THE MODERATING EFFECT OF SUPERVISORS' PERCEPTION ON DETERMINANTS OF JOB TENURE AMONG GENERATION Y EMPLOYEES IN STAR RATED HOTELS IN NAIROBI AND MAASAI MARA NATIONAL RESERVE, KENYA

BRENDAH NAWEKULO ULUMA

A THESIS SUBMITTED TO THE DEPARTMENT OF TOURISM MANAGEMENT IN THE SCHOOL OF TOURISM, HOSPITALITY AND EVENTS MANAGEMENT IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF DOCTOR OF PHILOSOPHY DEGREE IN TOURISM MANAGEMENT

MOI UNIVERSITY

DECEMBER, 2019

DECLARATION

DECLARATION BY THE CANDIDATE

This thesis is my original work and has not been submitted for a degree in any other university. No part or whole of this thesis should be used without my consent.

Signature…………………………………… Date……………………..……

Nawekulo Brendah Uluma

SBE/D.PHIL/TOU/03/11

DECLARATION BY THE SUPERVISORS

This thesis has been submitted for examination with our approval as University Supervisors.

Signature…………………………………… Date……………………..……

Dr. Beatrice O. Imbaya

Department of Tourism Management

School of Tourism, Hospitality and Events Management

Moi University

ELDORET-KENYA.

Signature…………………………………… Date……………………..……

Prof. Noah Sitati

Wildlife Species Expert

Ruvuma Landscape

World Wildlife Fund

TANZANIA OFFICE

DEDICATION

I am dedicating this thesis to two beloved people who have meant and continue to mean so much to me. Although they are no longer in this world, their memories continue to regulate my life. First and foremost, to my grandmother Elizabeth Namalwa who raised me, loved me, and taught me the importance of focusing on academics. Next, my cousin Denis Allan Tsuma, whose love for me knew no bounds and, who taught me the value of hard work. Thank you so much "cuz", I will never forget you.

ABSTRACT

Employee job tenure is important for the existence, growth and development of any organization. It is more important to the larger tourism and hospitality sector, since it relies heavily on people to offer services to customers. The sector is particularly attractive to young employees, also known as Generation Y. However, these employees are known to exhibit short job tenure at work as well as moving from one organization to another, which can destabilize the work environment. This study aimed at establishing the determinants of Generation Y job tenure in selected star rated hotels. Specifically, the study sought to establish the relationship between Generation Y employees' work values, perceived leadership traits, the perception of their supervisors' support, to establish the moderating influence of supervisors' perception of Gen Y employees and to compare job tenure antecedents and Gen Y employee job tenure among star rated hotels in rural and urban Kenya. Hertzberg two factor theory, theory of planned behavior and theory X and Y guided the study. Positivism informed the study. An explanatory research design was adopted for this study. The target population consisted of 1,226 Generation Y employees and 117 departmental supervisors in hotels. Sampling was done in three phases: cluster and stratified sampling to select five hotels and lodges each from Nairobi and Maasai Mara National Reserve, proportionate and systematic sampling to select 264 Generation Y employees and a census survey of 117 departmental supervisors in hotels were interviewed to determine perception of Generation Y employees. Questionnaire survey was the primary instrument of data collection. Quantitative data was collected and analyzed descriptively using distribution, measures of central tendency, skewness, frequency and percentages. The data was also analyzed inferentially using hierarchical regression analysis to determine levels of significance between the study variables. The study found that the employee work values, (p=0.000) and Generation Y employees' perception of supervisors' support (p=0.023) were predictors of job tenure. On the other hand, perceived supervisors' leadership traits (p=0.877) was not predictors of job tenure. Further, the moderating influence of supervisor perceptions on the identified determinants were found not to moderate the determinants and job tenure among Generation Y star rated hotels and lodges in Kenya. The study concluded that the perception of supervisors as conservative and rigid and the feeling by the supervisors that Generation Y possess unrealistic expectations and have little respect for authority markedly reduced the tenure of the latter. In addition, shorter working hours and a democratic as opposed to authoritative leadership increased Generation Y tenure. The study therefore recommends that retaining Generation Y employees in the service industry requires the cultivation of an environment of mutual understanding and respect between employees and supervisors, where the employees are given room to be creative and innovative without necessarily being told what to do.

TABLE OF CONTENT

LIST OF TABLES

LIST OF FIGURES

OPERATIONAL DEFINITION OF TERMS

Job tenure: Job tenure is defined as the amount of time that a worker has spent working for the same employer, even if the person's job within the firm has changed (Auer & Cazes, 2003).

Generation Y job tenure: The amount of time that a worker has spent working for the same employer. (Laird, Harvey & Lancaster, 2015). It is also known as employee longevity and a proxy of turnover (Waldman & Arora, 2004)

Generation Y: This research adopted this classification of Generational cut offs and was particularly interested in the category of employees born between 1980 to 1990 (Park & Gursoy, 2011) since they constitute the bulk of employable Generation Y.

Urban set up: Is an area with an increased density of human-created structures in comparison to the areas surrounding it and has a population of 2,000 and above. In this definition urban areas include the following: cities, Town Councils and Urban Councils. It includes the cities of Nairobi, Mombasa, Kisumu and all municipalities (KNBS, 2010; 5). In this study, urban Kenya will be represented by Nairobi city.

Rural set up: It is a large and underdeveloped isolated area of an open country, often with low population density (KNBS, 2010;5). In this study, rural Kenya will be the Maasai Mara National Reserve.

Work values: These are factors that define the nature of work i.e. whether interesting, pleasing or challenging and the job benefits related to the workers' tasks e.g. salary, nature of pension plan, nature of holidays, and job security (Wong *et al.,* 2008).

Supervisor: The term "supervisor" typically refers to one's immediate superior in the workplace, that is, the person whom one reports directly to in the organization (McNamara, 2011). In this study, supervisor refers to the persons recommended by the hotels and lodges management and who employees reports directly to and can provide information about

Generation Y employees in their establishments, having worked with them.

Supervisors' leadership traits: People skills, need for achievement, self-confidence, assertiveness intelligence, task competence, flexible, stamina, understanding the followers needs, capacity to motivate, trustworthiness, courage and resolution and eagerness to accept responsibility (Gardner,1989). Adaptability to situations, assertiveness, cooperative, dependable, stamina, decisive, has desire to influence others, persistent and tolerant to stress, were used in this study.

Supervisors' perception: This refers to the dynamic and complex way in which supervisors select information (stimuli) from the environment, interpret and translate it so that a meaning is assigned which will result in a pattern of behaviour or thought (Mullins, 2010). In this research, supervisors' perception will refer to the attitude that supervisors have of Generation Y employees that makes them think highly or lowly of these employees thus affecting their tenure.

Employees' perception: Is a process by which employees organize and interpret their sensory impressions in order to give meaning to their environment. Perception is not necessarily based on reality, but is merely a perspective from a particular individual's view of a situation (Panimalar & Kannan, 2013). Employees perception here refers to the impression Generation Y employees have of their supervisors and how that impression determines their tenure.

Hotels and Lodges: Term used traditionally to refer to an accommodation establishment associated their location. Those established in central cities are known as hotels while those located in natural surroundings with outdoor activities such as hunting and skiing, are known as lodges (Abbott & Lewry, 2002). In this study, the term hotels refer to those in Nairobi while lodges refer to those in Masai Mara National Reserve.

LIST OF ABBREVIATIONS AND ACRONYMS

AAA	American Automobile Association
AMV	Analysis of missing values
ANOVA	Analysis of Variance
BLS	Bureau of Labour Statistics
DW	Durbin–Watson
Gen Y	Generation Y
HRA	Hotels and Restaurants Authority
KMO	The Kaiser-Meyer-Olkin
KNBS	Kenya National Bureau of Statistics
MMA, MMB, MMC, MMD and MME	Lodges in Maasai Mara National Reserve
MVA	Missing Value Analysis
NA, NB, NC, ND and NE	Hotels in Nairobi
NACOSTI	National Commission for Science, Technology and Innovation
PCA	Positive Coaching Alliance
PwC	Price water house Coopers,
Q-Q plots	Quantile–quantile plots
SAGA	Semi-Autonomous Governmental Agency
SEM	Structural Equation Modeling
SGR	Standard Gauge Railway
SPSS	Statistical Package for Social Scientists
VIF	Variance Inflation Factors
WTO	World Trade Organization
WTTC	World Travel and Tourism Council

ACKNOWLEDGEMENTS

CHAPTER ONE

1.1 Overview

This chapter provides an introduction to the study. Specifically, the chapter presents an outline of the background of the study and statement of the problem. It also provides the purpose of the study, specific objectives, hypotheses, basic assumptions, significance and the scope of the study. The limitations of the study are also presented.

1.2 Background to the Study

The travel and tourism sector remains central to the Gross Domestic Products (GDP) of many countries globally. It is reported that in 2018, the global travel and tourism sector grew by 3.9% which was way above the global economy, and which stood at 3.2% (World Travel and Tourism Council (WTTC), 2019). The contribution of the travel and tourism sector to job creation cannot be under estimated. According to the World Travel and Tourism Council (WTTC, 2019), the sector alone through its branches such as hotels, travel agencies, airlines and other tourism passenger transportation services supported 107, 833,000 jobs amounting to 3.6% of the total global employment. In Kenya, the industry is noted to have contributed a total sum of Ksh257.4bn to the GDP in 2016, and supported 399,000 jobs which were 3.4% of total employment (WTTC, 2017).

The vibrancy of the tourism sector is such that, it is projected that the number of jobs globally, supported by the sector in the year 2026 will have hit 135,884,000 jobs which is 4% of the projected total employment. Indeed, tourism is and has been a

major contributor to the GDP and job creation of many countries. India for instance, relies significantly on tourism for job creation, with the sector accounting for as large as 25 million jobs (Chandrakanta-Saloo as cited in Dayamanda, 2014). In Kenya, the tourism sector is one of the major drivers of the country's economy. According to the Kenya National Bureau of Statistics (KNBS, 2010), the sector's contribution to the GDP rose from Ksh73.7 billion in 2010 to Ksh97.9 billion in 2012, a geometric increase of 32.8%. The Government of Kenya acknowledges the potentiality of the sector through its linkage with others (entertainment and handicrafts, wildlife, agriculture, and banking and finance among others) to generate wealth through employment, and has leveraged achievement of Vision 2030 on this sector (GoK, 2007).

The benefits accruing from the travel and tourism sector owes so much of its success to the hospitality industry in general. Ra'ed Masa'der *et al.,* (2017) report that development of sustainable tourism positively and significantly relies on hotel development. Attila (2016) contends that the hotel industry impacts significantly on tourism competitiveness. Suffice it to say therefore, that a discussion of the tourism industry no doubt goes in tandem with that of the hospitality industry.

Employee longevity commonly referred to as job tenure, in the hotel industry remains a matter of interest particularly with the diversity of generational differences among employees (Zopiatis *et al.,* 2011). Job tenure reportedly varies across generational cohorts. Ryder (as cited in Park and Gursoy, 2011) defines a generation as a clique of individuals of similar age, and sharing historical experiences spanning across the

same period of time. Park and Gursoy (2011) identify three different generations that may vary with respect to job tenure: Baby Boomers, born between 1946 to 1964, generation X, born between 1965 to 1980 and Generation Y popularly referred to as Gen Y born between 1980 to 1990.

Viechnicki and Barua (2015) posit that Gen Y employees command an increasing share of the workforce, that warrants taking them into consideration. Perhaps arguments such as these posited by Lancaster and Stillman that raise questions as to which factors determine Gen Y longevity on job. Evidence shows that Gen Y are always on the lookout for their career move (Zappe, 2016), and are bound to keep moving until they land it. According to the 2016 Deloitte Gen Y survey (Deloitte, 2016), Gen Y tend to exhibit minimal loyalty to their employers, and are always looking to exit in the near term. The survey further shows that given a chance, twenty-five percent of Gen Y employees would give up the current employer for a new organization. Concern has been raised on the high turnover experienced in the hospitality industry, ostensibly because of the job demands and work life balance challenges (Brown et al, 2015). Guilding, Lammiumaki and McManus (2014) contend that the turnover of staff in the hospitality industry is higher than average. It is documented that the leisure and hospitality industry suffered a turnover of 64.8% in the year 2013 compared to the overall turnover of 37.2% for other industries put together (Bureau of Labour Statistics (BLS), 2013). Short job tenure in the hospitality industry is based on the understanding that it is bound to compromise customer satisfaction and taint the industry's reputation (Qazi, Khalid & Shafique, 2015). Indeed, Putra, Cho and Liu (2015) decry hospitality employee turnover noting, that

the cost of such turnover often falls in the range of $3000 - $ 20,000 for each employee cost per hour, and can go up to $50,000 for each manager.

Evidence in the extant literature points to Gen Y employees' characteristics as being responsible for their observed turnover rates, and results in their short stay in any particular organization. According to Brown *et al.,* (2015) prioritization of balance in their work life is the biggest risk for turnover among Gen Y in the hospitality industry. In support of these sentiments, Rosa and Hastings (2016) argue that requests made by Gen Y to be away from duty as a way of balancing work life often makes hospitality managers to fill challenged and acts as an avenue for tension. however, individuals in Gen Y have been associated with positive attributes such as taking on challenging tasks, ability to make a difference, and a strong sense of work culture (McEwan, 2009), hence they may be valuable to an organization.

In Kenya, Mwilu (2016) opines that individual factors, normally stringent among Gen Y employees, are the major contributors to hotel employees' short job tenures. Factors such as career aspirations, reminiscent of Gen Y were found to impact strongly on turnover intentions. Kuria, Wanderi and Ondigi (2012) without specifically referring to Gen Y noted that factors such as age, promotions and experience, training and hotel rating, were responsible for turnover in star rated hotels. These factors match characteristics attributed to Gen Y employees. It is therefore safe to say that in the hospitality industry in Kenya, Gen Y are driven by their passionate values and are likely to base their intention to move out of an organization on these values.

There is no doubt that Gen Y individuals are becoming a big force in the hospitality industry and have the propensity to help grow the tourism industry. An understanding of peculiar characteristic that defines these individuals job tenure can definitely go a long way in informing future planning among hotels as a way of including their interests.

1.3 Statement of the Problem

The hotel industry is becoming very dynamic and competitive and has seen a phasing out of older generations in favor of new generations most of whom are Gen Y. Previous studies have shown that Gen Y who occupy 41% of the general working population currently, make the highest contribution of the total workforce (Benkendorff *et al.,* 2010; McCrindle, 2010), and are projected to make up to half of the total work force by the year 2020 (Kei-Lin, 2017). Further, empirical studies reveal that the industry employees record the lowest tenure rates compared to other sectors (ILO, 2012). This scenario impacts negatively on sustainability of the business as a result of replacing experienced employees and launching orientation and training programs for newly employed ones.

Studies have been done to find out why Gen Y individuals do not stay in organizations for long like their predecessors. These results are generalized indicating valuing personal goals at the expense of organizational (Puybaraud, 2010). Little is known about factors that determine job tenure among Gen Y employees in Kenyan hotels and lodges yet for hotels to be attractive to Gen Y and make use of the positive attributes that they possess, then more needs to be known about factors that contribute

to them staying longer. This study therefore sought to establish determinants of job tenure and the moderating influence of supervisors' perceptions on those determinants among Gen Y employees in selected star rated hotels in Nairobi and Maasai Mara National Reserve.

1.4 Research Objectives

The general objective of this study was, to establish the determinants of Generation Y employee job tenure in selected 3-5 star rated hotels in Nairobi City and Maasai Mara National Reserve, Kenya.

The specific objectives of this study were;

1. To establish the influence of Gen Y employees', work values on their job tenure in selected star rated hotels in Nairobi and Maasai Mara National Reserve, Kenya.

2. To examine the influence of perceived supervisors' leadership traits on Gen Y employees' job tenure in selected star rated hotels in Nairobi and Maasai Mara National Reserve, Kenya.

3. To find out the influence of Gen Y employees' perception of their supervisors support and their tenure in selected star rated hotels in Nairobi and Maasai Mara National Reserve, Kenya.

4. (i) To establish the moderating influence of supervisors' perception of Gen Y employees on the relationship between Gen Y work values and Gen Y employee job tenure in selected star rated hotels in Nairobi and Maasai Mara National Reserve, Kenya.

   (ii) To find out the moderating influence of supervisors' perception on the relationship between perceived supervisors' leadership traits and Gen Y employee

job tenure in selected star rated hotels in Nairobi and Maasai Mara National Reserve, Kenya.

(iii) To establish the moderating influence of supervisors' perception on the relationship between Gen Y employees' perception of their supervisors support and their tenure in selected star rated hotels in Nairobi and Maasai Mara National Reserve, Kenya.

5. To compare job tenure antecedents and Gen Y employee job tenure among star rated hotels in rural and urban Kenya.

1.5 Research Hypotheses

The following hypotheses were tested in this study:

H_{01}: Generation Y work values does not influence their job tenure in selected star rated hotels in rural and urban Kenya.

H_{02}: Perceived supervisors' leadership traits does not influence Generation Y employees' job tenure in selected star rated hotels in rural and urban Kenya.

H_{03}: Generation Y employees' perception of their supervisors' support does not influence their tenure in selected star rated hotels in rural and urban Kenya.

H_{04}: (i) Supervisors' perception of Gen Y employees does not moderate the relationship between work values and Gen Y employee job tenure in selected star rated hotels in Nairobi and Maasai Mara National Reserve, Kenya.

(ii) Supervisors' perception of Gen Y employees does not moderate the relationship between perceived leadership traits and Gen Y employee

job tenure in selected star rated hotels in Nairobi and Maasai Mara National Reserve, Kenya.

(iii)   Supervisors' perception of Gen Y employees does not moderate the relationship between Gen Y perception of supervisors' support and their job tenure in selected star rated hotels in Nairobi and Maasai Mara National Reserve, Kenya.

