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A Study on Structural Model of Work-Values, Job Satisfaction and Task Performance of Generation Y Staff in the Hotel Industry

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KEYWORDS

Work-values,
Job satisfaction,
Task performance,
Y generation,
Hotel service staff.

ABSTRACT

The main goal of this study was to demonstrate the causal relationships between multi-dimensional work-values, job satisfaction and task performance of Y generational employee in the Korean hotel industry. In order to achieve the purpose, the data were collected from Y generational employees working in the major cities in Korea. To analyze the data, frequency, exploratory factor analysis, reliability analysis, PROCESS Macro analysis and simple regression analysis were undertaken by using SPSS 18.0. The results were as follows; 1. Work-values were found out as five factors; Prestige work-values, Personal development work-values, Work condition work-values, Personal welfare work-values, Social/ Altruistic work-values. 2. All five factors were found to be significant in enhancing job satisfaction. 3. Two factors which were prestige work-values and personal welfare work-values were found to be significant in facilitating task performance. 4. Job satisfaction was revealed as a mediator between all work-value factors and task performance. This study provided practical information about work-values of Y generational hoteliers to positively affect their job satisfaction and task performance. This study also confirmed that it is important to enhance job satisfaction in order to make employees perform their service duties better.

1. INTRODUCTION

In today's business environment, Y Generational workers continue to increase in the most kinds of industries. And they will occupy around 75% of the world's labor force by 2025 (Choi, 2017). As Generation Y joins in the workforce, three generations of baby boomers, X generation and Y generation coexist in the present industrial field. Baby boomer generation who is the oldest one is retiring at a rapid pace. At the same time, that vacancy is filled with Generation Y workers. This

means that as time goes on, Generation Y employees will get bigger and bigger (Donald & Hillman, 2013).

It is common think that the service level of customer contact staff is a key factor to determine the customer satisfaction in the service area. By the way, most employees in charge of the customer service at the hotel are from the 20s to the mid-30s who were born between 1981 and 2000. It is the so-called Generation Y (Kong, Wang, & Fu, 2015). Meanwhile, many researchers are arguing that the life pattern, needs and values that they pursue are pretty different from

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the previous generations like Baby boomer and X Generation. For example, money is not enough to be a motive for their job. Rather, career development is important for them, opportunity for career growth is further important. And also work-life balance is the most important value in their life (Kong et al., 2015). They tend to pursue various life values for their personal satisfaction, leisure and leisure activities (Lee & Yu, 2013). Another distinguishable characteristic of Generation Y is that they usually seek 'fun' in every part of life. Even in the workplace, fun is very essential factor for them (Choi, Kwon, & Kim, 2013). The new generation's joining in the workplace makes organizational managers struggle with new policies and personnel management practices in the present workplace (Kilber, Barclay, & Ohmer, 2014). Wise managers well know that they need to recognize, understand and apply new management skills to fit the new generational employees. The key for successful management now is to embrace and understand the new generation who is about to join the workplace (Donald & Hillman, 2013). Organizational managers should not ignore the generational differences in the present workplace. It is time to reconsider the useful direction for the new generational workers who is called Y or Millennial Generation. In order to do so, we need to know what their work-values are. Because work-values have been a key determinant in a wide range of work-related attitudes and behaviors (Froese & Xiao, 2012).

Generational change in the organization is happened in the Korean business environment as well. New generation, which is Y generation in the workforce is giving us questions about what the new generational employees want when they work. In this backdrop, this study has 3 main purposes to achieve. The first goal is to find out the significant work-value factors affecting job satisfaction and task performance. The second aim is to test the mediating role of job satisfaction between work-values and task performance. The third goal of this study is to examine whether job satisfaction can lead to higher task performance of Y generational hoteliers as well.

The employee performing customer service is the core factor in driving hotel business to success (Karatepe, 2011). This study will make hotel managers get some extended information about the significant work-value factors enhancing job satisfaction and task performance of Y Generational service contact employees in the Korean hotel industry.

