



Management tactics supporting motivation of generation Y in luxury hotels

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<p>This study is made to give a basis for understanding generation Y, also referred as millennials, as workforce. Objective of this study is to present and study the different factors affecting the motivation of millennials, to see their role in organizations and based on the findings to create management tips and guidelines. The purpose is to investigate the work conditions sought by millennials working in luxury hotels, to present the most desired work environment and to look for management tactics to support and optimize motivation and thus productivity.</p> <p>Millennials are ambitious, independent, want to be empowered and expect rapid career progression. It was found out that learning and development opportunities play a big role as a motivational factor with feedback and approachable management. Millennials need to feel that they are valued and have a purpose in the organization. Also a wide benefits system is expected from an employer in hotel industry. It should be acknowledged by managers that there is a lot they can do to motivate this generation to get the full potential of this young workforce.</p> <p>This thesis is in the context of luxury accommodation business. The sampling was narrowed down from the whole hotel industry for the topic would have been too wide, there was more material available for the author about this segment and also for the motivational factors of people working in different types of hotels are likely to vary. This thesis includes three major parts; literature review, analysis of a quantitative survey made by luxury hotel and a qualitative interviews' part to have more in-debt data and thus a deeper understanding of the opinions of millennials working in the industry.</p> <p>The topic for this thesis came along when working in London in a five star luxury hotel 45 Park Lane. There the motivational factors were discussed a lot and the lack of motivation could be seen clearly in everyday work life. It was interesting to notice that even if there were resources to build a strong system to support the employees' well-being, all the effort and money invested are basically wasted if there is no genuine support and dedication from the managers in everyday life. This inspired me to look more into the topic and study what factors actually support motivation. Motivation basically comes from a person themselves but interesting is that even high motivation may be suffocated if the conditions at work are not desirable.</p> <p>This thesis was started in April 2016 when coming up with the topic. At that time, the frame and part of the literature review were done. During the late summer, most of the literature part and the interview form were made. The benefits survey was analysed and interviews done in September. The literature part was finished and finalizing the thesis was done in October. The whole process took roughly six months of which three months were active writing. Thesis was returned for evaluation in the beginning of November 2016.</p>	
Keywords Generation Y, millennials, values, motivation, organisation, management strategies	

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1 Introduction

Generation Y, also referred as millennials, refers to young adults following generation X and baby boomers' age group. Millennials are currently aged 20-35, or born between 1980 and the end of 1994 (with some more generous definitions taking in those born up to 2000) (Lyons 2016). There are different opinions about the precise definition of the years when this generation is born. Generation Y is internationally more numerous than the generations of other age groups and by 2020 it will form 50% of the workforce in the world (Raunio 2011). Generation Y have different characters to previous generations and they have new ways to bring their talent in to the work. Understanding this numerous generation is important for especially managers and superiors when planning their leading policies. It is possible to plan and improve productive management tactics only when understanding the employees.

Objective of this thesis is to create guidelines for managers based on findings about millennials as workforce in the context of luxury accommodation business. These results can be accommodated to other types of hotel businesses as well, even if the study itself is concentrated on high-end hotels. Management plays a key part in creating a pleasant team spirit and when giving support for the team. Every person is an individual and all teams have different dynamics. It is crucial to know your team as a manager in order to know the best ways to give tools for the team to reach great results. As Silberman (2013) says, needs and desires result in a will to act. The manager should understand these wishes and based on this knowledge, motivational strategies should be made. (Silberman 9 May 2013.) When employees are listened to and the management understands their personal goals, basis for engagement in work can be created. This is vital for happy and motivated employees are in front line when creating memorable customer experience, and this again boosts revenue. This study not only provides an insight to this generation but also gives suggestions how to understand and manage them to the best.

Millennials are generally goal driven, they have ambition to learn more and they seek for rapid career development. This generation keeps personal life goals in great value and they seek for work-life balance. They are confident, multitasking and want to be empowered to make decisions in a work that is be meaningful. The most talented members of Generation Yers are independent, entrepreneurial thinkers who relish responsibility, demand immediate feedback, and expect a sense of accomplishment hourly. They thrive on challenging work and creative expression, love freedom and flexibility, and hate micromanagement. (Martin 2005, 39.) Management tactics should be adjusted for this new generation to get the full extent and thus boost productivity. There is lot of potential that

the new generation can offer to a company with fresh ideas and a new approach to the work cultures. This numerous group of young people will be the innovators, managers and leaders in the future.

This study is needed for there are not many surveys published of this topic particularly, concentrating on millennials working in luxury accommodation business. Lot of studies have been made about motivation, employee engagement and their relation to work efficiency. Some scientific studies have been executed about motivational factors of millennials but not many about those working in hospitality industry. Quantitative interviews are an efficient way to learn about the general opinions of any target group and thus see a pattern that can again help in planning employee management strategies. Many all sized hospitality companies release surveys for the staff even few times a year, through all departments. These surveys give valuable information for the management of the company but the findings are most often not released to public.

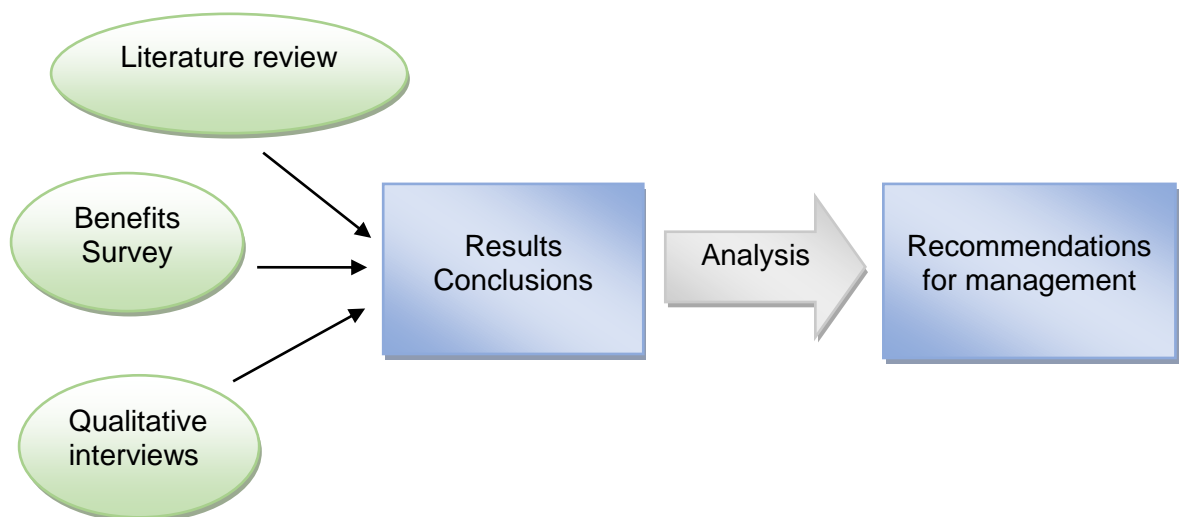


Image 1: Thesis structure

In this thesis, motivational factors of millennials are studied in three sections; literature review, a benefits survey which is a quantitative study executed by a luxury hotel chain and qualitative interviews by the author. First, in the literature review findings from different sources and some wide international surveys are analysed. Based on the characters of generation Y, motivational factors can be drawn using major international surveys supporting the findings. After literature review, the benefits survey from Dorchester Collection is presented and the results analysed. The survey was made for the employees working in the three hotels of the chain in United Kingdom, generating 116 answers from all age

groups. Finally, qualitative interviews were carried out for millennials working in three different hotels in London, United Kingdom. These respondents are from line workers to managers, from different operational departments and from different nationalities. Finally, correlation of all findings are studied, main findings presented and management related suggestions made.

Attitudes, goals and motivation of employees working in five star hotels are likely to differ from those who are working in hostels and budget hotels. These employees have often been in the top hotel schools to learn from the best and to get great connections with professionals in leading hotels in the world. Most luxury brands concentrate lot of effort and capital on employee management, to engage staffs and to creating personalized career paths. They also have the resources for it and it is vital for the competition of skillful employees in the industry.

Luxury is generally determined as something better than average, in hotel industry meaning from exceptional premises, room features and outlets to outstanding service. It is often the exceptional service what companies offering luxury products promote and are known for. Star rating gives guiding about the standard of a hotel and luxury hotels are mostly five star. There are also some excellent four star hotels that are branded as luxury hotels. Star rating gives guidance of the level of service and premises but luxury means different things for different people. As Fallon (2015) points out, companies that brand themselves as luxury or sell luxury items, often make top customer service as their main focus. Customers of these brands expect only the best, especially when spending lot of money on their products. (Fallon 2015.) For example prices also give guiding of the quality of the product and service that the customer can expect; when paying a higher price for a room night or a dinner, the experience is likely to be exceptional.

I came up with this topic at my previous work place where the impact of motivational factors and lack of them were seen basically every day. Different work culture in United Kingdom was also a new experience for a millennial coming from Scandinavian background. Everyone were basically expected not only to perform well in the job but also to constantly show their motivation and work engagement for the managers. What was expected from employees was to exceed the expectations of the management. The work environment was stressful and at times and when comparing it to the benefits, possibilities with the company and how the small things were executed within the company, the positive sides of the job were simply not enough for many at my age group. Many were not experiencing high motivational levels and were planning to leave the company if a new opportunity would come. Even if there were great training programs organised by the Hu-

man Resource team, many everyday issues were not been taken care of, not much support was actually shown by the managers and promises intentionally or unintentionally not kept. The interesting part was that there were resources and lot of investments done to create a great benefits program for the staff with wide training programs but it would not be enough to support motivation in everyday life. One of the biggest factors for lack of motivation is likely to be in the management tactics, when the leaders are not successful to show their genuine caring, support and dedication for the team. This is one of the reasons I got interested in this topic and wanted to study what factors affect millennials' motivation and what those in key positions in motivating the employees can do to sustain the motivation.

2 Literature review

In this literature review, several sources with couple big international surveys focusing the generation Y are studied. These surveys play a great supporting role in this part when analysing the motivation and values of millennials for they give a wide picture of the values of this generation. In addition, lot of material and suggestions from articles to academic studies are presented. Even if the main studies included are concentrated in generation Y in general, the results can also be adapted with millennials working and entering hotel business. Due to lack of public surveys focusing specifically on the hospitality industry, results about millennials in general are reflected to luxury hotel business.

Few studies have been made to measure the opinions and values of generation Y. Probably one of the largest ones is a Millennials at work – survey published by PwC in 2011. It was executed in two parts, in years 2008 and 2011. The results between those years were then presented and analysed. The survey was executed in 75 countries in different continents including Europe, North America and Asia, contributing 4364 answers in total. Thus it is possible to draw a certain pattern for the generation in general. Since the nationalities of the respondents are separated, it is also possible to compare the opinions of people from different territories. This survey from PwC (2011a) is used as one of the major sources in this part and few graphics have been made to demonstrate the data. Another large survey used in this part is The 2016 Deloitte Millennial Survey. The results are based on the views of nearly 7,700 millennials from 29 countries in five continents. The participants were born in 1983 or later and were working fulltime. Another wide survey used in this section, “No Collar Workers” study executed by MTV, polled online 509 millennials in the U.S. The respondents were 19-28 years old in November 2011. Shore (2012) and Pride (2012) among many other authors and journalists, present the results in their articles even if the study itself has not been published online in form a report.

2.1 Generation Y

In order to understand what drives a certain group it is important to understand their characteristics. Main (2013) suggest that the term Millennials most often refers to people born between the early 1980s and year 2000s. Most often used birth range for this group can be seen as 1982-2000. (Main 9 July 2013.) Still, there is no precise definition of the period when generation Y is born; the measurements of the years are very vacillating. Most define them as people born in 1980 to 1984 until between 1994 and 2000. Pollak (20 October 2005.) describes millennials as “those who are between the ages of 18 to 34 in 2015”. This means persons born between years 1981 and 1997. Barford and Hester (2001, 69)

refer the millennials as people born between 1980 and 2000 when Howe (2014) defines them as a generation from 1982 to 2004. There seems to be not just one official definition for it. There has also been discussion what this generation should be called but the two most used, established definitions to describe them are “generation Y” and “millennials”.

The millennials’ age group is numerous and growing each year, reaching the majority in the workforce by 2020. Schawbel (2012) describes that in America, right now there are about 80 million millennials while there are 76 million baby boomers, and half of this millennials’ group are already in the workforce (Schawbel 2012). It is not only generally interesting to understand this generation but it is also important for leaders to ensure continuous success and development, in order to optimise leadership style and when planning human resource strategies. As Martin (2005) says, young professionals are interested about not only the mission and the work culture in an organisation, but also about what kind of products and services, compensation, benefits as well as technology it offers for the employees (Martin, 2005, 41). Millennials are very technology concentrated for they have basically grown with laptops, smart phones and social media and they are used to having information literally on their fingertips.

Please indicate what would be the strongest and the weakest reason for you to work for an organisation



Chart 1: The strongest and the weakest reasons for choosing to work for an organization, excluding salary, based on The Deloitte 2016 Millennials survey (Deloitte 2016, 20)

One of the issues that millennials most value is a good work-life balance with future career opportunities. Companies that offer flexibility and opportunities to progress are often attractive for this young age group. According to survey by Deloitte (2016, 20), the most important factor about a company for millennials is good work/life balance with 16,8% responses, followed by opportunities to progress and to be leaders with 13,4% responses (chart 1). Millennials aren't as willing as former generations to sacrifice their personal life in order to advance their careers. They like to "work hard – play hard" and want to be at a company that appreciates this desire for balance. (Abbot 4 December 2013.) As Shah (2014) points out, they are not very career focused nor loyal to an organization for too long. Job is considered often to be in a secondary place when it comes to personal goals. (Shah 2014.) Schawbel (2012) states that they wish to have more time for themselves, flexible work schedules, continuous feedback and career advices from their superiors (Schawbel 2012).

