 'work values' is easily reflected on an individual's concept of what is desired in the workplace setting (Hackman, 1971). Values can be difficult to define, because there are multiple parts intersecting with one another, such as an individual's attitudes, preferences, and norms (Gahan & Abeysekera, 2009). Values are defined by what people believe to be fundamentally right or wrong, and the environment defines the work setting (Smola & Sutton 2002). The work values reflect on an individual's awareness of what they seek or expect out of their work condition. People find personal significance through their work, which reflects on the behaviors and attitudes in the workplace setting. Often attitudes are attached to what extent their work role satisfies them. It is important to note that there isn't a specific meaning to work, it is interpreted by the activities that an individual performs. An individual's values are learned over a period, specifically when a person is in their formative years. Formative years fall into the early childhood ages, that range between age zero and eight years old. This time is significant for growth and development of cognitive, social, emotional, and physical skills. It is believed that values guide ones' actions and behaviors (Dose, 1997); and therefore, when applied in the context of workplace, work values drive the types of job and working environment an individual is drawn to. Super (1970) defined work values as the 'end values' since they deal with satisfaction, quality of work, and intrinsic motivations that individuals seek.

Gursoy, Chi, & Karadag's (2013) study investigated work values among frontline hotel employees from seven dimensions, namely work centrality, non-compliance, technology challenges, work-life balance, leadership, power, and recognition. Each of these dimensions are detailed below.

Work Centrality

The idea of work centrality was created around the basic values that individuals express. Work centrality is defined as how important a job or a career is to ones' life (Gursoy et al., 2013). For those who put more emphasis on work, work is believed to play a central role in shaping their identity (Hajdu & Sik, 2018). Previous literature suggest that work centrality is linked to an individual's past cultural conditioning and related to the normative beliefs surrounding the importance of work configuration (Kanungo, 1982). Work configurations are the decisional phases in which an employee experiences success within their career. Things such as physical environment, technology, and people influence how an employee reaches success. Other researchers compare work centrality to "work involvement" and "an individual's involvement with their work" (Kanungo, 1982). Work centrality is different from job satisfaction and organizational commitment because it measures the degree of the importance of work instead of the individual's involvement in the job itself (Paullay, et al., 1994). However, work centrality has been linked to influencing the level of job satisfaction, organizational commitment, and performance that one endures throughout their work. Hadju & Sik (2018) found that "the relative centrality of work increases from age 18, reaching a peak around age 45, and decreases thereafter".

Work-life Balance

Throughout the years, work-life balance has grown more popular amongst employees, primarily from the help of younger generations entering the work force. Previous literature describes work-life balance as “the individuals’ ability to meet work and family commitments, as well as completing other nonrelated activities” (Parkes & Langford, 2008). One of the biggest challenges that individuals face with their work is successfully balancing work and family life (Halpern, 2005). Previous research has shown that employees and organizations benefit positively from successful practices that create a balance between work and family life (e.g., Greenhaus and Powell, 2006; Hammer et al., 2005). One way that organizations have responded to providing employees with a better balance between these things are offering additional benefits (Emslie & Hunt, 2009). The additional balances include childcare services and paid maternity leave. Previous literature provides evidence that employees perform at a higher level when there is a healthy balance between work and life. (Harrington & Large, 2009; Parkes and Langford, 2008). Work-life balance creates a sense of belonging to an organization. Employees will build attachment to organizations when they feel that their needs and expectations have been met at a high level (Meyer et al., 1993).

Recognition

People want to be recognized for the work that they produce; it is human nature. We do work for ourselves, but also for the attention of other people. Employee recognition is key to the level of satisfaction expressed in the workplace (Kaye & Jordan-Evan, 1999). Researchers have defined recognition as a feeling of appraisal and acknowledgment of personal achievements that are important to individuals (Gostick & Elton, 2007). Previous literature proves that when employees feel recognized, they tend to express a higher level of job satisfaction (Nelson, 2005;

Darling et al., 1997; Rathi & Rastogi, 2008). Previous studies showed that Generation Z valued a higher level of independence and immediate recognition for their produced work (Mihelich, 2013). Research suggests that Generation X, Y, and Z value recognition from their organizations/managers, however, Generation Z requires the most hands-on attention and motivation from their managers (Stewart et al., 2017). If a company wants to promote motivation and success, it is critical for all levels of an organization to understand the importance of acknowledging their employees. Recognition is not commonly expressed in the workplace from managers; however, a study has demonstrated that 78 percent of employees want to feel recognition from their managers (Nelson, 2005). Recognition is not only expressed with non-monetary rewards, but it can also include monetary rewards, such as pay and promotions.

Leadership Perceptions

Leadership skills are developed through life experiences and vary within genders. It is critical to acknowledge that differences will exist within leadership development (Budworth & Mann, 2010). Traits that are dominant in an individual reflect strongly on the development of leadership and the level of effectiveness (Bass, 1990; Gough 1990; Hogan, 1978; Judge, Bono, Ilies, & Gerhardt, 2002; Lord, De Vader & Alliger, 1986; Mann, 1959, Smith & Foti, 1998; Stogdill, 1984). Leadership is established through skills, knowledge, behaviors, and attributes. Previous research noted that behaviors are not consistent with genders who are seeking the same opportunity (Budworth & Mann, 2010). With younger generations bringing different perceptions to the workforce, companies need to clearly identify that gender challenges exist. To correctly place women and men into leadership roles, understanding individuals' perceptions and values are important. Women embody a democratic leadership style and tend to have more interpersonal skills than men (Evans, 2010). Whereas men reflect the autocratic style, and are stereotyped to

project managerial qualities, such as assertiveness, competitiveness, self-confidence, intention, and emotional stability (Sheaffer et al., 2011).

Power Drive in Workplace

Throughout the workplace, power is seen as having control over the resources, the people, and the things that define the workplace environment (Wolf & Fligstein, 1979). There are different tiers to power throughout an organization, however, not everyone who is in a power leading role knows how to use it (Geisler, 2003). Previous research suggests that Baby Boomers do not strive for power in the current workplace, since they are on their way towards retirement and might be less interested in career management (Jorgensen, 2003). Baby Boomers also feel that they cannot compete with Generation Xers, which consists of individuals who are power driven (Gursoy et al., 2008). On the other hand, younger generations entering the work force, such as Generation Y and Z do not yet have enough experience to take on higher level managerial positions (Espinoza et al., 2011). Organizations strive on the concept of culture and it's critical for members within organizations to accept and understand the meaning of it (Robbins & DeCenzo, 2006). Power distribution is needed in the decision-making process within organizations. Although power is evident for success within organizations, power distribution between work and individuals needs to be evaluated by organizations (Robbins & DeCenzo, 2006). Power cannot be given to every employee within an organization. Many organizations implement a bureaucratic approach to provide a sense of stability when making rational decisions (Birnbaum, 1988). Along with power distribution, there will always be individuals that are power hungry within organizations, those who will do whatever it takes to get to the top or be noticed by hierarchal positions.

Noncompliance Behaviors

Noncompliant behaviors involve behaviors that do not conform with the rules, regulations, or other acceptable/appropriate behaviors in the workplace. Workplace deviance correlate with noncompliant behaviors if they represent behaviors that create corporate inequality, absenteeism, withdrawal, and withholding full effort from work (Robinson and Bennet, 1995). Previous researchers have grouped these behaviors as deviance (Bennett and Robinson, 2003), counterproductive behavior (Mangione and Quinn, 1975), and antisocial behavior (Giacolone and Greenberg, 1997). There are strong differences between unethical behavior and negative behaviors displayed throughout the workplace. Gursoy (2008) observed that Millennials are most likely to express behaviors that are noncompliant towards managers and organizations, referring to behaviors that challenge the set expectations. Baby Boomers and Generation Xers both are more likely to be bothered by individuals who express this kind of behavior in the workplace (Gursoy, 2008). Unethical behavior is linked to societal rules, whereas negative behaviors focus on the violation of significant organizational norms (Spreitzer and Sonenshein, 2004). Throughout the workplace, this can be expressed by employees who fail to meet the standards set by employers and the organization. Noncompliant behaviors are grouped into negative behaviors because they relay to the attitudes that reflect against the workplace expectations.

Technology Challenges

This category of work values focuses on how technology can influence the work produced by employees. The usage of technology is linked to the extrinsic work values/motivation (Davis, 1989; Davis et al., 1992). If an individual feels that they can perform at a higher level and gain monetary bonuses, they will adjust well to the usage of technology in

the workplace. There are a few factors that can aid in the challenges that arise internally with the usage of technology. Challenges arise when individuals do not have the proper training or skills to perform tasks comfortably. Age is also an influencing factor on challenges in the technology usage. Younger generations grew up in a world with evolving technology. Employee computer training has proved to be a significant component towards an individual and the organizational success (Tannenbaum, 1990; White & Christy, 1987). Organizations have noted visible divides in the workplace with technology; however, the age of an employee should not be looked down upon when training programs are offered. Although the older generations, have difficulties with learning the new applications of technology, Baby Boomers have learned how to embrace technology and implement social networking into their professional and personal lives (Dalhroth, 2008). There are no clear implications that technology challenges in the workplace are based on generational differences.

Babrielova and Buchko's (2021) study among Generation Z and Millennials managers divided work values into intrinsic work values (achievement, development), extrinsic work values (job security, salary, feedback), and social work values (teamwork, social interaction, work-life balance).

Intrinsic Work Values

Individuals who are intrinsically motivated demonstrate developmental skills, self-actualization, and enjoy concurring challenging projects that lead to growth (Sengupta, 2015). Intrinsic elements focus on the level of enjoyment an employee feels when doing their job. An employee that is driven by intrinsic values allows themselves to develop their skills and become self-directive in any line of work. This type of value revolves around things that become inherent in work tasks, such as, achievements, altruism, creativity, independence, type of management,

and aesthetics (Dose, 1997). Other literature suggests that the perception of individuals who are intrinsically motivated develop and build meaningful relationships in their workplace (Vanteenkiste et al., 2007). Growth and development are commonly related to the job performance of an employee. Previous literature suggest that Generation X and Generation Z highly value the meaning of work, and organizations would agree with this (Arnett, 2004; Lancaster & Stillman, 2003; Tulgan, 2003, 2009). These results infer Generation X and Generation Z value intrinsic rewards over other generations.