2. LITERATURE BACKGROUND

2.1. Work-Values

Work-value is defined as an element which an individual seeks or pursues when they get a job and they work in workplace (Lee & Park, 2012). It has been viewed as a core determinant of individual's organizational attitude and behaviors (Froese & Xiao, 2012). It is very important to understand employee's work-values in a certain organization since satisfaction with work-values promotes not only job satisfaction but also affection and loyalty to the organization, which can also lead to improvement of work performance (Brown, 2002). In addition, work-values have been investigated as a significant factor affecting directly motivational resource of employees and lowering the turnover intention by strengthening the willingness to remain in the workplace (Hansen & Leuty, 2012). In order to respond to rapidly changing social environments, the direction of organizational management should be changed in matching with the social changes. The new desire of a new generation is demanding a new idea of the organization in human resource management policies (Lee & Jung, 2005). It is time to think over what is the most desirable work values of the new generational workers in this present and future workplace.

2.2. Y Generational Work-Values

Currently, three generations, which are Baby boomers born between 1946 and 1964, X generations born between 1965 and 1980 and Y generations born between 1981 and 2000, coexist in the whole industrial field (Kilber et al., 2014). As three generations coexist in an organization, conflicts due to generational difference and new anxieties in workplace from new generational people are beginning to emerge. These phenomena ask human resource management managers to think over some more innovative and appropriate policies to fit better for this circumstances (Gursoy, Chi, & Karadag, 2013).

'Generation' is used to describe a cultural subgroup or cohort within a common social environment. Every generation is shaped and affected by the cultural and political events of their youth so that each generation can have a distinguishable characteristic between them (Martinson, 2016). Therefore, it has been shown that each generation have a common tendency to form not only their own life style but also unique work value and organizational behaviors.

There are several evidences to show generational difference in their workplace. In the case of the baby boomer generation, it has the greatest share of life in the work itself (Gursoy et

al., 2013). They are the generation with the longest working time at work even on a holiday and a very high loyalty to their company and department (Becton, Walker, & Jones-Farmer, 2014). Those working patterns gave them usually called 'workaholic'. They are commonly said as the generation of 'live to work', meanwhile other generations are considered as 'work to live'(Kilber et al., 2014).

For the X generational employees, independent decision making process, work-life balance, competence working environment like capable colleagues and managers are more important than loyalty to the organization and remaining at workplace for a long term period. They constantly identify what the organization does for them and tend to be completely untrusting with the organization(Smola & Sutton, 2002). These characteristics originated in their growth environment called 'the latch-key generation' that raised by dual income parents to let them spend time alone until parents from their work at the end of the day (Martinson, 2016).

Generation Y, who is also called Millennials, nexters, or eco boomers, is the youngest generation in the organization (Lamm & Meeks, 2009). They were about to join the workforce from a several years ago. By the way, one thing that people should notice is that the propensity of Generation Y is much different from the previous generations such as Baby Boomers and Generation X (Martinson, 2016). X generation people are usually parents of Y generation. They were grew up with the dual-earner parents so that they could not get an enough interests and care from their parents (Zemke, Raines, & Filepczak, 2000). This environmental condition made X generation gives a constant affection to their children, do encouraging courage, teach and do whatever their child want as much as they could. Generation Y, who grew up in abundant affection and protection from the X-generation parents are likely to be positive, ambitious, mostly self-confident, accomplished. In addition, they usually believe that they will do something to change their world (Reynold, 2005). In workplace, Generation Y employees do not want to stay in a job for too long because they considers a job a means of making a career (Howe & Strauss, 2007). They are more goal oriented and ideal than the older generations, actively assertive of their own opinions, not only confident in everything but also the most progressive generation in the organization. For Y generational people, opportunities for self-development and career advancement are more important than money. And work is not the purpose of life as Baby boomers(Gursoy et al., 2013).

It is expected that the proportion of Y generation will increase in current and future industrial fields. It is time to prepare an effective personnel management plan for the next generation by understanding their own generational characteristics. This is why this study was designed.

2.3. Job Satisfaction

Job satisfaction is a concept that has been studied for a long time from the perspective of managing the organization efficiently. In the case of service industries such as hotels, it is recognized that satisfying employees who are internal customers directly affects external customer satisfaction. Therefore, raising the job satisfaction of the employees who are in charge of customer service has become one of the most important factors(Park, 2012).