As Schawbel (2012) says, generation Y has grown up using text messages and social media. They are tech savvy, entrepreneurial and collaborative. They also favor fast-paced work environments, want quick promotions, and aren't fans of traditional office rules and hierarchies. (Schawbel 2012.) They also value friendships built at work place; as found out in the MTV's No "Collar-Workers" – survey (2011), "71% want their co-workers to be like a second family" (Shore 2012). This should be encouraged by the management by for example team days out. As Abbot (2013) says, millennials need to feel that their job is important and that they are on the right track (Abbot 4 December 2013).

Millennials can generally be characterised very co-operative, entrepreneurial and having a can-do attitude. This generation is very much goal driven, they seek for recognition and have ambition to learn more while seeking for rapid progress in their career. They want to have a meaningful job and to receive recognition when succeeding. This generation favours fast-paced work environments and they expect transparency with managers instead of traditional office rules and hierarchies. Schawbel (2012) describes that millennials are likely to think that their boss could learn from them in turn (Schawbel 2012).

Millennials keep their personal time in great value, and the same time many are also very ambitious. A majority of millennials (55%) say they'd like to start their own company one day (Reason-Rupe 2014, 51). Petrilla (2016) points out that millennials have launched twice more new businesses compared to baby boomers (Petrilla 2016). As it is found out in the BNP Paribas Global Entrepreneur Report (2016), millennials are on average starting their first company earlier than other age groups; the average age for millennials to start their first company is 27.7 when for the baby boomers it is 35.3. Many young adults

are thinking about working in order to get professional experience and to have the knowledge when one day starting their own business. Hotel business itself is not one of the popular industries for young entrepreneurs which is mainly for the high costs and risks involved. As found in the BNP report (2016), the top three considered future industries among millennials are financial services, social media and ecommerce. Also different restaurant and catering start-ups are popular among young adults and for that work experience in luxury hotels is a great learning experience and a stepping stone.

2.2 Generation Y and motivation

Important about a job is first of all to enjoy what one is doing, to be happy in the workplace and to have supportive people to work with. It is important to feel that the work is meaningful and that one is appreciated in the company. Incentives and bonuses are a great way to show appreciation for the employees and these incentives are what many millennials in luxury hotel industry expect. As Silberman (2013) says, employee satisfaction is very important for companies, since it can lead the company to progress or regress. When a company is for example lacking an incentive plan, the employees may not be willing to perform their job with their full potential. This is why managers should aim to motivate them through promotion opportunities as well as monetary and non-monetary rewards. (Silberman 9 May 2013.) Again, there is an obvious link between motivation and performance. Silberman (2013) also states that the link between employee motivation and performance is rather obvious. Every time people see a task as important and valuable to themselves, they are dedicated to perform in a high level to complete the task (Silberman 9 May 2013.)

There are also factors that might affect negatively on one's work satisfaction and motivation. Already when going to the industry, many know that the luxury hotel business is demanding and the expectations are high. For example, life-work balance might be tricky to obtain; in this industry, days are often long and an eight-hour workdays might stretch with hours due to business or lack of staffing. In addition, instead of the regular 8-hour shifts, many hotels have 10 or 12 hour shifts which again may stretch with extra hours. Especially in some countries and work cultures managers expect employees to be flexible by staying at work even after a long shift. Obviously, it is important that employees are flexible but it shouldn't be an every-day norm to stay overtime for too long. Instead, this should be controlled by the management. In addition, too much supervision and pressure from the management might be stressful for the employees. As Gasca (2016) says, micromanaging is one of the biggest factors to create dissatisfaction for millennials and is likely to push them to leave an organization (Gasca 2016). Wallen (2015) describes microman-

agement as “management style whereby a manager closely observes or controls the work of subordinates or employees” (Wallen 5 January 2015.). In hospitality industry, employees are often working close to each other in rather small back of house facilities. Still the manager should not constantly keep an eye on what the employees are doing.

2.2.1 Benefits

Mann states that incentive are a great way to maximize employees' productivity. There are many different ways to reach this, and one great way is to offer the employees that would go beyond legal requirements. This tactic tends to be very effective. (Mann) In hotel industry, benefits include often monetary benefits, such as discounts within the chain and with partners, wellness related benefits such as free healthcare, discounts with specific areas of healthcare, life assurance and social activities and clubs, as well as other benefits which may include introducing a friend –reward scheme, training courses and assistance with accommodation. Depending on the point of view, training and development opportunities can be considered as benefits or natural factors part of every company.

According to PwC (2011a), only 31% of millennials think that a good benefits package makes an organisation attractive (chart 2). It is fourth most important factor for them, after opportunities for career progression (52%), competitive wages and other financial incentives (44%) and training and development programs (35%). Flexible working arrangements is the fifth most important factor for millennials with 21% of the votes. In hotel industry, shifts are often both on weekdays and weekends and in the operational side not many tasks are possible to complete from home. In many teams, it is possible for employees to request for days off yet someone always has to be working for example during holidays. According to PwC (2011a), international opportunities are an important factor for 20% of millennials. This character is typical for multi-international hotel industry and it is probably one of the reasons why many millennials are interested in the industry in the first place. In this study by PwC (2011a), the employer brand was important for only 10% of millennials in general. Yet the company brand might be more important for people working in this industry, and often the work experience in a hotel with great reputation and history opens lot of doors later in the career.

Factors that make an organisation attractive for millennials

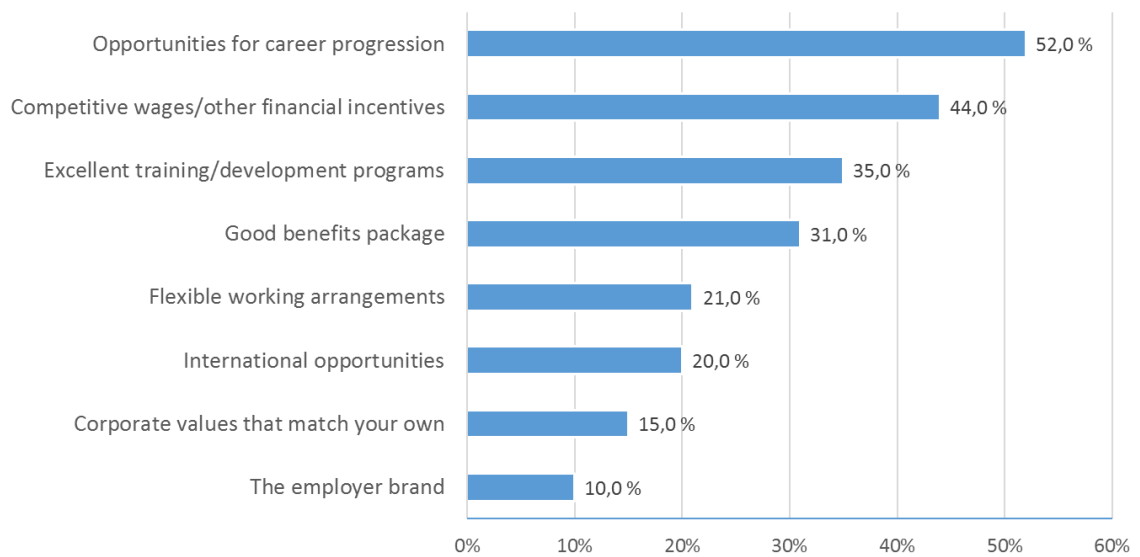


Chart 2: Percentage of answers for each factor that make an organisation attractive for millennials, based on PwC Millennials at work –survey (2011, 9)

According to PwC (2011a), out of all benefits the most valued one is training and development opportunities (22%), the second one is flexible working hours (19%) and only third cash bonuses (14%) (chart 39). In this question, salary was not included as it is technically not a benefit but an obvious compensation from a work. Whether learning and development opportunities are considered as a benefit or a natural factor every company would offer, its importance for millennials is obvious. In addition, many other studies and sources support this finding.

According to PwC (2011a), financial assistance with housing is the most important benefit for only 5% of millennials (chart 3). In hotel industry, assistance with housing is probably more important for employees than in many other industries and if the survey had been targeted for generation Y working in hotel industry and specifically in luxury hotels, the percentage for this benefit would probably have been bigger. Some luxury hotels are located in small villages or distant islands and there are not many options for accommodation. Mostly in those cases, employer provides some support with that and it basically is a necessity.

Which three benefits millennials value most – percent ranking each 1st place

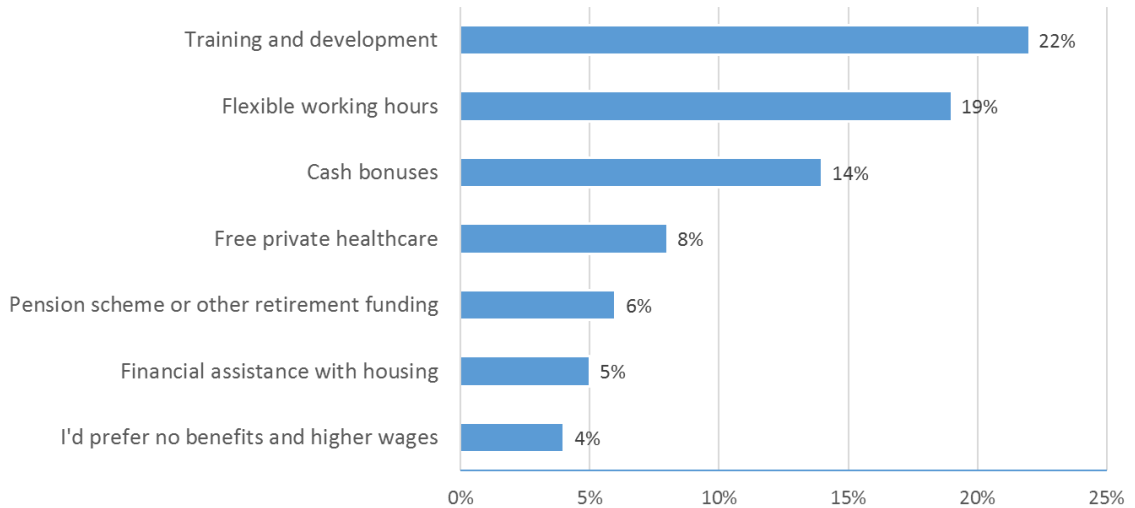


Chart 3: Benefits that millennials value most in order of the most preferred one, based on PWC Millennials at work –survey (2011a, 14)

Salaries are not usually high in the first ladders of hierarchy in hospitality industry. In many countries and cultures, tips form a big part of the earnings on top of the salary. Even if tips were a motivating factor, it is rather hard for superiors to manage that. Some hotels provide annual bonuses for the employees, often related to yearly accomplishments and scoring systems; amount of the bonus may depend on how well annual goals and evaluations have been reached. These luxury hotel evaluations are for example LQA – Leading Quality Assurance, Forbes and Michelin. They are well-respected evaluations and many hotels are concentrating lot of effort to score high points in them.

2.2.2 Training and development

Learning and development opportunities is a very important factor for millennials and they often rather go after them than monetary and other kind of benefits. According to the MTV study (2011), 89% agree with “it’s important to be constantly learning at my job” (Shore 2012). The strong career-drive should be supported with on-the job learning and often luxury hotel chains have a well-planned training program; training days, training manuals, mentoring programs and standard operational procedures’ guides available for the team just to name few. As found in the survey by Deloitte (2016, 20), opportunities to progress and to be leaders was third most popular factor about a company with 13,4% of the responses (chart 1). As found in the survey by PwC (2011a), opportunities for career progression is the number one factor that makes an organisation attractive for millennials (chart 2). The difference between these surveys is that life-work balance has not been

included in the survey by PwC unlike it is in the survey by Deloitte (chart 1). Thus, the results in both surveys would have been different; if PwC (2011a) had included it or Deloitte (2016) had not. In addition, in the Deloitte survey (2016) competitive salary and other financial benefits are not included in this question about the reasons to choose and not to choose to work for an organisation. Yet the importance of career development can be seen from both surveys; according to Deloitte (2016, 20) it is the second most important factor (chart 1) and according to PwC (2011, 9) it the most attractive factor for millennials (chart 2). According to PwC (2011, 14), when training and development opportunities are considered as benefits they were ranked as the most important benefit with 22% of responses (chart 3).

Learning should be made possible and promoted by the company. Many companies have introduced personalized career paths, which include for example regular discussions with superiors about progression and goals for learning. Especially big companies often have theme days and training days as well as mandatory trainings for all team members. How-to-do –manuals and standard operating procedures should be accessible for the whole team. As said on iHR Australia website, millennials seek to have new challenges, change and variety. This thrive can be supported through ongoing learning and career development when they not only learn technical skills but also have the opportunity to be mentored and to be coached individually. (iHR Australia.)

Knowing that there are opportunities to develop with the company and climb up the ladders is important for millennials. Meeting personal goals help an employee stay motivated and feel about themselves to continue to produce. As Silberman (2013) describes, motivation is likely to make an employee willing to reach their personal goals, which again results in progress and self-development. When reaching a goal, the employee will emphasize the link between effort and results. This again will motivate them even more to continue performing at a high level. (Silberman 9 May 2013.) Offering millennials tasks meant for superiors is a great way to give them new challenge and to prepare them for higher positions. In addition, this is a good way to brake the hierarchy roles. Promotions within the team or other departments in the same chain is not only a way to show employees that there is a possibility to progress but also it can be a good chance to hire the most suitable, talented person for the role.

2.2.3 Support, guidance and feedback

As Knoll (2010) says, generation Y values flexibility and supportive atmosphere (Knoll 2010). Heathfield (2016) states that they seek leadership and structure from their manag-

ers while expecting to have respect for their own ideas (Heathfield 2016). Mann says that when the management shows appreciation and that they care about the workers there is a natural pattern for loyalty to increase. In that case, employees are often willing to do their best work in return. (Mann.) In a hotel atmosphere managers can show support with simple gestures, such as walking around, offering help and stepping in when it is busy. The staff will stay loyal to the enterprise only they meet a sense of participation within the management side (Silberman 9 May 2013.). When it comes to new ideas, challenges or success, millennials need support and guidance from the management. As Heathfield (2016) says, they have great opinions and ideas and do not appreciate it if their thoughts are ignored (Heathfield 2016).