Extrinsic Work Values

Extrinsically driven individuals coincide with these specific things in the workplace; power, current level of job status, potential rewards, and the hierarchical structure (Sengupta, 2015). The biggest difference between intrinsic and extrinsic values is the origination of these values: internal or external. Extrinsic type of value coincides with the rewards attainable from the work itself. Some rewards sought from extrinsically driven individuals are income, way of live, prestige, job security, and economic return (Dose, 1997). Rewards are monetary and status driven. Along with rewards, a social and environmental aspect is affiliated with extrinsically motivated people. Office surroundings, associates, diversification, and relations with supervisors are a few other factors that fall into this category. Job rewards evaluate the elements of the job, meaning there are numerous ways to measure satisfaction. With extrinsically driven individuals, outside factors influence their values in the workplace, whereas intrinsically driven individuals are internally driven. Extrinsic employees are career oriented and strongly value status and power (Kasser & Ryan, 1993; Vantennkiste et al., 2007). Researchers suggests that generations who suffered from economic hardship put a greater emphasis on receiving extrinsic rewards. For example, a study conducted by England (1991), compared individuals from different generations

and found that economic goals were valued more than comfort goals by older generations. This means that older generations valued extrinsic rewards more than younger generations (England, 1991).

Both studies supported previous literature which revealed that work values vary due to generational differences (Parry and Urwin, 2011). It has been shown that work values shape employees' perceptions of preferences and behaviors in the workplace and are associated with their job satisfaction (Dose, 1997; Pietrofesa & Splete, 1975) There has been a need for research to focus on the differences in work values and how they are managed (Cordeniz, 2002; Sutton-Bell & Narz, 2007; Wentling & Palma-Rivas, 1998). This study focuses on the work value dimensions adopted from Gursoy, Chi, & Karadag's (2013), which consisted of seven dimensions; work centrality, non-compliance, technology challenge, work-life balance, leadership, power, and recognition. These dimensions of work values were used to observe key difference within what generations desire in a workplace setting. Gursoy adopted the seven work value dimensions, because there was a gap in research focused on these particular areas. Along with that, his previous research design shared similarities with the goal of this study, such as, observing differences between generations, focusing on hospitality employees, and examining workplace values.

Job Satisfaction

Job management relies on the level of satisfaction that individuals experience at work- so they can increase organizational effectiveness and challenge their employees to be successful. Job satisfaction within organizations is thoroughly researched and plays an important role in the structure of an organization (Spagnoli, Caetano, & Santos, 2012). Job satisfaction is defined in various ways. A definition that has been used frequently is derived from Locke (1976), which

noted job satisfaction as a positive emotional state that comes from a worker's experiences in a work setting. Satisfaction expressed within employment is controlled by the environment and the personal attributes of the employee. Many researchers prefer to measure the overall job satisfaction, because it is constructed with a formative approach and includes different parts (Crede, 2018). It is important to note that employees may not experience job satisfaction within every dimension of the job. Previous literature suggest that is possible for individuals to balance out the dissatisfaction with the satisfaction for a composite sense of satisfaction with the overall job (Hoppock, 1935). All aspects of the job influence the overall level of satisfaction expressed by an employee.

Job satisfaction can be broken down into two levels of indication: individual and organizational. When referring to an individual level, variables such as personal values, mental health, and personality are considered (Locke, 1976). These are attributes that deal solely with characteristics of the employee. The organizational aspect dives deeper into the structure of the organization itself. A measure of job satisfaction on an organizational level looks at the actual work performance, compensation structure, promotional opportunities, peer/colleague relationships, management and leadership style, and benefits/policies within the organization (Locke, 1976). Previous literature suggests that the differences of job satisfaction from employees of all backgrounds is key for recruiting new employees (Al-Twaijri, 1987). If employees are more satisfied with their jobs, they are less likely to leave. Previous literature has expressed that employee job satisfaction is linked to the intrinsic and extrinsic rewards offered by a job (Tuch & Martin, 1991). Companies values what specific things lead to job satisfaction because it leads to a higher organization commitment and lower turnover rate. When an

employee expresses a higher level of job satisfaction, the more likely it is that they will stay with the organization (Li, Early, Mahrer, Klaristenfel, & Gold, 2014).

Job satisfaction is tied to the individuals meaning of work through internal values and motivators (Chalofsky and Krishna, 2009). When examining segments of the industry, the nature of the work performed by employees remain the same- providing an exceptional service to the customers. Previous literature suggests that chefs set a significant amount of importance into the meaning of their product (Pizam, 2012; King et al., 2013; Robinson et al., 2014). The chef is rarely seen when a customer is dining but has a huge influence on the emotions felt for the service received by the customer. Whereas other lines of work in hospitality deal directly with the customer and require emotional labor (Jung and Yoon, 2014; Lee and Ok, 2014). Emotions are tied into every dimension of the exchange of service because everything is affected by how customers respond to the service. Customer satisfaction is strongly correlated with employee recruitment and the level of satisfaction endured by the employees providing the service (Chen et al., 2014).

Organizational Commitment

Although organizational commitment is defined differently by researchers, the principles and trends are consistent throughout (Becker, 1960; Brown, 1969, Buchanan, 1974; Grusky, 1966; Hall, Schneider & Nyrgren, 1970; Hrebina & Alluto, 1972; Kanter, 1968; Salancik, 1977; Sheldon, 1971; Weiner & Gechman, 1977). Since commitment results from qualitatively unrelated mindsets (Meyer & Herscovitch, 2001), it is constructed in a multidimensional way (Jaros, Jermier, Koehler, & Sinciich, 1993; Meyer & Allen, 1984; O'Reilly & Chatman, 1986). Weiner (1982) defines organizational commitment as the overall internal pressure that an employee feels to act in a way that reflects on the view and culture of the organization. The

concept of organizational commitment focuses on the bond between the employee and the organization (Paxson 1994).

Employees tend to identify themselves with the organization, however, this leads to different forms of commitment throughout the workforce. Intrinsic and extrinsic work values could influence an individual's job satisfaction, as well as organizational commitment (Yavas, Luqmani, & Quraeshi, 2007). Therefore, strategies such as offering competitive benefits, building better employee-employer relationship, and integrating equality throughout the company culture contribute to organizational commitment.

Previous studies and literature have conceptualized organizational commitment into the three following forms (Allen & Meyer, 1990):

- Attitudinal (also referred to as affective)
- Normative
- Continuance

Many of the definitions relate to commitment-related behaviors, such as individual who are “bound by their actions” or behaviors that “exceed formal and normative expectations”. Along with commitment-related behaviors, the attitudes of the employees are another big focus within organizations. Attitudinal organizational commitment (AOC) is involved with emotional attachment, to and within the identification of the organization. The identity reflects on the desire of belonging. One of the most significant relationships between this commitment is the workplace outcomes desired by an individual, such as job performance and attendance (Meyer et al., 2004; Meyer et al., 2002). Research has linked a higher level of attitudinal organization commitment when the identity of the person is associated to the organization (Sheldon, 1971. P. 143) and when the goals of the organization and the individual align with one another (Hall et

al., 1970, p. 173). Attitudinal commitment represents the stage in which a person connects with the organization based on shared goals and beliefs.

Normative organizational commitment (NOC) relates to the feeling of being one with the organization, along with the perception of maintaining membership that builds a morality in the workplace. This type of commitment is frequently resulted from forms of socialization (culturally and organizationally) that needs to be reciprocated between the employee and organization (Meyer et al., 2004; Scholl, 1981; Weiner, 1982). The “ought to” feeling is expected regarding the organization by the employee. This feeling is a result of a collective identity that is associated with a strong desire of performing well in the workplace (Johnson, Groff, & Taing, 2008; Meyer et al., 2002).

Lastly, the third form of organizational commitment is continuance (COC). Continuance varies from the others, because it deals with the sense of leaving the organization, which includes loss of other investments and seeking alternative job options. Previous literature suggest that continuance has two dimensions to it (Hackett, Bycio, & Hausdorf, 1994; Meyer, Allen, Gellatly, 1990; Somers, 1993; McGee & Ford, 1987; Jaros, 1997). The two dimensions are few alternatives and economic exchanges. The few alternatives aspect refers to the sense of commitment that is felt by an employee when they feel trapped in the current role within their organization. The second dimension, economic exchanges, is developed when an employee perceives that the tradeoff for paid work will directly impact protentional opportunities within their organization. Research suggest that these two dimensions are linked to work attitudes and job performance (Granger et al., 2008; Groff et al., 2008). In this study, the organizational commitment defined by Weiner (1982) was used.

Relationship between Demographics, Work Values, Job Satisfaction and Organizational Commitment

Research has suggested that a big contributor to an employee expressing satisfaction with their job are the intrinsic and extrinsic rewards offered by a job (Tuch & Martin, 1991). The comprehension of sex differences in job satisfaction has been explained by rewards (monetary and nonmonetary), work values, and job level. Previous researchers have noted that women and men share difference in values based on the cultural norms and social experiences they endured as a child (Gilligan, 1982). The people that organizations decide to hire, especially regarding to gender, relate to job satisfaction. For example, women do not want to work in a place where they feel to be minority over men, they want to work for an organization that values equal opportunity. When organizations fail to match male and female employees within the same organization, dissatisfaction towards the work occurs (Forgionne & Peeters, 1982). According to previous literature, marital status and work experience represented a positive correlation with job satisfaction (Santhapparaj & Alam, 2005). Along with marital status, gender, and job experience, the educational level received demonstrated a positive relationship towards job satisfaction (Gurbuz, 2007). Studies have concluded that employee job satisfaction is reduced with the level of education received by the employee. Conversely, an increase in job satisfaction can be attributed to a higher level of education received by the employee. (Gardner & Oswald, 2002; Metle, 2001).