Job satisfaction refers to a situation in which a person positively evaluates and satisfies his or her job and working conditions in work life. Job satisfaction is able to be maximized when it is well matched between the expectations and the actual working conditions(Weiss, 2002). Satisfaction with job at the service sector has a significant effect on promoting the customer-oriented behavior of service employee. In other words, employees with high job satisfaction always pay attention to the customer and actualize customer satisfaction by promptly responding to the needs required by the each customer (Hoffman & Ingram, 1992). In addition, the more satisfied employees are, the greater sense of responsibility they show for their work. Eventually, it is connected with a good customer service to enhance the financial profit(Kong et al., 2015).

As such, employees with high job satisfaction have been shown to be actively engaged in business performance by being able to actively communicate and listen to the customers. It is important to note that the importance of job satisfaction is not neglected by the fact that employees' job satisfaction affects service quality directly(Gu, Siu, & Chi, 2009). This is an important reason to keep an eye on employee's job satisfaction in running a hotel.

2.4. Task Performance

Task performance refers to organizational behavior that transforms raw materials into effective and efficient goods, services or supports (Choi et al., 2013). In other words, task performance defines as a business performance in order to achieve an organization's goal and can be said an outward

results according to an individual's ability to perform. In other words, it can also be seen as an evaluation of how well you are doing your job in your duty (Campbell, 1990; Lee, Shin, Ryu, & Hoe, 2010). There are two main types of task performance in hotel business. The first is for the front-of-the-house business, where check-in and check-out in the room department and customer service in the restaurant are both task performances. The second is back-of-the-house. Financial planning, planning resource allocation and sales department support are the tasks performed by the support department (Choi et al., 2013). As the task performance in service encounter is made by the face-to-face communication between the service staff and the customer, the result of the task performance directly determines the service quality, which directly affects the customer satisfaction.

Thus, when service staff's task performance is well managed, this leads to high quality services, realizing customer satisfaction and revisiting customers as well. For this reason, most service companies are trying to improve their ability to perform tasks by using various methods such as education, incentives, and mentoring system (Lee, Kim, Son, & Lee, 2011). This is why it is important that task performance is handled at the service site.

3. METHODOLOGY

3.1. Research Model

The purpose of this study is to verify the causal relationship between multi-dimensional work values, job performance and task performance of Y generational service staff in the Korean hotel industry. Testing the mediating role of job satisfaction between work values and task performance is additional research goal as well. The research model based on this is shown in Fig. 1.

3.2. Research Hypothesis

Employee's work-values directly affect ensuring job satis

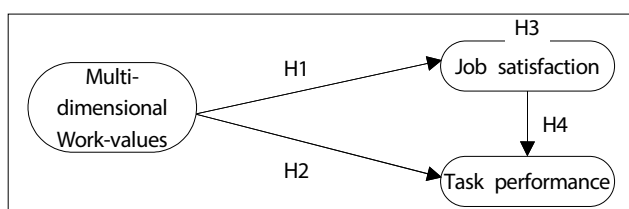


Fig. 1. Research model.

faction (Dawis, 2005; Round, 1990) and improving task performance (Swenson & Herche, 1994). Also, work-values are determinants of job performance and worker's activity (Roe & Ester, 1999). Choi (2006) verified the significant effect of work-values on job satisfaction targeting on casino workers. Cho (2016) revealed the positive relationship from work-values to job satisfaction in flight attendants group. Job satisfaction has been known as a significant predictor of job performance in many kinds of business (Gallardo, Sa'nchez-Canizares, Lo'pez-Guzma'n, & Jesus, 2010; Choi & Kim, 2012). As these researches investigate, if work-values affect job satisfaction and job satisfaction has a significant effect on employee's performance, job satisfaction can be a mediator between work-values and job performance. Therefore, this study suggests the following hypotheses;

Hypothesis 1: Work-values will affect job satisfaction of Y generational hotel employee.

Hypothesis 2: Work-values will affect task performance of Y generational hotel employee.

Hypothesis 3: Job satisfaction will have a mediating effect on the relationship between work-values and task performance.

Hypothesis 4: Job satisfaction will affect task performance of Y generational hotel employee.