An efficient way to provide guidance for millennials is constructive feedback. Instant feedback is what generation Y awaits more than annual figures to show that they have done a good job. As Lawson (2014) says “they enjoy constant feedback because they always want to be learning and growing” (Smith 2014). Smith (2014) describes that millennials want to “keep score” on how they are doing and keep on track with where they are going in their career (Smith 2014). Moore (2014) says that giving feedback to millennials very different from how it has been executed in the past. Giving feedback is no longer annual performance reviews but it is, or at least should be, rather happening everyday (Moore 2014.) Smith (2014) says that continuous feedback is beneficial to not only millennials but for employees of all ages. Regular “check points” allow managers to see where they are at and to hear about their concerns and ideas in real time. (Smith 2014.) Constructive feedback is the basis for learning and development and a specific feedback pinpoints more effectively the issues that one has done right and where improvement should happen. As Moore (2014) describes, feedback reassures millennials that they keep moving forward. They want to be constantly progressing and thus feedback at its best makes the work more interesting. (Moore 2014.) According to PwC survey (2011a), 80% of millennials said they want regular feedback from their managers, and 75% yearn for mentors. It doesn’t need to take too much time but instead corrective and supportive feedback can be given basically every day. Millennials need to feel like they are needed in the organization and feedback is a great way to show them their work is appreciated.

Importance of feedback for millennials can be seen in the MTV study (2011) results. Pride (2012) refers to the study as follows:

- 8 out of 10 Millennials want regular feedback from their boss
- Over half of Millennials want feedback at least once a week or more
- Only 6% of Millennials prefer annual reviews from their bosses
- 8 out of 10 Millennials think they deserve to be recognised more for their work

2.3 Generation Y in organizations

As found in PwC survey (2011a), the number one factor that makes an organisation attractive for millennials is learning and development opportunities with 52% of millennials saying that (chart 2). The second most attractive factor is competitive wages and other incentives (44%), third comes excellent training and development programs (35%) and fourth good benefits packages (31%). Many international, well-known brands are attractive in the eyes of an applicant and simply the brand image is the reason for many to apply to the company. Millennials are greatly attracted by companies of which they are happy as customers. A wide benefits system is also likely to promote motivation within the employees. Many hotels offer discounts or free hotel nights within the chain and a generous benefits package may motivate a person to stay within an organisation.

Gasca (2016) states that generation Y go after work environment where they can feel that superiors trust them, that they have the freedom to be creative and are able to make decisions when finding their own way to reach success (Gasca 2016). An optimal workplace culture can inspire employees to keep their passion towards their work. It is important to offer millennials development opportunities and sense of belonging in the company. As Silberman (2013) says, in order to inspire the employees, managers need to create an environment with positive energy. It is important to ensure that everyone feels that they are in an important role when driving the team towards success. (Silberman 9 May 2013.)

Whilst being highly achievement oriented this generation wants to have fun at work. As Knoll (2010) says, young workers wish to be a part of a work culture where teamwork and collaboration are in an important role (Knoll 2010, 1). As Gasca (2016) states, it is important for them that colleagues treat each other with respect. Millennials also gravitate towards relatable and accessible superiors. (Gasca 2016.) As said on iHR Australia website, among other factors, creating friendships at workplace is important for millennials when settling into an organisation. There is no specific line between work life and social life since relationships are built at work place through socialising for example in staff events. Millennials expect a lifestyle friendly environment and wish the employer to support aspects such as childcare. Family friendly events can also enhance engagement of millennials towards their job. (iHR Australia.) Theme days and staff days out are a great way to enhance team spirit. When for example an upsell target has been reached, a supervisor, manager or anyone from the team could organise a dinner or a fun activity day with a small budget from the company.

Generation Y is expecting transparency at workplace. They wish to be able to speak to the managers if they have something to say and do not see an issue with making suggestions for the higher management. Schawbel (2012) says that millennials have little interest in hierarchy. They are not fussy about titles, impressed by higher positions nor fans of the traditional pyramid structure. (Schawbel 2012) Millennials are used to stand up and say their opinion; family hierarchies are not as strong as when generation X and Baby boomers were growing up and the generation hierarchies not essential in the eyes of millennials. This leads towards a changing atmosphere at work, from the formal office spirit to more relaxed, teamwork concentrated atmosphere.

Millennials need to have space and facilities where they feel comfortable and are able to be creative. As Knoll (2010) says, millennials are aware of their physical surroundings at work; from workspace and the building to the neighbourhood. They value the design and functionality at work place. They wish to have a relaxed, attractive space to be in. (Knoll 2010.) In luxury hotels, the surroundings in the public places is five star standard. This kind of ambiance and being part of it might be one of the reasons why luxury hotel business attracts many young professionals into the industry in the first place. Comfortable premises should not only be where the guests are; also the staff areas in the back of house should be pleasant to work in. Knoll (2010) states that the work space should be visually attractive and for example furniture to be of a good quality. They feel that the companies show respect to their employees via the equipment they provide and all other physical elements at the work place. (Knoll 2010, 2.) A renewed staff room where employees can come to spend their breaks or split shift gaps is what all hotels should have; improving the staff areas where it is enjoyable for the staff to get together and relax promotes well-being of all employees.

Knoll (2010) says that generation Y expects that their organization to offer learning opportunities. They wish to be able to be creative, to be challenged at their work and to have opportunities to grow. (Knoll 2010, 1). As Kropp (2016) says, "the biggest driver of disengagement is people feeling like they're stuck in a job, and there's nothing for them there. (DePillis 11 January 2016.) It is vital for every company to keep the costs in control and in order to cut costs many organizations have simplified the hierarchy structure. DePillis (2016) says that after the Great Recession firms had to cut costs and in order to do so, they had to lay people off. That resulted in fewer positions, and in order to get promotions one had to be able to take large leaps, with poorer possibilities to learn through small steps. (DePillis 11 January 2016.) As Friedman (2016) says, "it is a classic mistake for a company to cut costs without thinking about the strategy of the company and what is needed to succeed" (DePillis 11 January 2016.). DePillis (2016) also states that stripping

out levels and thus “flattening” organizational hierarchies has made climbing corporate ladders more difficult for the employees, which used to be a major motivational factor to perform in a high level. (DePillis 11 January 2016.) Adding layers to the work pyramid will create more ladders and thus more visible milestones to pursue.

2.3.1 Challenges with Generation Y

Shah (2014) states that in the current global work markets, millennials often encounter a challenge when finding a job (Shah 2014). As unemployment numbers are still higher among teenagers and young adults compared to older generations, it may be tricky for millennials to compete in work markets with generation X and the baby boomers who are often more experienced for a job. As stated by PwC (2011), because of challenges in the labour markets many millennials have had to make compromises when accepting a job. In the survey, 72% of respondents feel they had to make some sort of a compromise with their job (PwC 2011a, 4). This may effect on many millennials’ motivation and from the management point of view, their expectations and career goals should be discussed already at the interview process. According to PwC (2011a, 11), 19% of the millennials have accepted a job simply because they needed a job quickly. 43% of millennials who are currently working said that they were open to new job offers and 38% of them said that they were actively looking for a new job. Only 18% could see themselves working with their current employer in the long run. (PwC 2011a, 4.)

Generational gap might be a small challenge for senior workers. As stated by PwC (2011), most millennials say they value mentors and that they feel comfortable to be working with older generations. Yet there are some tensions for 38% of respondents said that the older senior management could not relate to younger employees. Also 34% said that older generations were intimidated by millennials’ drive and personal goals. (PwC 2011a, 5.) The world is developing fast and so are work cultures. Open-minded thinking and avoiding pre judges are important when working together. Supportive, open team spirit has a positive effect on not only millennials but on employees of all ages.

Generation Yers expect to have several jobs during their career and in hospitality industry particularly, the staff turnover rate is higher than in many other industries. As stated by Deloitte (2016), during the next year, if given the choice, one in four Millennials would quit his or her current employer to join a new organization or to do something different. That figure increases to 44 percent when the time frame is expanded to two years. By the end of 2020, two of every three respondents hope to have moved on, while only 16 percent of Millennials see themselves with their current employers a decade from now. (Deloitte

2016, 4.) (Chart 4) Managers should remember that millennials are not expecting to be with one company for the rest of their career and the challenge for the companies is to keep talented young professional happy and motivated with their job in order to keep them with the company.

How long would you stay with your current employer if it was up to you?

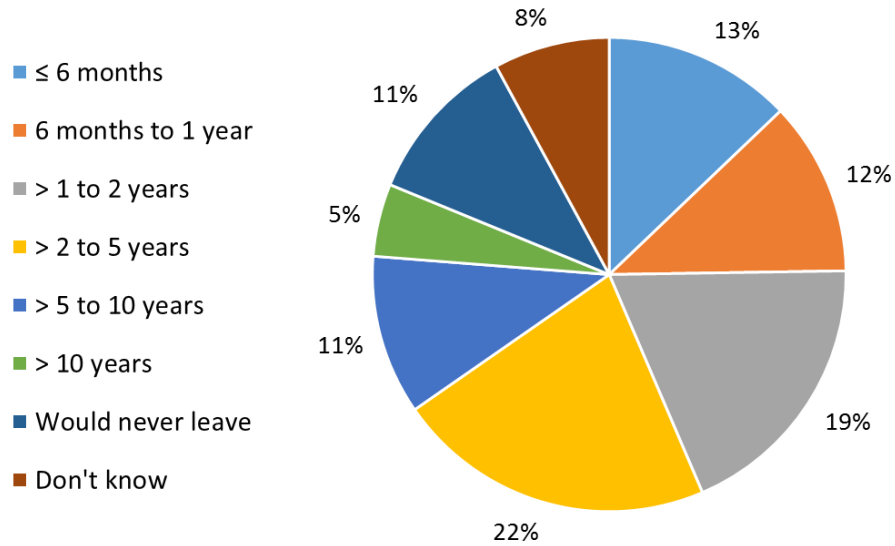


Chart 4: For how long millennials see themselves with their current employer, based on The Deloitte 2016 Millennials survey (Deloitte 2016, 4)

3 Research – Benefits survey

The purpose of this quantitative benefits survey in this thesis is to get a better understanding about values of employees' working specifically in luxury hotels. Even if the average profile of persons in generation Y can be drawn from the literature review, the goal is to find out the opinions of the ones working in hospitality industry specifically. In this part, the focus is on benefits and it is studied which benefits millennials value most. In the literature review, it was found out that learning and development opportunities with possibly monetary benefits are those of most important driving factors for generation Y. In this case the benefits include not only discounts and freebies but also training opportunities and social activities among others. Competitive salary and monetary bonuses are not included. This survey was executed by a luxury hotel chain Dorchester Collection in UK, in late winter 2016. The results of the survey were given to the author by Mrs Beth Aarons, the Area Director of Human Resources at Dorchester Collection UK. She kindly gave the permission to use the results in this thesis.

At the author's previous work place at Dorchester Collection, the Human Resources team handed out a Benefits Survey for all staff to complete. The survey took place in February 2016 and it was targeted for all departments in three hotels in the chain in the United Kingdom; both two hotels in London; The Dorchester and 45 Park Lane, and the country side hotel Coworth Park in Ascot. The questionnaire was sent to all staff members from line workers to managers via email to be completed.

3.1 The Dorchester Collection

The Dorchester Collection is one of the leading luxury hotel chains internationally. It is owned by the Brunei Investment Agency which was founded by the Sultan of Brunei. At the moment there are eight five star hotels in the chain around Europe and two in the United States. The collection was started in 2006 when historical The Dorchester among few other hotels became a part of the collection. Most of the hotels have a long history behind. The newest hotel, 45 Park Lane in London, was renovated into a hotel and became a part of the chain in 2011. It is not only on average the most expensive hotel in London but many years in row it has been one of the top hotels winning categories in the Leading Quality Assurance's quarterly inspections. The iconic The Dorchester has a long history back to 1931 when it was opened as a hotel and since then it has served stars and politicians from all over the world. Countryside hotel Coworth Park located in Ascot, accommodates the yearly Royal Ascot polo races which also the Royal Family attends.

3.2 Background and goal of the survey

The survey was made and handed out for staff to complete by Mrs Aarons who was also in charge of the execution and sharing the results with the rest of the team of managers. Nearly every permanent employee in the company has their own email address so through that channel distribution was convenient. Time to answer and send the survey back was two weeks. There were 15 questions in total of which 13 were multiple choice questions and two were open end questions. In the printed questions and answers - version that Mrs Aarons gave the author, the answers in four questions had been left blank for confidentiality reasons; questions about nationality and ethnicity as well as the two open ended questions. Those open end questions were "Are there any benefits that you would like us to introduce?" and "If you are considering leaving, are there any benefits that would make you stay?". (See Appendix 2 for all questions.) It would have been interesting and very beneficial for this thesis to know answers for those questions, especially which benefits one considers so important that they might make a person stay if they were considering about leaving. Few questions in the whole survey were more relevant for this thesis than the other questions and thus there is more focus on those.

The goal for the company was to find out which of the benefits offered the employees value the most. This was to see if there were benefits that could be taken out or new ones to add. These findings would be discussed with the management team. As stated by Mrs Aarons, "each benefit costs the company money" and it indeed is important financially to be able to provide only the kind of benefits that the employees really value. It is rather expensive for a company to have this wide a benefits system so the management wished to see if there was space to cut costs from the benefits. With the results it is possible for the company to make financial improvements and also by paying attention to this matter to show the staff that the company is interested in their issues.