Organizational commitment is often referred to the attachments, physically and emotionally, towards one's place of work. Work values vary based on the individual, which can be translated into the level of commitment expressed towards their work (Werkmeister, 1967). Werkmeister (1967) described commitment as the manifestation of the individual's self and

reflected upon standards created from their own values. Research has shown that relationship between work values and organizational commitment exist. Values in general, along with work values, are important variables in the reasoning to organizational commitment (Elizur, 1996; Kidron, 1978, Putti et al., 1989). Case in point, Kidron (1978) research demonstrated that work values show higher correlations towards the amount of commitment an employee felt towards the organization than calculative commitment.

The relationship between job satisfaction and organizational commitment has gained many researchers attention, due to its' significant impact on individuals' behavior towards organizations (Al-Aameri, 2000). The key difference between these two variables are the responses to where their emotions act. For example, organizational commitment deals directly with the organization, whereas job satisfaction is focused on the work. Job satisfaction is one of the most studied variables because it directly relays organizational behavior. Previous literature suggests that when employees express positive attitudes at work and higher levels of organizational commitment, they are more likely to experience job satisfaction and produce better quality work (Linz, 2002). Job satisfaction has been strongly linked to organizational commitment (Glisson & Durick, 1988; Porter, Steers, Mowday & Boulian, 1974). Organizations are starting to acknowledge the importance of employee satisfaction and implementing competitive strategies into their human resource management. Researchers concluded that job satisfaction has a direct effect on how an employee feels towards their organization, the more satisfied they are the more likely they are to stay within that organization (Yousaf et al., 1998). Although these two variables influence one another, it is possible that an employee can express positive feelings towards their organization and still be dissatisfied with their job title within their organization (Celik, 2008).

Proposed Model and Hypothesis Testing

Based on the Basic Individuals Needs Theory, different generations do not value the same things nor share the same desires throughout the workplace. Therefore, this study hypothesized that:

H1 There are differences in work values among four generations of hospitality employees.

Based on the review of literature above, the relationship between demographics, work values, job satisfaction, and organizational commitment relate to one another. Characteristics that define an individual, such as age (generation), gender, marital status, and educational level have shown to be associated with the level of job satisfaction and organizational commitment.

Therefore, this research hypothesized that:

H2: There is a significant relationship between demographics and organizational commitment.

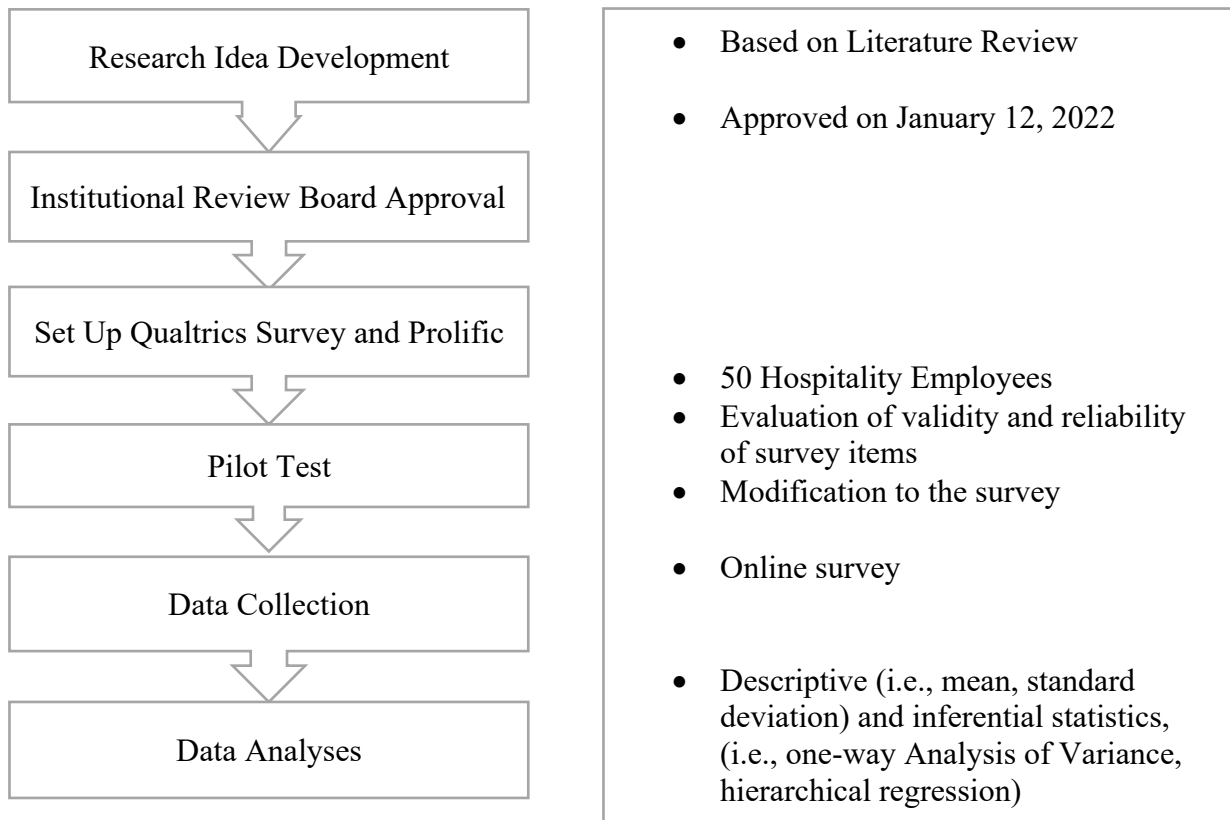
H3: There is significant relationship between work values and organizational commitment.

H4: There is a significant relationship between job satisfaction and organizational commitment.

CHAPTER 3: METHODOLOGY

The purpose of this study was to investigate the differences in work values based on generation cohorts and identify variables that are associated with level of organizational commitment. A quantitative approach (online survey) was implemented for this study to address the research objectives above. This approach allows for a more comprehensive study, which includes a larger pool of participants, eliminates personal bias, and generalizes the results (Babbie, 2010). Along with this, the quantitative approach creates a summary of data that shows support to the generalizations towards the variables in this study (Babbie, 2010). This chapter discusses the sampling procedure, research design, and data analysis for the study.

Figure 2: Research Flow Chart



Sampling

The Institutional Review Board of Auburn University approved the protocol (IRB Protocol #22-009 EX 2201) of this study prior to data collection (See Appendix 2).

The target population of this study was the employees in the hospitality industry, who are the age of 19 and above in the United States. The hospitality industry is broken into multiple segments, food and beverage, lodging, recreational, and travel and tourism. Lashley and Morrison (2000) define hospitality as ‘a contemporaneous human exchange which is voluntarily entered into and designed to enhance the mutual well-being of the parties concerned through the provision of accommodations, and/or food/drinks. The participants were recruited through Prolific, an online market research panel that recruits high quality research participants. Prolific was chosen over other online databases for this study for its ability to narrow down more reliable participants who fit into the specific criteria. Prolific has grown substantially over the past few years and offers more diversity within population over other online crowdsourcing (Peer et. al., 2017). Since this survey was conducted online, participants need to have access to a technology device, such as computer, tablet, or cellphone to complete this study. The target sample size was 300 based on studies done in similar context (Chen & Chu & Wu, 2000; Jung & Yoon, 2014).

Survey Development

A cross-sectional, self-administered survey was used to gather information from the research participants. Recommendations from Churchill (1979) and DeVellis (1991) were used throughout the structuring of the survey items. For example, developing a conceptual definition of the construct, generating items that properly represent the construct, assessing the content validity of the items throughout the survey, specifying the relationships between the variables, and assessing the validity. The final survey instrument consisted of three sections as detailed

below. A total of 55 items were included in the survey for pilot study. This study did not require prescreening question, because Prolific allowed specific parameters and requirements for the subject pool. Along with this, Prolific highly discouraged the usage of screening questions, because Prolific allows a researcher to set parameters around any eligible participants. Setting parameters grants access to the desired demographic group necessary for the study. Individuals would be considered for this study if they were at the age of 19 and above and currently worked in the hospitality industry

Section 1: Demographic information

The general demographic information of the participants was collected in this section, to provide an understanding on the characteristics of the individual. There were nine questions relating to gender, age, level of education, marital status, job experience, segment of work, current job title, years at current job, and employment status. Out of the nine questions, four were multiple choice and the remaining five entailed a written response. Because this study was interested in generational differences, age was an important factor in the survey to place participants in the appropriate generational cohort. Age groups were classified into four categories, including 19-26 years old (Generation Z), 27-42 years old (Millennials), 43-56 years old (Generation X), and 57-75 years old (Baby Boomers). Participants were to specify asked which segment of the hospitality industry they work in with open ended questions. Along with this, questions referring to job experience and number of years spent in the work force were gathered to appropriately group participants.

Section 2: Work values

This section was designed to collect information regarding hospitality employee's perception of work values. All items in this portion of the survey were broken down by elements

that categorized seven dimensions of work values; work centrality (5 items), non-compliance (4 items), technology challenge (3 items), work-life balance (5 items), leadership (2 items), power (4 items), and recognition (2 items) developed by Gursoy et al. (2013). These scales were chosen because this study was conducted in a similar context with this current research and were validated. These items were measured using A five-point Likert scale, ranging from the 1 being “strongly disagree” to 5 “strongly agree.”

Section 3: Organizational commitment

This section reflected on factors that contribute to organizational commitment and job satisfaction expressed by hospitality employees. The organizational commitment section of this study adopted the one single factor organizational commitment measure developed by Porter et al. (1974), because it is a well-known scale (Bar-Hayim & Berman, 1992). Some examples of the organizational commitment items were “I am willing to put in a great deal of effort beyond the normally expected to help this organization be successful”, “I am proud to tell others that I am part of this organization”, and “I really care about the fate of this organization”. These items were measured using A 5-point Likert scale, ranging from the 1 being “strongly disagree” to 5 “strongly agree”.