3.3. Survey Instruments

Prior to the survey, pilot test was conducted by 5 graduate students of hotel management major and 10 Y generational employees working in hotel to check the questionnaire's acceptability and time needed to complete the answers. In results of pilot test, it was confirmed that there was no difficulties to understand the items and no need to be revised in the survey instruments. The items in this survey are based on the previous literatures that were empirically tested. Each study constructs which are work values, task performance and job satisfaction were evaluated on 7-points scale (1=strongly disagree to 7=strongly agree). Work values were answered using 30 items. They were adopted from Lyons, Higgins, and Duxbury (2010) and Kuron, Lyons, Schweitzer, and Ng (2015) which developed 26 scale items of work values targeting on Y generational employees in their study and 4 more work-life balance items based on Valcour (2007). The reason why work-life balance items were added was because according to the previous studies, work-life balance is specifically

important aspect to Y generation people (Tews, Michel, Xu, & Drost, 2015). Plus, hotel service workers are known to have more difficulty in achieving work-family balance due to shift works, holiday works and often overtime works (Karatepe & Bektashi, 2008). Job satisfaction was measured using 6 items adopted from Singh, Verbeke, and Rhoads (1996). Task performance was evaluated with 6 item scales derived from Kim, Song, and Kang (2009). Sample characteristics were asked with 4 questions. Participants were asked to answer questions on gender which was coded as a binary variable (1. male 2. female). Age was coded a two-point scale (1. 20-29, 2. over 30). Job division was coded a two-point scale too (1. Rooms, 2. Food & Beverage). And year of service was coded a 4-point scale (1. less than 1, 2. 1-3 years, 3. 4-6 years, 7-9 years, 4. more than 10 years).

3.4. Data Collection and Analyzing Methods

To achieve the objectives this study and test research hypotheses, service contact hoteliers in the major cities of Korea (e.g., Seoul, Incheon Songdo) working in five-star hotels were invited to participate in the survey. In order to match the study goals, survey was done only with the Y generational workers who were born from 1981 to 2000. The data collection was carried out from November 1 to November 30, 2015. Before the survey was administered, its academic purpose was explained to the human resource managers and the participants in each hotel. A total of 320 self-administrated questionnaires were distributed and 297 were gathered. After discarding unusable responses, 284 useful responses were coded for analysis. To analyze the data, frequency, exploratory factor analysis, reliability analysis, PROCESS Macro analysis and simple regression analysis were undertaken by using SPSS 18.0.

4. RESULTS

4.1. Sample Characteristics

In order to analyze sample characteristics, frequency analysis was undertaken. The results showed that female was 58.8% and male was 41.2%. The age of from 20 to 29 (63.0%) was more than the 30s (37.0%). 69.4% of the respondents were in F&B and others are in the rooms division. 69.4% of the respondents were in the Food and Beverage division and the others worked in the Rooms division. In terms of working period, 23.6% of the respondents were below 1 year, 42.6% was from 1 to 3 years, and 33.8% was over 4 years. The

Table 1. Characteristics of the respondents (n=284)

	Frequency	Percentage
Gender		
Male	117	41.2
Female	167	58.8
Total	284	100.0
Age		
20~29	179	63.0
Over 30	105	37.0
Total	284	100.0
Job Division		
Room	87	30.6
Food & Beverage	197	69.4
Total	284	100.0
Years of service		
Less than 1	67	23.6
1~3	121	42.6
4~6	54	19.0
7~9	36	12.3
More than 10	7	2.5
Total	284	100.0

sample characteristics of the respondents was presented in Table 1 as follows;

4.2. Testing Validity and Reliability

In order to verify the dimensionality of the research constructs, exploratory factor analysis on applying principle component analysis with varimax rotation and reliability analysis were fulfilled using SPSS 18.0 software program. Work-values items were analyzed first. One item was dropped due to cross-loading between 2 factors. After deleting that item (pleasant working environment), the result showed that work-values consists of 5 factors. Every factor loading exceeds over than 0.4 and Cronbach's alpha scores for all factors are over 0.80. These results are providing construct validity and reliability of measurement items for 5 factors, respectively. 5 factors are named as Personal development values, Social/Altruistic values, Personal welfare values, Work condition values and Prestige values as follows.

