

## Generation Gap at D Beach Resort

### Case Study

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### Introduction

Tourism is the most alluring and the quickest developing industry on the planet. As indicated by the World Travel and Tourism Council (WTTC), tourism in 2005 ended up being the second biggest industry, represented 3.8 for each penny of worldwide Gross Domestic Product - GDP (Rosli and Azhar, 2007). Its advancement has been advanced by governments in both created and creating nations.

In Malaysia, the underlying exertion on tourism advancement could be back dated to around three decades prior with the facilitating of the primary Pacific Asian Tourism Association (PATA) Conference in 1972, trailed by the second PATA Conference in 1987. In this way, a more genuine exertion began with the starting of the Visit Malaysia Year (VYM) Campaign in 1990 and took after by the State Visit Year (SVY). Because of different limited time endeavors actualized by the legislature from that point forward, the tourism area has contributed astoundingly to the economy. The share of tourism income in the official record of the Malaysian adjusts of installments expanded consistently from 32.7 per cent in 2000 to 43. per cent in 2005. By 2010, add up to traveler receipts are relied upon to achieve RM59.4 billion contrasted with RM31.0 billion out of 2005 (Malaysia, 2006). This incredible figure legitimizes Malaysia and some other creating nations for advancing tourism on the desire that this division would add to their monetary advancement. In a more extensive point of view, tourism has an immediate effect not just on monetary advancement as contended by Hall (1995), yet in addition on social, ethical and environmental development of a destination country (Mbaiwa, 2003). Its effect on private company improvement attracts much consideration the writing, as well (Othman and Rosli, 2011).

Small organizations overwhelm the tourism and hospitality industry worldwide and are of basic significance for the intensity of goals. Family hotels organizations are described by various particular business forms which produce specific preparing and instructive needs. It is progressively certain that independent companies are not scaled down forms of bigger ones,

but rather they have diverse structures, priorities and strategic goals (Othman and Rosli, 2011; Peters and Buhalis, 2004)

Family companies show a moderately low development rate, contrasted with non-family firms. They regularly confront normal administration and development issues that call for particular preparing territories, for example, progression or refereeing issues (Duh, 2000). Besides, family firms have specific needs and structures that regularly mirror the way of life that the family needs to take after, as opposed to balanced business standards (Othman and Rosli, 2011; Peters and Buhalis, 2004)

Family business definitions concentrate on factors, for example, ownership participation or risk assumption. More extensive definitions likewise incorporate social parts of entrepreneurial life. Wherever family frameworks unequivocally associate with the entrepreneurial level of the endeavor framework, the venture demonstrates a privately-owned company character. This infers the advancement of a privately-owned company relies upon three elements, namely: the entrepreneurs' family, ownership, and enterprise system (Othman and Rosli, 2011; Peters and Buhalis, 2004).

### **Island Tourism in Malaysia**

Malaysia has been invested with a substantial number of islands both in West (Peninsular) and East (Sabah and Sarawak) Malaysia. Among the numerous islands in West Malaysia, the island that has turned into a noteworthy fascination for both local and foreigners visitors are the Langkawi Island in the province of Kedah. The island is situated on the west bank of Peninsular Malaysia.

### **Langkawi Island**

The Langkawi Island (briefly Langkawi) is an archipelago of 99 islands in the Andaman Sea, at the northern most parts of the Straits of Malacca. It is around 30 km off the mainland coast of Kuala (Kedah) and nearly 20 km off Kuala (Perlis). It is additionally nearby Satun at the Thai borders. Langkawi is a district with a parliament situate under the territory of Kedah.