There were 116 responses across the three hotels. 12 departments did not take part in the survey. Most of the respondents, 28% had been working with the company for 1-2 years and 25% of all respondents had been with the company for 3-5 years (table 1 and chart 5). 14% had been with the company for 6 months to 1 year and 15% of the respondents for 5-10 years. Most of the respondents, 53,1% were aged 25-34 and 11,5% were 18-24 years old. Depending on the precise age gap that is considered as millennials, roughly 64,6% of respondents can be considered as millennials. Yet due to the nature of the survey, it is rather difficult to separate the answers of millennials from other age groups.

Table 1: Age groups of respondents in the benefits survey

Answer choices	Responses %	Responses amount
16-18 years	0,0%	0
18-24 years	11,5%	13
25-34 years	53,1%	62
35-44 years	18,6%	22
45-54 years	11,5%	13
55-64 years	5,3%	6
65 years and over	0,0%	0

What is your age?

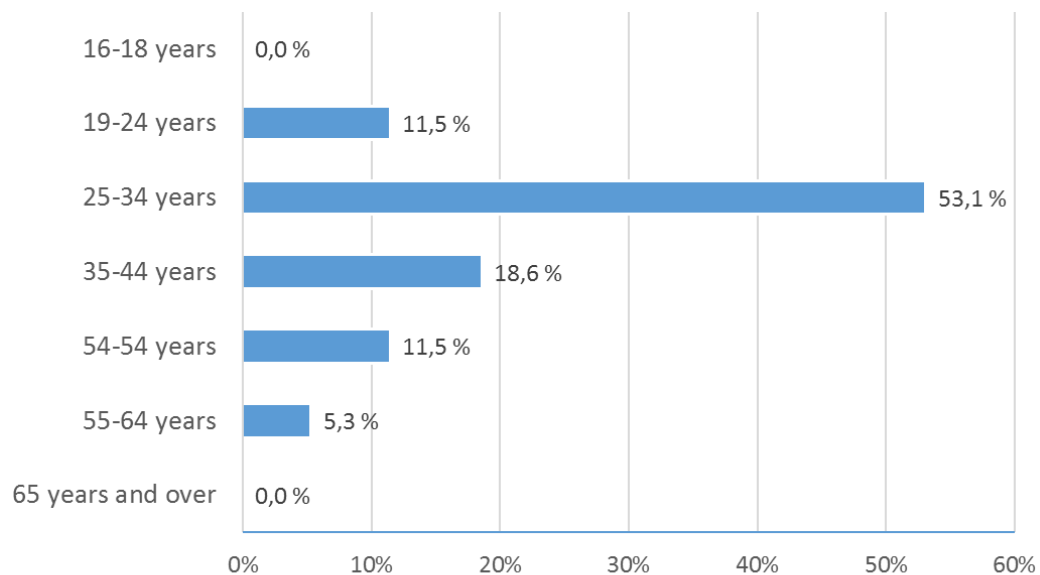


Chart 5: Age groups of respondents in the benefits survey

3.2.1 Benefits at The Dorchester Collection hotels in United Kingdom

The Dorchester Collection is one of the international chains that offers arguably a more valuable benefits system and discounts for its employees compared to many other big hotel chains. The chain has a wide range of benefits for the staff members including different health related benefits, discounts with partners and unlimited number of free hotel nights in the hotels within the collection among many other benefits. The monetary value of these benefits is apparent; for example a hotel night at 45 Park Lane in London sells from £500-£700 per standard room depending on the date. The chain also offers life assurance for all team members, private health care, occupational health care, childcare

vouchers and a pension scheme (which was not listed with other the benefits in the survey). See Appendix 1 for all benefits.

One of things The Dorchester Collection especially promotes is the personalized career growth plan. They have created a wide training program from step to step for the employees from entry positions to managers for they wish for a person to stay with the company for long and to develop to higher positions. Personalised growth plans are what more and more companies are introducing and it promotes expertise, empathy and a deeper understanding of the product for the future managers. The chain also offers position rotation for employees who have been with the company for six months or more. This again offers new challenge for employees and provides options for those who look for change but want to stay with the company. Hiring is always a costly process and also that is why it is beneficial for a company to offer growth and rotation opportunities for its employees.

In order to find new talented workforce, The Dorchester Collection has introduced a “refer a friend” bonus. The purpose is to encourage employees to recommend a friend of theirs as an applicant for an open position. In case the referred friend gets hired and is still working with the company after six months, the one who recommended them will get £750. Earlier this year there was a position for a certain manager position and for that position the Refer a Friend -bonus was £1250. The chain also supports employees when purchasing travel tickets. Oyster card which is the transportation card used in London, is rather expensive so the company offers interest free loan for the employees when they want to buy the annual season ticket. The cost for it is £1296 for zones 1 and 2 only and £1520 for zones 1 to 3 (Transportation for London 2016) and the company will give the price of the annual ticket to the employee, every month for one year deducting a share of the loan from the salary.

3.3 Results

Question 9 was to indicate which of the benefits are important for the respondent. Out of 116 respondents, only 95 answered this question. As seen in table 2 and chart 6, the most popular benefit was free night stays with The Dorchester Collection with 93,7% votes, meaning that almost all who responded to this question said this is an important benefit for them. It is followed by free meals whilst on duty with 88,4% of responses and 50% discount in F&B outlets and other hotel services when staying in sister hotels, also with 88,4% of responses. Among important benefits for the respondents were also F&B discounts at The Dorchester and Coworth Park with 77 responses (81,1%), learning and

development opportunities with 61 responses (64,2%), uniform laundred free of charge with 59 responses (62,1%) and private healthcare with 57 responses (60,0%). Based on findings in the literature part it was rather surprising that learning and development opportunities were said to be important by only 64,2% of those who replied to this question. Five out of seven most popular benefit were related to discounts and freebies.

Table 2: Which benefits are important to the respondents, number of the answers and percentages

Benefit	Answers	Percentage
Free nights stays	89	93,7%
Free meals whilst on duty	84	88,4%
50% discounts when overnight	84	88,4%
50% discount at restaurants	77	81,1%
Learning and development opp.	61	64,2%
Uniform laundred free of charge	59	62,1%
Private healthcare	57	60,0%
Life assurance	47	49,5%
Free eye tests for CDU users	46	48,4%
Refer a friend - £750	43	45,3%
Occupational health	42	44,2%
Social activities & clubs	37	38,9%
Subsidised osteopathy clinic	28	29,5%
Interest free season ticket loan	28	29,5%
Employee assistance programme	26	27,4%
Discounts with the florist team	25	26,3%
Learning eLibrary and Library	22	23,2%
Discounts in the online shop	20	21,1%
Car rental discount	14	14,7%
Childcare vouchers	14	14,7%

Please indicate what benefits below are important to you

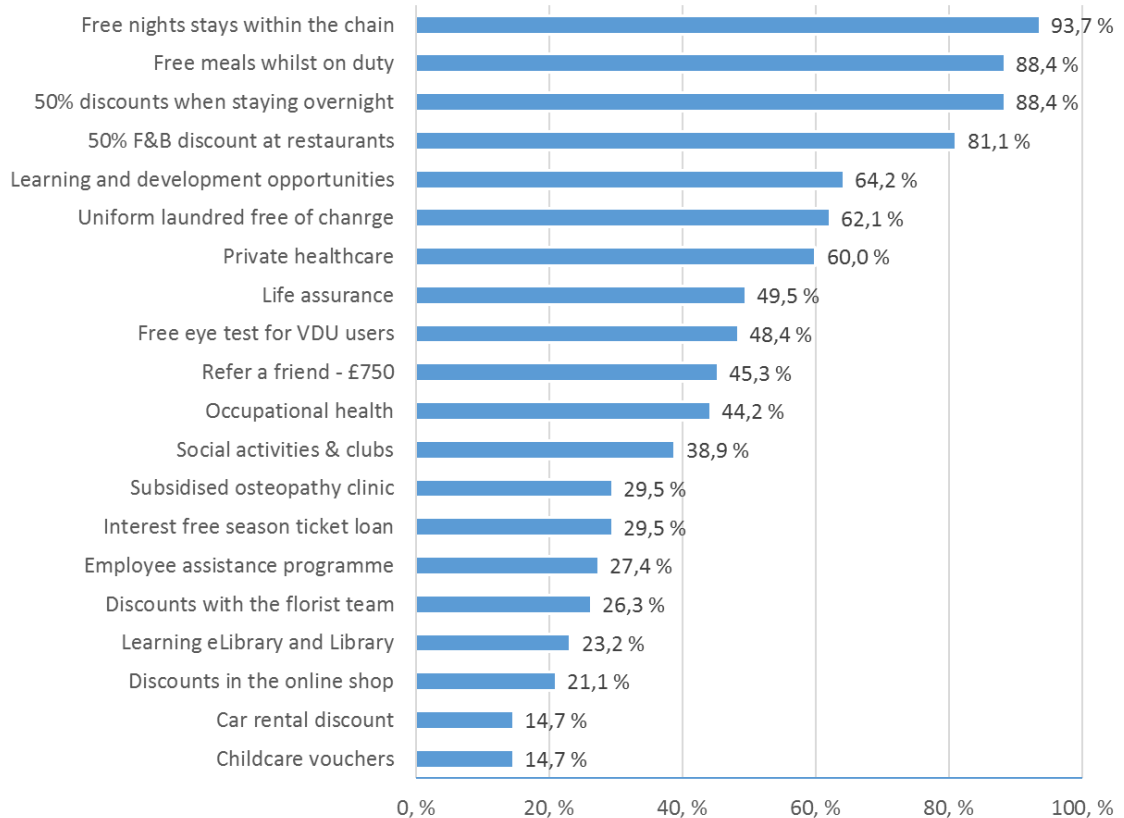


Chart 6: Which benefits are important to the respondents in order of most voted ones

When asked to rank which benefit was the most important for the respondents, out of all benefits two stood out clearly as the most popular ones. With 60,0% votes meaning 57 responses out of 95 who answered the question, the most popular benefit was free nights stays within Dorchester Collection (chart 7). The second most popular one was free meals on duty with 22 responses out of 95 which is 23,2% of the votes. These two benefits were said to be the most important one by 83,2% of all respondents who replied to this question. Only three persons replied said the interest free season loan was the most important benefit for them. Four benefits got two answers and among these were learning and development opportunities with social and well-being related benefits; private healthcare, life assurance and social activities and clubs. The rest of the benefits got one vote or no votes at all.

Please indicate your favourite benefit

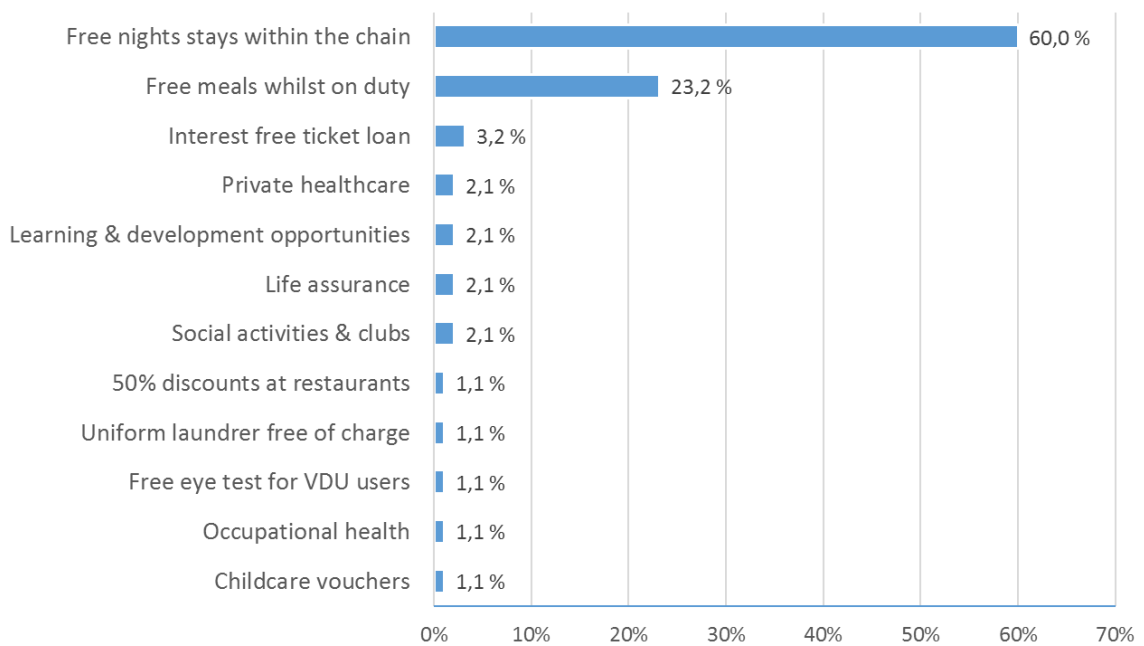


Chart 7: 12 most popular benefits

3.4 Findings

There are couple main findings that can be drawn based on the answers. When looking at the benefits that respondents considered as important, it can be said that all top four benefits are related to discounts and incentives with the chain. This supports the findings in the literature part about money related incentives as a driving factor for millennials, yet based on these findings monetary incentives are more important for people working in hotel industry. The second most popular benefit was 50% F&B discount in outlets and other hotel services when staying in sister hotels with 88,4% voting for it. Yet when having to indicate which one is the most important benefit, none of the respondents said it is the most important benefit for them.

When considering the overall results, the results from indicating all benefits that one considers as important gives a better picture of what people in hotel industry value, rather than when having to pick only one favourite. Among the top four discounts related benefits, learning and development opportunities, uniform laundered free of charge and private healthcare were considered to be important by over half of the respondents. The rest of the benefits are not relevant for all employees (such as childcare vouchers and car rental discounts) or are something that are not used daily, such as discounts with the florist team. Thus not many considered them as their number one favourite benefit even if

they would use them occasionally. Yet most of the benefits that the chain offers are important to more than one in four of the employees.