And then, job satisfaction and task performance items were analyzed. The result revealed that each construct is confirmed as a single factor construct. When it comes to job satisfaction,

Table 2. Results for testing validity and reliability of work-value items

Factors	Eigen-value (%)	Factor loading	Cronbach's α
[Personal welfare values]			
-Enough time of from work		0.722	
-Respect privacy		0.759	
-Flexibility on work schedule	13.109	0.747	
-Workplace support on work-life balance	(45.205%)	0.711	0.924
-Fun		0.700	
-Autonomy		0.698	
-Pleasant organizational climate		0.698	
[Social/altruistic values]			
-Supervisory concern		0.792	
-Social interaction, advise		0.857	
-Supervisory support	2.687	0.811	0.923
-Social service	(9.267%)	0.840	
-Helping people		0.806	
-Moral value		0.650	
[Personal development values]			
-Achievement	1.694	0.520	
-Challenge	(5.843%)	0.696	
-Interesting		0.756	0.892
-Advancement		0.786	
-Use ability		0.760	
[Work condition values]			
-Salary		0.742	
-Benefit		0.796	
-Job security	1.644	0.489	
-Continuously learn	(5.668%)	0.486	0.890
-Work abroad		0.577	
-Feedback		0.563	
-Recognition		0.445	
[Prestige values]			
-Authority	1.357	0.791	
-Reputation	(4.679%)	0.826	0.838
-Social influence		0.754	
-Prestige		0.627	
KMO(Kaiser-Meyer-Olkin measure of sampling adequacy)=0.921. Bartlett's test of sphericity : 6812.370, $P=0.000$ ($df=406$)			

2 items(r-coding) were deleted since they were separated into another factor which was not able to be explained. And then, eigenvalues of each factor are greater than 1.0. and minimum factor loading is over than 0.7 and Cronbach's alpha scores for all factors are over 0,90. These results are verifying construct validity and reliability for job satisfaction and task performance.

4.3. Testing Hypotheses

To test hypothesis 1 which stated significant effect of work-values (Personal development values, Social/Altruistic values, Personal welfare values, Work condition values and Prestige values) on job satisfaction, Process Macro Analysis was fulfilled. In terms of R^2 , if the score is higher than 0.1, it can be accepted that there is a significant effect between the variables(Cohen, 1988). As the results, model summaries between multi-dimensional work-values and job satisfaction showed acceptable levels. The results also revealed that all 5 factors have significantly positive effects on job satisfaction. Among them, the factor that presented the highest effective score was Personal Development work-value. These results fully supports H1.

The following Tables are providing the results of H2 to test the direct effect from work values (Personal development values, Social/Altruistic values, Personal welfare values, Work condition values and Prestige values) to task performance. Also every tables are showing the results of H3 to test indirect (mediating) effects of job satisfaction between work-values and task performance. In order to test H2 and H3, Process Macro Analysis was conducted as well. Process Macro Analysis (Hayes, 2013) is a new analytical method developed to validate a direct influence, mediating effect, or moderating effect between the variables at one time without any further analysis. The results showed that only 2 factors such as Prestige work-value and Personal welfare work-values had significantly positive effects on task performance. Therefore, these results partially supports H2. Meanwhile, job satisfaction was demonstrated a significant mediator between all of work-value factors and task performance. Therefore H3 was fully accepted.

To test hypothesis 4 that postulated a significant effect of job satisfaction on task performance, simple regression analysis was conducted. The result showed job satisfaction had a positive effect on promoting task performance. Hence, H4 was accepted.

Table 3. Results for testing validity and reliability of job satisfaction & task performance

Factors	Eigen-value (%)	Factor loading	Cronbach's α
[Job Satisfaction]			
- I am very pleasant to do my duty.	3.139 (78.467%)	0.913	0.907
- My job is very worthwhile.		0.881	
- The current job is perceived as a good job.		0.916	
- I am very satisfied with my job.		0.831	
KMO(Kaiser-Meyer-Olkin measure of sampling adequacy)=0.823, Bartlett's test of sphericity : 781.421, $P=0.000$ ($df=6$)			
[Task Performance]			
-Adequately completes assigned duties	4.266 (71.105%)	0.758	0.918
-Fulfills responsibilities specified in job description.		0.730	
-Perform tasks that are expected of him/her.		0.831	
-Meets formal performance requirements of the job		0.920	
-Can do well the job that is obligated to perform		0.901	
-Succeed to perform essential duties.		0.899	
KMO(Kaiser-Meyer-Olkin measure of sampling adequacy)=0.879, Bartlett's test of sphericity : 1338.833, $P=0.000$ ($df=15$)			