Job Satisfaction

The questions to measure job satisfaction contained five items that gauged level of employee job satisfaction within their organization. Satisfaction is important to measure because it is associated with performance and wellbeing. The five items were adopted from a previous study conducted Sinval and Maroco (2020). The participants were asked to indicate how satisfied they were with their current role within the organization, using a five-point Likert scale, ranging from the 1 being “strongly disagree” to 5 “strongly agree.” The five items that measured job

satisfaction were “I feel fairly satisfied with my present job”, “Most days, I am enthusiastic about my work”, “Each day at work seems like it will never end”, “I find real enjoyment in my work”, and “I consider my job to be rather unpleasant”.

Pilot Study

A pilot study was conducted with 50 hospitality employees, recruited via Prolific to verify that the items on the questionnaire were clear and understandable, as well as ensuring a fluidity throughout the survey. Every individual that took part in the pilot study, had to meet the following three requirements: at least 19 years old, currently working in the hospitality industry, and have access to technology (smart phone, table, computer, etc.).

The pilot study showed the percentages of participants in the generational cohorts and segments of the hospitality industry. While observing the number of participants grouped into generations, it was evident that Baby Boomers was significantly lacking behind the three other groups. For example, only Baby Boomers participated in this pilot study; while there were 12 Generation Xers, 20 Millennials, 17 Generation Zers. These results suggest that to achieve a balance within the generations, other methods of data collection might be necessary for the final data collection.

Cronbach alpha was also used to test the reliability of the work values, job satisfaction, and organizational commitment scales. Based on Hair et al. (1998), the acceptable Cronbach alpha value for this study was between .60 to .70. The results of the Cronbach alpha showed that all scales were reliable.

After the pilot study, three questions were added into the survey. The first one was “When I apply for a job, I value challenging work tasks as important”. This question was added to the final survey collection because it showed significance to the values expressed in the

workplace setting. Along with this, it was accidentality left out of the pilot study. Additionally, two attention checker questions were added to the survey to make sure that participants are reading and paying attention to the all the items in the survey to ensure reliable responses. Attention check questions are used to measure respondents' engagement, which is helpful for researchers' ability to identify and eliminate careless respondents before fully conducting their analysis (Maniaci & Rogge, 2014; Schmitt & Stults, 1985). These questions were: "This is an attention check question. Please select "neutral", and "To show that you have read the items, please select "strongly disagree". The final survey consisted of three sections, included a total of 58 items. Survey items included in the online database are showed in Table 2.

Table 2: Measures included in Online Survey

Categories	Number of Items Before Pilot Test	Number of questions after Pilot Test (56 in total)
Screening	2	2
Demographics	9	9
Work Value	24	25
Organizational Commitment	15	15
Job Satisfaction	5	5
Attention Checker	0	2
Total Number of Items	55	58

Data Collection

Individuals who are qualified and fit the requirements of this study would have access to the survey link through Prolific. After applying these two eligibility criteria, Prolific showed the number of active participants in its database was 982. At the beginning of the survey, the participants were provided an informed consent, with an information page summarizing the purpose of the study. The information letter consisted of the time commitment to complete the survey items, the number of items presented, the usage and purpose behind the investigation of the variables. Along with this, each participant was asked to give consent to either accept or

decline the invitation to participate. With their consent, participants were reminded that their answers would be confidential and only used for the purpose of this study. The survey was intended to be completed within seven to ten minutes. A total of 229 usable surveys were collected within 16 of days (February 5th- February 19th).

Other methods were also used to recruit more participants. For example, the survey link was shared with the director of the Columbus Convention and Trade center, who later forwarded this link to her employees. Additionally, the survey link was also shared with researcher's friends working in the hospitality industry to increase the sample size, especially among the older age groups. A total of 57 surveys were collected, which lead to a final 286 of surveys completed.

Data Analysis

Data analysis was performed using the software, SPSS version 27. Before data was analyzed, all data was checked for missing information, need for recoding, and possibility of converting (e.g., months to years). Questions regarding to the age of participants were recoded into the appropriate generation cohort. Generational differences are the focus of this study, so placing individuals into groups are critical for findings. Ages ranging from 19-26 (age group 4) were recoded into "4", ages falling between 27-42 (age group 3) were recoded into "2", ages ranging from 43-56 (age group 2) were recoded into "3", and anyone between the ages of 57-75 (age group 1) recoded to "1". A few negatively worded items related to organizational commitment were recoded (i.e., "I feel very little loyal to this organization"; "Deciding to work for this organization was a definite mistake on my part"). Mean composite scores were calculated for work values, job satisfaction, and organizational commitment. After checking the data, frequencies and percentages were calculated for descriptive questions, along with the means and standard deviations. Cronbach alpha was calculated for the scaled items, with an

acceptable Cronbach alpha value between .60 to .70 (Hair et al., 1998). Assumptions tests of normality and homogeneity of variance were performed to ensure there were met before doing the One-way Analysis of Variance (ANOVA). ANOVA was performed to compare the generational differences within work values, job satisfaction, and organizational commitment. Hierarchical regression analysis was used to predict the factors associated with organizational commitment. The first step of hierarchical regression involved the demographic variables; while the second step involved demographics, work values, and job satisfaction. The regression analysis focused on the demographics of the participants and how it influenced the actions of being committed to an organization. Level of significance was set as $p < .05$.

CHAPTER 4: RESULTS

This chapter describes the work values, job satisfaction, and organizational commitment of the employees in the hospitality industry, who participated in this study. The differences in work values, job satisfaction, and organizational commitment of the participants based on their generational groups are reported. Results of the hierarchical regression analysis that involves demographics, work values, job satisfaction, and organizational commitment are reported in this chapter as well.

Demographics

The data collection was primarily conducted through Prolific in February 2022 and also via convenience sampling of researcher reaching out to those working in the hospitality industry. The eligibility criteria included individuals that have access to a technology device, above the age of 18, and work in the hospitality industry. In total, 302 questionnaires were collected between both forms of collections. Out of the 310 total collected, 245 data was collected via Prolific. After removing the 16 incomplete data, a total of 229 useable surveys were collected via Prolific. The remaining 57 were collected using personal connections in the hospitality industry. Therefore, the final adjusted number of usable participants from were 286.

Among the 286 participants, 194 were females (67.8%), 88 were males (30.8%), and 4 preferred not to respond (1.4%). Between all the participants, 37.1% (n=106) were Generation Z, born between the years of 1995-2012. Millennials, who were between 27 and 42 years old consisted of 35% (n=100) of the total amount of participants. In addition, participants falling between the ages of 43 and 56 made up 21% (n=60) of the participants. This group is the Generation X group. The last group, Baby Boomers, who were between 57 and 75 years old, only consisted of 7.1% of the entire population (n=20). Almost equal numbers of participants

indicated that they have some college education (n=94, 32.9%) or have a completed bachelor's degree (n=108, 37.8%). Because a big portion of the participants were Generation Z, which explained why these individuals did not have a 4-year college degree yet. A majority of the participants were single, resulting in 61.2% (n=175), whereas those who divorced (n=29,10.1%), married (n=77, 26.9%), and refuse to respond (n=5, 1.7%) fell into the minority for this specific demographic.

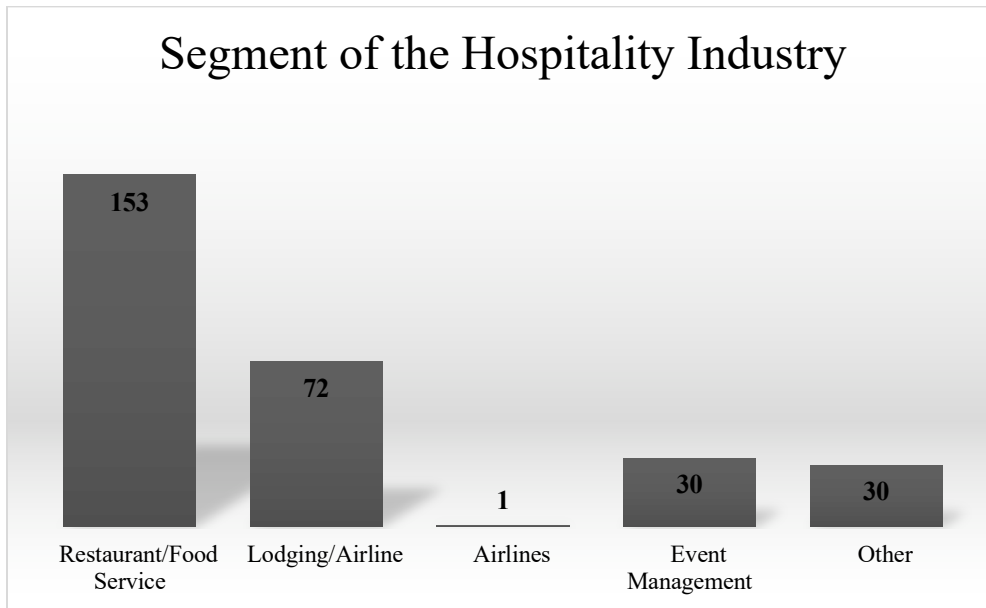
Table 3: Characteristics of the Respondents (N=286)

<i>Characteristics</i>	N	%
Gender		
Male	88	30.8
Female	194	67.8
Prefer not to say	4	1.4
Age (Generational Cohort)		
57-75	20	7.1
43-56	60	20.5
27-42	100	35.0
19-26	106	37.5
Education Level		
High School degree/GED	35	12.4
Some College	92	32.5
Associate Degree	28	9.9
Professional/Vocational Degree	3	1.1
Bachelor's Degree	107	37.8
Graduate Degree	15	5.3
Other	2	.7
Marital Status		
Single	175	61.2
Divorced	29	10.1
Married	77	26.9
Refuse to Respond	5	1.7

Respondents represented various segments of the hospitality industry; restaurant/food service (n=155; 54.2%), lodging/hotel (n=72, 25.2%), airlines (n=1, .3%), event management (n=27, 9.4%), and other areas of the industry (n=31, 10.8%). Individuals who specified as others, grouped themselves to tourism, house keepings, welcome centers, and customer service. Along with specifying the segment of the industry, individuals were asked to list their current job title.

