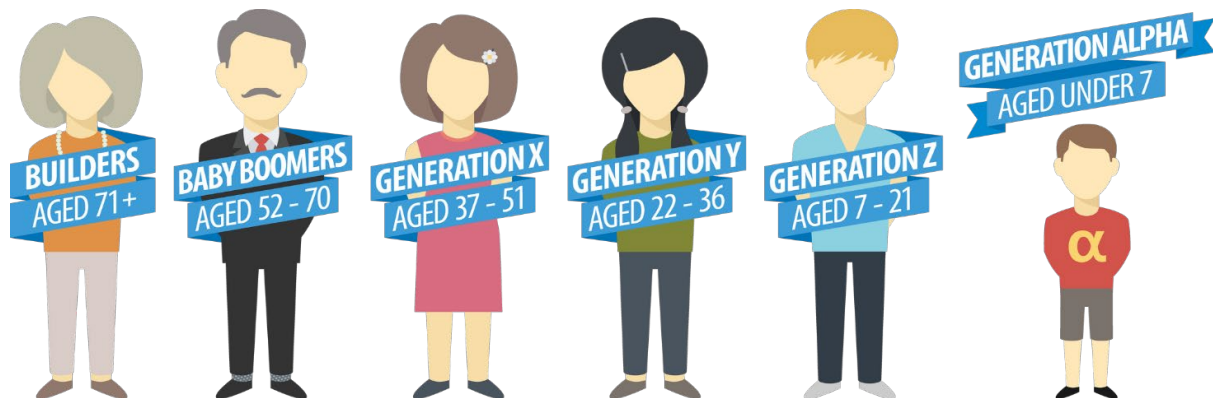




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How to engage Generation Y's or Generation Z's Throughout the employee lifecycle

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The developing employees' conditions in today's hospitality business has been greatly affected by generational theory and research. Organisations are keener than ever on identifying generational identities and preferences based on year of birth. The notion that members of various generations bring distinct values, expectations, and work styles to the table has garnered considerable attention. This comprehension has substantial implications for businesses, as it shapes recruitment strategies, employee engagement initiatives, and workplace culture. Generation Y, individuals born between 1980 and 1998, has been described as ambitious, driven by a desire for prestige, and anticipating immediate rewards. Also, this generation is highly supportive of workplaces that are also ecologic and healthy. However, generational classifications based solely on birth year can be somewhat imprecise. Generation Z is set for making up a substantial portion of workforce as older generations quit their jobs which could influence workplace culture. Generation Z, which was born and raised in the age of digital technology, is characterized by attributes like self-confidence, teamwork, and the desire for job stability. They place great emphasis on working together with teammates, social media equality, and flexibility. Generation Z is set for making up a substantial portion of workforce as older generations quit their jobs which could influence workplace culture. Generation Z, which was born and raised in the age of digital technology, is characterized by attributes like self-confidence, teamwork, and the desire for job stability. They place great emphasis on working together with teammates, social media equality, and flexibility. Hospitality employers have modified their recruitment strategies in response to Generation Z's unique characteristics.

The emphasis has migrated from salary-based incentives to job satisfaction and career advancement within the industry. To attract Generation Z, recruiters in the hospitality industry emphasise dynamic and stable employment opportunities with international travel potential. Conversations about career paths and planning for long-term success have also become crucial. Moreover, organisations such as the TFE Hotel Group (2023) have acknowledged the significance of fostering leadership skills and abilities among their employees. They have implemented programmes such as the ACADEME Programmes, which provide both theoretical and practical leadership development. This dedication to employee development demonstrates their commitment to employee retention.

Manheim (1952) suggest the generational theory and research are primarily concerned with identifying distinct identities based on birth year. Generation Y (1980–1998), for instance, is characterised as ambitious, seeking prestige, and expecting immediate rewards (Gursoy et al., 2008; Nitya and Anand, 2016), with a preference for green and sustainable workplaces (Goh et al., 2017).

However, birth year-based generational classifications can be imprecise. Age effects may coincide across generations, resulting in similar characteristics at the group margins (Parry and Urwin, 2011). Many regards those born between 1995 and 2009 to be Generation Z (Randstad, 2017). As previous generations retire, Deloitte (2017) predicts that Generation Z will soon constitute over 20% of the workforce, potentially reshaping workplace culture.