Table 4. Direct effects from work-values to job satisfaction

H1	Path	Standardized coefficient	LLCI	ULCI	P-value	Model summary
Direct effect	Prestige values → job satisfaction	0.587	1.095	2.744	***	$R=0.442$ $R^2=0.120$ $F=68.390$ $P=0.000$
	Personal development → job satisfaction	0.677	1.251	2.247	***	$R=0.655$ $R^2=0.429$ $F=11.523$ $P=0.000$
	Work condition → job satisfaction	0.486	2.743	3.493	***	$R=0.590$ $R^2=0.348$ $F=150.460$ $P=0.000$
	Personal welfare → job satisfaction	0.529	2.155	3.137	***	$R=0.552$ $R^2=0.305$ $F=132.820$ $P=0.000$
	Social/altruistic values → job satisfaction	0.639	2.118	3.057	***	$R=0.578$ $R^2=0.335$ $F=141.783$ $P=0.000$

Note: * $p<0.05$, ** $p<0.01$, *** $p<0.001$.

Table 5. Direct and indirect effects from work-values (prestige values) to task performance

H2 H3	Path	Standardized coefficient	t	LLCI	ULCI	P-value
Direct effect	Prestige values → task performance	0.295	4.735	0.172	0.417	***
		Standardized coefficient	Boot SE	Boot LLCI	Boot ULCI	Z score (P-value)
Indirect effect	Prestige values → job satisfaction → task performance	0.194	0.040	0.131	0.281	6.336 (0.000)
Model summary		$R=0.556$, $R^2=0.310$, $F=62.965$, $P=0.000$				

Note: * $p<0.05$, ** $p<0.01$, *** $p<0.001$.

Table 6. Direct and indirect effects from work-values (personal development) to task performance

H2 H3	Path	Standardized coefficient	<i>t</i>	LLCI	ULCI	<i>P</i> -value
Direct effect	Personal development → task performance	0.501	0.841	−0.067	0.168	0.401
		Standardized coefficient	Boot SE	Boot LLCI	Boot ULCI	Z score (<i>P</i> -value)
Indirect effect	Personal development → job satisfaction → task performance	0.268	0.436	0.187	0.356	6.193 (0.000)
Model summary		$R=0.506$, $R^2=0.256$, $F=48.408$, $P=0.000$				

Note: * $p<.05$, ** $p<.01$, *** $p<.001$.**Table 7.** Direct and indirect effects from work-values (working condition) to task performance

H2 H3	Path	Standardized coefficient	<i>t</i>	LLCI	ULCI	<i>P</i> -value
Direct effect	Work condition → task performance	0.535	1.204	−0.034	0.141	0.230
		Standardized coefficient	Boot SE	Boot LLCI	Boot ULCI	Z score (<i>P</i> -value)
Indirect effect	Work condition → job satisfaction → task performance	0.189	0.299	0.133	0.248	6.205 (0.000)
Model summary		$R=0.508$, $R^2=0.258$, $F=48.906$, $P=0.000$				

Note: * $p<.05$, ** $p<.01$, *** $p<.001$.**Table 8.** Direct and indirect effects from work-values (personal welfare) to task performance

H2 H3	Path	Standardized coefficient	<i>t</i>	LLCI	ULCI	<i>P</i> -value
Direct effect	Personal welfare → task performance	0.129	2.605	0.031	0.227	0.009
		Standardized coefficient	Boot SE	Boot LLCI	Boot ULCI	Z score (<i>P</i> -value)
Indirect effect	Personal welfare → job satisfaction → task performance	0.187	0.037	0.121	0.269	5.798 (0.000)
Model summary		$R=0.525$, $R^2=0.272$, $F=52.485$, $P=0.000$				

Table 9. Direct and indirect effects from work-values (social/altruistic values) to task performance

H2 H3	Path	Standardized coefficient	<i>t</i>	LLCI	ULCI	<i>P</i> -value
Direct effect	Social/altruistic values → task performance	0.078	1.328	−0.038	0.194	0.1851
		Standardized coefficient	Boot SE	Boot LLCI	Boot ULCI	Z score (<i>P</i> -value)
Indirect effect	Social/altruistic values → job satisfaction → task performance	0.237	0.048	0.158	0.349	6.173 (0.000)
Model summary		$R=0.509$, $R^2=0.259$, $F=49.117$, $P=0.000$				