Within the restaurant/food service, participants identified themselves as servers, bartenders, hostess, cooks, and managers. A few positions that represent the lodging/hotel segment for employees are front desk associates, managers, and supervisors. (See Figure 3)

Figure 3: A breakdown of the segments that the participants work within (n=286)



Participants were asked to answer which segment of the industry they worked in, along with their current job title. The results showed that many participants shared similar job titles. A few of the job titles that were commonly addressed were managers, servers, supervisor, and front desk agent. Below is a word cloud that demonstrate the jobs listed by the participants. Words that are in a larger font are like that due to a higher percentage of participants who identify to that job title.

Figure 4: Job Titles expressed by Participants (N=286).

.698, .739, .709, .700, .690, .762, and .748, all falling in between the acceptable range of .60 and .70 (Hair et al., 1998). The Cronbach's alpha for the variables of overall job satisfaction and organizational commitment are .806 and .906, respectively, indicating acceptable reliability. (See Table 4).

Table 4: Mean, Standard Deviation, and Reliability for Work Values

Work Values	Mean	Std. Dev	Cronbach Alpha
Work Centrality	3.99	.69	.698
Noncompliance	2.51	.83	.739
Technology challenge	2.44	.42	.709
Work-life Balance	3.62	.74	.700
Leadership	3.99	.71	.690
Power	3.13	.74	.762
Recognition	2.39	1.05	.748
Job Satisfaction	3.56	.98	.806
Organizational Commitment	3.21	.60	.906

The bivariate correlation matrix revealed a highly significant relationship between overall organizational commitment and job satisfaction ($r=.792, p<.01$). It also appeared that there was a strong significant correlation between organizational commitment and work centrality ($r=.515, p<.01$), which is one of the seven work value dimensions. Significant correlations existed between job satisfaction and work centrality ($r=.476, p<.01$). A moderately strong correlation existed between leadership and work centrality ($r=.271, p<.001$), as well as power and work centrality ($r=.238, p<.01$). Three variables demonstrated represented significance correlation; however, they reported a negative correlation. Noncompliance, work-life balance, and recognition were negatively correlated to work centrality ($r= -.321, -.295, -.219$ respectively $p<.01$).

Work-life balance, power, and recognition reported a moderately strong correlation with noncompliance values ($r=.366, .210, .251; p<.01$). The correlations between these variables are not strong but do represent significance. Three variables resulted in moderately negative correlations to noncompliance. Leadership, job satisfaction, and organizational commitment resulted in a negative correlation between noncompliance ($r= -.199, -.362, -.358; p<.01$).

A moderately strong significance correlation existed between recognition and work-life balance ($r=.175, p<.01$). The correlation between these two variables was weak. Negatively moderate correlation existed between job satisfaction and organizational commitment regarding work-life balance ($r= -.363, -.426; p<.001$).

Organizational commitment was the only significant correlation that existed with leadership ($r= .169, p<.01$). The correlation between these two variables were low, meaning the correlation was weak. Power has significantly weak correlation with job satisfaction ($r= .150, p<.05$) and organizational commitment ($r= .173, p<.01$).

Recognition demonstrates a moderately negative correlation with job satisfaction ($r= -.227, p<.01$) and organizational commitment ($r= -.250, p<.01$). This means that as one of these variables increased, the other variable would most likely end up decreasing.

Table 5: Correlation Between Work Values, Job Satisfaction, and Organizational Commitment

Variable	Correlations								
	1	2	3	4	5	6	7	8	9
Work Centrality (1)									
Non-Compliance (2)	-.321**								
Technology Challenge (3)	-.014	.099							
Work-life Balance (4)	-.295**	.366**	-.010						
Leadership (5)	.271**	-.199**	-.013	.093					
Power (6)	.238**	.210**	-.077	-.082	.015				
Recognition (7)	-.219**	.251**	.079	.175**	.067	.082			
Job Satisfaction (8)	.476**	-.362**	-.047	-.363**	.111	.150*	-.227**		
Organizational Commitment (9)	.515**	-.358**	-.002	-.426**	.169**	.173**	-.250**	.792**	

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

□

Testing of the Assumptions for One-way Analysis of Variance (ANOVA)

A test of normality and homogeneity of variance were conducted prior to performing ANOVA. The Shapiro-Wilk test of normality was conducted to determine whether work values and generations were distributed equally. The results indicated that work centrality, noncompliance, technology challenge, work-life balance, leadership, power, and recognitions were not equally distributed between generations and reported p-values lower than .05. Therefore, these variables were not normally distributed. The variance of homogeneity tests was performed to see indicate whether the sample sizes were normally distributed, to test the

independence of the cases, and observe if the variance among the groups are equal. ANOVA automatically assumes these assumptions have been met. The sample sizes within each generation varied significantly, so this analysis was used to report if the assumptions of homogeneity were met. The results indicated that work values, organizational commitment, and job satisfaction reported a p-value higher than .05. Although the normality assumption was not met, the homogeneity assumption was fulfilled. According to Lund and Lund (2020) “The one-way ANOVA is considered a robust test against the normality assumption; it tolerates violations to its normality assumption rather well.” Therefore, one-way ANOVA was conducted.

Work Values

In addition to the basic demographics of participants who worked in the hospitality industry, other data was collected to understand the work values between generations. The psychometric scales of work values were adopted from Gursoy and broken down into seven categories: work centrality, non-compliance, technology challenge, work-life balance, power, leadership, and recognition. Participants were grouped into age groups based on the generational cohort they belonged within. These four age groups were Baby Boomers, Generation X, Millennials (Generations Y) and Generation Z. One-way Analysis of Variance (ANOVA) was used to test the differences in work values between these four generation cohorts. Work centrality, non-compliance, work-life balance, leadership, and recognition showed significance between generations. The two work values that did not show significance were technology challenge values ($p=.502$) and power ($p=.204$). The following sections discussed the results of work values in detailed, while Table X illustrates these results in a summarized format.

Work Centrality Work Values

The main effect of work centrality in generations was found to be significant, $F(3, 283)=5.54, p=.001$). There were no differences reported between Baby Boomers, Generation X, and Millennials (see table for means). The work centrality of Generation Z was significantly different from the three other generations. Participants who were Gen Zers ($3.79\pm.70$) reported significantly lower work centrality values between Baby Boomers (4.32 ± 1.03), Generation X, ($4.13\pm .62$), and Millennials ($4.06\pm.59$).

Non-compliance Work Values

The results of ANOVA showed that the effect of non-compliance work values was significant between generations $F(3, 282)=5.77, p<.001$. Post hoc analysis showed that Baby Boomers' noncompliance work values were significantly different from two generations: Generation Y and Generation Z. Participants who were Baby Boomers ($1.97\pm.98$) reported significantly lower non-compliance values than Millennials ($2.52\pm.75$) and Generation Z ($2.71\pm.82$). Along with these difference, Generation X ($2.34\pm.83$) showed significant difference between generation Z ($2.71 \pm.82$), resulting in a lower level of non-compliance values from Generation Z. Overall, these results implied that Baby Boomers are more likely to followed rules and policies set by the companies.

Work-life Balance Work Values

The main effect of work-life balance between generations was significant, $F(3, 282)=10.35, p<.001$. The work-life balance work values of Generation Z was different from all other groups observed. Specifically, Generation Z reported to value a work-life balance higher ($3.91\pm.62$) than Baby Boomers ($3.16\pm.79$), Generation X ($3.44\pm.75$), and Millennials ($3.50\pm.76$), indicating having a good balance between work and life was valued by this group of generation.

Power

The results of ANOVA showed that the main effect of power between generations was not significant $F(3,282)=3.541, p=.204$). However, the results of the Scheffe post hoc test showed that Baby Boomers reported a lower desire of power ($2.82\pm.64$) in the workplace comparing to Generation X ($3.20\pm.72$) and Millennials ($3.18\pm.90$).

Leadership

The main effect of ANOVA on leadership work values between generations was significant $F(3,282)=2.81, p<.001$. To be more specific, Baby Boomers and Generation Z valued leadership significantly different than other groups. It was showed that Baby Boomers ($3.53\pm.85$) viewed leadership as less valuable than Generation X ($3.94\pm.53$), Millennials, ($3.92\pm.79$), and Generation Z ($4.17\pm.63$). Generation Z ($4.17\pm.63$) viewed leadership as more valuable than Baby Boomers ($3.53\pm.85$), Generation X ($3.94\pm.53$), and Millennials ($3.92\pm.79$). These results mean that Generation Z searches for leadership and direction in the workplace. Other comparisons between groups did not result in statistical differences from one another.

Recognition Work Values

The results from ANOVA showed that the main effect of recognition between generations was significant ($F(3,283)=6.89, p<.001$). The post hoc test further revealed that Generation Z put more value on recognitions comparing to other groups. This was reflected through their recognition work values scores of (2.74 ± 1.10), comparing to Baby Boomers ($1.98\pm.83$), Generation X ($2.12\pm.99$), and Millennials (2.28 ± 1.01). Overall, these results implies that Generation Z valued recognition more in life when being compared to other individuals. In

other words, Baby Boomers, Generation X, and Millennials do not feel a high need to be recognized by their work.

Table 6: Multiple Comparisons between Work Values Based on the Generations

Work Values	Baby Boomers	Generation X	Millennials	Generations Z	F Value
Work Centrality	4.32±1.03	4.13±.62	4.06±.59	3.79±.70	5.54***
Non-compliance	1.97±.98	2.34±.83	2.52±.75	2.71±.82	5.77***
Technology Challenge	2.45±.35	2.38±.44	2.47±.46	2.45±.42	0.69
Work-life Balance	3.16±.79	3.44±.75	3.50±.76	3.91±.62	10.38***
Leadership	3.53±.85	3.94±.53	3.92±.79	4.17±.63	5.86***
Power	2.82±.64	3.20±.72	3.18±.90	3.11±.71	1.54
Recognition	1.98±.83	2.12±.99	2.28±1.01	2.74 ±1.10	6.89***

Notes. *** $p < .001$

Job Satisfaction Among Generations

A one-way ANOVA was used to determine whether there was a statistically significant difference between the generation groups and their level of job satisfaction, and the results showed that the result was significant ($F(3,280)=7,349, p=.000$). A follow up with the multiple comparison test showed that the mean value of job satisfaction was statistically different between Baby Boomers ($4.09±.77$) and Millennials ($3.53±.95$) and Generation Z ($3.30±1.00$). There was no statistical difference in the mean value of job satisfaction between Baby Boomers and Generation Xers ($p=.461$). There was also a statistical difference in the level of job satisfaction between Generation X ($3.90±.94$) and Millennials ($3.53±.95$) and Generation Z ($3.30±1.00$). In general, it appeared that older generations demonstrated higher job satisfaction compared to the younger generations.