During their formative years, the environment and values shape generations. Generation Z, unlike others, has grown up with the internet (Ozkan and Solmaz, 2015). They demonstrate self-assurance, collaboration, a desire for job security, workplace satisfaction, and independence (Ozkan and Solmaz, 2015). They value adaptability, interpersonal communication, and the use of social media in the workplace (Schawbel, 2016). Deloitte (2017) identifies their urgency to advance rapidly, respect for

supervisor's integrity, and need for regular feedback, but suggests that they may lack some essential workplace skills.

Research conducted by Goh and Lee (2018) demonstrates that Generation Z hospitality employees are not motivated by salary, but rather by job satisfaction and career opportunities in the industry. Agarwala (2002), strategic human resource management is a proactive approach to Human resource management that focuses on how a company uses its workforce strategically and effectively to gain a competitive edge, increase organisational effectiveness, and boost performance. To attract Generation Z, hospitality recruiters should emphasise fulfilling employment characteristics such as a dynamic, exciting, and stable career with international travel opportunities according. In addition, it is crucial to engage in conversations regarding their career path and long-term success planning, such as management training opportunities like the Graduate Management Traineeship programme and professional development courses (Goh and Lee 2018). An industry example of employment engagement into the employment life cycle is shown in The TFE Hotel Group (2023) for instance, offers accelerated leadership programmes Future leaders programme, Management leadership programme, and Senior management leadership programme, for their employees to develop their leadership qualities and abilities in order to advance in their careers (TFE Hotels, 2017). Human Resources can also offer cross-training and the chance to work in different departments, as Generation Z finds the unpredictability and variety of customer interactions to be a key motivator for working in hospitality.

Clark (2020) TFE hotel group is currently experiencing significant growth with new hotels and expanding into new regions. In order to attract new generation employees they implemented the ACADEME programs aimed at developing their current and future leaders. These programs focus on nurturing individuals who are proactive, resourceful, and capable of making a difference. TFE Hotels values leaders who can inspire and guide their teams to higher performance levels. The ACADEME programs at TFE Hotels offer a combination of theoretical leadership development and practical learning experiences. Their goal is to provide their best talents with the training and support needed to excel in their roles and adapt to new challenges.

The TFE recruitment process is conducted both internally and externally, They currently advertise two progressing programme the People Leaders Program and The Future Leaders Program offering on the job advertisements. Flexible shifts, Role and job share opportunities, remote work, cross-brand training, and great retirement scheme.

According to a survey conducted by Ferry (2023) Across all industries, Millennials have high expectations of their employers, Millennials want to work for companies that offer a decent work-life balance, encouragement and support, personal rewards for contribution, and a setting in which they can demonstrate and develop their technical skills. Ferry (2023) also states that the inability of hospitality companies to recruit industry-trained professionals at the beginning of their careers is a significant obstacle as only 30% of Millennials who pursue postsecondary hospitality-related education enter the industry, and only 15% join hotel operations. The loss of more than 70 percent of industry-educated talent at the beginning of their careers is further evidence of the disparity between Millennial's aspirations and their negative perceptions of career development and opportunities in the hospitality industry. Bowers (2022) Emphasises the importance of understanding different generation's work preferences. It highlights the growing acceptance of multi-generational workplaces, which can enhance learning and problem-solving but also may lead to conflicts. People's priorities at work shift based on their life stage, with early career-oriented individuals prioritising career growth, while those with family responsibilities prioritise efficiency and effectiveness. All generations value choice and control, recognition, security, growth, and work-life balance.

Organisations should invest in learning, provide a sense of purpose, and invest in career growth opportunities. Despite generational differences, organisations should respect the unique needs and priorities of individuals in different life stages.