H$_{05}$:   There is no significant difference in job tenure antecedents and Gen Y employee job tenure among star rated hotels in rural and urban Kenya.

1.6 Assumptions of the Study

It was assumed that Gen Y employees and supervisors would be willing to give true response as per the administered tools on their perceptions. Third, the study assumed that hotels and lodges in Nairobi and Maasai Mara National Reserve were easily accessible, and that management would let their staff be interviewed on matters of job tenure.

1.7 Significance of the Study

Human Resource Managers in the tourism industry will benefit from this study as it will give them a tool to understand what Generation Y looks for in an employer and what motivates them to stay with that employer. The significance of this study hinges upon the fact that it provides hotel business practitioners with valuable insights on how to increase Generation Y employees' job tenure.

The findings of this study is useful for organizations, through identifying key factors to consider in retaining Gen Y employees and ways for managers to make

organizations more appealing to Generation Y employees. In addition to this, Generation Y employees' work- related characteristics have been claimed to be identifiably different from those of their generation predecessors (Cennamo & Gardner, 2008; Luscombe, Lewis & Biggs, 2013, and thus, Lindquist (2008) asserts that the policies and methods used previously to retain and attract employees from previous generations are likely to be relatively ineffective with Generation Y. Therefore, findings from this study are useful for all business leaders and managers today to gain a greater understanding of the work values of Generation Y employees and then, rethink their management policies. The findings of this study add to the existing pool of knowledge on Generation Y work-related attributes and therefore form a basis for further research.

1.8 Scope and Delimitations of the Study

The geographic scope of the present study was star rated hotels and lodges delimited to hotels and lodges located in Nairobi City and Maasai Mara National Reserve. The hotels and lodges were purposively selected on the criteria that: they were rated as 3-5 star hotels; they used the same minimum standard for their operations and had almost the same human and non-human resources. Academically, the study focused on the tourism industry. This scope was further delimited to hospitality studies. Content wise, the study focused on factors that influence job tenure among Gen Y employees. The study sought to find out the influences of Gen Y work values, supervisor leadership traits, Gen Y perceptions of supervisors, and supervisor perceptions of Gen Y employees.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

This chapter reviews relevant literature on factors influencing tenure of Generation Y in the tourism industry and specifically in the hotel sector. It also describes in detail the terms used in this study as well as the theoretical and conceptual frameworks for this study.

2.2 The Concept of Employee Job Tenure

Effective retention of employees in an organization has attracted interest in the recent past owing to the changing tastes among employees (Mathimaran & Kumar, 2017). According to Mathimaran and Kumar, intelligent employers have realized the competitive edge that retention of the best talent brings to the organization. They argue that retention of talented and skillful employees is at the center of long-term organizational health and performance. Mathimaran and Kumar further argue that effective employee retention is dependent upon employers' ability to put in place systematic efforts directed towards creation and fostering of an environment that motivates employees to remain in the organization.

Several factors focusing on employee welfare are mentioned in relation to employee retention. Miller, Erickson and Yust (as cited in Mathimaran & Kumar, 2017), contend that employees are encouraged by work environment capable of provision of a sense of belonging. Wells and Thelen, cited in the same work by Mathimaran and Kumar, point towards generous human resource policies as the impetus employees

need to remain in the organization. Ramlall (2003), on the other hand points at satisfaction of employees' individual needs.

Turnover of hospitality personnel remains a legitimate concern among practitioners (Brown *et al.,* 2015), especially within the Gen Y individuals (Rosa & Hastings, 2016). Employee job tenure has been described in the extant literature as the length an employee has remained with the organization (Crawford, Leonard & Jones, 2013). Viewed as a latent construct, employee job tenure is mainly measured through employee turnover and retention as its proxies. Evidence shows that tenure maybe short or long (Crawford *et al.,* 2013). Although employees longevity is ultimately useful to the organization, extremely short or long tenure have been found to be wanting, and may not contribute positively to the organizations performance (Hambrick & Fukutomi, as cited in Merika & Triantafyllon, 2016). Hambrick and Fukutomi contend that very short tenure is a reflection of inadequate performance if orchestrated by the management, but would reflect high levels of dissatisfaction if orchestrated by the employee. On the contrary, extremely long tenure has been associated with over commitment to paradigms that have become obsolete (Hambrick & Fukutomi, as cited in Merika & Triantfyllon, 2016).

Employee job tenure is reported to be at the core of organizational performance owing to the abundance of knowledge, skills and experience that may come with an employee's longevity in the organization (Nieves & Haller, 2014). Alveren *et al.,* (2012) argue that knowledge of employee retention and motivation strategies ought to be at the heart of business leaders if the organizations they represent have to be successful. Bryant and Allen (2013) on the other hand concur that employee turnover

is a threat to an organizations work force, reputation and profits, and does require a strategy to stem it.

Auer, Berg and Coulibaly (2004) define job tenure as the length of time an employee spends with the same employer irrespective of changes in his/her job description. This in essence points towards job tenure as an indication of the stability in employee and employer relationship. According to Auer and colleagues, organizational expertise is a function of experiences gained through the number of years spent with the company. Such experiences cultivate an understanding of the company's operations and structures. Besides, Auer *et al.,* (2004) postulate that many years of interaction with the same groups of coworkers enhances tacit knowledge of colleagues expected behaviour, and anticipated responses. This essentially enhances teamwork among the respective workers and portends good organizational performance.

Evidence in the extant literature attributes short job tenure with negative impacts on team effectiveness (Van der Vegt, Bunderson & Kuipers, 2010). Several organizations have as a consequence designed tactics such as training and development, compensations and rewards, management opportunities, and employee engagement to retain employees (Anitha, 2014, Sengupta & Dev, 2013). Anitha (2014) argues that long tenure may be achieved through improved work environment, positive relationships among employees, inspirations leadership, focused policies of the organization, training and development and good remuneration both as pay and as reward.

McDaniel, Schmidt and Hunter (as cited in Steffens, Shemla, Wegge & Diestel, 2014) define employee job tenure as the time individuals stay in a given organization, and posit that such tenure is the pivot upon which organizational success and survival revolves. Employee job tenure is also viewed as an indication of human capital that subsumes educational, professional, and personal experiences, which complement each other in increasing the value of the respective employees' at work and also determine the employees' success (Nafukho, Hairston & Brooks as cited in Steffens *et al.,* 2014). According to Becker (as cited in Steffens, *et al.,* 2014), the human capital so obtained is recognized and gifted in a way that the employee in question excels in his/her position and becomes successful.

It becomes apparent from the above discourse, that employee job tenure may impact both organizations and individual employees in positive and negative ways. The bottom line however remains that the nature of the work environment remains a key facet in employee job tenure. Employee turnover and retention are the key measures of employee job tenure, and have previously been associated with the prevailing conditions in the respective organization (Albrecht *et al.,* 2015; Chang, Low, Fu & Zhang, 2015; Hander *et al.,* 2015; Phillips, Kenny & Esterman, 2015). An examination of employee job tenure must therefore take cognizance of both employee turnover and retention.

2.2.1 Tenure among Generations

The commitment of younger generations to their company is lower than older generations (D'Amato & Herzfeldt, 2008). Company leaders found it difficult to retain younger generations when their commitment was low, making it important to

understand generational differences. Younger generations tend to not rank company loyalty as a top priority in their professional career (D'Amato & Herzfeldt, 2008).

While Traditionals and Boomers have been characterized as having a longer tenure with their employers, the lack of loyalty of younger workers, especially Xers has been noted. For instance, it has been postulated that Xers may value their relationship with their co-workers above the relationship with their company, especially if this co-worker is a friend (Karp, Fuller, Sirias, 2002), and that giving the employer two-weeks' notice maybe an Xer's idea of loyalty towards the employer (The National Oceanographic and Atmospheric Association Office of Diversity, 2006). In addition, Xers presumably view job-hopping as a valid career advancement method (Bova & Kroth, 2001). Xers presumably learned that long tenure with an employer did not guarantee job security, from witnessing job losses among parents who were loyalty their employers and played by the rules (Karp *et al*., 2002). Xers more so than boomers have been found to report that staying long with an employer was outdated and were significantly less likely to report being loyal to their employer (Kopfer, 2004).

Employee tenure has been found to decrease, depending on how 'new' the generation was: the younger the generation, the least loyal the generation appeared to be. For instance, about 70% of Traditionals reported that they would like to stay with their current organization for the rest of their working life compared with 65% of boomers, 40% of Xers, and 20% of Yers (Deal, 2007). However, such a finding may make intuitive sense, given that humans tend to prefer the familiar and seek stability as they grow older. Consequently, they may be less desirous of going through the process of

socializing into a new organization at a later stage in their lives. Smola and Sutton (2002) also found younger employees to have short tenure to their company and more 'me' oriented. They have often been painted as flighty employees, unwilling to work hard in a single job over the long haul, and too ready to chase the next opportunity for personal fulfillment (Jane, 2013). They wanted to be promoted more quickly than older workers, were less likely to feel that work should be an important part of their life and reported higher intention of quitting their job if they won a large amount of money. However, the perception of loyalty may be context dependent (Deal, 2007). Firstly, compared with older generations, Xers and Yers do not change jobs more frequently than older people did at the same age. Furthermore, the frequency with which individuals change jobs may also be related to the economy, as people are more likely to change jobs if the economy is good and opportunities are numerous.

Finally, younger workers typically hold several jobs while still studying, but tend to stabilize with one employer as they get older. Therefore, loyalty (or lack of it thereof) may be more a matter of age or other contextual circumstances than a generational trait, according to findings from Deal (2007). In her book, retiring the Generation Gap, which provides a wealth of information about generational differences in the workforce, Deal (2007) reported that other factors likely to increase employees' loyalty included for instance, opportunities for advancement and promotions, opportunities to learn new skills and develop a challenging job, as well as better compensation such as higher salaries or benefits.

Employees are also more likely to stay if the company's values matched their own. For instance, how a business handles organizational change and manages itself as well as whether the business creates opportunities for a better quality of life, better communication, and improvements such as more autonomy, control and greater contribution to their specific job were cited as company values that mattered. Individuals were also more likely to remain with an organization if the organization respected older people with experience more than younger people, and if organizations respected younger people, at least for their talents (Deal, 2007).

Generation Y is typically identified as being a fickle and wavering group of individuals. Here today, gone tomorrow. Attributed to becoming bored, seeking enjoyment or following the road. Gen Y's definition of long-term commitment is one year (Martin, 2005), and only one in five anticipates tenure with the same company for six years or longer (Hastings, 2008). In comparison, Gen X stays about five years and Baby Boomers stay about seven years at a company before leaving. In a study carried out in the United States Members of this generation are far more likely than members of others to say they will one day be working for someone other than their current employers. Nearly six-in-ten younger workers say it is not very likely or not likely at all that they will stay with their current employers for the remainder of their working life. In a Forbes article, (2012) Generation Y employees now expect to stay in their current job for less than three years. This would mean they would hold 15-20 jobs over the course of their lifetime. It would also suggest that the median job tenures for young people begin to decrease, especially as the economy improves. The age of the career builder is declining, and is being replaced by the fast-paced, short-lived

adrenaline rush of the job hopper (Meister, 2012). However, not all millennials expect to someday move on. One-third of them say their current job is their career (Pew Research, 2010).

In a study titled "The Cost of Millennial Retention" hundreds of HR professionals in various industries in the United States, found that 87% of companies reported it costs between $15,000 and $25,000 to replace each millennial employee they lose (Millennial branding.com, 2013). Considering that approximately 40% of companies currently employ 50 or more 'Generation Y' workers, these costs are expected to rise dramatically over the years to come. With the current data showing more than 60% of millennials leaving their company in less than three years, employers are facing a very expensive revolving door (Millennial branding.com, 2013). It is against this background that this study sought to find out the determinants of Generation Y employee tenure in order to recommend to human resources the measures they can put in place to avoid costly implications as a result of short tenure by Generation Y employees.

2.3 The Tourism Industry

For the fifth successive year, the growth of the Travel & Tourism sector in 2015 (2.8%) outpaced that of the global economy (2.3%) and a number of other major sectors such as manufacturing and retail. In total, Travel & Tourism generated US $7.2 trillion (9.8% of global GDP) and supported 284 million jobs, equivalent to 1 in 11 jobs in the global economy (WTTC, 2016). For instance, in 2015 Travel & Tourism directly supported 107,833,000 jobs (3.6% of total employment). This was expected to rise by 1.9% in 2016 and rise by 2.1% pa to 135,884,000 jobs (4.0% of

total employment) in 2026. In some countries, the contribution of tourism for employment is indispensable; for instance, India is the second largest employment generator in the field of tourism as large as 25 million jobs Chandrakanta Sahoo's cited in Dayananda, (Dayananda, 2014).

In Kenya, the tourism sector has been one of the key economic drivers generating approximately 10% of the country's GDP and 9 per cent of total formal employment. In 2011 for instance, the sector 's contribution to the country's GDP rose by 32.8 per cent from KSh 73.7 billion in 2010 to KSh 97.9 billion (KNBS, 2012). Further, according to World Bank, the tourism industry's contribution to Kenya's economy as a percentage of the total exports has always stood above 15%, climaxing at 22 % in the year 2007 (World bank, 2012). In the year 2010, the sector contributed 18.2% of all the country's export revenues. Further, due to its many linkages to other sectors (including agriculture, manufacturing, banking and finance, wildlife, entertainment and handicrafts), tourism has great potential to generate employment and wealth (GoK, 2007). Such realities have seen the sector being given strategic importance in the country's socio-economic development agenda. For instance, the Economic Recovery Strategy for Wealth and Employment Creation (ERSWEC) 2003-2007 (GoK, 2003) and the Vision2030 (GoK, 2007), have recognized the contribution of the tourism sector to the country's economic growth, environmental sustainability and creation of job opportunities.

2.3.1 The link between tourism and hospitality

Tourism is a collection of sectors that provide the necessary and essential services to the travelling public (Baker et. al., 2003). On the other hand, the hospitality industry

is known for providing services to people who are away from home regardless of whether it is for a long or short period of time (Baker et. al., 2003). These definitions indicate an express linkage of the two sectors.

These two industries support and rely on one another. They share common experiences (Ingram, 1995). It is explained in this article that physical infrastructure, facilities and security are prerequisites for attracting tourists. Bennett and Strydom (2005) explain that tourist facilities do not in themselves attract tourists but their absence discourage people from visiting destinations. It is from this relationship that this research focuses on the hospitality industry.

2.3.2 Hospitality industry

The hospitality industry encompasses a number of activities. The lodging industry for instance, is rated highly in service intimacy and duration, and often customizes services to customer tastes (Tesone, 2010). Besides hosting hotels and restaurants, the hospitality industry also runs programmes that prepare individuals in hotel and restaurant management Tesone and Ricci (2012) observes that the hospitality and tourism industry hosts a diversity of sectors that include food service, lodging, transportation, events, conventions, entertainment, recreation, tours, gaming and theme parks.

Interest in the hospitality industry remains high owing to the high employee turnover often reported in the industry and more particularly in the food service and lodging sectors (Birdir as cited in Tesoni & Ricci, 2012, p. 141). Efforts have previously been directed towards potential factors that can lead to the success of the industry (Walker

as cited in Tesoni & Ricci, 2012, p. 141). However, the industry still experiences mixed fortunes that call for more interest in the sector. The emerging issues that feature consistently in discourse on hospitality sector is work stress. It is argued that work stress affects performance among employees at all levels and remains a major cause of concern among managers (O'Neil & Kelly, 2011). Kim (2008) points out that employee stress should not be taken lightly since it can have a negative impact on service delivery, when employees become exhausted and cynical.

Hospitality has remained without a universal definition despite the many researchers delving into the subject over a period of time. Brotherton and Woods (2008) contend that hospitality has featured prominently in academic literature and debate but consensus towards its definition has remained elusive. Despite the lack in consensus, a sample of some of the posited definitions could help unravel the dilemma experienced. A dictionary definition views hospitality as the generous and friendly reception and entertainment of guests and strangers alike (Oxford dictionary, 2009). According to Huyton *et al.,* (2000), hospitality relates to those businesses venturing in provision of food and beverages and/or accommodation to people who may be far away from their home. The criticism of this definition however, is that it appears more broad, and fails to bring out mutual exchange and ambience within hospitality that determines quality of such hospitality (Joshi, n.d.). Lashley and Morrison (2000) distinguish hospitality from hospitableness by focusing on the social, private and commercial domains of the hospitality industry commensurate with the hospitality subdivisions of food, beverages and accommodation.

In noting that people or guests are crucial to the hospitality industry's success, Wagen (2003) defines hospitality as the people's industry. The array of definitions advanced in line with hospitality identifies two themes that dominate this discourse. In essence, hospitality comes out either as a mechanism of social control, or as a mode of social and economic exchange. As social control, the argument is that hospitality provides the means of handling people who are new in a given physical, social and economic environment (Brotherton, & Wood, 2008). In such a way, hospitality is seen as playing the role of mediation in social control.

Under this thinking, hospitality reportedly has its etymological foundation in the word 'hospes' which is interpreted to mean friend as well as enemy (Visser as cited in Lugosi & Lashley, 2011). It is argued that the social control strand of hospitality facilitates growth of relationships, and as a consequence converts strangers into families; outsiders into insiders; enemies into friends; and friends into better friends (Selwyn as cited in Lugosi & Lashley, 2011, p. 6).

As social and Economic exchange, hospitality is seen as a process of reciprocity focusing on exchange of honors (Selwyn, as cited in Lugosi & Lashley, 2011, p. 9) and right to shelter and protection (Ben Jelloun as cited in Lugosi & Lashley, 2011, p. 9). Sheringham and Daruwalla (2007) observe that in the host guest relationship for instance, reciprocity and exchange are readily manifested. The host in such a case provides hospitality and in so doing imposes a sense of order upon the guest. The guest on the other hand though elevated symbolically, gets dominated by the host, and reciprocates by being bound by the hosts rules (Sheringham & Daruwalla, 2007).