The current populations of about 50,000, with the majority of total share (90 percent) possessing the principle island, notwithstanding a more modest number involving the Tuba, Dayang Bunting and Rebak Besar Islands. Langkawi is effortlessly available by ferry from Kuala Perlis and Kuala Kedah. Every day ferries serve between the two areas of around one hour intervals, from 7.00 am to 7.00 pm. crossing through the ferry would take around one hour from Kuala Kedah and around 45 minutes from Kuala Perlis. Langkawi is additionally associated by ferry administrations to Satun (Thailand). Likewise, Langkawi is outfitted with a worldwide air terminal, thus it is associated via air from Kuala Lumpur International Airport (KLIA) and Low Cost Communications Terminal (LCCT), Sepang, Singapore and Bangkok. There are additionally every day ferries running amongst Langkawi and the Marine Park of the Payar Island. With an aggregate land zone of 204 sq. miles (528 sq. km) Langkawi is considerably greater than Penang (233 sq. km) however marginally littler than Singapore (595 sq. km). Langkawi has been a free-obligation island since 1987. Subsequently, looking for nothing obligation merchandise has been the fundamental fascination particularly among the Malaysians. All regions inside the principle island are effortlessly available by streets, and are likewise associated with other littler islands by little vessels.

As of late (on 1<sup>st</sup> June 2007), three particular territories of the island – to be specific, the Dayang Bunting Island, Gunung Mat Cincang and Kilim, were gazetted by UNESCO as the Langkawi Geopark. Like numerous different islands in the nation, vacationer landings in Langkawi are liable to regularity. The pinnacle seasons are fundamentally amid the school and open occasions and bubbly seasons. The best time frame which matches with dry, sweltering and quiet climate is between the long stretches of January to June of every year. The periods of July to November may be influenced by a mellow rainstorm, accordingly causing harsh ocean conditions, albeit still available by ships. In numerous angles, Langkawi is no match to the next three islands in the examination. There are a few world class lodgings other than the two fairways of universal measures. Major problem areas for voyagers incorporate, Crocodile Farm, Telaga Tujuh (Seven Wells), Cable Car, Eagle Sanctuary, Underwater World (the world's biggest aquarium), Giant Eagle Statute, Tasik Dayang Bunting, Beringin Waterfalls, Tapak Beras Terbakar, Makam Mahsuri (Langkawi Legend), Langkawi Maritime and Air demonstrate – LIMA (a half-yearly occasion), and Le-Tour Langkawi (yearly universal cycling occasion). For the individuals who like sun-washing and swimming, Langkawi has a ton of normally fine shorelines to offer – Pantai Tengah, Pantai Teluk Baru, Pantai Rhu, Pasir Tengkorak, Datai Bay, Burau Bay and Pantai Kok.

## **Epilogue**

Diversity at the workplace has become one of the important issues in today's organization. It can be seen in terms of different ages, genders, academic backgrounds, races so on and so forth.

Even though diversity is said to bring a lot of benefits to the organization, but if it is being looked from different angle, we will be able to see some of its drawbacks. It is common to see conflict that arises between individuals within the organization due to their different backgrounds, ideas, personalities, cultures, education so on and so forth. Conflict could be good to the organization if it happens in an amicable manner in which it ends up with a consensus from parties involve. However, there is a negative conflict that is dominated by the elements of emotional and hostility between the parties involved in which at the end it would be a detriment to the organization.

Specifically in terms of age, employees' ages in typical organization range between 18 to 65 years old. It is common that people categorise ages into three different generations namely Baby Boomers (born 1946 to 1964), Generation X (born 1965 to 1976) and Millennials or Gen Y (born 1984 to 2001). The other two generations that is Gen Z, iGen, or Centennials (born 1996 and later) and Traditionalists or Silent Generation (born 1945 and before), are not relevant to any organizational behavior issues as the most of the Gen Z individuals have yet to join the workforce , while people from Silent Generation are no longer with the organization (if they used to work before).

Generally individuals from different generations (between Baby Boomer, Gen X and Gen Y) possess diferent characteristics or behaviors. In the organization this diversity of employees' characteristics has somehow resulted in another problem that is the way they perform their respective role and responsibility is incongruence. The following subsections elaborate the distinction between Baby Boomer and Gen Y, and between Gen X and Gen Y.