Table 7: Multiple Comparisons between Job Satisfaction and Generations

Generation	Mean + Standard Deviation	F-Value	P-Value
Baby Boomer (age group 1)	4.09±.77	7.34	.000
Generation X (age group 2)	3.91±.90		
Millennials (age group 3)	3.53±.94		
Generation Z (age group 4)	3.30±1.00		

The mean difference is significant at the $p < .05$ level

Organizational Commitment Amongst Generations

A one-way ANOVA was used to test whether there was a statistically significant difference between the generation groups and organizational commitment and the result was also significant. ($F(3,280)=7.616, p=.000$). Similar pattern was observed for organizational commitment, in which older generations, such as Baby Boomers ($3.48±.50$) and Generations X ($3.44±.62$), in general, demonstrated significantly higher organization commitment compared to Millennials ($3.19±.55$) and Generations Z ($3.05±.55$). There was no statistical difference in the mean value of organizational commitment between Baby Boomers and Generation X ($p=.788$) or between Millennials and Generation 4.

Table 8: Multiple Comparisons between Organizational Commitment and Generations

Generation	Mean + Standard Deviation	F-Value	Sig.
Baby Boomer (age group 1)	3.49±.50	7.16	.000
Generation X(age group 2)	3.44±.62		
Millennials (age group 3)	3.19±.59		
Generation Z (age group 4)	3.05±.55		

The mean difference is significant at the level of $p < .05$ level

Hierarchical Regression Analysis

Using hierarchical regression analysis, relationships between organizational commitment scores and various independent variables were investigated. In the first step of the hierarchical regression, variables related to participants' characteristics (i.e., generation, gender, educational level, marital status and years of service in the hospitality industry) were included. The regression with four independent variables, generations, gender, education level, and marital status explained 15.0% of the variance ($R = .387$, $R^2 = .150$, $p = .000$). Among these variables, generation ($\beta = -.109$, $p = .03$), gender ($\beta = .192$, $p = .007$), and marital status ($\beta = .157$, $p = .000$) were the significant predictors of the organization commitment. Work values and job satisfaction were added in the second step. When work values (i.e., work centrality, noncompliance, technology challenge, work-life balance, leadership, power, and recognition values) and job satisfaction were added, the variance of the second model was greatly improved, with an additional 53.6% of the variance ($R^2 = .686$, $\Delta R^2 = .536$, $p = .000$). In the second model, marital status ($\beta = .087$, $p = .025$), work centrality ($\beta = .110$, $p = .013$), work-life balance ($\beta = -.136$, $p = .001$) and job satisfaction ($\beta = .639$, $p = .000$) were significant predictors of the organizational commitment (Table 9).

Table 9: Hierarchical Regression Analysis Between Demographics, Work Values, Job Satisfaction, and Organizational Commitment

<i>Predictors</i>	<i>Model 1</i>			<i>Model 2</i>		
	<i>B</i>	<i>SE</i>	<i>B</i>	<i>B</i>	<i>SE</i>	<i>β</i>
Constant	2.894	.250	.000***	.1555	.295	5.270***
Generation	-.109	.071	-.169*	-.028	.032	-0.44
Gender	.191	.155	.129***	.021	.044	.017
Education Level	.003	.020	.008	-.011	.012	-0.30
Marital Status	.157	.001	.243**	.051	.024	.079*
Work Centrality Values				.095	.038	.110*
Noncompliance Values				-.011	.031	-.016
Technology				.051	.49	.037
Work-life Balance Values				-.109	.032	-.136**
Leadership				.067	.033	.080*
Power Values				.043	.031	.054
Recognition				-.026	.026	-.046
Job Satisfaction				.385	.026	.629***
<i>R</i>	.387			.828		
<i>R</i> ²	.150			.686		
ΔR^2	.136***			.536***		
<i>Adjusted R</i> ²	.136			.671		

Note. *** $p < .001$ ** $p < .01$ * $p < .05$

Hypothesis Testing

Hypothesis 1 proposed a relationship between demographics and organizational commitment. Results indicated that a few characteristics within demographics supported the relationship between organizational commitment. Characteristics such as, generation ($p < .01$), gender ($p < .001$) and marital status ($p < .05$) demonstrated significance with organizational commitment. Therefore, hypothesis 1 is supported by only three demographic characteristics.

Hypothesis 2 proposed a relationship between work values and organizational commitment. Results from the hierarchical regression analysis indicated that three work values support this hypothesized relationship. Work centrality ($p < .05$), work-life balance ($p < .01$), and

leadership ($p < .05$) values represented a significant relationship towards organizational commitment. Therefore, hypothesis 2 is partially supported by the findings of this study.

Hypothesis 3 proposed a relationship between job satisfaction and organizational commitment. Results supported this hypothesis, indicating a significant level $< .05$. Previous literature suggests that individuals who express a higher level of satisfaction towards their job, results in a positive relationship towards organizational commitment. A lower level of commitment is felt towards an organization when an individual feels unsatisfied with their work. The results from the survey support previous literature findings and implications. Therefore, hypothesis 3 is fully supported by the results throughout this study.

CHAPTER 5: DISCUSSION AND CONCLUSIONS

The purpose of this study was to investigate the differences within generations between work values, job satisfaction, and organizational commitment based on the Basic Individuals Needs Theory. This discussion sections compared the results of this current study with similar studies previously conducted by other researchers. The theoretical and practical implications of this study will be addressed throughout this section.

The study was designed to seek understanding on whether generations shared differences between work values (work centrality, non-compliance, technology challenge, work-life balance, leadership, power, and recognition), job satisfaction, and organizational commitment. Research is lacking in examining the four generations included in this study, and how their view of work values varies. Also, not many studies have examined relationship between generations to job satisfaction and organizational commitment. This study proposed that different generations would value different things in the workplace, and there were multiple variables associated with organizational commitment. Referring to work values, the core findings identified that work centrality, noncompliance, work-life balance, leadership, and recognition show significance between the observed generations. Work values related to power and technology challenge did not show significance between generations. Another core finding of this study was that marital status, work centrality, work-life balance, leadership, and job satisfaction were significantly associated with organizational commitment. Although the survey was conducted and administered to only hospitality employees, a large portion of the population came directly from an online database due to a time constraint for completing the study.

Discussion of Results

The results of this study revealed that work values showed significance between generations, meaning that individuals in generational cohorts do not value or desire the same characteristics throughout the workplace. However, results also indicated that certain generational groups expressed similarities between work values, which resulted in no significance between certain values. Although not all seven-dimension of work values expressed significance between generations, previous literature draws similarities and differences with their findings. The study results provide strong support for predicting what is valued in the workplace by generations and the factors that influence job satisfaction and organizational commitment. These findings can provide knowledge to hospitality organizations on the relationship of these variables and implement effective strategies to meet the needs of all employees.

Work centrality: The findings of this study revealed that there was a significance difference between generation with the ‘work centrality’ dimension of work values, with Generation Zers reported significantly lower work centrality values between Baby Boomers, Generation X, and Millennials. This means Generation Zers viewed job or career as less important in their life. Previous literature showed no significant differences between Generation X and Millennials (Gursoy et al, 2008), indicating that some results were not consistent with the findings of this study. However, this study was consistent with previous literature that Baby Boomers agreed that their work was an important aspect of life (Gursoy et al, 2008; Sherman, 2005). Baby Boomers perceive the idea of work extremely differently from the younger generations, which was influenced from their upbringing, global events, and competitive drive. Previous findings indicate that the economic situations influence desired earnings, money, material values, and job security (Harpaz, 1999; Harpaz & Sharabi, 1999).

Noncompliance: The findings of the current study revealed that there was a significance difference between generations with ‘noncompliance’ dimension of work values. Results indicated that participants who were Baby Boomers reported significantly lower non-compliance values than Millennials and Generation Z. Along with these differences, Generation X showed significant difference between generation Z, resulting in a higher level of non-compliance values from Generation Z. Therefore, no significance was established between Baby Boomers and Generation X, which is consisted with previous studies (Gursoy et al., 2008). Since Baby Boomers and Generation Xers share similar views on the importance of work, difference was not expressed regarding behavior in the workplace. These findings suggest that Millennials and Generation Z are more likely to demonstrate behavior that is outside the parameter’s organizations set, and challenge authority and societal norms compared to Baby Boomers. Gursoy (2008) study supports these findings when comparing age groups. Generations Xers and Baby Boomers are bothered by the behavior that Millennials and Generation Zers demonstrate throughout the workplace, because they grew up with a traditional view, which means to respect authority and hierarchy in the workplace (Gursoy et al., 2008).

Technology Challenge: The findings of this current study revealed that there was not a significant difference between generations with the ‘technology challenge’ dimension of work values at the $p > .001$. The findings from the study indicate that Baby Boomers, Generation X, Millennials and Generation Z feel the same level of comfort with technology. Organizations are aware of the challenges that can occur with technology as employee age, and trainings are implemented to get individuals up to speed and more comfortable. Although the older generations, have difficulties with learning the new hacks to technology, Baby Boomers have learned how to embrace technology and implement social networking into their professional and

personal lives (Dalhroth, 2008). Gursoy (2008) findings inferred that Baby Boomers are less comfortable with using technology compared to the younger generations, which was not consistent with current study.

Work-life Balance: The findings of this current study revealed that there was a significance differences between generations with the ‘work-life balance’ dimension of work values. Generation Z reported to value a work-life balance higher than Baby Boomers, Generation X, and Millennials, indicating having a good balance between work and life was valued by this group of generation. These findings supported Gursoy’s (2008) findings, which indicated that Millennials and Generations X value a work life balance more the Baby Boomers. These findings also supported the idea that Baby Boomers live to work, whereas younger generations work to live. The desire to experience work-life balance can derive from an individual’s family situation (Levenson, 2010). Younger generations want to work for an organization that value their life outside of work. The feeling of this balance can influence job satisfaction and organizational commitment (Allen & Meyer, 1996).