The hotel and lodging industry is regarded as a dynamic subset of the hospitality industry, and whose success is measured through customer satisfaction (Karunaratne & Jayawardena, 2010). Star rated hotels are particularly under pressure to offer services commensurate with their rating. However, Ramathan and Ramanathan (2013) argue that quality of services offered at hotels is difficult to assess given that these services are only experienced by customers when they visit and stay at these facilities. Ratings are therefore used to guide hotel guests on the nature of services to expect from respective star rated hotels (Khan, & Fasih, 2014). Khan and Fasih observe that a higher hotel rating is expected to come with higher levels of services and facilities.

The ability to manage the quality of service requires that the respective hotels' operations are able to match expected or perceived services with the actual service given. This no doubt implies that the people factor should be taken into consideration. Indeed, Tungate (2009) contends that hotel staff needs to have a good understanding of service standards, through which details of how guests should be handled are enumerated. The argument posited here is that hotels are expected to spend a lot of money training staff on expected standards. Peterhams (2010) notes that luxury hotels spent a lot of resources in training staff to be well equipped to meet guests' expectations and to enrich guests' experiences. Hotels can therefore ill afford to have a high turnover of the staff, and must definitely look to maximize potential from the staff they have by retaining them in employment for longer periods of time.

The hospitality industry has in the recent past experienced increasing competitiveness particularly in terms of tourism destinations (Gooroochurn & Sugyarto, 2005). It is argued that the ability to attract and satisfy guests has the potential to affect receipts

earned from tourism in terms of visitor numbers and expenditure (Tsai, Song & Wong, 2009). Tsai and colleagues contend that the hotel industry stands to benefit from the economic growth and stability of a destination as well as on community development. Consequently, the nature of hotels competitive and strategic positions determines the nature of outcomes attributable to those hotels.

Among key strategies that the hospitality industry is required to bring on board is that of enhancing consumer satisfaction through service quality and pricing. Mattila and O'Neil (2003) believe that a critical facet of hotel performance is the ability to understand consumer satisfaction. They believe that satisfaction has propensity to lead to repeat visits and clientele promotion by word of mouth. Akbaba (2006), in concurring with Mattila and O'Neils views posits that service quality positively affects hotel competitiveness and performance. Customers stay loyal owing to the quality of the service provided, and are able to encourage other potential customers by way of mouth. Choi and Chu (as cited in Tsai, 2009) argue that the homogeneous nature of hotel service and products is such that hotels ought to provide quality services in order to remain competitive.

Hotel pricing is also identified in the extant literature as an antecedent to customer satisfaction. Qu, Xu and Tan (2002), found that the price pegged on a hotel room impacted significantly on demand for the rooms. Tsai, Kang, Suh and Yeh (2005), established that demand for hotel room relates positively with consumer price index. Mattila and O'Neil (2003), aver that hotel room price is relative and elicits different levels of satisfaction among guests. Lockyer (2005) found out that price impacts majorly on selection of accommodation among potential customers. The bottom line

is that the hospitality industry needs to take cognizance of factors such as pricing if it has to remain competitive.

2.3.3 Hospitality Industry in Kenya

According to Makarov (2018), the hospitality industry in Kenya is a multifaceted sector that supports several economic activities, and is labour intensive and generates many opportunities for employment. Travel and tourism is one sector of the Kenyan hospitality industry that attracts a large number of foreign investors. Makarov (2018) contends that due to the wider variety of tourist points, ranging from white sandy beaches to museums, mountains, and national parks, Kenya was able to attract 1.4 million foreign visitors in 2017, 68% of these tourists traveled for leisure. The sector therefore offers jobs that require top-notch efficiency, hands on acumen, and exceptional customer services and include tour guides, travel advisors, Chauffeurs, among others.

Makarov (2018), citing findings made by the Kenya National Bureau of Statistics (KNBS, 2016) reports that the accommodation sector is the other hospitality industry sector that accounts for job creation in Kenya. According to KNBS (2016), Kenya's domestic travel expenditure stood at 62% in the year 2016, and resulted in an 11% increase in bed-night occupancy. Moreover, the same report by KNBS notes that in the same period, 187,000 guests who stayed at the country's game reserves and lodges were East African residents compared to 176,500 who were foreign residents. The culmination of the increased bed-night occupancy is that new accommodation facilities other than limitation to resorts, lodgings, and bed and breakfast have

emerged. These include furnished rentals, camp grounds, vacation complexes, apart hotels, and tourist villages.

Food and beverage is also recognized as a hospitality industry sector that offers the bulk of employment, particularly in the culinary destination. It is pointed out that the F & B as the sector is commonly called, can be viewed either as a separate or integral component of the hospitality industry, and ranges from catering establishment to a small section of an establishment (Makarov, 2018). The F & B is ranked high in the accommodation sector in terms of employment. Services of chefs and waiters are required in most establishments under the F & B sector.

According to the Kenya National Bureau of Statistics (as cited in Nzioka & Njuguna, 2017, P.4), the hospitality industry in Kenya has been keen to build on the favourable tourism outlook. Decent hotels are on the rise, and continue to increase day by day (KTB, 2010). The growth in the hotel industry in Kenya is no doubt buoyed by the Kenya Governments (2013) National tourism strategy that ranks tourism as a key industry only second to Agriculture. Competition for market share and resources remains high among hotels in Kenya. Skilled labour to match customer preferences and expectation which are reportedly ever increasing with time (Ayele, 2012), is scarce leaving companies operating in the industry compete for the scarce skilled labour.

The hospitality industry in Kenya is reported to have first evolved at the coast ostensibly to cater for railway line construction personnel and Arab traders (Ayele, 2012). It is noted that the first catering establishment was erected at the present day

Manor Hotel, and was called the grand Hotel (Kamau & Waudo, 2012). Demand for catering and hospitality services required that personnel be trained to offer the requisite services. Consequently, Utalii College started offering hospitality training sometimes in the year 1975.

The Hospitality industry in Kenya like in other countries, includes the food service section that incorporates restaurants and catering; lodging that encompasses hotels and motels; travel that may be for pleasure or business, leisure which is in the form of vacations, visiting parks, linking and sightseeing; conventions that bring together trade shows and meetings; and attractions such as shows, fairs and gatherings (Ottenbacher, Harrington & Parsa, 2009). The hospitality sector through its subsidiaries has been, and still is a key contributor to Kenya's economy. Shawiza (2017) for instance, observes that with a contribution of 10 percent to the country's GDP, the sector accounts for a major fraction of the country's economy and foreign exchange. Shawiza argues that this contribution is way above the continents average score of 8.1 percent. It is further projected that by 2019, hotel revenue growth in Kenya will have increased to 8.9 percent from 3.5 percent in 2017 (PWC Hotels Outlook, 2017-2021).

Tourism is the most vibrant component of the hospitality sector in Kenya. However, as aptly reported in the PWC hotels outlook 2018–2022, the tourist market has had its ups and downs. Between 2012 and 2015, the market is reported to have fallen a cumulative 31% owing to the incessant terrorist attacks and anti-Kenya travel advisories (PWC Hotels outlook 2018–2022). The market regained momentum in 2016 with international arrival rising by 13.7%. The momentum is reported to have

been maintained in 2017 after the launching of the Standard Gauge Railway (SGR) and which was viewed as an avenue for making travel within the country easier and relatively faster.

The country's tourism board has looked to consolidate marketing, in order to restore confidence in major international markets that include; USA, Europe, and other emerging markets in Africa and Asia (Shawiza, 2017). Indeed, as cited in PWC Hotels outlook (2018–2022), Kenya Airways, the country's major carrier has looked to introduce a direct flight to the United Stated that is expected to boost US travel to the country. Besides, Kenya through tourism board is on a concerted push to promote tourism from African countries by marketing itself as a destination for experiences. Recognition of these endeavors culminated in the country being named as the leading Safari destination in 2017. Moreover, Kenya, has also crafted a new policy that will allow visiting Africans to obtain visas upon arrival, and which will make it easier and more convenient to visit the country (PWC Hotels Outlook, 2018 – 2022).

The recent development in the travel and Tourism sector of the hospitality industry has no doubt augured well with the sectors contribution to the GDP and to employment. According to the World Travel and Tourism Council (2017), the Travel and Tourism sector made a direct contribution to GDP in 2016 of Kshs. 257.4bn (3.7% of the GDP and projected it to increase by 6.0% to Kshs. 272.8bn in 2017). The council attributes this contribution to sub-sectors such as hotels, travel agencies, airline and restaurants, and leisure. The council also observes that the travel and tourism sector generated 399,000 jobs directly in 2016 (3.4% of total employment in Kenya) and projected it to grow by 3.0% in 2017 to 411,000. The council further

argues that when wider effects from induced income impacts, the supply chain, and investment are factored, travel and tourism contributed 1,072,500 jobs in 2016 (9,2% of total employment) and projected it to rise by 3.0% to 1,104,500 jobs in 2017 (9.1% of total employment).

It is apparent that the hospitality industry through travel and tourism contributes significantly to job creation in Kenya. Such a contribution can only be sustained if the industry continues to provide services that meet guests' expectations. It is commendable, that the Kenyan hospitality industry's vibrancy continues to appeal to global hotel chain companies that are looking to invest in the country (Shawiza, 2017). Entry of such hotel chains into the local market certainly raises chances of creation of more jobs. It is conceivable that most the individuals lining up to take up these jobs, are young people graduating from colleges. The concern then is whether such individuals are able to meet expectations of quality, often spelt out within hotel grading standards.

According to Ondicho (as cited in Namusonge, Mukulu & Kirima, 2015), Kenya relies mainly on tourism activities such as safari and beach holidays, that are spatially restricted to coastal tourism destination areas such as Malindi, South Coast, and Mombasa or around selected national parks and reserves that includes; Tsavo, Masaai Mara and Amboseli. In the recent past however, other tourist attractions such as business, adventure, cultural and sports tourism have been promoted for purposes of diversifying tourism destination products (Namusonge, *et al.,* 2015). Odunga and Folmer (2004) agree that Kenya's competitiveness in international tourism is derived

from its unique and rich heritage such as scenic landscape, indigenous cultural heritage, ideal weather conditions, diverse wildlife and pristine beaches.

Hotels in Kenya are distinguished via factors such as class, ambiance, and elegance, which enable them to remain competitive. Nzioka and Njuguna (2017) observe that hotels in Kenya are facing high competition for resources and market share. Moreover, there is scarcity for skilled labour which compounds this competition more. Oketch, Wadawi, Brester and Needetea (2010), note that the hospitality industry in Kenya was grossly affected by the decline in the world tourism. They contend that tourism in Kenya largely depends on the international tourism market. Kuria, Wanderi and Ondigi (2012) further add that terrorism attacks and persistent violence occasioned by elections have continued to hit the industry, which was hitherto considered vibrant all over the world. Besides, Nzioka and Njuguna (2017), argue that management of Kenyan hotels has become complex, warranting further interest into the industry.

2.3.4 Hotel Classification

Quality in the service industry such as the hospitality industry is measured through a comparison of services that customers experience with those that they expect (Dedeoglu, Demirer & Okumus, 2015). The ability of a hotel to meet expectations of its3diverse customers in terms of services, is noted to be the key driver to customer satisfaction (Khan & Fasih, 2014; Mbuthia, Muthoni & Muchuna, 2013). It is further observed that a higher perception of quality is likely to elicit high levels of customer satisfaction and by extension higher loyalty (Gbenga & Osotimehin, 2015; Alrousan & Abuamoud, 2013).

Hotel grading or classification is therefore a system established in order to protect consumers (International Hotel and Recreation Association (IH&RA), as cited in Tefera & Govender, 2016). It is argued that hotel grading introduces standardization of hotel properties, and thus improves quality of services leading to competitiveness (Burkley, as cited in Tefera & Govender, 2016). Besides, Su and Sun (as cited in Tefera & Govender, 2016), posit that hotel rating enables a demonstration of quality services provision by way of certification and ranking. Ramanthan & Ramanathan 2013) assert that assessment of service quality is made difficult by the fact that customers only experience the service function when they stay at the hotel. This therefore necessitates use of various types of ratings that can prepare guests on the nature of services and facilities to expect (Khan, & Fasih, 2014).

The World Trade Organization (WTO), in conjunction with the International Hotel and Recreation Association (as cited in Makindi & Obwoyere, 2015), recognizes that the hotel grading system benefits sectors such as hotels, tour operators, travel agencies, consumers and governments, by facilitating hotel selection for customers. The two entities argue that classification schemes provide hotels with a branding system that communicates quantitative and qualitative evidence of their properties. On the other hand, WTO & IH & RA (as cited in Makidni & Obwoyere, 2015) observe that this system of grading hotels allows consumers to compare them. Besides, hotel classification systems provide governments with a means of appraising hotels in terms of safety. Moreover, governments are able to identify appropriate tariffs and taxes for each classification and in essence regulate the hotel industry.

Callan (as cited in Makindi & Obwoyere, 2015) states that the grading system used in hotels comes in two parts; the minimum quality expected in terms of physical requirements such as facilities and amenities is manifested in the part which is known as the basic registration standard. On the contrary, the grading standard is the part that focuses on expected quality of intangible services such as security, concierge and room service, which a hotel should meet. Makindi and Obwoyere (2015) contend that grading symbols such as suns, letters, stars, diamonds and crowns have variously been use to communicate the level of quality associated with a hotel. European countries such as France, Portugal, Italy, Spain, Germany, and the United Kingdom rank hotels on the basis of the star symbol ranging from 1 to 5 inclusive. In this respect, five stars signify the highest possible rating (Makindi & Obwoyere, 2015). These scholars further observe that the 5-star scale is in use although at times incremental of half stars are used. The ranking in the United States is done either by the Forbes Travel Guide which uses the 5-star scale, or the American Automobile Association (AAA) which insists on the diamond scale ranging from 1 to 5.

According to Kiplagat, Makindi and Obwoyere (2014), tourist facilities in Kenya are expected to meet basic requirements that include operating licenses that are duly valid; occupational permit, fire safety, parking space, water supply, room designations, drainage systems, adequate communication systems, first Aid, and electrical safety before consideration for rating. Ayele (2012) contends that hotels in Kenya are designed to offer a diverse range of quality services to suit the various customers' tastes. Among such services are; ambiance, elegance and class which go a

long way to add competitive value to hotels. Classification of hotels in Kenya therefore takes cognizance of such services

Classification of hotels in Kenya is a function undertaken by Hotels and Restaurants Authority (HRA), a semi-autonomous governmental agency (SAGA) under the tourism department of the Ministry of Tourism (Kiplagat *et al.,* 2014). Classification of hotels in Kenya uses the star system with a rating ranging from 1 to 5 inclusive (Ayele, 2012). According to Ayele, five star hotels represent the most luxurious in the hotel industry in Kenya, and are earmarked to offer meals and drinks at any hour. Moreover, Ayele avers that such hotels have distinguishing features from others that include; originality in architecture and interior design; use of high quality materials in construction and décor; high standards of comfort, high staff to guest ratio, gourmet dining; and 24-hour room service. In addition, bedrooms are spacious, have some of the finest furnishings and décor, premium bedding, and luxury bath products. Room amenities include high-speed internet access; entertainment systems and other recreational facilities.

Ayele identifies 4-star hotels as first class facilities that have a functional reception that operates for 18 hours; have on offer, a fine dining restaurant, lounge and room service with extended hours. Services offered in such facilities include baggage assistance, concierge services; and valet parking. The design of guest rooms and public spaces is done thoughtfully and constructed using materials of high quality. Guestrooms are furnished stylishly and have high quality bedding and bath products, together with other varieties of amenities. 3-star hotels also referred to as comfort, emphasize more on comfort, style and personalized service. Among the key

distinguishing features include; on site dining room service, a pool and / or fitness center; a gift shop; and sometimes may provide baggage assistance. Conference rooms are also available for those looking to hold meetings and trainings. Guestrooms offer extensive amenities and have some careful attention to comfort and décor (Ayele, 2012).

2-star hotels are identified as standard, limited–services establishments that offer clean, basic accommodation. Generally, they lack meeting rooms, fitness and recreational facilities, and baggage assistance. On site dining is mainly limited to breakfast service. Guest rooms offer private bathroom, telephone, TV, and limited amenities (Ayele, 2012). The 1-star establishment also referred to as tourist is expected to address needs of travelers for whom cost is the primary concern. Ayele observes that such establishments offer clean accommodation but have minimal facilities. Guestrooms are often small, functionally decorated but may not contain a private bathroom and other essential amenities. Outside dining is usually not available and public access may not be available at all hours.

The stringent service expectations particularly in the case of 3 to 5 star hotels obviously require a staff that remains with the hotel for a long time. The implication here is that hotels need to cultivate a friendly working environment in order to attract and retain employees for longer periods of time. This therefore calls for an examination of the working environment in the hospitality industry.

2.3.3 Work Environment in the Hospitality Industry

Survival and growth of organizations is believed to be pegged upon employee behaviour, creativity and effort in service provision or product innovation (Horng, *et al.,* 2013). Scholars have posited that behaviour, creativity and motivation can easily be nurtured among employees through their work environment (Amabile & Conti as cited in Tsai *et al.,* 2015). Literature identifies categories of attributes that may be associated with work environment. According to Hon *et al.,* (2013), physical environment attributes such as threats in work environment, freedom, status quo, coherence, challenges and physical elements enhance or inhibit creativity among employees. Schepers and Vanden Berg (2007) delineate social climate attributes such as procedural justice, knowledge sharing, and employee participation as the other facet of attributes at the centre of enhancement and inhibition of employee creativity. Resolution and identification of work environment attributes is doubtlessly a key element of facilitating organizational success and survival.