Based on the literature part it could have been assumed that learning and development opportunities would have been one of the most popular benefits but the answers do not really support this; only 61 out of 95 respondents (64,2%) said that learning and development opportunities were important for them (see table 2 and chart 6). It is quite a big number of responses but still clearly less important for the respondents than few discounts related benefits. When having to indicate which of the benefits is the most important, it was on the fourth shared place.

3.5 Analysis

When considering the values of millennials discovered earlier in this thesis, one of the most surprising results with the survey was the lack of interest toward learning and development opportunities. Even if the company offers a wide training program from entry level to manager positions this was not included in top 5 most popular benefits. This can tell about the motivation of the employees and also future situation where the staffing is heading; either employees are happy staying in the position they are at the moment or they are not very motivated, possibly some not seeing themselves staying with the company in the near future. On the other hand since the age groups for responses are not separated, the rather small number of responses for this option can be partly explained assuming that the older people have not considered it as important as millennials have. Of all respondents, 15% had been with the company for 5-10 years and 7% for more than 10 years. Positions of the respondents have not been indicated but some might have already developed to the position they were pursuing.

The most popular benefit was free hotel nights stays within Dorchester Collection. One of the reasons why it is the most popular benefit might be for its monetary value. Stays in five star luxury hotels are costly and many hotel chains offer stays for their employees in a discounted rate rather than free of charge. Unlimited amount of free hotel nights offers luxury getaways in finest hotels for all employees regardless of their financial situation. It is also beneficial for the company to offer the customer experience for the employees.

Some pattern of values can be drawn from the top important benefits list; among them was not only monetary benefits but also private healthcare, life assurance, free eye tests and social activities were considered as important. Free meals on duty and free laundry services are very convenient for the staff in everyday work life and they were as well said

to be important by many. The most popular ones were first the benefits with monetary value for the employees and then came health and free time related benefits. This might be the result of some already having assurances and not feeling that they would use health care services from the company too often. Also, some people want to keep distance between personal life and work life and maybe therefore were not really interested in spending their free time in social activities' clubs. Still it is the tenth most popular benefit on the list and also just the opportunity of joining might be what some appreciate.

3.6 Limitations

There were few limitations regarding this survey that made analysing the results rather challenging. The survey was targeted for employees from three hotels that have roughly a thousand employees altogether. There was great potential to have a very wide range of responses and in that case, the results could have been considered even more reliable. Unfortunately, not even one in four of the employees answer the survey; there were only 116 responses and many departments did not participate at all.

The biggest challenge with the survey is that the results of all age groups have not been separated and therefore it is rather impossible to indicate which of the answers are from persons in generation Y and which ones from other age groups. Even if most respondents (64,6%) were from generation Y, the results can only be considered directional since there are also responses from other generations. All answers were taken into account and the results from persons of all ages had to be considered equally valuable. The data can be considered as from the luxury hotel business point of view but not from millennials. Therefore, the findings would have been a lot more valuable for this thesis if the age groups had been shown separately.

This survey was concentrated on benefits only and thus did not cover all possible motivational factors, which is for to the purpose of the study. One of the options was learning and development opportunities but when considering it as a motivational factor it can be considered also as on-the-job training, not only on trainings organized by the human resource department. For this analysis, only few questions from the total of 15 questions gave relevant data. This is because the main goal of the survey differs from the goal of this thesis. In addition, the answers for two open-ended questions were left out for confidentiality reasons and they would have provided valuable information for this thesis.

4 Research – Qualitative interviews

Qualitative interviews are a great way to get more detailed information about motivation and values of a certain group. For this thesis, nine qualitative interviews were carried out and they were all done in London, United Kingdom. The questionnaire was done and interviews carried out in September 2016 when the literature part was almost finished. The aim was to have a base for the questions from the findings from the literature review and the benefits survey and to see if findings with the interviews would support the findings from the literature part, still giving space for spontaneous answers.

The interviewees were all millennials, aged 23-35 years. They were from six different nationalities and included line workers, supervisors and a manager from three different luxury hotels. Names and specific hotels will not be mentioned for confidentiality reasons. There were 16 questions and one for free comments. Only couple interviewees gave their own comments for the last question. They included some very good point of views about millennials and the industry in general. Those comments are introduced in the end of this section.

4.1 Goal of the interviews

The goal with these interviews was to have data from specifically millennials' age group working in luxury accommodation business. This is important for the final results of this thesis, for the data in the literature review was concentrated mostly on millennials in general and the benefits survey gave information from luxury hotel business but of all age groups. The goal was to study if the findings with qualitative interviews would support the findings from the other parts included earlier in this thesis; the literature part and the benefits survey.

The questions were made to investigate what appeals to the interviewees about hospitality and luxury accommodation business in general, what they value about a company, expect from their managers, issues about brand loyalty, factors that motivate them, how important they consider certain factors about a company and how well they feel that those issues are executed at their work place. The questions were built based on the main concepts and findings introduced earlier in this thesis. There were first open ended questions to get more spontaneous responses and see what issues the respondents would first think about. Interviewees were then asked to rank as how important they felt different factors that were chosen mainly based on the earlier findings. See Appendix 3 for the interview questions. Findings are presented in form of charts as well as with numeric tables. Numer-

ic presentation is only an ancillary tool to give a better understanding about the answers and statistically not significant. These tables indicate the number of answers to each rating.

In addition to answering straight to the question about motivation, the aim was to see some sort of cause-consequence relation from the answers. These issues were learning and development opportunities and flexibility in work schedules. The goal was to see if there was a pattern with the answers in different parts; ratings about how important one considers issues about a company in general and how well these issues are implemented by their current employer. The aim was to see if these results could be reflected to the answers about how motivated the interviewees were feeling.

Earlier in the literature part, it was found out that generation Y is among other things very technology savvy. Even if many employees in hotel industry are using some sort of technology daily, it doesn't play quite a similar role in the work as in other industries, such as financing and different technology concentrated industries. In addition, according to the literature review, millennials are not planning to stay with one company for very long. The aim was to ask what these millennials' plans for future were and to investigate if the findings would support the findings in the literature part about millennials as "job-hoppers". Also the importance of learning and development, feedback, benefits, flexibility, brand image and social activities were studied in the literature part and the aim was to find out if the opinions would be similar for these millennials.

4.2 Interviewees

The respondents were from front desk team, housekeeping, in-room dining and other F&B departments. Five of them were working in entry level positions, three were supervisors and one a manager. It was beneficial to hear opinions from employees from different backgrounds, working in different departments and levels. Seven of the interviewees had studied hospitality in university; one of them had specialized in tourism. Out of those seven people, four had been studying in leading hotel business schools in the world in Switzerland. One of the interviewees had studied international business and one had a degree in sociology. Only one of the interviewees had a master's degree. There was no question about plans regarding future studying. Yet couple of the interviewees mentioned thinking about completing their studies with master's degree.

4.3 Answers

One of the issues to find out was why the respondents chose hospitality industry in the first place. Some mentioned that they enjoy working in international environment, they enjoy working in customer service environment, that it is easy to get a job anywhere in the world and that they like working with different kind of people from different backgrounds. One interviewee told "I was really fascinated by the fact that I could move around the world and could always find a job". Two of the interviewees said they went to the industry because their parents were working in the industry and it therefore felt natural. The other one said that it was the contacts that helped him to get the position for his parents knew people from the management in the company.

Interviewees were asked to give their opinions about hospitality industry with pros and cons. Some of the positive things mentioned were that it is exciting, one gets to meet new people from different backgrounds, being always around people, internationality, the fact that it is very versatile, broad and related to lot of other industries such as aviation, positive environment and that it is lot of fun to work in a hotel in general. Few responses about the negative issues were that it is hard work; it is very demanding, long hours and working on holidays and when many others are off.

To learn what motivates a person to go for luxury business specifically, the interviewees were asked to tell the reasons why they had chosen this industry. Comments were about ambition, to aim to the top, to learn from the best, cleanliness, spotless, high quality of service, simply the gloriousness of luxury atmosphere and "that is where the big bucks are". Also meeting high profile people and the fact the experience would open lot of doors were mentioned. One of the interviewees described "luxury brands set a different challenge for employees than when working on lower levels of segment". Another one told that she enjoys working in luxury atmosphere because she is empowered and has the tools to really do what it takes to make the guest happy.

Reasons why the interviewees applied for the department they are working with were that one had been always interested in his department (F&B) particularly, some mentioned simply the opportunity and recommendations from friends. "I somehow ended up in F&B and realised I really like it, I had experience and it was a natural department for me to rise and develop to supervisor level" was how one of the supervisor described how she ended up in her department. One interviewee told that she didn't know which department to go for but was interested in front of house and the vacancy was offered to her.

4.3.1 Expectations about a company and managers

Interviewees were asked to tell factors that appealed to them about the company and which made them choose to apply. These answers tell about what a person values about an employer. Interesting pattern with the answers was that most interviewees mentioned the image and reputation of the company as reasons to apply. Some mentioned that friends had recommended the company. One said that the benefits and the great image they got from the company during the interview process were what gave them confidence that they were applying to a good company to work with. For two of them, the position had been offered while working for another company and the other one said that the salary and benefits were negotiated so he went after a great deal and an opportunity.

The interviewees were also asked to tell if they had to compromise on something when accepting the job. Few said they did not really have to compromise on anything but couple mentioned that they had been expecting for a little higher salary. One of them told that they still accepted the job hoping to climb ladders and the salary to get bigger. A supervisor commented about compromising with the salary that “yes, I quit another job for this one. I got a better and more interesting opportunity but I had to compromise between money and opportunity. But it was still clear to me that I wanted to go after the opportunity”.

When asked what one values with a company and expects from the managers, support and a (mutual) trust were mentioned. A good company culture, ambiance within the employees, company ethics and that the company cares about the staff were brought up. One of the interviewees mentioned that she values that “the company has name and sticks with the brand image”. “I want to be treated fairly” was how one of the interviewees described what she expects from her manager. One of the supervisors told that “I expect them to work together with their line employees, be inspirational and teach, lead the way and always find the ways to work together”. Another supervisor told that he enjoys feeling that he is empowered and that the managers trust him with making decisions himself. Couple persons mentioned receiving support and having trust in the managers and the company being important for them. Few respondents mentioned that they wish that a company offers progression, learning and development opportunities. Also one of them told how she enjoys free time clubs and appreciates that the company organises staff events and activities. Three interviewees mentioned good benefits and couple expected flexibility.

4.3.2 Personal goals and development

Being empowered, personal goals and aiming to progress were mentioned by couple respondents when asked what makes them motivated with their job. "I'm learning every day, get to know to interesting and lovely people, I'm progressing and I'm having fun" was how one interviewee described what makes her motivated. As many as four told that one of their major motivational factors was money; a good salary and the tips. Two mentioned that they enjoy seeing the results of their good job right away when a customer appreciates their good work. Also good feedback was what made some feel that they were doing a good job. As one of the interviewees said "I really enjoy seeing the reactions in the faces of the customers. For example if I have recommended them a restaurant and they come to me later telling how they had enjoyed the food and what a great experience it was I feel that I have made someone's day special and kind of helped to create an experience for them. That's what I really love about my job". Another one told "When a VIP customer is leaving and the manager or the general manager is called to greet them upon departure, I feel proud when they are complementing the service. Then I feel that I have done a good job". The one interviewee in the manager position told that feedback from his team and customer reviews were important for him, also meeting the goals set for the team and simply hearing that the customers have had an enjoyable experience are what motivate him to do his best. One person mentioned "knowing that I am working for a company with a great name" as what motivates her.

4.3.3 Importance of different factors ranked

After few open ended questions, the respondents were asked to rate as how important they considered some factors about a company in general. These factors were chosen based on literature review and the benefits survey. Overall most rankings were between 3 and 5. Nobody rated any of the features as 1 and there were only few number 2 ratings. The factor that was considered as the most important one was training and development opportunities with the average rating of 4,4. It was followed by benefits and competitive salary which got equal answers and both the average of 4,3. Right after came the brand image and opportunities to change department with 4,2 average, also both with equal ratings. The fourth most important factor was feedback from superiors with the average of 4,0. The least important factor was free time clubs and activities; the average rating for it was 2,7; only one of the interviewees gave it a rating of a 5. The second least important factor was considered to be pension plans with the average of 3,1 and then healthcare related benefits with an average of 3,3. Yet a score of over three is a fairly good score and can be considered as an important factor, even if not as relevant for these interviewees as

some other ones. All factors got three different rankings except for healthcare benefits, which was ranked with only answers 3 and 4. For couple factors, the rankings were divided quite evenly. These were personalised career paths and pension plans.

Table 3: Importance of following factors about a company; number of each rating and the average of all ratings

Benefit/Rating	1	2	3	4	5	Average
The brand image	0	0	1	5	3	4,2
Training and development opportunities	0	0	1	3	5	4,4
Opportunities to change department within the company	0	0	1	5	3	4,2
Feedback from superiors	0	0	2	5	2	4,0
Personalized career paths	0	0	3	3	3	3,7
Benefits	0	0	1	4	4	4,3
Competitive salary	0	0	1	4	4	4,3
Flexible working hours	0	0	2	6	1	3,9
Free time activities/clubs	0	4	4	1	0	2,7
Free healthcare/ healthcare discounts	0	0	6	3	0	3,3
Pension plans	0	2	4	3	0	3,1

On scale 1-5, how important do you consider following factors?