## **Baby Boomer versus Gen Y**

Several views have been given pertaining to the Baby Boomer generation. For example, Kogan (2001), characterises this generation as being optimistic, team oriented, and willing to go the extra mile at the workplace. Besides that, on many occasions they are considered as workaholics and competitive to the point that their personal lives are identified by the work they do. Lyon et al., (2005), suggest that individuals from this group of age tend to work from the standpoint of emotion and intuition rather than reason. As for Generation Y, people under this category also love to work and do not see a difference between work and life. They have no problem to work at any time and in any place (Stevenson, 2008).

Baby Boomers have been said to focus on traditional work model in which from this model we can see the elements of dedication and hard work. In contrast, Generation Y is known to place high importance on autonomy and work-life balance (Smola and Sutton, 2002; Zemke et al., 2000). Thus, what can be said at this point is that both of the generations have the same attribute in working hard in their life but it is different on how they are working.

Baby Boomers also possess good and communication skills and thus as stated by Lyon et al., (2005), they are often looked upon as mentors in the organization because of their interpersonal skills. On the other hand, Generation Y enjoys the social aspect of the job and getting to know their co-workers. They also enjoy meeting frequently and appreciate constructive feedback from their superiors or colleagues frequently (Solomon, 2008). Thus, both of them seem to have their own attributes that would benefit their organizations as they come from different era.

Additionally, Glass, (2007) stated that Baby boomers highly value face-to-face communication, and have no problem getting up to walk to another office location to ask a colleague a question. However, the millennials, favour instant messaging, text messaging and e-mails. Many of them are more comfortable and at ease sending a quick e-mail or other digital message, than having a face-to-face conversation or picking up the telephone. Millennials are the first workplace generation to be digital natives. They grew up with these technologies in abundance, and new ones being developed regularly. Unlike older generations, they are unafraid of new technologies and are often what marketers would call “first adapters” in which the first to try, buy, and spread the word about cool new gadgets or technologies. The millennials’ comfort level with e-mail, however, can also be the source of workplace conflict. It is not always the best mode for conducting business especially situations where conflict is in the air or bad news needs to be shared. Over reliance on e-mail also does not allow younger workers to develop more personal relationships with colleagues, managers, direct reports, and also the clients? The style of communication between Baby Boomers and Millennials are different and leads to the conflict at the workplace in which the employers should be able to manage it well.

In a research by Glass, (2007), it has been found that the Boomers require little feedback to do their jobs well unlike the millennials in which they like and expect a constant feedback. They feel more at ease and able to do the job right when given a very detail-oriented instructions. Over 60 percent of Millennials want to hear from their managers at least once a day (Orrell 2009). The Millennials love to get feedback on what they been doing and it makes a conflict at workplace between these two generations. As parents of the Millennials would love to give feedback to them since at young age, it has been their habits at their workplace too. The conflict will arise when the supervisor from the Baby Boomer monitoring and supervised the Millennials with least supervision.

According to a research by Wong, et al. (2008) that studies about the differences between Baby Boomers, Generation Y and Generation X in motivational drivers at workplace has found that Generation Y tended to be more motivated by career progression and advancement than Baby Boomers. This is because the Baby Boomers are likely to be coming towards the end of their career and therefore opportunities for advancement no longer act as a motivator for them. Thus, the employer should notice the motivational drivers of their employees not only based on generations differences but also on their current position.

Based on the value of work, it is found in a research by Cennamo, L. (2014) that Baby Boomers reported better fit for extrinsic work values (such as pay and benefits) and status than the younger groups. Given their career stage, Boomers may receive higher salaries, more benefits and higher status than the younger employees, thus reporting they are more fit on extrinsic work values. Younger employees may rate pay and status highly but due to their career stage they are unlikely to be receiving these as quickly as anticipated (Riordan et al., 2003).

Baby Boomers love to communicate face-to-face whereas Generation Y preferred to communicate using email and any other technology tools. Baby Boomers unable to accept the way of Generation Y working. Generation Y preferred to use the technology during the working day for personal use and a desire to work away from the office (Pentilla, 2009). This leads to conflict between these two different generations.

