

# GENERATIONAL LEADERSHIP IN THE HOSPITALITY WORKFORCE

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## ABSTRACT

The purpose of this study is to identify generational differences and similarities among Hospitality employees and managers in order to develop leadership strategies and management styles that can be utilized to increase employee morale and productivity while enhancing recruitment and retention rates of highly qualified workers. Data for this study was collected through a series of in-depth focus group discussions. Findings indicated significant generational differences in world views, attitudes toward authority and perspectives on work. Findings suggested the Baby Boomers respect authority and hierarchy, while the Generation X-ers rebel against authority. Findings also suggested while Baby Boomers live to work, Generation X-ers work to live. The Baby Boomers are willing to wait their turn for promotions and rewards, and are very loyal. On the other hand, Generation X-ers expect immediate recognition through title, praise, promotion, and pay. They also want a life outside of work- they are not likely to sacrifice theirs for the company. The Millennial Generation believes in collective action, optimism of the future, and trust in centralized authority. They like team work, showing a strong will to get things done with a great spirit.