Despite an array of studies having been conducted focusing on work environment, the concentration has often been on knowledge workers such as designers, controllers, marketers, and consultants at the expense of other categories of employees (Dul & Ceylan, 2011). Lepak and Snell (as cited in Tsai *et al.,* 2015; p. 27) contend that there is need to take cognizance of the multiple cadres of employees coming from different backgrounds. Lepak and Snell further argue that work environment should be approached bearing in mind that irrespective of the category, all employees are able to contribute in creating value for the organization.

Although the social and physical climates are both considered central to employees continued stay in an organization, evidence in the extant literature suggests that the social climate supersedes the physical environment when it comes to organizational performance in campus based departments for instance, Stokols, Clitheroe and Zmuidzinas (2002), contend that the quality of work environment relates positively with creativity. Rice (2006), on the other hand vouches for the direct relationship between work environment and creativity in telecommunications and IT service provision; it is noted that little research has examined the role of work environment in the service industry and more so in the hospitality industry as a whole (Tsai, *et al.,* 2015).

The hospitality industry is recognized as offering jobs in various service industries such as accommodation, travel, restaurants, bars and tourism (Sobaih, 2015). Wang (2013) contends that, the work environment in the hospitality industry has a lot of pressure occasioning turnover rates that are relatively high among employees. Concern of the hospitality work environment is also highlighted by McIntosh and Harris (2012). According to these scholars, working in the industry requires use of the body to execute tasks such as cleaning, cooking and entertaining. These tasks often result in emotional exhaustion of employees and more often than not lead to reduced job satisfaction and increased turnover (Rathi, & Lee, 2016).

Concerns have also been raised with regards to employee wages in the hospitality industry, which for many people, averages way below what other industries give (Sobaih, 2015). Indeed, Pearlman and Schaffer (2013) argue that the insensitivity to workers' wages in the industry is hurting it. They observe that some of the key

services rely on illegal workers and student interns to do service work. McIntosh and Harris (2012) posit that ill-trained hospitality workers are bound to have negative emotions towards demanding jobs, and this may not auger well with the industry requirements. Wu and Liao (2016) recommend that employees should be allowed autonomy in their work since such autonomy may impact positively on service delivery and customer satisfaction.

Literature points at the workplace environment as a crucial facet of employee job satisfaction (Msengeti & Obwogi, 2015). It is postulated that employees are motivated to come to work when the work environment is positive in which case; they exhibit more commitment to duty (Wells & Thellen, as cited in Msengeti & Obwogi, 2015). Kuria and Alice (2012) associate work environment with the high turnover in 3-star and 5-star hotels in Kenya. They argue that the long hours spent working is never commensurate with the pay given and this leaves employees with no choice but to seek to quit. The nature of supervisor support has also been cited as an indicator of the work environment. According to Karatepe (2014), support gained from supervisors is perceived among hospitality employees as an indicator of organizational support. Consequently, abusive supervisors attract disdain to the organization in question in the belief that the particular organization cares less about workers (Shoss, Restubog, Eisenberger & Zagenczyk, 2013). Mathieu and Babiak (2016) concur that use of aggressive and non-verbal behaviour is akin to use of hostile verbal behaviour. It creates a negative attitude and sometimes triggers intention to quit among employees. On the contrary, it is argued that supportive supervisors who nurture positive

relationship with employees, increases trust among them leading to increased job tenure (Guchait, Cho, & Meurs, 2015).

Ondieki and Kung'u (2013) observe that the hospitality work environment in Kenya is not different from to other countries. They report that hospitality jobs in Kenya have either an unskilled or semi skills profile. The bottom line is that the low skills profile has led to poor working conditions, low pay and low status. Indeed, Gumbihi (2016) in an article appearing in the City News publication observed that beneath the glitter, opulence and sophistication of 5-star hotels, lies a lot of frustrated workers who can barely make ends meet. Gumbihi argues that lucky workers earn a paltry Kshs10,000 to Kshs 26,000 per month, and face the threat of getting fired over flimsy excuses.

Mokaya, Musau, Wagoki and Karanja (2013) however contradict the narrative of the negativity in the work environment in the hospitality industry in Kenya. Examining the effect of work conditions experienced in the hotel industry in Kenya on employee job satisfaction, Mokaya and colleagues concluded that most hotels in Kenya had a friendly workplace environment. Among key aspects that these scholars point to while appreciating Kenyan hotels work environment includes, working space, satisfactory remuneration, and equitable promotion system. Such contradictory findings suggest that the nature of participants in studies focusing on hotel factors may be crucial to the type of findings reported. Undeniably, hotels are characterized by multigenerational workforces that lead to diversity in tastes and expectations (Chi, Maier & Gursoy, 2013).

2.3.4 Work Environment and Generational Cohorts

A shift in hierarchical organizational structures has seen an increase in interest in generational cohorts at the work place (Zemke *et al.,* as cited in Murray, Teulson & Legg, 2011, p. 477). It is argued that different generations now have to work side by side more often necessitating organizations to rethink strategies for social interaction owing to changing diversity among individuals (Douglas, *et al.,* 2003). Sayers (2006) affirms that the changing values, attitudes and behaviour among employees ostensibly because of environmental influences require organizations to learn to optimize use of the diverse work force. Parry and Urwin (2011) observe that in recent years, diversity in the work place context results from differences in values occasioned by different generational cohorts.

Shared historical events are reported in existing literature as being at the centre of the formation of generational cohorts who normally identify along shared values (Egri & Ralston, as cited in Murray *et al.,* 2011). It is recognized that individuals who grow having shared historical events, tend to exhibit unique attitude, mind sets, values, and behaviours (Noble & Schewe, 2003). The popular literature identifies four generational cohorts existing at the work place today. They include veterans who according to Whitman (2010) were born from 1925 to 1945. Whitman identifies veterans as the oldest generation in the workplace today, and most of who have since retired. The unique qualities of this generational cohort are that it believes in loyalty, working for living, buying promotion and conforming to expected norms (Erickson, 2008).

The second generational cohort identified in popular literature is Baby Boomers. Whitman observes that having been born from 1946 to 1964, Baby Boomers constitute the largest generational cohort in the workplace today. Key characteristics attributed to members of this generational cohort include; competitiveness, workaholics, loyalty, and believe in earning promotions. They are also viewed as good mentors and communicators, in addition to being results and relationship oriented (Whitman, 2010). The third generational cohort mostly talked about is Generation X popularly referred to as Gen Xers. According to Wong *et al.,* (2008), this generation of individuals was born from 1965 to 1981 a time when the workplace was experiencing corporate downsizing. This generation is viewed as independent, keen on autonomy in their job; they are computer literate and seek skills for career advancement. Besides, they expect to be trusted to do what they can do meaningfully and with fun (Tulgan, 2009; Wong, *et al.,* 2008).

The fourth generational cohort identified was generation Y (Gen. Y), also referred to as millennial and which is noted to have been born from 1982 to 1994 and represents the youngest generational cohort in the workplace (Sayers, 2006; Wong, *et al.,* 2008). This is a generation that has grown up with technology together with social networking. The generation is reported as being highly educated and technology savvy. Besides, individuals in this cohort believe that respect has to be earned, and want to feel the impact of their contributions, through honest feedback (Orrick, 2008; Siyansky & Ferri-Reed, 2005; Tulgan, 2009). Moreover, the extant literature portrays Generation Y as a demanding group of individuals who value work flexibility, team

work, work life balance, and have high expectations of work conditions and pay (Erickson, 2008; Richardson, 2010).

2.4 Generation Y

In order to understand the characteristics of Generation y, it is useful to note that there exist generational differences observed and are generalized based on social, economic and political events that each group has encountered, hence the individual differences in the cohorts (Mc Crindle & Pleffer, 2008).

Barsch & Kelly (2014) classified Generation Y (Gen Y) as individuals born between 1979-1995.They are largely the offspring's of Baby boomers, and are perceived as brash, smart, and loath work life (Armour as cited in Islam, Cheong, Yusuf & Desa, p. 1802). Commonly known as Generation Y, or simply Gen Y, this generation of individuals is reported to have an average job tenure of 3.2 years (Laird, Harvey & Lancaster, 2015). Chi and Karadag, (2013), posit that Gen Y operate on conditional loyalty, and are bound to quit for other jobs at any time. Fenich *et al.,* (2014) observe that this generation of individuals differs markedly in expectations and assumptions that they have about work.

According to Allison (2013) Gen Y is well educated, has cultural and global awareness, and is smart in technology. It is argued that hospitality employees drawn from this generation are always looking to leave whenever the work environment is not in tandem with their work preferences. Gen Y has a unique style of communication that is known to blossom with the use of technology. According to Hartman (2014), technology is the heart of Gen Y individuals, who uses it for

interpersonal communication as well as for business use. Cho, Park and Ordonez (2013) aver that this is a generation that highly values social media, and is always looking to work in companies with a high presence of social media. In concurring with Gen Y individual's affinity for technology, Latif, Uckun and Demir (2015) argue that the generation detests public speaking and often prefers social networks. It is acknowledged that retention of Gen Y employees on their job comes with stability in terms of knowledge consistency and cost savings (Hancock, Bosio, Allen & Rerce, 2013). Despite their importance in any organization, it is noted that their domination of the workplace is becoming a big challenge to the management (Johnson & Ng, 2015).

Puybaraud (2010), views Gen Y as a transformational generation that has grown in a world significantly different from that of their parents. According to Puybaraud, this is a generation that is surrounded by a consumerism society that is loaded with technology. They pursue education through modern educational curricular which in turn has transformed their lives. The generational cohort has an ability to do things differently though not necessary efficiently (Islam, Cheong, Yusuf, & Desa, 2011). Gen Y as noted by Puybaraud (2010), have a strong focus on teamwork and often seek meaning in work, but require good management. Eisner (2005), avers that Gen Y are sociable, value family, have a high sense of morality, have the urge to fight for freedom, and are more patriotic.

The transformative nature of Gen Y is noted to have permeated organizations with transformations in social and business process being mentioned (Bryan, 2007). Bryan argues that the entry of Gen Y in the work place is redefining the work culture and

rules pursued in information technology. Puybaraud, (2010), in concurring with the transformational impact of Gen Y agrees that these youngest and newest members of the work force are pushing their case all over the world, and are in turn reshaping working practices and environments. The bottom line is that their infusion of energy and innovativeness is quite challenging to manage.

A key challenge currently facing employers is with Baby Boomers retiring in large numbers, it is becoming difficult to replace the deficit with the scarce new generation. Puybaraud, (2010), argues that the high education among Gen Y makes their skills to be in demand. This is further compounded by the fact that individuals in the generation are not enough making their talents to be even more attractive. The essence is that this demand of their talents has tended to make Gen Y who are recognized to be money grabbing and non-conformist (Puybaraud, 2010), to be job hoppers. Their rate of job turn over does not easily endear them to employers.

2.4.1 Gen Y Employees' Work habit

Several scholars have recognized the strong sense of work culture associated with Gen Y. McEwan (2009), for instance, points to Gen Y as socially conscious collaborative and relationship focused individuals who seek meaning and opportunity to learn in workplace. McEwan adds that these generations of individual's desire clear direction, consultation, inclusion in decision-making, and feedback on performance. They are also associated with a yearning for flexibility in work schedule, career progression, learning and development, and promotion. Islam *et al.,* (2011), contend that Gen Y are team oriented, prefer participatory management, are ambitions and

have high expectations about work. Puybaraud (2010), in contributing to the discourse on Gen Y observes that this group of individuals brings cultural diversity and different work culture into the workplace. Puybaraud identifies collaboration, mobility, flexibility, and sustainability as values attributed to Gen Y. Similar to other scholars, Puybaraud also reports that Gen Y are a team focused generation that views the work place as a social construct, where people meet and socialize.

Eisner (as cited in Islam *et al.,* 2011, p. 1804) posit that Gen Y's urge for intellectual challenge and the desire to succeed, drives them to seek the company of those who can further their interests. Eisner adds that personal goals are dear to Gen Y, as is meaningful work. Individuals in this cohort use digital means to socialize and have mastered use of technology. They favor inclusivity in management, desire immediate feedback on their performance and dislike slowness. Bakewell and Mitchell (as cited in Minnaar, 2014), argue that Gen Y have grown up in a time where being indebt appears to be acceptable, and therefore individuals in this generation don't mind spending money which they actually don't have. They bring a lot of potential value for the hospitality industry considering that they spend a lot of money freely and quickly. Harrington, Ottenbacher, Powell, and Staggs (2012), point out that Gen Y spending is not necessarily free but is hinged upon achievement of their expectations. This generation has been influenced by exposure to socialization factors, and therefore they like dining out, they are more adventurous and look out for environment that satisfies their needs (Harrington, *et al.,* 2012).

Generation Y's work habits have become a source of concern among industry players, considering that they are quite different from work habits of other earlier generations (Domitrou & Blum, 2015). According to Gursoy *et al.,* (2013), these individuals are keener on working to live, and focus on instant appreciation. Gursoy and colleagues further note that Gen Y employees value titles, being praised, promotions, and salary. Besides, they are renowned for valuing personal time and leisure as opposed to their careers. Ferri–Reed (as cited in Ruiz, 2017, p. 33) concludes that Gen Y employees are an impatient lot that is domineering and always want their opinions and ideas to be listened to. On a positive note, employees in this generation are characterized with the ability to multi-task from task to task without effort (Cekada, 2012). Choi, Kwon, and Kim (2013) concede that work place fun is the most appealing and satisfying aspect for this generation of individuals. Aruna and Anitha (2015), assert that employees in general Y cohort views the approach to work as an investment that should be rewarded with inclusivity in management, career development, and mentorship.

Concurring with this line of argument, Allison (2013) acknowledges that Gen Y employees desire innovativeness and job customization in line with freedom to use technology. Becton, Walker and Jones - Farmer (2014) while conceding that differences exist in workplace behaviour relative to generational cohorts, argue that designing practices just to cater for Gen Y may not be economically viable for organization. Ruiz (2017) recognizes that Gen Y employees are so self-driven that the desire to have a telling impact is what derives contentment. They want to have fun while getting opportunities to be promoted and help make a difference in the work

place. Schwartz (2012), in support of the self-driven narrative argues that this category of employees is hedonistic in nature, in which case they value pleasure, self–indulgence and enjoyment of life. Tews, Michel and Stafford (2013) accept that fun is the order of the day at work for Gen Y employees who argue that it is embedded in the job. Silva (2014) clarifies that a task of jobs that are steady, coupled with lack of social safety is responsible for attitudes acquired by Gen Y at the work place. Feelings of insecurity at the workplace therefore tend to encourage Gen Y employees to think of quitting (Campione, 2015).

2.4.2 Gen Y and the Hospitality Industry

Emerging characteristics of Gen Y cohort, warrants due consideration of the prevailing state of affairs within the hospitality employment. There is need to question how appealing typical jobs in the industry are to this category of individuals. Themes regarding work expectations among this generation of individuals focus more on equity, fairness and tolerance (Gursoy, Maier & Chi, 2008); Workplace involvement (Gursoy *et al.,* 2008); and employee welfare and opportunities for further training, development and variety in job tasks (Gursoy *et al.,* 2008). The hospitality industry has however been found to have discrepancies in work related preferences and Gen Y expectations (Barron *et al.,* 2007).

The image of employment in the hospitality industry provides the first point of discrepancy. Riley and Colleagues (as cited in Solnet & Hood, 2008, p. 63) for instance argue that outwardly, the hospitality industry is perceived to be glamorous maybe because of proximity to high life. This is however, contrasted with feelings of servitude and inferiority. Previous studies on attitude towards hospitality work life

(Woods as cited in Solnet & Hood, 2008, p. 63) have elicited negative perceptions. Negative themes such as low pay, long antisocial working hours, high turnover, and low status are common. Other studies have identified themes such as emotional labour, dysfunction customer services, and lack of opportunities for training (Karatepe & Sokmen, 2006).

Inadequate information with regards to careers and working conditions in the hospitality and tourism industry emerges in the extant literature as the second point of discrepancy. Kusluran and Kushran (as cited in Solnet & Hood, 2008 p. 63) states that most undergraduate students undertake tourism courses without adequate information on available careers and work environment in the industry. On exposure to work in the industry, most of their expectations end up being unmet leading to negative perceptions of the industry. Indeed the negative perception of the work environment in the hospitality industry has featured in prior research. Barron and Maxwell in the early 90s (cited in Solnet & Hood, 2008, p. 63), established that on job experience in the hospitality industry tended to elicit negative perceptions among hospitality students about employment in the industry; which leads to most hospitality and tourism graduates to seek for employment elsewhere.

Another area of concern that emerges in relation to a career in the hospitality industry is ability to get opportunities for training and development that Gen Y individual's desire. Evidence shows that close to 64% of hotel employees handle tasks that do not require skill, which limits promotional opportunities, and questions the need for training (Riley as cited in Solnet & Hood, 2008). Besides, it is argued that training provided in the hospitality industry often goes to waste when employees move to

other industries and this act as a deterrent to investments towards training and development (Solnet & Hood, 2008). The high mobility that is a prominent characteristic of the hospitality industry, best suits Gen Y individuals who, easily find similar jobs in other establishment. According to Streeter (2007), Gen Y employees tend to sieve employment conditions and employers and, seek out those that offer better opportunities. Perhaps attributed to this turnover culture is a conflict in the work family relations.

The hospitality industry is associated with demanding hours that more often than not do not support work-family balance, and do not go well with prioritization of work life balance among Gen Y employees (Brown *et al.,* 2015). Indeed, it is documented that pursuance of work life balance by Gen Y employees is a big challenge to hospitality industry managers (Rosa & Hastings, 2016). Perhaps a more worrying finding is the one pitting Gen Y individuals working in the hospitality industry with premature emotional exhaustion (Lu & Gursoy, 2013). Fear for turnover intentions among Gen Yis further hastened by the feeling of disconnection and discrimination by older generations (Chi *et al.,* 2013). As a matter of fact, Chi and colleagues recommend that there is need for leaders in the hospitality industry to address power imbalance between Gen Y employees and older generations, perhaps by reducing hierarchy. Concurring with views by Chi and colleagues, Park and Gursoy (2012) argue that employee engagement could be increased by using approaches that suit each generation.