### **Gen X versus Gen Y**

According to O'Bannon (2001), Generation X are more loyal to their employers and find value in longevity while Generation Y considers entrepreneurship and diversity in career paths as ideal goals. Generation Y was found that they are lacking of loyalty towards their employers, and are prone to taking risks, which may allow them to job-hop frequently (Gale, 2007). Durkin (2008) and Hira (2007) also note that they are far less loyal to their employers rather than Generation X. One common reason for leaving the firm is that even though they have strong aspirations for job growth and success, they are not fully engaged. They feel they must leave one position for another to achieve this potential. Referring to the loyalty of workers among these two generations, Generation X was founded more loyal to the employers rather than Generation Y.

According to Lyon et al. (2005), Generation X people prefer working in organizations that are not very hierarchical in structure and are eager to add value to the organizations. They bring a realistic and practical approach to solving problems. On the other hand, Generation Y is more likely to challenge the status quo or question a process or procedure at their employment if they are uncomfortable with a decision. They are often referred as the "why" generation and do not hesitate to voice concerns and opinions. They do not blindly conform to organization standards. It can be understand that Generation X value their organization and do their best to add value to it and Generation Y is good in voice out if any misunderstanding or problems exists in the organization.

Lyon et al. (2005) also stated that Generation X is well versed with technology thereby allowing them to learn, think, and communicate using technology. Generation Y is characterized as technical, adaptable, and learner centred (Deal, 2007; Dobbs et al., 2007). They have had exposure to or owned a computer at a young age, have had experience utilizing the internet, and understand that they can find any information in seconds (Generation Y: the millennial, 2006). As most of them own a computer (Junco and Mastrodicasa, 2007), they tend to be comfortable with technology, open to new ideas, and are visual learners (Lyon et al., 2005). This idea was supported with a research by Auby (2008) in which the study found that Generation Y is more comfortable with technology rather than Generation X. A study by Barnikel (2005) notes that Generation Y is the first generation in which Internet consumption is exceeding television consumption. Based on these points of view, it can be concluded that Generation Y is more familiar when it is related to technology.

A research by Kogan (2001) found that the generation's X parents have had a high divorce rate due to inability to balance work and family life; therefore, Generation X people tend to or want to enjoy life after work in order to maintain work-life balance. However, Generation Y do not see a difference between work and life, hence willing to work at any time and in any place. An unintended consequence of this approach is that Generation Y lacks skills in proper etiquette of dining, communication, and dress (Stevenson, 2008). Jean, M. And Stacy, M. (2008) found that millennial love to work on job that provides a rich and fulfilling experience. They valued the job when they can feel the fulfillment. Both of the generations have different view of how to balance their work and life.

According to Chen and Choi (2008), generation X were born in a poverty family and raised during economic instability. The society was unfriendly to them when they were children. Generation Y then raised by an active parents and when they were sheltered with explosions of child safety rules and devices which protect them. This parental environment leads to how their personality itself.

Zemke et al. (1999) found that the slogan "work to live and they don't live to work" is to describe the Generation X. They do not want to get spiritually in touch with their job and just want to be comfortable at work. On the other hand, in the study by Eisner (2005) found that Generation Y value their work on meeting personal goals while making a lot of money tends to be less important to them than contributing to society, parenting well and enjoying a full balanced life.

These two generations have the same point of views on the value of work. For Generation X, they love personal growth and skill development rather than improving in job titles. They desired on opportunities for satisfying their accomplishment (Eiser, 2005). According to Pooley (2005), Generation Y enjoys challenges and also desired for growth and recognition. At the same time, they do not expected to stay at the same position for a long time. Both of these generations motivated by the intrinsic value

This case study reveals the important issue among the generations inside the organizations, and it gives some spotlight on conflict there. The management should be familiar of these issues of conflict because these issues can destroy any effect to develop the organizations. The other essential issues that our students should know before graduation about that conflict and how it is affect their performance and ultimately their careers inside those organizations.

When students be known about these problems, they can know how to deal with managemnt in conflict and be aware of their actions as well.