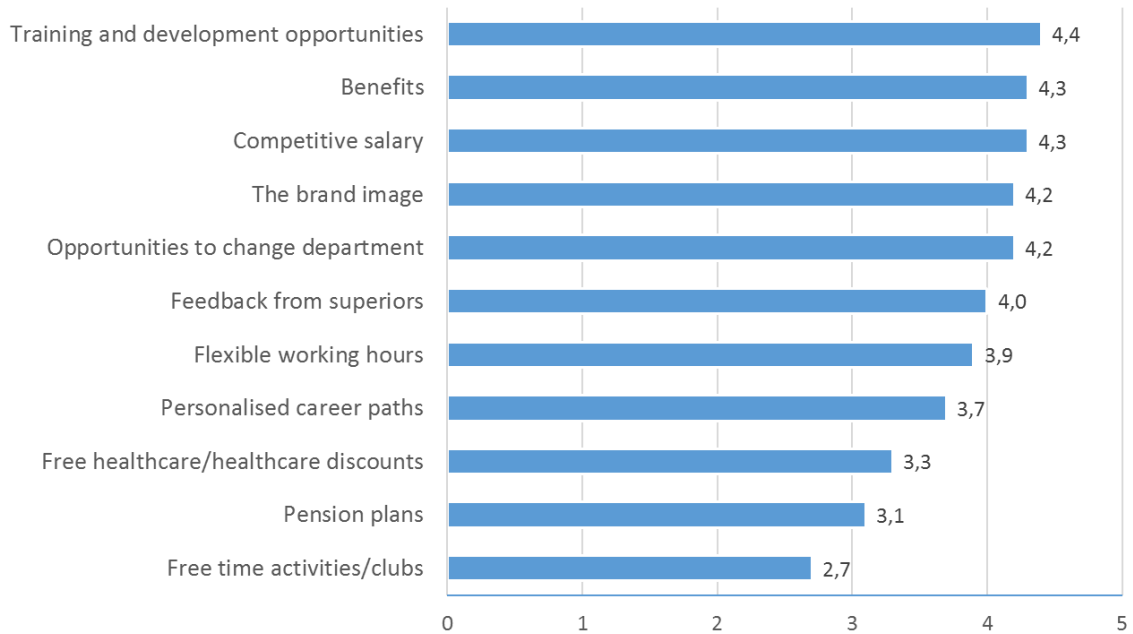


Chart 8: Averages of all ranked factors about a company

4.3.4 Opinions about how well some factors are executed

It was then asked if the interviewees feel that they have enough development opportunities with the company they are working with. Most of the respondents said they have fairly good or good development opportunities, but also couple were not rather not sure how to answer. One of the comments was “I know in theory they [management] want us to progress but since I joined [the company] two years ago they haven’t promoted any of us from the team. All the supervisors, they have just hired from outside”. She told that the reason many have left has been because of that as well as for some issues with the manager. Another interviewee told that she was not too sure how to answer because she had not been working with the company long enough to know where she stands. Some respondents mentioned that they appreciate the training programs the company offers when again one felt that even if there were trainings organised she was not too keen on participating for she was planning to go for another industry. When asked to rank the question in the scale of 1 to 5, the responses fell quite evenly in the middle; none gave the rating of a 1 and only one rated the question as a 5, see table 4 and chart 9. The average of the ratings was fairly good; 3,4.

Table 4: Please rate on scale 1 to 5 how well you feel that you have development opportunities in the company you are working at the moment; number of answers to each rating

Rating	1	2	3	4	5	Average
Answers	0	1	4	3	1	3,4

On scale 1-5 how well the respondents feel that they have development opportunities with their current employer - number of answers for each ranking

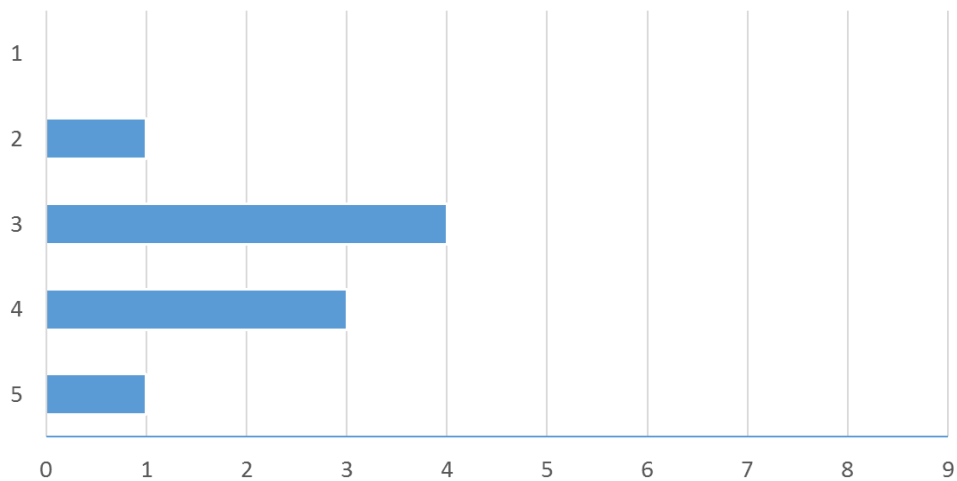


Chart 9: Please rate on scale 1-5, how well you feel that you have development opportunities in the company you are working with at the moment

One of the questions was about how well one feels that they can affect their work schedules. Two of the supervisors told that they make the rotas themselves. Therefore, they had quite a good chance to affect their own rotas. One of the supervisors mentioned that she feels that she is often the one who has to cover if someone is sick and they cannot find anyone else to cover. One of the supervisors did not do rotas himself so he could only request for some days off before the schedules were made. Three line workers felt they could not really effect their own schedules and two said they felt they could effect on their schedules “quite alright”. Yet some respondents have 12-hour shifts so there were basically only day and night shifts. After comments and verbal evaluation from the respondents, they were asked to rate on scale 1 to 5 how well they felt they could affect their work schedules. The ratings fell quite evenly between 1 and 4, see table 5 and chart 10. Most (three) of the respondents said they felt that they could affect the schedules quite well giving it a rating of three. Two respondents said they felt that they could not really affect

the schedules and rated it as two, one told that scheduling was badly organized and rated it as a 1.

Table 5: Please rate on scale 1 to 5 how well you feel that you can influence on your work schedules; number of answers to each rating

Rating	1	2	3	4	5	Average
Answers	1	3	3	2	0	2,7

On scale 1 to 5 how well the respondents feel that they can affect their work schedules - number of answers for each ranking

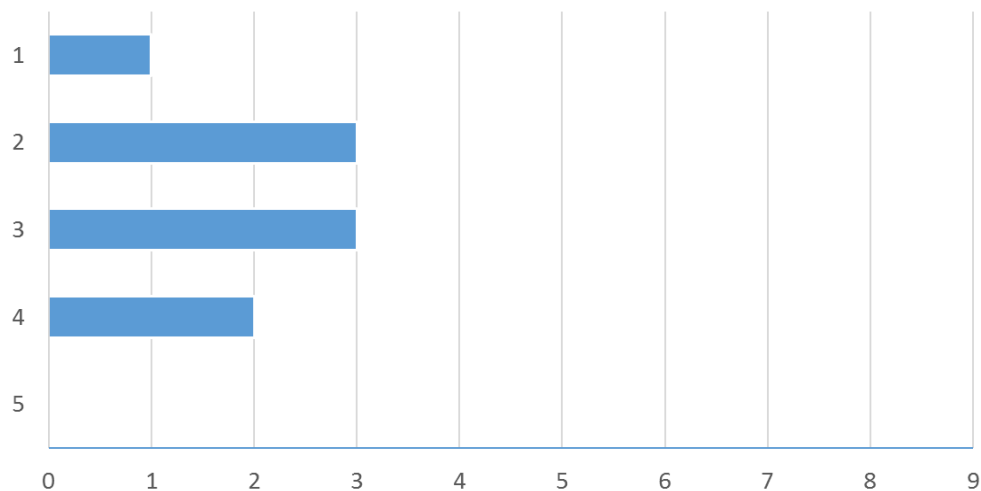


Chart 10: Please rate on scale 1-5 how well you feel that you can affect your work schedules

4.3.5 Motivation level and future plans

Five respondents; the manager, two supervisors and two line workers, said that they felt very motivated. Rest of the answers were divided between “quite motivated” and “not really motivated”. Reasons why respondents felt motivated were wanting to progress, having recently started in a new job, enjoying the leading position, progressing faster than one has before, a great team with a good team spirit, relaxed work environment and positive comments from the guests. One interviewee mentioned that she wanted to do her best and to show her motivation for she knew that there was an open position for a supervisor in the team and she was hoping to get the position. Couple of responses were related to a new position and having got more responsibility. Some responses were about seeing the results of a well-done job; in the form of feedback from superiors, team or customers, hav-

ing met targets (for example upsell figures) and positive reviews. Factors affecting negatively to motivation were long workdays, stress, constant rush and a negative work atmosphere. One interviewee described: "I'm basically married to my job. I have 14 hour shifts and my friends are wondering where I am because they never see me": He also said that he barely has time for lunch or even short breaks. In the conversation after the interview, this respondent commented that "nobody can do that kind of job for too many years". Challenging work hours seemed to be the major issue for also couple of other respondents with their job.

All respondents said that they do see themselves with the company in the near future. Some told it was because they enjoy their job, there is lot of room for progression in the company, the work experience will look good on CV, there is a chance to move departments, the company is flexible and that one simply likes the company. One respondent said that the fact that the company is the biggest hospitality chain in the world offers lot of opportunities to develop. Couple of the interviewees said that they are likely to be with the company for one or two years more but not longer. Also one of the answers was that he is "keeping an eye open for other options" and could consider another job if a good one comes across.

When asked in which position the interviewees could see themselves in two and five years, it was interesting that not many were sure where they would like to be in five years. Three line workers were hoping to be supervisors or duty managers in two years and two were telling they are thinking about working in some other department or industry at that time. One of the supervisors could see herself in the same position after two years and one was hoping to be an assistant manager at that time. Third supervisor was not quite sure, he was thinking about changing department. Two line workers and two supervisors mentioned that they were hoping to be managers in five years when three were not sure if they would still be working in the same department anymore. The manager could see himself in the same position in two years but left the five years question rather open and mentioned that his dream has been for long to start something of his own. "Time will tell", he said.

Three interviewees gave some comments for the last question. One of them mentioned that she was motivated mostly because of tips and for wanting to learn. Some comments were that the industry is very demanding and that the operational side can be very stressful compared to administrative departments for the long days and face-to-face contact with the guests. One interviewee described the industry as follows; "the industry and jobs are moving all the time. People come and go, they want to learn, there are lot of opportunities

and a low barrier to leave. The question is how companies can keep the best employees and stand out as an employer. There are a lot of companies nowadays that are trendier than old-fashioned hotels, such as Airbnb; the traditional ones are starting to feel not as attractive for young employees as there are new, more exciting ones to choose". She also mentioned that "people in our age are not used to hierarchies and stiff organisations. That's not what we expect from our superiors either; they should be working with the team, not above it".

4.4 Analysis

4.4.1 Learning and development

One of the main findings with the interviews was the importance of learning and development opportunities for millennials working in luxury hotel business; climbing ladders and progressing with their career was the goal for almost all respondents. Many did not only mention it in the open-ended questions as one of the things they value in a company but also it was ranked as the most important of all factors with a 4,4 average in the scale from 1 to 5. Few respondents said they felt that they had fairly good development opportunities with their current employer which could also be seen with the ratings; the average was 3,4 which is a good score. Five millennials said they felt very motivated and many of the reasons for that were related to learning and progression. Importance of learning and development opportunities were emphasized also in the previous parts of the thesis, especially in the literature review. Thus learning and development opportunities can indeed be said to affect positively on motivation of millennials working in luxury hotel business.

One of the interviewees told about how the team manager has not promoted anyone from the team in last years but instead had hired supervisors from outside the company. It is not motivating especially for young workers to know that there is no opportunity to develop in their job and that the work would always be the same. This is an issue that should be recognized by management; if there is a reason they are not giving a chance for the team members, does the staff have the skills for that, is there a possibility for training or which is more beneficial for the company; to hire externally or from the team. When promoting a person from the team the manager knows their skills and if they are ready for a higher role. It also is often cheaper for a company to promote someone from the team than to look for a new employee from outside the company.

Opportunity to move departments inside a company supports development opportunities and shows that there are different possibilities with the company. It seems to be very im-

portant for these millennials, for when having to rank as how important the interviewees felt it was, it was ranked as 4,2 on average. The score might tell that a person expects a company to offer this kind of growing opportunities but it also depends on the respondents' own goals and what they want to pursue; some might for example be happy about only the opportunity to change the department even if it was not in their plans.

4.4.2 Monetary rewards

One of the major motivational factors for many was monetary rewards, such as tips and bonuses. In the luxury business salaries are not usually very high and the tips are a good bonus on top of the salary; the amount that employees may get in cash straight from customers can be up to $\frac{1}{4}$ of the monthly wage. This is what managers cannot influence in but it is still good to acknowledge. Expectations of a good salary can be seen from the responses in the interviews as well. When asked to rank as how important the millennials considered competitive salary, many expressed that they considered it as very important: most respondents gave it a high ranking, only one ranked it as a 3. All interviewees said that also benefits are very important for them. Benefits and a good salary were the second most important factor for the respondents; their importance was 4,3 on average. Most hotel chains offer great benefits for their employees and they are often for example discounts in the hotels and outlets in the chain and different well-being related benefits. In addition, many are convenient in the everyday work life, such as free meals whilst on duty. This is what people in the industry keep in great value and also expect from the employer.

4.4.3 Work culture

As one of the interviewees said in the end of the conversation about hierarchies and the role of superiors, millennials expect the managers and supervisors to be working effectively with the team as equal team members. This generation is not used to hierarchies at home and do not wish for it at work place either; they expect support and transparent management; they want to be able to simply walk in the manager's office to speak openly about any issue they might have. This finding supports one of the points found in the literature part about what kind of a work culture and team dynamics millennials expect.