The extant literature is inundated with concerns about Gen Y hospitality employees' work ethics. Park and Gursoy (2012) argue that individuals in this generation want to be engaged in mentally challenging tasks that expand energy failure of which, their intention to leave goes up. Zopiatis, Krambia-Kapardis and Varnava (2012) contend that loyalty among Gen Y hospitality employees is low, and they often question authority, an element that sometimes does not go down well with management. According to Hertzman, Moreo and Wiener (2015), this group of individuals requires opportunities that give them adequate experience in the industry for purposes of carving out successful careers. Considering the apparent difficult task of handling Gen Y employees, one then questions what hotels ought to do to maintain this group of employees. Dimitrion and Bhim (2015) posit that the hospitality industry needs to invest time with Gen Y employees by building relationships with them for purposes of achieving the organizations goals. Building relationships with these individuals no doubt requires an understanding of how they operate, and more importantly, values that they subscribe to.

2.4.3 Gen Y Employees Work Values

Schwartz (2012) defines values as beliefs regarding desired goals, and which outline specific actions. According to Schwartz, values constitute beliefs that point to specific actions that ought to be addressed to achieve desired goals and, which should serve as a standard. Schwartz further notes that such actions need to be ordered by level of importance. It is argued that Gen Y individuals have values that differ markedly from those of the other earlier generations (Schewe *et al.,* 2013). Schewe and colleagues identify eight categories of values unique to Gen Y employees. These values include;

universalism, conformity, hedonism, security, success, power, self-respect, and spirituality.

According to Schwartz (as cited in Ruiz, 2017, p. 34), universalism relates to the value of protection, tolerance, appreciation, understanding, and well-being of everyone. It is reported that Gen Y individuals are often of good morals, respect others, are keen on the environment, and are socially conscious (Altinbasak-Farina& Guleryuz-Turkel, 2015). According to Ruiz (2017), this is a generation that adores diversity, protected environment, and good leadership, which they believe, creates a better world for all. Schwartz (as cited in Ruiz, 2017, p. 35) defines the value of conformity as that which relates to compliance with societal expectations or norms, and partaking actions that do not hurt others. Altinbasak-Farina and Guleryuz-Turkel argue that Gen Y employees value empathy and love from others. Ruiz (2017) posits that Gen Y are of the view that respect, empathy, trust and sharing are key for a good world. In essence therefore this generation according to Ruiz accepts diversity in sexual orientation, gender, and race as crucial facets of conformity.

The value of hedonism is linked with self-indulgence, life enjoyment, and in general pleasure (Schwartz, as cited in Ruiz, 2017, p.35). Perhaps this is a value that appeals greatly to Gen Y employees. It is argued that individuals in this generation incorporate hedonism not only for work life, but also in most aspects of their life (Altinbasak–Farina & Guleryuz-Turkel, 2015). Tews, Michel and Stafford (2013) aver that fun at work is viewed by Gen Y employees as an important element in job embeddedness. Ruiz (2017) postulates that hedonism may be a major factor in Gen Y employees' job tenure. Security, which encompasses family health, social order,

personal health, and sense of belonging (Schwartz, 2012) is viewed as a vital cog in the career success of Gen Y employees. Family support is seen as predominant among career decisions made by Gen Y employees (Ruiz, 2017). It is argued that individuals in this generation were raised under the protective arm of parents, and for that reason they have strong family ties, on which they rely for love and support (Altinbasak–Farina & Guleryuz-Turkel, 2015).

Self–Respect, power and success are other values closely associated with generation Y employees. Altinbasak–Farina and Guleryuz-Turkel contend that Gen Y have an intrinsic value of achievement that is motivated by a craving for competence. As a consequence, this generation of individuals takes to being responsible, hardworking and productive. The value of power, manifested by independence, prestige, authority, and social status (Schwartz, 2012) is elicited by Gen Y employees in their passion for financial power to manage the desired lifestyle (Altinbasak-Farina & Guleryuz-Turkel, 2015). Self-respect as a value among Gen Y employees is on the other hand manifested in devotion to being well groomed, and expenditure on mental and physical attributes (ibid). There is no doubt therefore that desire for power, self-respect and success are values that should help inform factors that can address employment tenure among generation Y employees.

Supportive environment, perceived supervisor support, and organizational support are also identified as values closely pursued by Gen Y employees. Hattke and Znanewitz (2017) argue that a supportive work environment aligned to employees' expectations of a professional career is critical in the development and retention of a workforce that subscribes to professionalism. Emerson (as cited in Hattke & Znanewitz, 2017, p. 5)

contends that when employees feel supported by the organization, they try to reciprocate through beneficial behaviour. Other beneficial attitudes that may accrue as a result of perceived organizational support are noted to be job satisfaction and citizenship behaviour (Wong, Wong & Ngo, 2012).

Yu and Frenkel (2013) aver that Gen Y employees' identification with the organization and in essence increased efforts at work is a function of a sense of belongingness and relatedness. Moreover, several scholars identify perceived support from supervisors as having a direct impact on employee engagement (Tims, Bakker, & Xanthopoulou, 2011; Xu & Cooper, 2011). Kultalahti and Viitala (2014) observe that Gen Y employees hold supervisors as role models and expect them to provide mentorship and give immediate feedback. Personal development remains a critical value among Gen Y employees. According to Sankey and Machira (2014), this generation of individuals is keen to undertake learning activities that can expose them to skills and knowledge required for their work. It is argued that Gen Y employees have a strong urge for personal development (Kultalahti & Viitala, 2014), and are therefore bound to be attracted by employers who promise opportunities for personal and career development (Petroulas, Brown & Sundin, 2010). De Cooman and Dries (2012) argue that Gen Y employees are highly educated and are always on the lookout for employers who offer opportunities for skills training.

Work life balance is fast becoming a central theme in the desire for balance between family responsibilities and work. Hattke and Znanewitz (2017) identify the need for a balance between work life and family duties, owing to the emergence of diverse family concepts such as single parents and dual income. Gen Y employees have been

shown to prioritize leisure needs such as enhanced work life balance, and therefore prefer employers who can guarantee such needs (Cogin, 2012). Indeed, work life balance is listed among the variables that ought to be addressed if organizations are looking to reduce Gen Y employees' turnover (Thompson & Gregory, 2012). Robinson *et al.,* (2014) contend that job elements such as work life balance are critical variables that impact on employee turnover and retrospectively on their job tenure.

2.5 Empirical Review of Literature

2.5.1 Employee work values and Job Tenure

The extant literature has an avalanche of empirical studies that show the potential influence of work values on employee retention. Chen (as cited in Chin-Chin, 2006 p. 23) found out that work values were the internal impetus required for employees to pursue lifelong goals. Rokeach (as cited in Chin-Chin, 2006, p. 24). Found out that work values were correlates of attitude, and helps individuals to comprehend behaviours that they engage in. Joarder and Ashraf (2012) found out that training and performance appraisal was a significant predictor of work satisfaction among mobile phone employees in Bangladesh. Other work values that Joarder and Ashraf identified in relation to mobile phone employees work satisfaction were work atmosphere, compensation, and mode of supervision. Training and development has also previously been associated with decline in deficiencies in employee performance (Gomez *et al.,* 2005); and improved employee performance and meeting of organizational goals (Garg & Rastogi, 2006).

Evidence also points to career advancement as value those impacts directly on employee retention (Bratton & Gold, as cited in Maliku, 2014). Prince (2005) found career development to have a direct influence on organizational competitive advantage. Maliku (2014) established that career advancement was a motivation to stay in the organization longer. Another work value that features prominently in empirical literature is compensation. Lawler (as cited in Maliku, 2014, p. 21), found out that pay equity had a direct influence on employee satisfaction and hence continued stay in an organization. Besides, Lawler established that the degree of compensation was directly proportional to employee attraction, and inversely proportional to employee turnover.

Gopinath and Becker (2000 as cited in Maliku, 2014; p. 23), found effective communication to be an antecedent to openness and trust. Smith and Rupp (2004) reported that effective team communication has a positive influence on organizational performance. The values of work environment and socialization also feature in the discourse of employee retention. Ramlall (as cited in Maliku, 2014 p. 24) posits that positive work environment is an antecedent to employee retention. Scholars have continued to explore the effect of work values on employee retention with similar findings to those that point to work values as an important facet of employee satisfaction. Wang, Chen, Hyde and Hsieh (2010) found out that pay satisfaction was an antecedent of employee retention. Fan (2018) established that the balance between family and work life mediated the relationship between organizational commitment and job satisfaction. Lee, Yang and Li (2017) established that job satisfaction among early career employees was a function of salary, personal growth, nature of work, and

interpersonal relationships. Mosadeghrad (2013) established that the quality of the employees work life related inversely with turnover intentions.

2.5.2 Supervisor Leadership Traits and Job Tenure

Supervisor traits have also been identified in the extant literature as antecedents to employee retention. Kundu and Lata (2017) concluded that respect of supervision tasks had a direct influence on employee retention. Furthermore, Kundu and Lata point out that a supporting supervisor was a driver for employee performance. Eisenberger, Fasolo and Davis-LaMastro (as cited in Das & Baruah, 2013, p. 12) argue that employee perception of an organization was directly influenced by relationship with supervisor. Brunetto and Farr-Wharton (2002), report that the nature of supervision predicts the level of job satisfaction among employees in the public sector. Fang, Chang and Chen (2009), on the other hand found out that leadership style positively impacts on organization commitment and job satisfaction. Nguyen, Nguyen Hoang, and Nguyen (2013), established that supervisor support has an affirmative relationship with job satisfaction among employees in higher education. Abeysekera (2007) contends that supervisor support increases employee retention. Boerebach, Lombarts, Scherpbier and Arah (2013) concluded that the interpersonal relationship between supervisors and their subordinates tended to persuade job satisfaction among employees.

Mathieu, Fabi, Lacoursiere and Raymond (2015) on the other hand found out that person oriented leadership is a positive and significant predictor of turnover intentions among employees. Some scholars have however reported contradictory findings in certain research contexts. Ashraf and Joarder (2010) for instance, found that

supervisor support had insignificant influence on job retention among employees in private universities in Bangladesh. Similarly, Billah (2009) failed to find any significant relationship between supervisor support and job satisfaction among commercial bank employees in Bangladesh.

2.5.3 Gen Y Perceptions of Supervisors Support and Job Tenure

Perceptions that employees have towards immediate supervisors have been found to have an influence on employee retention. Michela (2008) established that employee perceptual characterizations of supervisor tactics were predictors of employees' work attitudes. Michela further noted that supervisor respect was associated with turnover intention and emotional distress among employees. Chen, Tsui and Farh (as cited in Tuzun and Kalemci, 2012) concluded that employee loyalty to supervisors had a positive and direct impact on their commitment to the organization. Dawley (2010) established that perceived supervisor support influences perceived organizational support. Rhoades and Eisenberger (as cited in Tuzun & Kalemci, 2012, p. 521) found out that perceived supervisor support was a strong and significant predictor of perceived organizational support and hence employee retention. Mor Barak *et al.,* (2009) found out that emotional and social supervisory support and supervisory interpersonal interaction correlated positively and significantly with payoff for employees. Nicholas, Swanberg and Bright (2016) established that supervisory support was a significant predictor of turnover among employees. Geeta and Halimah (2018) also established that supervisor support has a direct influence on employee turnover intentions.

In recent years, the impact of supervisors coaching ability on employees' turnover intentions has continued to receive keen interest. Straub, Vinkenburg, Marko Van Kleef and Hofmans (2018) established that when employees perceive supervisor support positively, their turnover intentions reduce. Birkenmeier and Pierre – Yves (2016), on the other hand found out that employee perceptions of the supervisor had a positive correlation with their trust in the supervisor and hence their intentions to remain in the organization.

2.5.4 Supervisors Perceptions of Gen Y and Job Tenure

Supervisor perceptions of employees, particularly in connection with work–family conflict have been noted to contribute to employees turnover intentions. Witt and Carlson (2006) established that supervisors believed that work family conflict impacted negatively on achievement of their work requirements. These findings by Witt and Carlson supported findings by Carlson, Witt and Zirnuska (2008); as well as those by Hoobler, Wayne and Lemmon (2009), that supervisor perception of employee work family conflicts has a negative influence on their job performance. According to Li, Bagger and Cropanzano (2017), supervisor perception of employee work life conflict can be associated with the lower performance rating of employees. For instance, Hoobler and colleagues (2009) found out that women were exposed to fewer promotion opportunities than their male counterparts basically because of supervisor's perception of their family work conflicts.

Li *et al.,* (2017) posited that it was not appropriate to lay blame only on employees in case of performance decrement but supervisors should also face the flak since supervisor variables contribute significantly to overall performance. Amstad, Meier,

Fasel, *et al.,* (2011) established that work family conflict had a close relationship with supervisor rating of performance. Consequently, perceptions that supervisors may have on the employees may influence their ratings. Grove (n.d.) established that supervisor's perceptions of their subordinate's performance positively predict the employees' reaction to performance evaluation. Hattke, Homberg and Znanewitz, (2017), found out that supervisor support was a strong and positive determinant of Gen Y employees' career commitment. The bottom line is that supervisor perceptions of Gen Y employees have the potential to moderate the relationship between employees' affection for the job and their turnover intentions. Supervisor perceptions of Gen Y employees were as a consequence viewed as a moderating variable in the study.

2.6 Critique of Existing Literature

2.6.1 Employee work values and Job Tenure

Wang, Chen, Hyde and Hsieh (2010) examined the influence of employees work values on turnover intensions in the context of multinational companies in China. Using work values and pay satisfaction as determinants of commitment, Wang and colleagues established that pay satisfaction was an antecedent of organizational commitment and higher job tenure. Moreover, the study by the scholars indicated that work values had significant effects on employees' normative commitment and their intention of turnover. The study by Wang *et al.,* (2010) no doubt extols the virtues of work values in the retention of employees in an organization. The study context being multinational companies in China meant that their findings could not be generalized to other sectors. The present study therefore found it prudent to examine the influence

of work values in the context of the tourism and travel sector in Kenya. The uniqueness of Gen Y employees' in terms of work values required that, the effect of work values on job tenure be examined from the context of this generation of individuals.

In recognition of the fact that work family balance and supervisor support are critical values pursued by employees in general, Fan (2018) examined the mediating role of work life and family balance on the relationship between organizational commitment and job satisfaction. Focusing on the information technology sector in China, Fan established that work life and family balance was a significant mediator of the relationship between organizational commitment and job satisfaction. Fan's findings add a key dimension of the indirect influence of employees' work values on their commitment. However, it was debatable whether similar findings would be replicated in the hotel industry in Kenya, given the superior level of technology that china enjoys over Kenya (Atta-Ankomah, 2014). The present study therefore sought to allay the doubts by examining work value effects from a hotel industry perspective. Besides, rather than focus on indirect effects of employee work values, the present study found it ideal to concentrate on direct effects of work values on job tenure, ostensibly for the sake of informing values to address in order to maximize employee job tenure.

Taking cognizance of the fact that salary and welfare, nature of work, leader behaviour, personal growth, interpersonal relationship, and job competency were antecedent values for job satisfaction, Lee, Yang, and Li (2017) examined the influence of these antecedent values on job satisfaction and its relationship with

turnover intent among early career employees. Using the structural equation modeling approach, Lee and colleagues established that job satisfaction among early career employees is mainly explained by personal growth, salary and welfare, nature of work, interpersonal relationships and supervisor acumen.

Despite these findings by Lee and colleagues contributing significantly to discourse on work values and employee commitment, early career employees is a term that may encompass several generations of employees. To overcome this glaring gap, the present study identified and focused on Gen Y employees as one category of employees that may be at its early career stage, and which is currently dominating the job market. Understanding the influence of work values pursued by this category of employees was seen as an avenue to boost their job tenure in the hotel industry.

Mosadeghrad (2013) analyzed the quality of work life as an antecedent to turnover among employees. Focusing on hospital employees in Iran, and using a survey study, Mosadeghrad established that employees in hospitals in Iran reported low quality work life. Key among the work life aspects that employees were not happy with included job promotion, benefits, pay, and support from the management. Besides, the study established an inverse relationship between employees' quality of work life and turnover intention. The study by Mosadeghrad continues to justify the need to address employee work value in an effort to boost job tenure. However, like many other studies on the influence of work life (Fan, 2018; Lee *et al.,* 2017), the employees are not segregated into the various generations. Considering that work values differ across generation. It was necessary to examine the influence of work values among a specific

generation. The present study therefore sought to address this gap by focusing specifically on generation Y employees.

2.6.2 Perceived Supervisors Leadership Traits and Employee Job Tenure

MorBarak, Travis, Pyun & Xie (2009) analyzed the impact that supervision has on worker outcomes. They conducted a Meta–analysis using 27 articles drawn between the period 1990 and 2007. They focused on workers in social work, mental health and child welfare settings. Among the key findings reported by these scholars was that emotional and social supervisory support and supervisory interpersonal interaction correlated positively and significantly with constructive payoffs for workers. The same dimensions were however found to have a negative and significant correlation with workers detrimental outcomes.

Findings by MorBarak *et al.,* (2009), no doubt elucidates the importance of effective supervision in nurturing constructive outcomes, and in curbing adverse outcomes among employees. It is however, necessary to note that correlation analysis as used by MorBarak and colleagues is not an indication of causation, and therefore it cannot be construed that effective supervision was responsible for constructive outcomes. Besides, the meta-analysis conducted by these scholars' targeted settings other than the hospitality section. The key question is whether similar findings can be replicated in the hospitality industry, and whether a change in the analysis approach could best explain factors that determine employee job tenure in this sector.