TFE Hotel's (2023) "Find More You" onboarding program focuses on personal growth and work-life balance for its team members. The program offers flexible work arrangements, fast-tracked management programs, on-demand learning opportunities, and international scholarships. It also provides leave options, including birthday leave, purchased leave, study leave, and life and community leave. TFE Hotels also offers enhanced parental leave, up to eight weeks of paid leave, to help parents balance work and family life. Team members can enjoy discounts on hotel stays, dining, shopping, and fitness options. The company also offers an international exchange program for global career exploration. TFE Hotels also prioritises team member's well-being, offering emergency assistance and resilience seminars. Encouraging diversity and inclusion promotes a sense of belonging among employees. Employee resource groups, diversity training, and equal opportunity policies are common elements of inclusion efforts.

According to Goldgehn (2014) when engaging a generation y workforce, it is important to provide open and transparent communication channels to keep employees informed about the organisation's goals, performance, changes, and opportunities for advancement. HR should collaborate with the leadership of the organisation to establish a culture that values collaboration, innovation, and open communication. Employees of Generation Y flourish in environments that promote teamwork and idea-sharing. Schullery (2014) Providing opportunities for continuous learning, mentorship programs, and skill development seminars to advance their careers. Implement flexible work arrangements, such as remote work options and flexible hours, to meet their requirements for work-life balance.

At the TFE (2023) TFE Hotels has implemented several employee retention strategies, including the ACADEME Programs, which focus on leadership development and real-life on-the-job experiences. The Future Leaders Program, People Leaders Program, and Strategic Leaders Program are designed to upskill individuals for senior leadership roles. TFE Hotels also offers the Genie Global eLearning Platform, a wide range of online courses, and collaborates with leading business schools to offer leadership development programs. The Team Hub, an online learning centre and wellness portal, provides resources for personal and professional growth. These retention strategies demonstrate TFE Hotel's commitment to employee development and well-being.

Neeley (2015) Some techniques employed by corporate executives to enhance employee retention encompass providing personal growth possibilities and offering competitive wage packages. The key components of effective human resource management include compensation and benefits packages, recognition and rewards systems, onboarding processes, employee engagement programmes, and socialisation initiatives (Dagonyaro 2021).

The exit interview is essential to employee offboarding, revealing employee's views, feelings, and experiences. Vulpen (2020) It helps companies discover why employees quit and how to fix them. HR should inquire about the departing employee, the organisation, the position, the culture, the workplace, and technology. Organisations may foster a more inclusive and effective workplace by concentrating on certain areas and allowing honest criticism. Verlinden (2023) Exit interview questions can improve recruitment, uncover employee preferences, and grasp business culture. This optimises recruitment and ensures candidate requirements reflect job changes, helps HR determine if employees feel overworked or underutilised and if they can align their workload with their career aspirations. Information might highlight desirable work traits in job adverts. Question focuses on job-

related topics including automation and workload diversification. Employer branding and employee engagement tactics benefit. Vulpen (2020) Human resources can collect data from discusses their reasons for leaving in a non-adversarial fashion, revealing ways to enhance organisational culture, morale, and turnover.

Dissolving the stereotypes with Generation Y and Z of being ambitious, seeking prestige, and expecting immediate rewards, as birth-year-based generational classifications, which may coincide across generations, resulting in similar characteristics is not a characteristic which fits a set age. To attract Generation Z, hospitality recruiters adapted diversity and inclusion, fulfilling employment characteristics such as a dynamic, exciting, and stable career with international travel opportunities. Engaging in conversations about their career path and long-term success planning, such as management training opportunities, is crucial. The TFE Hotel Group offers accelerated leadership programs for their employees to develop their leadership qualities and abilities. The recruitment process is conducted both internally and externally, with flexible shifts, role and job share opportunities, remote work, cross-brand training, and great retirement schemes. Millennials have high expectations of their employers, wanting to work for companies that offer decent work-life balance, encouragement, support, personal rewards for contribution, and a setting in which they can demonstrate and develop their technical skills. The inability of hospitality companies to recruit industry-trained professionals at the beginning of their careers is a significant obstacle. To engage a generation y workforce, organizations should provide open and transparent communication channels, establish a culture that values collaboration, innovation, and open communication, and provide opportunities for continuous learning, mentorship programs, and skill development seminars. Implementing flexible work arrangements and flexible hours is essential for meeting their requirements for work-life balance. Vulpen (2020) Exit interview questions about employee recognition, work environment, and technology can help companies enhance their culture, retain employees, and create a happy work environment.

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