Some respondents did not know what to answer when they were asked where they expect to be in five years of time. Based on the responses and attitudes, almost all the interviewees were quite brand loyal but still seemed to be open for other options if they were to start feeling unmotivated or if there were more exciting opportunities with another company. As one of them said in the end of the interview "there are lot of opportunities and a low

barrier to leave". The staff turnover is high in hospitality industry, and another interesting finding with the interviews is that many millennials do acknowledge the fact that there are lot of opportunities and endlessly new vacancies in the labour market. The jobs and employees are constantly moving and many millennials are not usually working in the same position for more than few years, as it was found out also in the literature review. As one interviewee said, "the question is how companies can keep the best employees and stand out as an employer". Managers should keep this in mind when planning staffing, promotions and other management strategies. Possibilities in the company, such as new vacancies and cross trainings, should be provided and promoted for the staff. It would be beneficial to release vacancies first for the company's own employees and hire internally. This is one good tactic to keep the best employees within the company.

When considering the nature of the industry, it is tricky to plan the work schedules according to everybody's wishes. Many seem to acknowledge that even if flexible work schedules were quite important for these interviewees; it was rated as 3,9 on average. When asked to rate how well the respondents felt that they could effect on their own schedules, the average score was only 2,7. Couple of respondents highlighted the challenge of long working days, lack of days off and stress as reasons why they were lacking motivation. These issues are likely to effect on one's energy level and thus well-being. Even high motivation might suffer for stressful work atmosphere, long days, lack of breaks, no opportunity to grow and not getting recognition for good performance. This again will affect the work performance, quality of customer service and thus profits and reputation of the company. Even a fancy benefits system, extra hours pay or even a raise are not enough if the everyday work life is not enjoyable and this is crucial for all managers in different departments to acknowledge.

5 Results of the thesis

Hotel industry is an international, multi billion industry with countless of opportunities in different departments in almost every single country worldwide. Millennials expect fast career progression and don't plan staying in one position for longer than few years, and it is often the opportunities that attract young adults about this industry. One of the main findings based on the literature research, the benefits survey and interviews, was that learning and professional development are one of the most important things in a company for millennials. Interviews give a picture about what appeals to millennials about luxury business specifically from the whole hospitality industry. Luxury ambiance, level of service and opportunities are the main factors that attract young employees.

5.1 Expectations for the work culture

Millennials are independent and ambitious, they want to be empowered and to have responsibility. They need feedback and want to be recognized for their hard work. Millennials also expect to have fun at work. Work atmosphere should be relaxed and staff areas updated. They are not used to hierarchies and big role gaps and this is what they expect at work; they appreciate approachable management, want to have support and guidance from the managers, they wish them to work together with them and want to learn from their superiors. There are new, trendy organisations that attract young workers with their fresh atmosphere and a new approach to a company culture. Even if this is not the image for traditional five star hotels in the eyes of customers, it doesn't mean that the ambiance should be similarly conservative within the employees.

5.2 Rewards and benefits

During the interviews, especially the importance of monetary rewards, such as tips, was what many interviewees brought up. Couple of them said it was one of the most important motivational factor for them. This pattern could also be seen in the results in the benefits survey; the most popular benefits were related to freebies and discounts outside work time (hotel stays, F&B discounts) as well as on duty (meals, laundry). In the literature research from several sources, it was found out that money is not the main motivator for millennials in general. Yet it seems to be a more important factor for generation Y working in luxury hotel business. When considering, wages in hospitality industry are generally not very high even if they can be slightly higher in five star hotels. Tips are often big in luxury customer service and based on the results, they too seem to be a bigger motivational factor for millennials in this industry.

Top hotel companies promote themselves as high-class luxury and thus they expect more from their employees. Even if demands are high lot of companies also give a lot in return. In this industry, many companies offer competitive benefits packages and that is also what many seem to appreciate about an employer. These benefits may play a great role when it comes to employee satisfaction. They offer convenience and guest experiences for the staff. The importance of benefits could be seen especially in the interviews, which was supported by results in benefits survey; the employees expressed that most benefits were important for them.

5.3 Low barrier to leave

The importance of the brand image was found out in the responses in the interviews as well as in the literature review. A great brand name attracts many young professionals in hotel business and they are also quite brand loyal, yet millennials are not as brand loyal as the generations before them. Since there are countless of opportunities in the industry and a rather low barrier to leave, lack of enthusiasm towards a job may result them to seek for new opportunities elsewhere. Staff turnover is high in hospitality and the key for the companies is to find out how to keep talented young employees motivated in order to stay with the company. As found out, millennials are not expecting to stay in the same job for their whole work life but instead are used to the idea of having several jobs during their career.

Long workdays and busy working hours are typical for hospitality industry and they can get very exhausting. They may lead in lack of personal life-work life balance and a burn out. Some say they feel they can work at their best under pressure but lack of motivation for many seems to origin from the length and amount of workdays, even if the work itself might be enjoyable. As Forget (2015) says, common features of tourism and hospitality industry are low wages, lack of promotion opportunities and poor work conditions that result in low barrier to leave and thus high staff turnovers (Forget 2015).

6 Recommendations for managers

Happiness and staff well-being plays a big part in people management for they are closely linked to motivation. If the work conditions are not satisfactory and one is not feeling comfortable with their work, it is hard to stay motivated in the long run. Simply taking care of the breaks and making sure that there are constantly no extra hours for certain people are good ways for a manager to effect on staff well-being. The difference between pushing the team and over-pressuring them should be recognised. Hotel industry is fast paced and often stressful, so the work conditions should be made as enjoyable as possible. As Abbot (2013) says, it is important that managers communicate that the company values work-life balance and promote benefits, sponsored events outside the work place, fitness and health related programs provided to the employees as well as volunteer work and charity they support (Abbot 4 December 2013). The social aspect about the job is important for millennials. Many appreciate theme days or staff days out which enhance building the team spirit. Gasca (2016) encourages managers to come up with solutions how to reduce the distance between generation Y and their supervisors, both physical and social aspects (Gasca 2016).

6.1 Work culture and atmosphere

Generation Y is not used to strong hierarchies at home and do not expect it at work place either. They expect the manager to understand them and to be working equally with them in the team. Providing approachable, transparent management is very much recommended. As said on iHR Australia website, the key is to create an interactive management style in which superiors highlight the issues where millennials have space for improvement and guide them towards progression. It is important to explain how certain decisions are made, not only why. The management should also be accessible and participatory. This can be created through continuous feedback from the staff, for example via focus groups, surveys and interviews for employees who are leaving the company. (iHR Australia.) It is important that millennials can feel that they can talk to management and count on them in the lead of the team. If trust in support from the management is lost, it inevitably effects on work satisfaction. It is crucial to create an atmosphere where it is nice to work, to emphasize the importance of good team spirit for example by organising staff events and to encourage employees to appraise each other's success. It is much easier to success when working together in this teamwork concentrated industry.

Patience and flexibility are important for managers to remember when working with this generation. Martin (2005) says that millennials wish to have clear instructions and mana-

gerial support while having flexibility and freedom. They crave for challenge and love figuring out “the best way to do the job”, whether working with a team or on their own. Management style should be flexible enough for possible mistakes and efficient collaboration. (Martin 2005, 40-41.) Flexibility can be shown in projects and for example when planning work schedules. In hospitality organizations where it is normal to work on both weekdays and weekends, it is good to give opportunity for employees to request days off and to get to influence their work schedules. If millennials have an idea about how something could be executed better in rather small scale, manager could give the responsibility of the project for them to execute.

A concrete example how to take care of everyday well-being is breaks. Making sure that all employees have them is often left for employees themselves to remember but also managers should emphasize how important it is to have breaks. In hospitality industry, breaks are not always followed due to “lack of time” as many put it. Obviously, one should not just drop their work and go for a break in the middle of a busy hour but superiors should take care that everyone have them whenever there is a chance; in a stressful day, it is important to have few minutes to sit down and have some refreshments. When employees are more energised and less stressed, also the work results will be better.

Supporting the team still giving them space to use their talent and to be creative are characteristics of a great manager. Simply walking around, participating and being present shows support and gives a great chance for the manager to see and hear what is going on in the team unlike sitting at their desk all day long. As one of the interviewees said, she simply expects managers to be working together with the team, to find solutions and to be there for the team.

Among other things, it is essential for superiors to make sure that there are enough physical tools to do the job and that they are in proper condition. In hospitality field, this can be for example simply providing enough office equipment at front office, sheets in house-keeping or cutlery in the restaurant. It is frustrating for employees of all ages to run about looking for a spoon or copy paper in a busy day. In time, this frustration may turn into a feeling of lack of care from the management side. Simply making sure that there is enough equipment supports satisfaction and shows caring from the management.

6.2 Supporting learning and development

Millennials seek for new challenges and opportunities to develop their skills. As found out in all parts of this thesis, this generation wants to learn and progress in their career. They

expect to get forward in a relatively short time and that is what managers and the senior management should keep in mind. Millennials want to know that they will have the opportunity to advance and develop their careers within the company they choose to join. Abbot (2013) advises to tell millennials about opportunities already in the recruiting process (Abbot 4 December 2013.) Giving millennials different tasks, rotating assignments and providing cross training in different departments are examples of ways to promote learning and interest towards the job. As suggested by The Wall Street Journal, frequent performance evaluations are a great way to spot any problems and to see where coaching is needed (The Wall Street Journal). Martin (2005) suggest customizing training programs that motivate going forward and completing each new task; creating an incentive plan to reward millennials for good performance; mastering coaching skills in order to keep them focused and motivated; and challenging any factors that might hold young talent back progressing in an organisation. (Martin 2005, 41.)

It is beneficial to promote someone from the team or to hire employees from other departments, when knowing their skills and what they have to offer in a new position. Employee rotation not only enables managers to keep talented workers with the company but it also shows the employees that there really is room for change and growth inside the company. In big organisations, there are often lot of layers and thus ladders to climb. Yet if the company is small there are not necessarily too many steps in hierarchy to pursue. As stated by PwC, a rather simple solution is to add more levels in the hierarchy or to create grades or other 'badges' to pursue (PwCb). As suggested by The Wall Street journal, it is beneficial to create in-house leadership development programs to see which employees have most potential and to put these persons in multi-year programs that include management courses, mentorships programs, coaching and different assignments. The goal is to find and train candidates with most potential to become future leaders and to give them a broader vision of the company. (The Wall Street Journal.) There are even programs online to support personalised career paths and for the management to spot where training is needed; the employee will write down short time goals together with the superior, and in the later briefings, they will reflect how the employee has reached these goals. Still not everyone even want to progress in the ladders but instead are happy where they are. Not everyone is meant to be a group leader.

This generation wants to be empowered to do their job and feel that their job is meaningful. Giving more responsibility and empowering line workers as well as middle management show trust from the management side and thus is important when it comes to managing millennials. Encouraging the team to participate in common problem solving and to give suggestions promote transparency and lessens the hierarchical roles. Gasca (2016)

stays that managers need to trust millennials by allowing them space to be creative, giving them flexibility to work in a way that is best for them and to perform their job on their own terms (Gasca 2016). As found out in the MTV survey (2011), 95% are “motivated to work harder when I know where my work is going” (Shore 2012). Millennials are likely to be more motivated and to work harder with visible goals. They work well with concrete targets and clear guidelines. (PwC 2011a, 25.)

Training an employee for the next step within the organization can be done during work, but considering hospitality industry many departments are often lacking time and staff and therefore there is not always the opportunity to have much on-the-job training. In order to find time for on-the-job trainings, there could be for example a “training box” in the back office. This is a good way to organise trainings for individuals in specific issues; it would be for employees to write things they want to learn and whenever having time, the superior would pick a note from the training box and have a training session with the employee requesting the training.

6.3 Communication

As discovered in all three parts of this thesis, listening to the team is crucial. This is a way to know how the staff is feeling, to get to know to their opinions and to get ideas and suggestions regarding the job. As Schawbel (2012) says, generation Y wants to feel that their opinions matter and that their thoughts are heard (Schawbel 2012). There might be a great deal of small improvements that could be done to make the work easier. Millennials are often willing to speak out if there is something bothering them. This is what managers should not ignore but instead to be open for suggestions. In a fast-paced environment, for example an idea box where all employees could leave their ideas at any time would be a good way to gather opinions from the team.

Listening to the team members is important not only to get feedback regarding the job but also to see what their goals are. Knowing the future plans and personal goals of each team member gives extremely valuable information for a manager when it comes to sharing tasks, planning staffing for example regarding future promotions and in general in employee management. Efficient communication is important from and for all parties. Superiors should carry out regular talks with individual team members. These could be kind of “check points” for example every third month to see how they are feeling at work.

As stated by PwC, generation Y values frequent feedback. They want feedback more regularly in order to know how they're doing, instead of receiving only annual reviews. It is

important for managers to give them honest feedback in real time, to tell constructively about improvements on key issues and to highlight positive improvements. (PWCb.) Gasca (2016) states that good feedback is not “sugar coated”, but instead is should be constructive. Managers should find ways to assure millennials that they are trusted and a valued member in a team, and then to guide them in the right direction. (Gasca 2016.)

One of the issues for millennials can be the difference between expectations about the job and the reality when starting to work. In the survey by PwC (2011), 28% of respondents said that their work-life balance was worse than they had expected before starting in a new job. Over half of millennials said that the opportunities did not seem to be equal for all. (PwC 2011a, 4.) Managers should live up to their promises, not to promise things they cannot keep or sugar coat things in the work interview. It is very disappointing and not motivational for a new employee to notice soon after joining that reality is different to what was promised, don't exaggerate or minimize to cater to a Millennial. As Bartos (2015) says, it is important to give a truthful description of the position, different aspects to it and about the organization in order to avoid mis-hires (Bartos 2015). It is beneficial for both parties to have a realistic image of the position, expectations and goals of both parties. This is how a mutual, solid work relationship can and should be built from the beginning. Abbot (2013) suggests to be open during the recruiting process by telling about the importance of the position and that the person would be an important contribution to the company. Managers should recognize employees' accomplishments publicly once hired. Recognition is likely to increases millennials' job satisfaction and to encourage them to work harder. (Abbot 4 December 2013.)