Nichols, Swanberg and Bright (2009) examined the influence supervisor support has on turn over intentions, under the mediation of affective commitment among front office hospital workers. Nichols and colleagues used a cross sectional survey design

that relied mainly on the questionnaire as the principal tool of data collection. Using hierarchical binary logistic regression analysis, these scholars established that younger workers showed higher odds of intent to leave compared to older workers. In addition, Nichols and colleagues found out that supervisor support significantly predicted intent for turnover among employees, and also their affective commitment. In addition, Nichols and colleagues confirmed that supervisor support explained upto 73% of employees' intent to quit and their affective commitment.

Although findings by Nichols *et al.,* (2009) provide a basis upon which organizations can invest in supervisor support when handling employees, the results remain only meaningful in the health care context. Besides, focusing on intent for turnover and affective commitment concurrently does not delineate which of the two constructs is best explained by supervisor support. The study also reports that younger employees have a high odds ratio of intent to leave; it does not however distinguish age limits of these young employees. There was therefore a need to examine supervisor support and employee job tenure from a tourism and travel context, and on a defined age category of individuals. The present study therefore sought to fill this gap by focusing Gen Y employees in the star rated hotel context.

Geeta and Halimah (2018) assessed leadership style and employee turnover intention in organizations in Malaysia. Buoyed by an understanding that high turnover is regarded as an expensive affair to an organization (Obiero, 2011), Geeta and Halimah sought to examine leadership factors that may contribute to employee turnover. Among the findings by these scholars was that supervisor support has propensity to elicit employee intent to remain at the organization. Findings by Geeta and Halima

contribute significantly to endeavours that can be addressed in order to enhance employee job tenure. However, their study does not specify the category of employees being focused on. Besides, the Malaysian context differs significantly with the Kenyan context in various jobs related aspects. It was therefore prudent to examine the impact of supervisory leadership from a Kenyan context, and specifically on Gen Y employees.

Mathieu, Fabi, Lacoursiere and Raymond (2015) analyzed the role supervisory behaviour among other factors, plays in employee turnover among enterprises. Mathieu and colleagues were motivated by research that finds supervisor leadership among contributing factors to employee well-being (Bono, Foldes, Vinson & Muros, 2007). Using structural Equation modeling, the scholars established that person–oriented leadership among supervisors positively and significantly affects turnover intentions indirectly through organizational commitment and job satisfaction. Despite these findings shedding light on importance of person oriented supervision in employees' turnover intentions, the effects experienced were indirect which begs the question 'could similar impacts be experienced in a direct relationship'? Moreover, the study by Mathieu and colleagues was conducted in enterprises. Is it possible to replicate similar findings in a hotel context?

2.6.3 Employees' Perceptions of Supervisors Support and Job Tenure

Effective discharge of policies focusing on human resource is noted to be hinged upon the active involvement of supervisors in the intervention process (Sikor & Ferris, 2014); in recognition of the importance of supervisors, some studies have examined the effect of employee perceptions of supervisors on their turnover intentions. Straub,

Vinkenburg, Marko Van Kleef and Hofmans (2018), examined the effect of perceived supervisors support on turnover intentions among employees drawn from a professional services firm. Their study established among other findings that supervisor support was perceived positively by employees, and strengthened employee's job engagement, and in essence reduced their intentions to leave. Findings by Straub and colleagues reinforce the central role supervisor's play in the retention of employees. Having been conducted in a professional services firm, where perhaps employees have a professional attitude, the question is whether workers in the hospitality industry and more so in the Gen Y category could have similar positive perceptions of supervisors, and, whether it can be avenue for improving their job tenure.

Birkenmeier and Pierre-Yves (2016) analyzed the relationship between perceptions bank employees have about their supervisors and their trust for the supervisors they have. The study employed a survey methodology and relied mainly on the questionnaire to collect individual level perception data. The study established that perceptions of supervisors correlated positively with trust in the supervisor. The study essentially bolstered the importance of positive perceptions among employees in building a trustful relationship. However, the study failed to explain how an increase in trust impacts on employee job tenure. It cannot be assumed that trust among employees will automatically result in job retention. Besides, work ethics in a banking institution differ markedly with those in the hospitality industry. Moreover, perceptions contrast significantly across generations. It was therefore necessary to

examine employee perceptions and job tenure, from a hospitality context, and among Gen Y employees.

Newman, Thanacoody and Hui (2011) analyzed the impact of employee perception of supervisor support through training on their commitment and turnover intentions in the Chinese service sector. Using the structural equation modeling approach Newman and colleagues established that supervisor support for training, perceived availability of training, and co-worker support for training related strongly with affective commitment. Although this study by Newman and colleagues reinforces the importance of supervisors and co-workers in employees training participation, the study context of China is reported to value personal relationships more as opposed to systems (Wang, 2008). There was therefore need to examine employee perceptions of supervisors from a Kenyan context, and more so leaning more towards Gen Y employees.

Alshutwi (2017) examined the influence of supervisor support on turnover intention among nurses. Buoyed by the knowledge that maintenance of adequate nursing staff remains a challenge in the healthcare sector (Dawley, Hounghton & Bucklew, 2010), Alshutwi conducted a systematic review of 12 previous studies on supervisor support. The results from the review consistently reported negative associations between supervisor support and turnover intentions. The study by Alshutwi, therefore confirms the utility of supervisor support in decreased turnover intentions among nurses. A systematic review of literature as used by Alshutwi (2017) though a convenient method may not possess the required external validity. The reason being that, the studies reviewed could all have been drawn from the same context, meaning that

findings were rather contextual. To address such a gap, the present study used regression analysis which has been found popular to measure influence (Blaikie, 2010).

2.6.4 Supervisors Perceptions of Employees

Empirical evidence exists showing that supervisor perception of employees tends to influence performance. Li, Bagger and Cropanzano (2017) for instance, examined the impact stereotypes and perceptions of supervisors with regards to employee work-family conflict have on their performance. Drawing on gender role theory, Li and colleagues established that supervisor perceptions with regards to employee work-family conflicts had negative impacts on employee job performance. This finding underscores the importance of supervisor perceptions in employees' job orientation. However, it does not address the key issue of generational cohorts, and more importantly, employee intention to quit.

Grove (n.d) (2003) analyzed perceptions that supervisors hold with regards to their subordinates' level of job control. Using supervisor attributions to subordinate performance measures, Grove established that a supervisor perception of subordinates' performance was a positive predictor of employees' reaction to performance evaluation. Once again, Groves's findings act as a pointer to ideals of employee appraisal. However, they still do not fill the gap of perceptions supervisors have on Gen Y employees, and the likely influence on their job tenure.

Hattke, Homberg and Znanewitz (2017) investigated supervisors' ability to retain Gen Y employees. Building on the understanding that organizations face difficulties in

retention and development of a committed workforce, Hattke and colleagues zeroed in on Gen Y employees working in the armed forces in Germany. Key among the conceptualized relationships was the direct influence of supervisor perceptions on career commitment among employees in this generation of individuals. Using the Structural Equation Modeling (SEM) approach, Hattke and colleagues found out that supervisor support had a strong and positive influence on Gen Y employee's career commitment especially in their early career stages. These results are significant in the sense that they go on to show that Gen Y employees have chances to grow and develop in their careers if supervisors are supporting.

It is however, necessary to note that in a study context involving armed forces, one is already dealing with a group referred to as disciplined force, who may work under any supervisor. The findings by Hattke *et al.,* (2017) could therefore not be replicated in the hospitality industry. Moreover, focusing on career commitment among Gen Y employees, as was the case with Hattke and colleagues could possibly not conclusively address the impact of supervisor perception on Gen Y employee job tenure in the hospitality industry.

2.7 Theoretical Underpinnings

The study was guided by three theories namely Herzberg Two factor theory, theory of Planned Behavior and theory X and Y.

2.7.1 Herzberg Two-factor Theory

The use of Hertzberg's two–factor theory was informed by the need to explore documented factors that can be central to job tenure among Gen Y employees. The

two–factor theory was proposed by Herzberg, Mausner and Snyderman in 1959, and focuses on workplace factors that can either cause dissatisfaction or cause satisfaction with the job. The two-factor theory was therefore prudent in identifying some of the determinants of tenure among Gen Y employees.

Herzberg *et al.,* (as cited in Ruiz, 2017 p. 11) delineated two categories of factors; intrinsic motivation and extrinsic (hygiene) to be at the Centre of job satisfaction. In essence therefore, Herzberg and colleagues underscored the impact of Maslow's motivation theory in highlighting the need to support the well-being and mental health of employees. According to Herzberg and colleagues, motivators such as recognition and growth in achievement, as well as responsibility at the work place are bound to lead to job satisfaction among workers. On contrary, hygiene factors such as supervision, pay, work conditions, employee relationships and administration may lead to dissatisfaction with the job.

Smith and Shields (2013) contend that hygiene factors are maintenance factors that are extrinsic in nature, and relate mainly to job specifics and the environment under which the job is done. It is further argued that hygiene factors have no motivational value, and although they reduce dissatisfaction with the job, they do not guarantee retention of workers (Hooi & Leong, 2015; Mitchell, 2013). Liu, Aungsuroch and Yunibhand (2015) add that working conditions belong to a group of hygiene factors that may reduce intention to leave. Good pay is also rated among hygiene factors that prevent dissatisfaction among workers (Alveren *et al.,* 2012). The extant literature identifies acceptable salary and job security as hygiene factors mostly preferred by employees (Bhatia & Purohit, 2014, Chen & Wang, 2015).

Motivational factors representing Herzberg's second factor are noted to be intrinsic and have the potential to enhance employees' satisfaction with their jobs, and enhance their intention to continue working with the organization (Ruiz, 2017). Basing on an understanding that intrinsic motivation relates to beliefs, personal views, and other factors that reside within individuals (Hazra, Sengupta & Ghosh, 2014), several motivators have been identified in relation to employees.

Dasgupta *et al.,* (2014), (as cited in Riuz, 2017, p. 13) citing findings by Herzberg and colleagues argue that nature of work, recognition, responsibility, and advancement opportunities are intrinsic motivators that can lead to job satisfaction. Concurring with views by Dasgupta and colleagues, Putra, Cho and Liu, (2015) contend that employee motivation and by extension job satisfaction, is greatly reduced by work devoid of challenges, and which is meaningless. Indeed, motivational factors that includes; responsibility, supervisor acknowledgement, job duty variety, and advancement opportunities are crucial to informing decisions by employees in the hospitality industry on intention to stay (Alvaren *et al.,* 2012, McPhavil *et al.,* 2015).

Choice of the Herzberg two-factor theory for the present study was therefore based on the fact that job tenure is two faceted in the sense that it could be short or long. The nature of tenure among Gen Y employees was therefore construed to be depended upon presence of hygiene or motivation factors. Besides, the Herzberg two factor theory has been extensively used to explore retention among employees (Jamieson, Kirk, Wright & Andrew, 2015; Murphy & Collins, 2015; Tourangean, Wong, Patterson, & Saari, 2015, Yang, Wan, & Fu, 2012; Zhang, Chantarathong, & Prammanee, 2014), and was therefore ideal for a study of Gen Y employee job tenure.

2.7.2 Theory of Planned Behavior

The theory of Planned Behavior (TPB) is an improvement of the theory of Reasoned Action (TRA) (Ajzen & Fishbein, 1980), which looked at predicting individual behavior in volitional situations (Sparks & Shepherd, 1992). This theory was proposed by Ajzen (1988, 1991, 1005, 2012) and is used to explore pro-environmental behavior. It assumes that the best prediction of behavior is shown by asking people if they intend to behave in a certain way. According to Ajzen, there are three determinants that explain behavior intentions. They are: the attitude (the opinion of one self about the behavior), the subjective norm (the opinion of other people about the behavior) and the perceived behavioral control (self-efficacy towards the behavior). The addition to the improved theory is that the relationship between intention and behavior is moderated by the extent to which the behavior is under volitional control. That is, outside factors such as time, money, assistance of others opportunities, among others could restrict an individual's ability to engage in an intended behavior.

However, critics have said that human behavior is complex and consists of social, moral and altruistic behavior as well as self-interested ones (Giles & Pringle, 2004; De Vroome, Stroebe, Sandfort, de Witt, & Van Griensven, 2000). It is also claimed that habits and routines bypass cognitive deliberations and undermine key assumption of the model as well as the fact that emotional response appear to confound cognitive deliberation (Symons, Taber, Evenson, Leiferman, & Yeo, 2012; Norman, Conner & Bell, 2000).

Literature shows sufficient evidence that TPB has the capability of predicting behavioral intention. One of the strengths of this theory is its applicability to numerous fields of study. Such as health, communication, sociology, education among others. Such studies include, predicting gambling behavior among college students (Martin *et. al*, 2010), intention to quit smoking (Hoie, Moan & Rise, 2009), to predict academic misconduct (Stone, Jawahar & Kisamore, 2010) and to predict students' decision to take an online course instead of a face to face course (Robinson and Doverspike, 2006).

The wide applicability of this theory lends itself to the study. In addition, this theory is relevant because the study aimed at predicting the behavior of Gen Y employees in terms of their intention to stay or leave the hotels and lodges under study. since the aim was to predict the tenure of Gen Y employees the based on the determinants under study.

2.7.3 McGregor Theory X and Theory Y

The second theory proposed for the present study was theory X and theory Y advanced by Douglas McGregor in 1960. The choice of this theory as a basis for understanding Gen Y employees' job tenure was informed by the fact that intention to stay should not only be viewed from the employees' perspective but also from the managements' perspective. McGregor (as cited in Mulder, 2015) posited that there are two opposing perceptions about people which could be referred to as theory X and theory Y.

Under theory X, management is seen from a traditional lens that encompasses elements such as autocracy, hierarchical principles and close supervision (McGregor as cited in Mulder, 2015). The basic assumptions that this theory makes is that people are lazy by nature, always wish to avoid work at all costs, tend to avoid responsibility, lack ambition and often require to be supervised. Leaders under this theory therefore opt for authoritarian style to handle such kind of lazy people. McGregor theory advocates rewards and punishment as a means of dealing with such people, who desire coercion and control before taking responsibility;

On the contrary, theory Y advocates for integration. It is argued that individuals can concurrently accomplish their own targets as well as those of the organization (McGregor as cited in Mulder, 2015). According to McGregor such individuals crave for the most they can derive from their work by way of motivation, appreciation and above all satisfaction. The basic assumption posited by theory Y is that along with control, rewards and punishment, individuals can also be stimulated through self-directed pursuance of own objectives. Theory Y essentially advocates for democratic leadership that gives employees a say in the work they do. As opposed to theory X in which control and coercion is used, theory Y leans towards rewards and encouragement (McGregor as cited in Mulder, 2015). McGregor's theory X and theory Y were found suitable for purposes of identifying organizational oriented factors that are likely to inform Gen Y employees' job tenure. This was in cognition of the role leaders can play in retention and turnover intentions among employees.

2.8 Conceptual Framework

An extensive review of literature identifies that the work environment in the hospitality industry has a lot of pressure occasioning turnover rates that are relatively high among employees (Wang, 2013). Literature points at the workplace environment as a crucial facet of employee job satisfaction (Msengeti & Obwogi, 2015). It is also postulated that employees are motivated to come to work when the work environment is positive in which case; they exhibit more commitment to duty (Wells & Thellen, as cited in Msengeti &Obwogi, 2015). In spite of the significance of the work environment, evidence shows that Gen Y employees have work values that may complicate their stay in an organization (Cekada, 2012; Choi, Kwon & Kim, 2013; Domitrou & Blum, 2015). The researcher therefore conceptualized Gen Y employees' work values as an independent variable which when manipulated could influence job tenure.

Effective supervision occasioned by supervisors comprising good leadership traits features in existing literature as a crucial facet of employee commitment (MorBarak, Travis, Pyun & Xie, 2009). It is argued that effective supervision nurtures constructive outcomes, and curbs adverse outcomes among employees (MorBarak et al., 2009). Besides, it has been shown that supervisor support significantly predicts intent for turnover among employees (Nichols, Swanberg & Bright, 2016). It was therefore prudent to conceptualize supervisor leadership traits as another independent variable capable of influencing job tenure among Gen Y employees in hotels and lodges.

Effective discharge of policies focusing on human resource is noted to be hinged upon the active involvement of supervisors in the intervention process (Sikor & Ferris, 2014). It is argued that when supervisor support is perceived positively by employees, it strengthens their job engagement, and in essence reduces their intentions to leave (Marko Van Kleef & Hofmans, 2018). It becomes apparent that perceptions employees have of their supervisors have the potential to influence job tenure. Consequently, the researcher conceptualized Gen Y employees' perceptions of supervisors support as the third independent variable.

Empirical evidence shows that supervisor perception of employees tends to influence performance (Li, Bagger & Cropanzano, 2017). Grove (n.d) adds that perceptions supervisors hold with regards to their subordinate's level of job control may influence their continued stay on the job. Besides, Hattke, Homberg and Znanewitz (2017) contend that supervisor support strongly and positively influences Gen Y employee's career commitment especially in their early career stages. Supervisor perception of Gen Y employees was conceptualized as the moderating variable with potential to impact on the relationship between the determinants of job tenure and actual job tenure of Gen Y employees. Figure 2.1 presents the conceptual framework that guided the study. Three independent variables were conceptualized to have direct effects on Gen Y employee job tenure in hotels and lodges in Nairobi city and Maasai Mara National Reserve and one was the moderator.