Table 10. Direct effects from job satisfaction to task performance

H4	Path	Non-Standardized coefficient	Standardized coefficient	t	P-value	Model summary	
Direct effect	Job satisfaction → task performance	0.428	0.504	9,809	0.000	$R=0.504$ $F=96.208$	$R^2=0.254$ $P=0.000$

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

5. CONCLUSION

In modern business environment, the key for successful management now is to embrace and understand the new generation who are newly joining the workplace. It is wise to know what the new people want in their work environment and it is important to apply more appropriate managerial practices for the new generational employees (Donald & Hillman, 2013). In this arguing background, the author of this study wondered what Y-generational employees desire for their job and which factors may lead to enhance their job satisfaction and task performance. In order to get answers for the questions, this study was designed and conducted. The findings are as follows.

First, Y Generational work-values was derived through the previous literature researches and exploratory studies. The results provided 5 factors structure of work-values named as Personal development values, Social/Altruistic values, Personal welfare values, Work condition values and Prestige values. Second, all five factors were found to be positively significant on job satisfaction. Therefore, Hypothesis 1 is fully accepted. This finding is consistent with the previous theoretical arguments (e.g. Cho, 2016; Choi, 2006). The most influential factor was 'Personal development work-values'. And the secondly influential factor was 'Social/Altruistic work-values'. Third, in the effect from work-values to task performance, 'Prestige work-values' and 'Personal welfare work-values' were found to be significant factors in facilitating task performance. 'Prestige work-values' showed more influential score than 'Personal welfare work-values'. So Hypothesis 2 was partially accepted. This finding is corresponding with the previous researches (e.g. Swenson & Herche, 1994; Roe & Ester, 1999). Fourth, job satisfaction was revealed as a mediator between all five factors of work-values and task performance. Hypothesis 3 was accepted. This finding confirms the effectiveness of job satisfaction in the hotel organization once more. Finally, job satisfaction has a significantly positive effect on task performance. Hence, Hypothesis 4 was accepted. This result supports

the many previous researches such as Gallardo et al. (2010) and Choi and Kim (2012).

Upon the study findings, 5 factor-structure of work-values (Personal development values, Social/Altruistic values, Personal welfare values, Work condition values and Prestige values) which was developed in this study is providing another measurement scales for the future studies. The research model of this study is able to give other researchers a new study framework as well.

Plus, the present study suggests some managerial implications based on the research findings. To begin with, we need to see the results that personal development work values such as achievement, challenge, interesting, advancement, chances are the most effective determinants to enhance job satisfaction of Y generational service staffs in the hotel industry. That means the more opportunities to challenge, to do something more interesting jobs and to develop their competence let Y generational employees satisfy more with their job and perform better. In order to meet these demands, this study asks of hotel managers to develop some more educational or self-development programs based on Y generation people's requirements. Regular job rotation can be a good idea to increase chances for their new experiences. Various study programs are good for them as well.

The results also provided that social/altruistic work values such as supervisory support, social interaction, supervisor advice, helping people, social service, moral values are good to improve their job satisfaction too. We are able to recognize that a good relationship with colleagues and supervisors is essential to determine job satisfaction among Y generational people. This study suggests continuing education to improve a good relationship among co-workers and it will also need to keep the managers in constant care to respect their subordinates and maintain good connections.

In order to level up their task performance, hotel management had better establish some useful policies to satisfy their prestige work values such as social recognition, reputation, significant impact, prestigious. Hotel managers should bare in

mind that the more they are satisfied with their work, the better their performance will be done.

In conclusion, the present study is arguing that the importance to understand what the new generational employees desire in the workplace. Through out the study findings, this study can provide further information about the work-values of the 'Y generation employees' engaged in the hotel industry. Also this study suggests more appropriate personnel management direction by identifying the factors that contribute to improving their job satisfaction and task performance. As mentioned above, this study provides work value information of Y generation, which occupies a high percentage of hotel service staff. Considering that the proportion of Y generation employees in the industrial field is increasing continuously, the results of this study can be used as an useful data in the personnel management of hotel industry.

Despite of significant research results, this study has several limitations. First, the sample was obtained from certain major cities. Even if those areas are the places where many hotels are located at, the wider sample area will be recommended for the next research in order to make sure the representativeness. Second, this study was conducted only for the Y generation, If it reveals a significant difference from the other generations, it will be able to present the unique characteristics of Y generational employees more clearly.

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