A reward system is likely to promote motivation. As Mann (2005) suggests, a rewarding incentive program should be created to recognise employees for good performance (Mann 2005, 41). It could be executed for example in form of an upsell competition; when a person reaches a certain amount of upsells or the person with highest upsell score in the end of the month would win something, for example a gift card, a small cash bonus or a bottle of champagne. In many hotels, there is also for example a commission from an upsold room rate that is given for the one who has done the upsell. Earlier in this thesis it was found out that one of the main motivators for millennials in hotel business are indeed monetary rewards.

6.4 Benefits

According to the literature findings, many millennials value different benefits that an organisation offers. Mann says that a good benefits package might be enough to satisfy em-

employees and to make them stay in the long run. Investing in the employees shows that the organisation considers their best interests and values their job performance. (Mann.) Benefits were one of the most important factors for the interviewees; when having to rank as how important the interviewees considered them, the average score was 4,3 on scale 1 to 5. Small and bigger organisations most often offer a wide range of benefits, including hotel night discounts, and those are what many employees really seem to appreciate. A rewarding benefits system is a great way to show appreciation from the company and to boost employee satisfaction. A reputation of a company with great benefits might also attract skilful new workforce.

6.5 Conclusion

In the end, there are few issues that managers should concentrate on when managing millennials. The base for motivation is what comes from person's own ambitions but there is a big deal how the work atmosphere, company culture and the managers can affect to either support millennials' motivation or to suffocate their passion. What keeps a person motivated is the everyday accomplishments and the feeling that they are needed, appreciated and heard. According to some sources, millennials are seen as lazy, but field observation and several opinions do not support this assumption in the context of luxury hotel industry; most millennials in luxury hotel business are very ambitious and hardworking. Many have a great passion for the industry and they expect to progress in the hotel business. Especially when talking about hotels with exceptional name, millennials are rather brand loyal. Working in a hotel with great reputation opens doors and many say that they appreciate the experience that is likely to be beneficial when wanting to look for opportunities later in their career. Feeling of being valued and belonging in the team are crucial and it is important for superiors to show that they do care about employees' well-being. When a great benefits system may keep a person with the company for little longer, it does not mean it would genuinely make them motivated. Manager has a big responsibility not only of the results of the team but also of the team members' well-being. Emphasizing a great team spirit and making work enjoyable in every aspects are key issues in employee management.

Several tips and recommendations are presented in the text part. Based on the results of this thesis and recommendations for managers, below is a table as a summary and conclusion about different motivational factors and actions that can be taken, in order to promote motivation. This table is to simplify the issues that have been discussed earlier in this thesis.

Table 6: Motivational factors and concrete actions to take

Factors that motivate millennials	Actions to take
Learning opportunities	<ul style="list-style-type: none"> - Get employees participate in common decision-making; for example idea box - Create learning courses, learning days and personal career-plans - Enable on-the-job training; e.g. a training box - Mentorship programs - Empower line-employees, task rotations
Professional development and rapid career progression	<ul style="list-style-type: none"> - Promote primarily from the team - Create more hierarchic ladders - Promote cross-training with other departments
Feedback and efficient communication	<ul style="list-style-type: none"> - Continuous, real-time feedback - One-on-one discussions with each team member - Surveys - Monthly/quarterly team meetings
Recognition for hard work	<ul style="list-style-type: none"> - Upsell competitions - Yearly cash bonuses
Work-life balance	<ul style="list-style-type: none"> - Communicate that the company values work-life balance - Make sure that there is no overtime continuously for certain employees
Having fun, socialising	<ul style="list-style-type: none"> - Staff days out - Staff events
Approachable management	<ul style="list-style-type: none"> - Be open - Lower hierarchy gaps - Show patience, support and trust - Be honest about company goals and anything related to the job
Benefits	<ul style="list-style-type: none"> - Create an appealing benefits system - Emphasize the importance of monetary benefits (hotel nights discounts etc)
Work conditions	<ul style="list-style-type: none"> - Updated staff areas - Enough good quality work equipment - Enough breaks
Appealing brand image	<ul style="list-style-type: none"> - Create an appealing, positive brand image

7 Discussion

The results of the motivational issues were used as a basis for management tactic recommendations. A big part of the data is from observations and opinions but also numerical studies, which give a great overall picture of this generation. There are countless of management tips and more creative management solutions that can be made based on the findings. Some ideas are subjective and every person can choose if and how to take them in action. Applying them in everyday work life may depend on the department, company culture and rules, managers and the team members themselves.

The interviews as well as lot of other material was gathered in London which should be considered when analysing the results. The interviewees were from different nationalities and only one was British, which gave international point of view. Still since the sampling was rather small, the interviews gave only guidance for the results. Since one single answer weighted more, the results might have been different if the sampling had been bigger. Issues to effect on one's answers are background, work culture they are working in and different hierarchic atmospheres they are used to. For example in some countries, there is no tip culture but instead salaries are higher. In those areas, meaning of tips could not be taken into account and overall the attitudes about money and salary would probably be different.

Data and opinions included in the literature review are from journalists and managers to vast global surveys. There are rather a large number of studies made regarding millennials but only few of them were actually relevant for this study. The positive issue was that those couple big surveys used a lot in the literature part were from recent years, one from this year 2016. When considering the trustworthiness, the results are reliable but there is lot of potential for a more detailed study. The results will be valid in the near future but as time passes, the results will not likely be the same in ten or twenty years anymore; as millennials grow older and their life situations change, so do their opinions and what they keep in value.

This thesis process was started in spring 2016 with the framework. During summer, most of the literature part and the benefits survey analysis were done. As a big part of the thesis was written before the interviews, there were lot of ideas but also certain assumptions concerning the interviews. After the interviews were completed and analysed, many parts were filled in and improved in the literature part. At that time, the author realised how different opinions millennials in the hotel industry and those working in other industries actually have. For example importance of monetary rewards and benefits seemed to be more

important for generation Y working in hotel business. In addition, the assumption had been that the results would not differ too much from each other but the findings from other parts gave new perspective for the literature part and overall results. While finishing the thesis and going through all parts the results and the overall product could be seen better which was very rewarding.

Interviews would probably have been tricky to execute without any contacts with millennials in the industry. The reason why some interviewees gave their rather honest opinions might be for the author knew them personally. Some discussions were very open and few comments about the companies and the industry rather harsh. There might not have been as much open comments in case the interviewer had not known them from beforehand. After all, the importance of technology should have been asked from the millennials. With closer consideration, technology does play a rather big role in everyday work in hotel industry; all reservation systems and profiles are on IT systems, invoicing and lot of communication happens through technology and simply phones are in constant use in every single department. Many hotels keep updating the systems that employees use at their job as well as technology in the rooms; some have even introduced for example WhatsApp as a communication channel with the guests.

7.1 Limitations

Luxury hotel business is a very wide sampling when considering the amount of accessible data to build this thesis. It would have been easier to have a smaller sampling to concentrate in for example London or United Kingdom area only for lot of data was gathered there. For example, the work culture in Scandinavian countries is very democratic and free time, personal life and personal well-being are very much appreciated when different factors may be more valued elsewhere such as in United States, Asia or Eastern Europe. For example in United Kingdom, the work culture is often more hierarchic and one is expected to show their motivation through hard work, great deal of participation, developing the team and working extra hours. Scandinavian work culture is very democratic when in United Kingdom and many other countries, managers have generally more authority and the titles have more of value. All these factors are likely to affect differently on opinions, expectations and divers of millennials in different locational areas.

It is rather challenging to collect data from specifically luxury hotel business from a certain age group. During this project, the author noticed that there are not many surveys or any kind of data published specifically about generation Y who are working in luxury accommodation business. This set a great challenge when collecting information for the thesis.

Due to lack of specific, accessible data, it was inevitable to gather all data available; from the age group in general and then to reflect those findings to the ones working in the hotel industry. The benefits survey on the other hand was to provide information from the luxury hotel aspect, even if the age groups were not separated. The qualitative interviews gave perspective from this exact target group; millennials working in luxury hotel business. When gathering and comparing the findings in literature review, benefits survey and interviews, opinions of these target groups seemed to differ in some issues. The aim was to find the “midway” that would apply for the target group of this thesis; generation Y working in luxury hotel business. The only way to get information specifically of this group seems to be through interviews, both quantitative and qualitative ones.

A rather small number of interviews is also a limiting factor in this thesis. For a wider work, more qualitative interviews with quantitative interviews should be carried out in several different hotels, to have a deeper understanding of the generation. Yet when considering the timing and the purpose of this thesis, nine interviews gave enough data for analysis. To have interviews from several different hotels, good contacts is a necessity.

7.2 Comments for possible future study

This thesis offers a convenient basis for a future study. For a future study a smaller, rather a regional sampling is recommended; it would be not only interesting but also beneficial to know more about millennials’ opinions from a specific locational area or nationalities for cultures, values and motivational factors vary between different areas. A single country as a regional sample would offer a great topic if there were a longer time frame and better resources such as contacts.

It is easier to work with more information and in case of a future study is carried out, it would be good to have more interviews and possibly also a similar quantitative study as the benefits survey in part three, but targeted for millennials only. More interviews would provide a wider picture of the opinions of millennials and the results would give a better, more truthful picture from the age group. Again, in that case importance of good contacts plays a big role. Comparing motivational factors between the employees of different type of hotels from motels to five star hotels would also offer an interesting topic for a study.

7.3 Thesis process and self-learning

This has been a very interesting topic for a thesis. I feel like I personally did get something out of this project as a learning experience. By getting familiar with this topic, I have got more self-conscious about myself as a team player and also heard new interesting point

of views from people my age. They had very good points and they gave new perspective, improvement ideas and pointed out issues that should be concentrated on in a company. I feel that I can understand my generation better and in case I ever get to a manager position, I wish I will not forget what I have learned through this project. I got concrete insight and tips how motivation can be supported as a line-employee and as a manager, how data is collected and staff is managed. I am confident that what I have learned will be beneficial if one day myself I will be managing a team. I feel that if this had not been a learning process for myself I probably would not have been as excited about this project as I was. My own interest in this topic and the goal I had set to myself were what kept me going. This has been no doubt the biggest project in my educational time and as an independent project, it was very interesting to make not only for the degree but also for myself as an experience.

One of the interesting learning experiences during this thesis process was when getting inside data from a luxury hotel and to see how they manage the selection of benefits. Yet I was not with the company for long enough to see if anything was actually changed after the survey was executed and concrete improvement suggestions made. I was reminded how even if there were fancy training programs, surveys and people management was excellent in theory, it can be something completely else in reality. Not only sitting in the manager chair but being present and listening to the team is important in order to show genuine support to the team and keep the team together. Promises to the team have to be kept. Theme days and staff events are a great way to improve the team spirit and to bring the team members together. Yet they are only a small positive addition if the overall work environment is not satisfactory. During this process, I have emphasized that the everyday staff management is what makes the biggest difference.

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Appendices

Appendix 1. All benefits at Dorchester Collection

Benefits for employees at Dorchester Collection
Free meals on duty
Free nights stays within Dorchester Collection
50% discount on select F&B outlets and other hotel services when staying in sister hotels
50% F&B discount at selected restaurants at The Dorchester and Coworth Park
Uniform laundered free of charge
Interest free Season Ticket Loan
Private Healthcare
Employee Introductory Scheme – Refer a friend £750.00
Discounts with our Florist department
Discounts in the online shop
Learning & Development Opportunities
Learning eLibrary and Library
Life assurance for all team members
Employee Assistance Programme
Subsidised Osteopathy Clinic
Free Eye Test for VDU users
Occupational Health
Social Activities and Clubs (Yoga, Choir, Running Club, Football Club)
Childcare vouchers
Car Rental Discount -20% with Hertz

Appendix 2. Benefits Survey questions and answers' margin

Question	Answered	Skipped
What department do you work in?	116	0
How long have you worked with us?	113	3
What is your gender?	112	4
What is your age?	113	3
What is your ethnicity?	79	37
What is your nationality?	116	0
Do you have children or dependents?	113	3
If yes, does this affect what benefits interest you?	67	49
Please indicate what benefits below are important to you	95	21
What benefits were you not aware of?	95	21
Are you aware of how to access the benefits that we offer?	95	21
Please indicate your favourite benefit	95	21
Please indicate how recently you have used each benefit	95	21
Are there any benefits that you would like us to introduce	95	21
If you are considering leaving, are there any benefits that would make you stay	55	66

Appendix 3. Interview questions

Questions

1. What is your educational background?
2. Why did you choose hospitality industry?
3. How do you feel about hospitality industry? What are pros and cons from your opinion?
4. What appeals to you about luxury accommodation business?
5. Why did you apply for the company you're working with at the moment?
6. Did you have to compromise with something when accepting the job from your current employer? If yes, what was it? Why?
7. Why did you apply for the department you're working with at the moment?
8. In general, what do you value with a company?
9. What do you expect from your managers?
10. What makes you motivated with your job?
11. On scale 1-5 How important do you consider
 - i. The brand image
 - ii. Training and development opportunities
 - iii. Opportunities to change department within the company
 - iv. Feedback from superiors
 - v. Personalized career paths
 - vi. Benefits (free meals, discounts in the outlets etc)
 - vii. Competitive salary
 - viii. Flexible working hours
 - ix. Free time activities/clubs
 - x. Free healthcare/healthcare discounts
 - xi. Pension plans
12. Do you feel you have enough development opportunities with the company you are working with at the moment? Please rate on scale 1-5.
13. Do you feel you can influence in your work schedules? Please rate on scale 1-5.
14. How motivated do you feel at the moment? Why?
15. Do you see yourself with the company still in the near future? Why?
16. In which position do you see yourself in within the next
 - a) 2 years
 - b) 5 years
17. Feel free to give your own comments!