Power: The findings of this current study revealed that there were no significant differences between generations with the ‘power’ dimension. However, pos hoc revealed that Baby Boomers reported a lower desire of power in the workplace comparing to Generation X and Millennials. Gursoy (2008) study noted that Generation X valued having power in the workplace more than Baby Boomers and Millennials. The findings regarding to the comparisons of Generation X between other generations supported findings from previous studies. These findings indicate that Generation X are more likely to strive to gain power in the workplace compared to Baby Boomers and Generation Zers. The researchers also inferred that Millennials and Baby Boomers did not express differences in power drive throughout the workplace. The

findings in this study revealed that Baby Boomers valued power less than Millennials. Baby Boomers are approaching the end of their careers and might be less interested in achieving top management positions, and shifting their focus towards retirement (Jorgensen, 2003). Results may indicate that Baby Boomers feel that they cannot compete with Generation Xers, because they are strong willed and hungry for power (Gursoy et al., 2008). Since Millennials and Generations Xers are new to the workplace, they are not quite ready to take on higher tier managerial positions due to there they lack of experience (Espinoza et al., 2011), which support the finding throughout this dimension.

Leadership: The findings of this current study revealed that there was a significant difference between generations with the 'leadership' dimension. The results indicated that Baby Boomers and Generation Z values leadership significantly differently than the other generations. Results noted that Baby Boomers viewed leadership as less valuable than Generation X, Millennials, and Generation Z. Along with those differences, Generation Z viewed leadership as more valuable than Baby Boomers, Generation X, and Millennials. Gursoy (2008) findings indicated that Baby Boomers and Generation X did not express significant differences, meaning that these individuals tend to be less reliant on strong leaders. This study revealed that Generation X, Millennials, and Generation Z look for direction, guidance, and leadership more than Baby Boomers. Previous studies observed that Generation Z seeks for honest leaders and managers who value their input about ideas or contributions (Schawbel, 2014). Previous research (Bridges, 2015), noted that Generation Z prefer to work in environments that encourage mentoring, learning and professional development. These findings support the findings throughout this dimension.

Recognition: The findings in this current study revealed that there was a significant difference between generations with the ‘recognition’ dimension for work values. Results implied that Generation Z valued recognition more in life when being compared to other individuals. In other words, Baby Boomers, Generation X, and Millennials do not feel a high need to be recognized by their work. Previous literature expressed that Generation Z needs to prove themselves and earn immediate recognition for their work (Mihelich, 2013). Results were consistent with Gursoy (2008) findings, which revealed that there were no significant differences with recognition between Baby Boomers and Generation X. He observed that Millennials put a lot of emphasis of feeling recognized with their work compared to Baby Boomers and Generation X. The younger generations displayed a higher level of wanting recognition in the workplace. These results suggests that Generation Z seeks a higher level of recognition and respect from colleagues in the workplace compared to Baby Boomers, Generation X, and Millennials.

The investigation between job satisfaction and generations indicated that individuals expressed a moderate to high amount of satisfaction with their work. The overall mean for each generation was ranked out of a 5 Likert scale, which reported as; Baby Boomers (M=4.09), Generation X (M=3.91), Millennials (M=3.53), and Generation Z (M=3.30). Based on these results, it can be inferred that individuals felt satisfied with their work or role within an organization. Baby Boomers reported to feel the most satisfied within their organization, whereas the younger generations were not as highly satisfied with their jobs. Previous literature suggests that the generation an individual identifies with will influence their overall job satisfaction due to the experiences and values of that specific cohort (Lamm & Meeks, 2009). Factors that influence levels of satisfaction include pay/benefits, professional opportunities, recognition, power, and

relationships. A study that observed employees in the medical field found that significant differences existed between all generational groups towards job satisfaction. These results expressed that Baby Boomers were more satisfied with their jobs than generations below them (Bos et al., 2009; Wilson et al., 2008). Baby Boomers and Generation X could express a higher level of job satisfaction based on their professional title or rank within the organization. With a higher-level ranking comes a higher and more competitive salary. Although the items in this survey did not include questions regarding salary, it can be inferred that income levels affect the level of the job satisfaction. Kuo and Chen (2004) noted that the job position has a significant influence on job satisfaction, employees who were higher ranked in the company expressed a higher degree of job satisfaction. The lower level of satisfaction expressed by Millennials and Generation Z could stem from frustration with advancement at work, lower salaries, and entry level position titles. Younger generations might still be unsure about their career path, which could lead to lower degrees of satisfaction.

The investigation between organizational commitment and generations indicated that individual experience a moderate level of commitment to their organization. Similar patterns were observed for organizational commitment, in which older generations, such as Baby Boomers and Generations X generally demonstrated significantly higher organization commitment compared to Millennials and Generations Z. Overall, the findings represent a moderate level of organizational commitment expressed by hospitality employees. Research is lacking with observing organizational commitment amongst generations, however, studies comparing age to organizational commitment found existing relationships. Meyer (2002) found that age was weakly related to organizational commitment, but positively associated with all forms related to organizational commitment. Intentions to stay within an organization decreased

with younger generations. Younger generations may experience a lower degree of organizational commitment based on their psychological needs. These findings were supported with previous research (D'Amato & Herzfeldt, 2008). When the psychology desires of younger generations shift away from loyalty to an organization (Gabriel, 1999; Brousseau et al., 1996), the commitment to the current employer decreases as well. These results indicate that organizations face challenges with retaining younger generation.

The results from regression analysis indicated that generations, gender, marital status, job satisfaction, work centrality, and work-life balance were significant predictors of organizational commitment. The findings identify that these three demographic traits of individuals can either positively or negatively influence the degree of organizational commitment, while educational level and years of service had no relationship. Out of the seven dimensions of work value, only two represented a relationship to organizational commitment, while noncompliance, technology challenges, leadership, power, and recognition did not. Previous studies support the results regarding gender influence on organizational commitment, indicating that men express greater organizational commitment than women (Arana et al., 1986; Baird et al., 1998; Dodd-McCue & Wright, 1996; Kaldenberg et al., 1995). Along with these result, other findings suggest that women show a higher degree of organizational commitment (Mardsen et al., 1993; Wahn, 1998). In regards to generation effect on organizational commitment, differences in generational placement can influence challenges in communication, conflict, and decreases the degree of organizational commitment in the workplace (Lancaster & Stillman, 2002). Other studies expressed that marital status influenced the level of organizational commitment, resulting in married couples having a greater degree of commitment than single and divorce couples (Mathieu & Zajac, 1990).

Studies support that generations express different level of organizational commitment based on what they value in the workplace. Streams of research have directly linked job satisfaction with organizational commitment (Elliot & Hall, 1994; Russ & McNeilly, 1995; Smith & Hoy, 1992). Job satisfaction and organizational commitment both have factors that influence one another. Organizational culture (Lau & Ngo, 1996), company policies and procedures (Schaubroeck, May, & Brown, 1994), organizational support (Eisenberger, Fasolo & Davis-LaMastro, 1990), and relationships to superiors (Glissons & Durick, 1988) positively affect an individual's degree of organizational commitment. Values and individuals' attitudes have indicated that a relationship exist between work values and organizational commitment (Meyer & Allen, 1991). Previous studies have noted that when an employee is able to identify their role and personal needs with an organizational culture and goals, their attachment to the organization builds significantly (Van Dyne, Graham, & Dienesch, 1994).

Implications

The prior discussion touches on the importance of acknowledging differences in work values between generations, the factors that influence job satisfaction and organizational commitment, and how demographic characteristics of employee's relay to organizational commitment and job satisfaction. Because Baby Boomers are delaying their retirement (Mermin et al., 2007), management has been facing challenges on how to integrate techniques to satisfy and retain individuals in every generation. Upper-level management positions are typically held by individuals in the older generational cohorts, so they need to be aware that younger generations seek guidance, a better balance between personal and work life, and an inclusive environment. It is critical that managers learn how to manage key differences between generations, because it can cause division and frustration in the workplace (Lancaster &

Stillman, 2002). Management needs to be aware that strategies that were used in the past will not be effective with newer generations and what they value. If management does not accept and acknowledge the differences found in this study, it will be hard for organization to recruit and retain younger talent.

One of the most important focuses of human resource management is to create an environment that produces high performance and a competitive advantage over other organizations (Kultalahti & Liisa Viitala, 2014). One way that organizations could learn from each generation is implementing a strategy that integrates individuals from different generations together. Technology has changed the way that people communicate, and companies should offer platforms to encourage employees to share their ideas with one another. Younger generations are not as comfortable with face-to-face communication like older generations are, and they also relay behaviors that are not always compliant with organizations (Saad et al., 2016). Building an effective way to communicate is the responsibility of an administrator at work (Pauly, 2010). Effective communication can create more job satisfaction, decrease conflicts, increase productivity, aid in relationship forming, and allocate work properly. Organizations need to be responsible setting boundaries with inappropriate behavior, implement training, educate employees on diversity, identify company values, and eliminate stigmas around people and sensitive topics (American Management Association, 2007).

Findings in this study indicate that Generation Zers value leadership in the workplace. They seek organizations that provide mentors and role models to learn from. Many of the differences presented in this study can be resolved with integrating generational training and mentoring programs. Reverse mentoring has become one of the best practices in service corporations, because it allows individuals to acquire technical knowledge, learn about current

trends, and understand the perspective of other generations (Murphy,2012). Reverse mentoring allows younger generations to teach and guide older generations. This type of mentoring allows younger employees to share their skills and expertise with older employees who are seeking additional competencies. Reverse mentoring aids in the development of building a community where all members within an organization support each other. Gaps are presented in work values, job satisfaction, and organizational because organizations and manager do not have to effectively make all employees feel valued. It is important for organizations, managers, and employees to be open to learning from individuals in every generational cohort, and not just sticking to what is comfortable to them. This is where intergenerational mentoring can be very helpful and useful for organizations. Intergenerational mentoring allows people to learn about other individuals' beliefs and backgrounds (Patricelli, n.d.). It is also important that organizations create an atmosphere where expectations of all generations can be valued. Intergenerational mentoring can be useful in situations where key differences exist between generations. As stated earlier, social, cultural, and economical events shape the mindset and behaviors of individuals (Parry and Urwin 2011; McCrindle 2014). This type of mentoring encourages older employees to serves as a mentor to younger employees by offering advice and showing different ways of professional development (Kram, 1985).