Conceptual Framework

Work values
✓ Nature of work
✓ Work life balance
✓ Opportunity for development
✓ Challenges

Dependent Variable

(Gen Y Employee Tenure)

H_01

Perceived Supervisor Leadership traits
✓ Cooperative
✓ Adaptable
✓ Desire to mentor

H_02

Gen Y employee tenure
✓ Intent to work on
✓ Derive satisfaction
✓ Future lies here
✓ Open to attractive offers
✓ Harbor intent to quit
✓ Derives enjoyment

Perceived supervisor support
✓ Positive
✓ Flexible
✓ Team player
✓ Mentor

H_03

$H_04(iii)$ $H_04(ii)$ $H_04(i)$

H_04

Moderating Variable

Supervisor perception of Gen Y
✓ Disrespectful
✓ Domineering
✓ Poor listener

Figure 2.1 Conceptual framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

This chapter presents the research design that was adopted for this study, research instruments, the area of study, and sampling procedures. It also highlights reliability and validity of the instruments of data collection.

3.2 Study Area

This study was carried out in star rated hotels and lodges in Nairobi city and Maasai Mara National Reserve.

3.2.1 Nairobi

Nairobi covers an area of 684 sq. km, and is fully covered by land. Nairobi City is located between Kampala and Mombasa cities, and lies 1,660m above sea level. It has a population of approximately 2,500,000 residents. According to Forbes (2015), Nairobi has many job opportunities, and is the leading city in Kenya in terms of attracting potential workers more so, fresh graduates who no doubt belong in the generation Y cohort. Forbes notes that Nairobi is a city endowed with cultural, social and convenient amenities that are attractive to residents. The city also boasts of accessible educational facilities, cultural and recreation amenities, convenient work places that encourage creative interaction, and has close proximity to transit points. Jomo Kenyatta International Airport, regarded as the largest airport in the region, and located in the city enhances international and local tourism.

It is a large and well established commercial and industrial city in East and Central Africa. Huge commercial establishments are found in Nairobi. Nairobi is also the home to huge manufacturing industries in the region. Since independence, there has been considerable growth in wage employment in the modern sector. In 1998 57,300 individuals in Nairobi's labour force were in restaurants and hotels, compared to 39,700 in building and construction; 42,200 in finance, insurance, real estate and business services; while community, social, and personal services employed 155,900 people (Government of Kenya 1999a. 48). It has over 70% of hotels, which are classified in the Kenya Hotels and Restaurant Act Cap 494. In addition, numerous reports and media studies observe that, Gen Y individuals prefer large cities, dense walk able urban centers, and rental apartments, more than previous generations. Nairobi possesses all these features.

Choice of Nairobi city for the study was influenced by findings of the 2017 study conducted by Cytonn Real Estate in conjunction with KNBS, and which focused on Nairobi's hospitality industry. Key among the findings was that Nairobi has at least 4,675 top-rated hotel rooms, and more than 4,000 serviced apartments which were deemed suitable for the requirements of the study. Besides, Cytonn's report noted that Nairobi is a leading destination for tourists and business people owing to increased supply of quality hotel service. Moreover, the central business district was found to being host to a high supply of star rated hotels such as Sarova Stanley, Fairmont, the Norfolk and intercontinental, all of which have been in operation long enough to have seen a diversity of generational employees. Such hotels were therefore suitable for the needs of the study.

3.2.2 Maasai Mara National Reserve

The second location for the present study was the Maasai Mara National Reserve. The Reserve lies 270 kilometers from Nairobi in the Narok County in south-western Kenya, and borders the Serengeti National Park on the Tanzania border. It forms the northern portion of the Serengeti Mara System that covers an area of 40,350 square kilometers (Burney, 1980), of which the Maasai Mara National Reserve comprises 1,673 square kilometers. The access roads are better in the dry season than the wet season (Kenyalogy, 2003). Although it is away a city setting with amenities such as discos, cinema, sports facilities, and colleges/universities and so on, Maasai Mara National Reserve is unique in its abundance of varieties of large wildlife, tourist flow, the standard of facilities and hotels in the parks and surrounding areas, and camping facilities. It is also famous for its other large mammals such as the Big Five. In addition, the infrastructure in the Maasai Mara has its bright side, which is the lodges and resorts, which are in the top list in many destinations around the world, hence attractive to both employees and tourists.

Maasai Mara was found ideal for the present study on the basis that it reportedly posts the highest revenues in the market which averages 182 US Dollars per room. This in essence implies that job tenure among employees in establishments in the area would compromise this position. A study on determinants of Gen Y employees' job tenure in such a context was therefore deemed very relevant.

3.3 Research Paradigm

In order to decide on a suitable design for the study, a review of possible paradigms was made so as to select the ideal one on which to base the study. Rossman and Rallis (2012) define a paradigm as a "worldview" or a set of assumptions about how things work. They view paradigms as shared understanding of reality. According to Neuman (2012), a paradigm connects and categorizes a variety of research techniques through underlying philosophical assumptions surrounding appropriate research process. The nature of knowledge is then assumed to be different within each paradigm.

The interpretivism paradigm assumes that knowledge is socially constructed and drives research towards the qualitative approach. The argument in this paradigm is that an understanding and interpretation of how people create and maintain their social worlds can only be arrived at by exploring socially constructed meaningful actions by directly observing them in their natural settings (Rossman & Rallis, 2012). Considering that the study aimed at establishing determinants of employee job tenure among Gen Y employees, it sought causal relationships between variables and therefore interpretivism was found not suitable as a philosophical underpinning for the present study.

Pragmatists argue that knowledge should arise out of actions and consequences (Creswell, 2013). The focus for pragmatists is therefore the problem which ought to be solved using all methods that can enable an understanding of its nature. Pragmatism therefore posits that actions and consequences inform knowledge. In seeking to establish determinants of Gen Y employees' job tenure, the study required highly explicit data that would enable manipulations of selected factors to examine

potential for causality. Pragmatism therefore appeared not suitable to examine the objective reality inherent in determination of Gen Y employees' job tenure.

Positivism seeks objective truth that is assumed to exist and tends to drive research towards quantitative approaches. Consequently, it advocates for organized methods to discover and confirm a set of probabilistic causal laws that can be used to predict general patterns of human activity through precise empirical observations of individual behaviour (Neuman, 2012). Considering that the study sought to investigate determinants of Gen Y employees' job tenure, the study entailed a measurement of Gen Y employees' perception on selected factors that could determine their continued stay in an organization. On this basis, it was prudent to argue that the study required postulation of potential determinants and had elements of positivism. The underlying paradigm that guided the choice of a research design for the present study was therefore positivism. Neuman (2012) asserts that positivists assume that objective truth exists and advocate for organized methods for handling probabilistic causal laws used to predict patterns in human activity in an empirical way.

Choice of the positivist research philosophy for the present study was informed by the understanding that establishing determining factors such as was the case for the present study involves making conjectures that require empirical testing (De Vos *et al.,* 2011). The postulated relationships in the study were therefore subjected to empirical examination with a view to accepting or rejecting them. Besides, due to the desire for objectivity, the researcher was of the view that positivism put emphasis on

methodology that definitely allowed for quantification and replication of findings as suggested by Gratton and Jones (2010).

3.4 Research Design

A research design is identified in the extant literature as a plan, usually associated with a particular philosophical assumption, and which details methods for data collection and analysis (Creswell, 2014). Creswell avers that a research design gives the structure that the study ought to pursue. On the basis of the positivism research philosophy adopted, the present study chose to use the explanatory research design which is also recognized as causal research (Saunders, Lewis & Thornhill, 2009).

Choice of the explanatory research design was based on the nature of the cause–effect relationships underlying the alliance between the selected determinants and Gen Y employee job tenure. The researcher therefore found the design ideal in yielding explanations for the nature of relationships between these constructs. Olsen and Marie (2004) argue that explanatory research design has the ability to determine the nature and extent of cause–effect relationship. Causal studies involve an understanding of a phenomenon in terms of conditional statements such as, "If X, then Y." The essence of this type of research is often to measure the impact a specific change has on existing norms and assumptions. Most social scientists seek causal explanations that reflect tests of hypotheses. It is also argued that causal effect in the nomothetic perspective occurs when variation in one phenomenon, an independent variable, leads to or results, on average, in variation in another phenomenon, the dependent variable (Saunders *et al.,* 2009). Consequently, the design was found suitable for the purpose of the present study which were in the realm of cause–effect studies.

3.5 Target Population and Sampling

The target population for this study was all Generation Y employees and supervisors employed on permanent contracts in 3-5 star rated hotels and lodges in Nairobi City and Masai Mara National Reserve Kenya. According to Sekaran (2010), target population refers to all the members of a given group to which the investigation is related. Sekaran further identifies the accessible population as those elements in the target population within the reach of the researcher. According to the Kenya Gazette, there are 64 star rated hotels and lodges in Nairobi City and Maasai Mara National Reserve Kenya (Republic of Kenya, 2016). The star rating ranges from 1- 5 star depending on the level of service and quality branding given by the government authorities. The accessible population was therefore drawn from 46 lodges and hotels in the two study areas given a rating of 3- 5 stars. A Reconnaissance study conducted prior to the study revealed that there was a total of 1,226 Gen Y employees and 37 supervisors distributed in hotels and lodges are listed in table 3.1. The target population was therefore the 1,226 Gen Y employees distributed as shown in Table 3.2.

Table 3.1: Hotel Listing and Star Rating

	Nairobi	
5-Star	**4-Star**	**3-Star**
Villa Rosa Kempinski	Crowne plaza	The Clarion Hotel
Hemingway's Nairobi	Ole Sereni Hotel	Ngong Hills Hotel
Sankara Nairobi	House of Waine	The Heron Portico
Fairmont The Norfolk	Weston Hotel	Utalii Hotel
Tribe Hotel	Southern Sun Mayfair	The Panari Hotel
The Sarova Stanley	Fairview hotel	Marble Arch Hotel
Radisson Blue Hotel	Sarova Panafric Hotel	Kenya Comfort Suits
Dusit D2	Silver Springs Hotel	Sports view Hotel Kasarani
Intercontinental Nairobi	Hilton Nairobi Limited	Boma Inn Nairobi
The Boma Hotel	Nairobi Safari Club	La Mansion Royale
	Windsor Golf &Country Club	
	Carnivore Restaurant	
	Maasai Mara	
5-Star	**4-Star**	**3-Star**
Mara Serena Safari Lodge	Keekorok Lodge	Mara Engai wilderness Lodge
Ole Mara Kempinski	Mara Explorer Camp	Mara Simba Lodge
	Sarova Mara Game Camp	Tipilikwani Mara Camp
	Masai Mara Sopa Lodge	Sekenani Camp
	Olarro Lodge	Sanctuary Olonana Camp
	Governors' Ilmoran Camp	Kichwa Tembo
	Ashnil Mara camp	
	Mara Intrepid Camp	
	DBA Mara West Tent Camp	
	Little Governors camp	
	Fairmont Mara Safari Club	

Source: Republic of Kenya (2016)

Table 3.2 Target Population

Location	Hotels/Lodges	Target population
	NA	121
	NB	124
	NC	126
NAIROBI	ND	148
	NE	119
	Sub-Total	**638**
	MMA	129
	MMB	132
	MMC	114
MAASAI MARA	MMD	101
	MME	112
	Sub-Total	**588**
Grand Total		**1226**

Source, Author, 2015

3.6 Sampling Design

Sekaran (2010) points out that it may not be practical for a researcher to collect data from the whole population due to limitation of time and cost. The researcher, for this reason used sampling techniques that enabled collection of representative data in the given time and cost. A sampling technique is a strategy through which the researcher decides on the most ideal individuals to participate in the study. Rubin and Babbie (2009) opine that a sampling method is a process through which respondents with the capacity to give the study less biased evidence are selected to participate in the study. In essence, a sampling technique allows a researcher to identify a sample which can be easily managed by the researcher.

To ensure that the sample used was representative enough, it was carried out in three phases. First sampling of hotels and lodges was done. This was followed up with sampling of Gen Y employees, and finally with the sampling of supervisors.

3.6.1 Sampling of Hotels

A combination of stratified random sampling and two stage cluster sampling techniques was used to sample hotels and lodges. The focus on Nairobi and Maasai Mara National reserve meant that 3- 5 star hotels and lodges located in Nairobi and Masa Mara National Reserve were first distributed into clusters according to distinct locations. These clusters included Crowne Plaza, Silver Springs, Intercontinental, Villa Rosa Kempinski and Dusit hotels in Nairobi City and Mara Serena Safari, Sarova Mara, Mara Sopa, Keekorok and Mara Simba Lodges in the Maasai Mara National Reserve.

The study employed two stage cluster sampling in order to select an equal number of hotels from the two regions namely Nairobi and Maasai Mara National Reserve. Further, stratified random sampling technique was adopted in selecting ten hotels and lodges. This sampling technique involves dividing the study population into homogeneous groups called strata. Random samples are then selected from each stratum. it is an appropriate technique in cases where there is heterogeneity in the study population which can be classified with ancillary information; the more distinct the strata, the higher the gains in precision.

Consequently, the criteria used for stratified random sampling was that the hotel or lodge belonged to the 3-5-star strata. This technique is used most often when one wants to provide precise estimates for each strata. This was the case in this study,

since the study aimed at establishing employee job tenure in Nairobi and Maasai Mara National Reserve.

3.6.2 Sampling of Gen Y Employees

According to the Human Resource Departments of these hotels and lodges, there are 1,226 permanent Generation Y employees and distributed across the sampled hotels and lodges. Gen Y employees were the main focus of the present study, and formed the bulk of the respondents. The sample size for this study will be 264 employees. The following formula recommended by Kothari (2004), Cooper and Schindler (2014) and Zikmund *et al.,* (2013) has been used to determine this sample size using the accessible population identified.

The sample size was given by

$$n_0 = \frac{z^2 pq}{d^2}$$

Where:

n_0 = the desired sample size for target population greater than 10,000 (target population of Gen Y employees was 1226 which was way below 10,000).

p = the proportion in the target population estimated to have characteristics being measured, placed at 0.5 in the present study which assumed a fifty-fifty scenario.

d = margin of error placed at 0.05 for the present study.

Z = confidence level for estimating the interval within which the actual population proportion lies. The study used the 95% confidence interval leaving Z as 1.96.

$$n_0 = \frac{(1.96)^2(0.5)(0.5)}{(0.05)^2} = 336$$

Since the target population of Gen Y employees was less than 10,000, the modification formula suggested by Kothari (2004) was used to compute the actual sample size. Thus:

$$n = \frac{n_0}{1 + \frac{n_0}{N}}$$

Where;

n_0 = Sample size (when the population is more than 10,000).

n=the desired sample size.

N=the estimate of the population size (i.e. 1226 for the proposed study).

Thus

$$n = \frac{336}{1 + \frac{336}{1226}}$$

$$= 264$$

The study therefore used a sample of 264 Gen Y employees.

This study employed a mix of proportionate sampling technique stratified (Table 3.3) and systematic sampling, that is, every 3rd Gen Y employee who come to work for their shifts when the researcher visited the hotels and lodges were interviewed. This technique is also known as accidental sampling. This gave each employee in the Gen Y category a chance to be included in the sample. Using these guidelines, the specified number of Generation Y employees in the hotels and lodges, were selected based on their willingness to complete the questionnaire.

Table 3.3 Sampling of Gen Y Employees

Location	Hotels/Lodges	Target population	Sample
	NA	121	$^{121}/_{1226} = 26$
	NB	124	$^{124}/_{1226} = 27$
	NC	126	$^{126}/_{1226} = 27$
NAIROBI	ND	148	$^{148}/_{1226} = 32$
	NE	119	$^{119}/_{1226} = 25$
	Sub-Total	**638**	**137**
	MMA	129	$^{129}/_{1226} = 28$
	MMB	132	$^{132}/_{1226} = 28$
	MMC	114	$^{114}/_{1226} = 25$
MAASAI MARA	MMD	101	$^{101}/_{1226} = 22$
	MME	112	$^{112}/_{1226} = 24$
	Sub-Total	**588**	**127**
Grand Total		**1226**	**264**

Source: Author, 2015

3.6.3 Sampling of Supervisors in the Hotels and Lodges

Supervisors were included in the target population because of their ability to provide insights on their perception of their Generation Y employees who fall in the category of the generation under investigation. The information they gave was used to carry out a paired test to check the moderation effect of the supervisors' perception on the relationship between the factors identified and Gen Y employees job tenure. A list of 117 supervisors was obtained from the Human resource departments of the hotels and lodges. A census survey was employed in this regard. Under this approach, all the 37

supervisors were included into the study sample. The summary of the sampling design and final sample is presented in Table 3.4.

Table 3.4: Summary of samples and Sampling Technique

No.	Population	Sampling Technique		Total in Sample
1	Hotels and lodges	Stratified	and	10
		Cluster		
2	Gen Y Employees	Proportionate	and	264
		systematic		
3	Supervisors	Census		117

Source: Author, 2015

3.7 Data Sources

Data for this study was collected from primary and secondary sources. Primary data was collected through the survey. Gen Y employees and supervisors were issued with structured questionnaires. Secondary data was obtained from books, articles, journals, internet sources, among others. The study was conducted in hotels in Nairobi city and lodges in Maasai Mara National Reserve.

3.8 Instruments of Data Collection

The main data collection instrument for this study was the questionnaire (Appendix 1 and 2). This was used for the purpose of obtaining data for understanding the problem under study. Primary quantitative was obtained. Questionnaires were used for the following reasons: a) its potentials in reaching out to a large number of respondents within a short time, b) able to give the respondents adequate time to respond to the items, c) offers a sense of security (confidentiality) to the respondent and d) it is

objective method since no bias resulting from the personal characteristics (Owens, 2002).

3.8.1 Generation Y Employees' Questionnaire

The questionnaire (Appendix 1) for Generation Y employees was divided into the main areas of investigation except the first part which captures the demographic characteristics of the respondents. A key question in this section required respondents to indicate how long they had worked with an employer to determine the average tenure. Next, the researcher looked at what had been used in previous studies to measure work values and modified the items to meet the needs of the study. In this section the study focused on rewards and satisfactions valued by this generation in the workplace. To measure these, a 5-Likert scale was used, 1=strongly disagree to 5=strongly agree. The second work value was type of work as a pull or push factor to Generation Y employees. A 5-scale measure of 1=major weakness to 5=major strength was used. The third work value was the work atmosphere. This refers to an environment in the workplace that is fun, positive, team oriented and relaxed (Meier & Crocker, 2010).