This study showed that Generation Z and Millennials put more emphasis on working for companies that values a life outside of work. Companies can develop more flexibility with work, incorporate more breaks within their day, and prioritize individuals' mental health. This study argues that the first step to successfully managing employees is acknowledging the diversity created by the generations in the workplace. Although each generation searches for something

different in the workforce, every individual brings something offers their own uniqueness to an organization (Gursoy et al., 2008).

Furthermore, of all the demographic variables, marital status was the single significant predictor of organizational commitment in the second model of the hierarchical regression analysis. It appeared those married were more committed to their organizations. Previous researcher observed that married women believe that there are higher costs attached to leaving an organization more than single unattached individuals (Hrebiniak, 1971; Alonos, 1970; Werts, 1968, White, 1967; Bock, 1967). It can be implied that gender and marital status influence levels of commitment and the decided career path.

Theoretically, this study revealed that a relationship exists between generation's work values, job satisfaction, and organizational commitments in the hospitality industry. Based on the Model 2 of the hierarchical regression analysis, the key variables significantly related to organizational commitment were marital status, work centrality, work-life balance, and job satisfaction. Previous literature has observed the relationship that work values, job satisfaction and organizational commitment share with one another (Gursoy et al., 2008). If an organization wants to focus on resources to increase organizational commitment, they need to focus on these few key variables. In this study, the most important factor that influenced organizational commitment was job satisfaction (highest standardized B value of .629). These relationships are important to understand and acknowledge, because they can have both a positive and negative effect on one another.

Another theoretical contribution of this study was that The Basic of Individual Needs Theory was used as a theoretical foundation for this study. This theory outlines the key motivators that influence an individual's behavior and decision-making process in the workplace

and was appropriate for this study that investigated differences between generations in term of what they valued at the workplace.

Limitations

This study has some limitations. An online database collection comes with limitations to any study, however, Prolific was chosen over Amazon MTurk for its credibility and ability to place specific parameters on the recruited participants (Prolific, 2022). A participant on Prolific must be at least 19 years old to participate in any research study conducted, which limits one of the focused generations, Generation Z. Fewer participants may be reached in this group because of that. In regards with the older generation, Baby Boomers, fewer people may have had access or familiar with this online database. This could explain the lower number of applicable participants for Baby Boomers and the need to complete another round of surveys administered to only this generational cohort. Due to the time constraint to complete the data collection, other sources of data collection could have been used to gain more participants and even out the participants in each generational cohort. This study solely focused on hospitality employees in the Unites States, therefore, the results cannot represent a larger population outside of this geographic group and this particular industry. The work values items used in this study was developed by Gursoy et al. (2013). Other psychometric scaled items can be incorporated in the future studies to work values such as altruistic values and social values (Lyons et al., 2010). n regards to measuring the organizational commitment, this study used the 15-item measure developed by Porter et al. (1974). The scale was later codified by Mowday et al. (1971) as single factor (Mowday et al., 1979). Future study can adopt the newer organizational commitment scales developed by Allen and Meyer (1990), as it is the most accepted tool nowadays. This measure consists of three dimensions, namely affective commitment scale, continuance

commitment scale, and normative commitment scale (Allen & Meyer, 1990). Additionally, the regression model can be expanding by including other variables such as role ambiguity, positive team experience and organization climate (Suryani, 2018).

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Appendix A: Online Questionnaire

Investigation of work values, job satisfaction, and organizational commitment among different generations of hospitality employees.

Screening Questions

Are you 19 years old or above?

- Yes
- No (end of the survey)

Are you currently working in the hospitality industry?

- Yes
- No (end of the survey)

Section 1: This section is designed to collect demographic information about you and your restaurant. Please respond to each of the questions below.

What is your gender?

- Male
- Female
- Refuse to respond

What is your age?

_____ years old

Which of the following best describes your highest educational level?

- Less than high school degree
- High school degree/GED
- Some college
- Associate degree
- Professional/ vocational degree
- Bachelor's degree
- Graduate degree
- Other (please specify):
- Refuse to respond

What is your marital Status?

- Single
- Divorced
- Married
- Refuse to respond

How long have you worked in the hospitality industry? Please indicate in year(s).
 _____ year(s)

What segment of the hospitality industry are you currently employed within?

- Restaurant/food service
- Lodging hotels
- Airlines
- Event Management
- Other (please specify):

What is your current job title?

How long have you been in the current position?
 _____ year(s)

What is your current work status?

- Part time employee
- Full time employee

The statements below refer to the **work values expressed by employees in the hospitality industry**. Work values are the outcomes you seek from your work. Please indicate in the extent in which you agree or disagree with the following statements.

	Work Centrality	1	2	3	4	5
1	Job security is important to me.					
2	I am willing to work long and hard hours.					
3	When it comes to my job, I am very driven.					
4	I take my job very seriously.					
5	I am willing to wait my turn for promotions and rewards.					
	Non-compliance					
6	I am likely to challenge workplace norm such as dress code, down time, and employee-supervisor relations.					
7	I truly believe the cliché rules are meant to be broken.					
8	I have low tolerance for rules.					
9	I am deeply cynical about management.					
	Technology Challenge					
10	Technology makes my job harder.					
11	I feel like my computer is out to get me.					
12	Using technology makes my job easier. (R)					
	To show that you have read the survey items, please select “strongly disagree or 1”					
	Work-life Balance					
13	I work to live.					

14	My philosophy is to “leave thing at work.					
15	I will not sacrifice my leisure time for the company.					
16	My priorities are with my friends and family, not the boss.					
17	I want to work as many hours as I have to, but not a single minute longer.					
	Leadership					
18	I work best when the leadership is strong.					
19	I work best when direction is given in the office.					
	Power					
20	I strive to be ‘in command’ when I am working collaboratively.					
21	I strive to gain more control over the events occurring around me at work.					
22	I find myself organizing and taking action over others during activities.					
23	I take moderate risks.					
24	I stick my neck out to get ahead at work.					
25	They treat younger employees like kids.					
26	No one respects younger employees because they are young.					

The statements below refer to the **organizational commitment expressed by employees in the hospitality industry**. Please indicate in the extent in which you agree or disagree with the following statements. Score 1 represents “strongly disagree”, 2 “disagree”, 3 “neither agree or disagree”, 4 “agree”, and 5 “strongly agree”.

		1	2	3	4	5
1	I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.					
2	I talk up this organization to my friends as a great organization to work for.					
3	I feel very little loyalty to this organization. (R)					
4	I would accept almost any type of job assignment in order to keep working for this organization.					
5	I find that my values and the organization’s values are very similar.					
6	I am proud to tell others that I am part of this organization.					
7	I could just as well be working for a different organization as long as the type of work was similar. (R)					
8	This organization really inspires the very best in me in the way of job performance.					
9	It would take very little change in my present circumstances to cause me to leave this organization. (R)					
10	I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.					

11	There's not too much to be gained by sticking with this organization indefinitely. (R)					
12	Often. I find it difficult to agree with this organization's policies on important matters relating to its employees.					
13	I really care about the fate of this organization.					
14	For me this is the best of all possible organizations for which to work.					
15	Deciding to work for this organization was a definite mistake on my part. (R)					

R= reverse coding

The statements below refer to the **job satisfaction** expressed by employees in the hospitality industry. Please indicate in the extent in which you agree or disagree with the following statements. Score 1 represents "strongly disagree", 2 "disagree", 3 "neither agree or disagree", 4 "agree", and 5 "strongly agree".

		1	2	3	4	5
1	I feel fairly satisfied with my present job.					
2	Most days, I am enthusiastic about my work.					
3	Each day at work seems like it will never end. (R)					
4	I find real enjoyment in my work.					
5	I consider my job to be rather unpleasant.					

R=reverse coding

Appendix B: Inform Consent



AUBURN UNIVERSITY

COLLEGE OF HUMAN SCIENCES

*Department of Nutrition, Dietetics, and
Hospitality Management*

INFORMATION LETTER for a Research Study entitled

“Investigation of work values, job satisfaction, and organizational commitment among different generations of hospitality employees.”

You are invited to participate in a research study to identify how workplace values relates to job satisfaction and organizational commitment among hospitality employees. With this, the study is interested in comparing the differences in workplace values, job satisfaction, and organizational commitment based on the participants’ age, work status, industry segments, years of service, and other variables. This study is being conducted by Skyler Sheppard under the direction of Dr. Yee Ming Lee in the Auburn University Department of Nutrition, Dietetics, and Hospitality Management. You are invited to participate because you are a hospitality employee and are age 19 or older.

What will be involved if you participate? If you decide to participate in this research study, you will be asked to complete an online questionnaire that contains three sections with a total of 71 items. Section 1 will collect your demographic and job information. Section 2 will seek your perception of work values in the workplace. Section 3 will contain questions related to your job satisfaction and organizational commitment. There will be an additional 2 screening questions at the beginning of the survey. Your total time commitment will be approximately 10 minutes. We are hoping to gather 350 complete surveys.

Are there any risks or discomforts? The risks or discomforts associated with this study is very minimum. The research procedures are very unlikely to cause you either physical or psychological discomfort or be perceived as discomfort above and beyond what the person would experience in daily life.

Are there any benefits to yourself or others? You will not directly from participating in this study. However, the findings of this study may benefit the hospitality industry by making recommendations for the operators to manage differences and provide motivators that best fit their employees to optimize their satisfaction.

Will you receive compensation for participating? To thank you for your time, you will receive a compensation from the online market research company, in which you are one of the research panelists.

If you change your mind about participating, you can withdraw at any time during the study. Your participation is completely voluntary. If you choose to withdraw, your data can be withdrawn if it is identifiable.