The statements used are reflective of an environment where employees enjoy coming to work. A 5-Likert scale of 1=strongly disagree to 5-=strongly agree was used. Supervisors' leadership traits; the extent to which leadership traits influence Generation Y tenure was measured using a modified version of Kouzes' and Posner's (2002) measures. The respondents were asked to indicate to which extent the measures determined their tenure. A four likert scale of very low extent (VLoE), low extent (LoE), large extent (LE) and very large extent (VLE) was used and Generation

Y perceptions of their supervisors; which was tested using a previous measure established by Bass and Avolio (1992). However, the measure was altered because the study sought the perception of Generation Y employees and rather than the perception of oneself as a leader. Respondents answered on a five Likert scale ranging from 1=strongly disagree to 5=strongly agree. The questionnaire was organized according to the research objectives, which are; work values, supervisors' leadership traits and Generation Y perceptions of their supervisors. A sample of 264 Generation Y respondents was targeted.

3.8.2 Supervisors' Questionnaire Design

The supervisors' questionnaire (Appendix 2) was divided into sections capturing the demographic characteristics, which included questions about their year of birth and how long they had supervised Generation Y employees among others. Supervisors were also asked what they think are Generation Y work values. The researcher designed the questions to ensure they were concise and without unnecessary jargon. The general guidelines on how to develop survey questions that were presented in Veal's (2005) text, Business Research Methods, were used. The response scale ranged from 1=not important to 3=very important; and their perception of Generation Y employees. A total population of 37 supervisors was targeted.

3.8.3 Questionnaire pre-testing

Upon completion of designing the questionnaire meant for a survey, it should be tested (Kress, 1988). McDaniel & Gates (1996) call this process pretest and they define it as a trial run of the questionnaire. The two questionnaires used in this study

were pre-tested to help in discovering errors as well as training of the research assistants (Cooper and Schindler 2014). In addition, pretesting ensured the following:

a) General flow and order of the questions

b) Poor skip patterns and inconsistencies

c) Ambiguous wordings that can lead to misinterpretations by respondents

d) Lack of continuity in the questions posed

e) General reactions from respondents used in the pretest (McDaniel & Gates, 1996 and Cooper & Schindler, 2014).

The instrument was pre- tested under field conditions. Four supervisors and twenty Generation Y employees from the hotels and lodges were conveniently sampled and questionnaires administered to them. Field-testing generally means administering a questionnaire to respondents selected from the target population using the procedures that are planned for the main study (Kothari, 2004). This allows the field procedures to be tested as well as the instrument.

3.9 Data Collection Procedure

An introductory letter was send to the ten hotels and lodges in Nairobi City and Maasai Mara National Reserve. These hotels and lodges have a substantial number of Generation Y employees and they agreed to participate in the survey. Data was collected from two different populations namely Generation Y employees and supervisors who Generation Y employees are answerable to. The researcher identified five research assistants to administer the questionnaires to Generation Y employees while the researcher administered the ones for supervisors. The Generation Y employees were selected using systematic sampling, that is, every 3rd Gen Y

employee who come to work for their shifts when the researcher visited the hotels and lodges were interviewed. These were self administerd. One hundred and thirty-seven (137) questionnaires were issued in hotels in Nairobi while 127 were administered in the selected lodges in Maasai Mara National Reserve.

For the supervisors whose contacts information had been provided by the Human Resources departments of the respective hotels and lodges, the researcher administered 63 questionnaires to the supervisors in the hotels in Nairobi and 54 in the lodges in Maasai Mara. The supervisors were assisted to fill the questionnaires. This enabled the researcher to provide any guidance needed and to collect them when they were done. After completion, each questionnaire was reviewed to ensure that it was properly filled.

3.10 Validity and Reliability

The developed questionnaires were pre-tested for validity and reliability prior to using them for the actual data collection. Neuman (2012) argues that constructs in social science are often not easy to observe directly, and are sometimes quite diverse and ambiguous. Consequently, validity and reliability are crucial techniques in establishing that research findings are credible and truthful.

3.10.1 Validity

The employee questionnaire and supervisor questionnaire were validated in terms of structure and appearance (Face validity), as well as in terms of content (content validity). Neuman (2012) posits that face validity is the judgment based on the suitability of the instrument in terms of structure and design. The researcher therefore

sought the assistance of the supervisors in ascertaining whether as per face value, the two sets of questionnaire were suitable both in their structure and design. The second validation technique for the two sets of questionnaire was content validity. According to Neuman (2012), an instrument has content validity if it covers all the facets of the construct in question, and if such content can be justified in literature. The researcher was therefore keen to ensure that the Gen Y employee and supervisor questionnaire covered content on the five constructs namely: work values; supervisor leadership traits; supervisor perception of Gen Y employees; Gen Y employees' perception of supervisors; and Gen Y employee retention. The researcher requested the supervisors to critically examine the full content measuring the five constructs, to verify whether the content was comprehensive enough, and whether it had justification in literature. Once the supervisors gave their approval, the researcher went ahead and produced the required copies for the pre testing.

3.10.2 Reliability

Reliability is defined as the consistency or dependability with which an instrument measures a given construct (Neuman, 2012). This test was carried out to determine the reliability of constructs used. This test was done for both questionnaires. The Gen Y employee questionnaire comprised of five scales, each with closed–ended likert type items. Reliability of the five scales was determined by computing the Cronbach's alpha reliability coefficients on data collected through the piloting of the instrument. The questionnaire was pre-tested through a pilot study conducted among 20 Gen Y employees and 4 supervisors drawn from hotels and lodges. Four supervisors and twenty Generation Y employees from the hotels and lodges in Mombasa were

conveniently sampled and questionnaires administered to them. Cronbach's alpha coefficients were then used to test reliability of the scales using the pilot data. A Cronbach's alpha reliability coefficient of 0.7 and above signified that the scales are reliable in measuring the given constructs (Masilamani & Aris, 2009). Hotels and lodges from Mombasa city were used for the pilot study for purposes of minimizing threats to internal validity such as maturation which occurs when developmental processes occur within the subject as a function of time due to prior exposure to the questionnaire (Flannelly, K., Flannelly, & Jankowski, 2018).

To further maximize reliability of the instrument used, each question was framed to reduce ambiguity and minimize bias, thereby ensuring the high statistical value of the data and, each participant in the pilot survey was asked to state their age to make sure participation was confined to Generation Y employees. In short, the pre-test sought to demonstrate convergent and indiscriminate validity for all the constructs and reveal that all the scales meet or exceed the reliability thresholds for more established research (Castillo, 2009).

3.11 Data Analysis and Presentation

Data collected were coded and entered into SPSS version 22 for purposes of analysis. Data were first screened and cleaned for missing values, factor structure of key variables, and outliers.

3.11.1 Data Screening and Cleaning

Data was first edited for accuracy, uniformity, completeness, consistency and order so as to simplify coding (Cooper & Schindler, 2014 and Mugenda & Mugenda, 1999).

missing data occurring at random in the collected questionnaires was analyzed using the SPSS missing value analysis (MVA) command. Missing data was subsequently replaced using hot deck imputation (Myers, 2011). Under this strategy, a missing value was replaced using the recurrent trend of values such that, a value of a similar donor (read the trend) was preferred for the done (read missing value). This was a key step in this study to ensure the quality of data. Close-ended items in the questionnaire were used in data collection. Each of the two questionnaires was coded differently. The collected data were transferred to coding sheets in order to ensure complete accuracy. The few open-ended items used in the survey were converted into categories and then coded after administration. Some of the themes began to emerge in the process of data collection. These themes were explored for the words that were used and the concepts that were discussed. Data cleaning process was carried out after completion of the entries to tally the entered data with the coding sheet and or original questionnaire. This cleaning of data focused on imputation of missing values; confirmation of factor structure of the study variables using exploratory factor analysis; testing for existence of outliers using Box and Whisker plots, which according to Dawson (2011) have the ability to isolate unusual data.

3.11.2 Descriptive Statistics

Descriptive statistics were used to describe, summarize, and organize the data. Five sets of these methods were used: frequency distributions, percentages, mean, standard deviation and skewness. Frequency distributions and percentages, ordered arrangement of all variables, showing the number of occurrences and proportions in each category (Norusis, 2010), were used to summarize data. The data was then

displayed using tables. Average or typical response scores among the participating employees and supervisors were given by the mean. The mean refers to the arithmetic average of values in a set (Norusis, 2010), and is a measure of the typical score. Dispersion (variability) of data was measured using the standard deviation (the average difference between observed values and the mean). The standard deviation shows the degree of variability among respondents, and is a good indication of consistency of responses made.

Each of the dependent and independent variables were explored using the named descriptive statistics to examine the prevailing status of the respective variables in star rated hotels in Nairobi City and Maasai Mara National reserve. This was then used to verify the conceptualized relationships between the independent variables and the dependent variable.

3.11.3 Exploratory Factor Analysis

Factor structure of the dependent and independent variables was examined using exploratory factor analysis. A desire to reduce the many items measuring the constructs under study, together with the need to ensure that items under any particular constructs measured the same aspect (unidimension) informed the choice of exploratory factor analysis (Reio Jr & Shuck, 2014). According to Hair Jr. *et al.,* (2010), exploratory factor analysis not only identifies the factor structure of a given construct, but, also reduces a large number of items into a few core items.

Exploratory factor analysis with principal components was therefore employed to confirm factor structure of the selected determinants and that of the job tenure construct. The Kaiser-Meyer-Olkin (KMO) and Bartlett's test of sphericity were used to confirm sampling adequacy and data completeness respectively. Tabachnick and Fidell's (2013) recommendations that the KMO be above 0.6, while Bartlett's measure is significant were used to interpret the KMO and Bartlett's statistics.

3.11.4 Inferential Statistics

Several inferential statistical techniques were undertaken as explained below:

3.11.4.1 Multiple regression

According to Keith, in multiple regressions "multiple independent variables can be used to explain variation in a dependent variable (Keith, 2006). Further, the usefulness of regression model is evaluated by the coefficient of determination, denoted by R-Square" (Joseph, 2011). The coefficient of determination represents the proportion of an R^2 of .01 represents a small effect size, an R^2 of .09 represents a medium effect size and an R^2 of .25 represents a large effect size (Cohen, 1988). In the present study, the multiple regressions are calculated to identify the predictably of employee job tenure determinants. However, before regression was carried out, a number of assumptions had to be met. They are presented as follows:

3.11.4.2 Assumptions of Multiple Regression

Prior to conducting the regression analysis, five assumptions required for multiple regression analysis were tested. They included assumptions of normality, linearity, and homogeneity of variances, autocorrelation, and multicollinearity (Hair *et al.*,

2010). The assumption of normality of the data was tested using the quantile–quantile (Q-Q) plots which are viewed to be more effective than the statistical tests. Loy, Follett and Hofmann (2014) argue that despite formal goodness of fit tests such as the Shapiro-Wilk test being more powerful tests of normality, they lack the ability to point out features of distributions that are non-normal making Q-Q plots more suitable. Q-Q plots were therefore produced for each of the four independent variables, as well as, for the Gen Y employee job tenure variable. Data points close to the diagonal line either side would then imply non-violation of normality requirement (Tabachnick & Fidell, 2013).

The assumption of linearity was tested using bivariate scatter plots. Tabachnick and Fidell (2013) contend that whereas Pearson correlation may be used to test linearity, it is limited in determining the degree of linearity on the premise that it only captures the linear component of the relationship. Under this approach, oval or elliptical Scatter plots between any two variables implied that linearity existed between the two variables.

Homogeneity of variances applies to multiple regressions and as noted by Tabachnick and Fidell, (2013), assumes uniform variability in scores for dependent variable in relation to the independent variables. Homogeneity of variance or uniformity of variance was tested using Levene test of equality of variances of Gen Y employee job tenure determinants across the job tenure variable. Significant values of the Levene statistics measured at the 5% level were then deemed to indicate violation of the homogeneity of variance assumption (Tabachnick & Fidell, 2013).

Multicollinearity refers to correlations or multiple correlations that are sufficient in magnitude to potentially adversely affect regression estimates (Field, 2009; Hair, *et al.*, 2010). Presence of multicollinearity was tested using Variance Inflation Factors (VIF). According to Tabachnick and Fidell, (2013), VIFs assess the increase in the Variance of estimated regression coefficients in case of correlations among predictors. The threshold for existence multicollinearity was set as a minimum value of '5' basing on suggestions by Ringle *et al.,* (2015). VIF values beyond 5 signified existences of multicollienarity. Autocorrelation examines existence of correlation among regression residuals (Tabachnick & Fidell, 2013). Independence of regression residuals was tested using the Durbin–Watson (DW) statistic, regarded as an ideal measure of independence of errors that factors in the order in which cases are selected. Independence of regression residuals was confirmed by a Durbin–Watson statistic lying within the critical range $1.5 < d < 2.5$.

3.11.4 Model formulation and estimation

In order to test the four hypotheses, one model was formulated in line with the conceptualized relationships. Hierarchical multiple regressions analysis was used to model the direct effects of the four determinants on Gen Y employees' job tenure, while controlling for their demographic characteristics. According to Tabachnick and Fidell (2013), hierarchical regression, also called sequential regression allows variables to be entered into the equation in an order specified by the researcher. Each variable entered is then assessed for what it adds to the equation. For purposes of the present study, demographic characteristics were first entered into model 1. Their contribution to the model was then noted after which the selected determinants were

entered in model 2. The change in R square was used to delineate the contribution of the selected determinants to the equation. The multiple regressions model was therefore as follows:

ET-Employee Job Tenure: GYV-Generation Y work values; PSLT-Perceived Supervisor leadership traits; PSS- Perceived supervisors' support;

Analytical Model

Model $1 = \gamma\ \beta_0 + C + \varepsilon$ …………………………………………………………….... (i)

Model $2 \Rightarrow \gamma = \beta_0 + C + \beta_1 X_{1\ +} \beta_2\ X_2 + \beta_3 X_3 + \varepsilon$ …………………………………..(ii)

Model $3 \Rightarrow \gamma = \beta_0 + C + \beta_1 X_1 + \beta_2 X_{2\ +} \beta_3 X_3 + \beta_4 M + \varepsilon$ …………………………….(iii)

Model $4 \Rightarrow \gamma = \beta_0 + C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta 4M + \beta_5 X_1.M + \beta_6 X_2.M + \beta_7 X_3.M + \varepsilon$..(iv)

3.11.5 Moderation Test

Hayes' PROCESS v3.0 was used to test the moderation effect of supervisors' perception of Gen Y employees on the relationship between job tenure antecedents and Gen Y employee job tenure. In this approach, the highest order unconditional interaction test was used to confirm presence of moderation if the change in R-square was significant.

3.11.6 Comparison Test

One-way Analysis of Variance (ANOVA) was used to compare job tenure and associated antecedents between Gen Y employees in rural and those in urban hotels. A significant Fisher statistics was an indication of significant differences.

3.12 Ethical Considerations

While carrying out this research, ethical cognizance was taken to protect the respondents as well as the researcher. The following ethical issues were addressed:

3.12.1 Informed Consent

The researcher obtained consent from the hotels and lodges management to carry out research in their premises. The supervisors and Generation Y employees were given time to consider whether to take part in the survey through an introductory letter (Appendix 3) and the researcher and the assistants explaining to them what the research is all about (Taylor *et al.,* 2012).

3.12.2 Confidentiality

The respondents were assured of their confidentially over information provided in the instruments (Appendix 3). The researcher further used coding rather than names thus masking features that were specific to hotels that may make them recognizable (WHO, 2013). Lastly, data in soft copies were protected using passwords.

3.12.3 Anonymity

In this study, numbers were assigned to each questionnaire in the place of hotel/lodge and respondents names (Walford, 2005).

3.12.4 Permission

The researcher obtained an introductory letter from Moi University. This letter assisted the researcher in getting permission from the National Commission for Science, Technology and Innovation (NACOSTI) to conduct the research. A research permit from NACOSTI to conduct research (Appendix 4) was obtained. In addition to

this, a formal permission was sought from all the hotels through the office of the human resources managers. All cited work was dully acknowledged.

3.13 Limitation of the Study

Creswell (2002) defines limitations as weaknesses of the study arising possibly from design issues or methodology. Use of the explanatory design limited the study to highly explicit views by respondents that were tailored towards specific perceptions thereby denying respondents opportunities to articulate their latent perceptions. In future such studies ought to look to incisive views that can be extracted from participants.

The use of questionnaires perhaps provides an avenue for limitations to the findings. First, questionnaires were self-administered. This was limiting in the sense that some respondents may have ended up giving non-conscientious responses devoid of thorough thought of questions before answering. Moreover, the researcher noticed that some respondents skipped through questions and this could have interfered with external validity. In addition, the study focused mainly on perceptions towards supervisors or Gen Y employees. It is important to note that other colleagues whose views may have been valuable were ignored. Use of questionnaire was therefore limiting since questionnaires may not have fully arrested respondent's emotional responses and feelings. To address these limitations, a thorough cleaning of data was conducted focusing mainly on normality, missing values and outliers as recommended by Tabachnick and Fidell (2013).

Use of the causal design was also limiting in the following manner. Presence of a wide range of factors and variables in social environment may make it rather difficult to reach the appropriate decision. To handle this situation, moderation was conducted with awareness that relationship between antecedents of turnover intent and job tenure should take cognizance of supervisor perceptions. Moreover, establishing factors that are the causes can be difficult. In this regard, hierarchical regression was used.

CHAPTER FOUR

RESEARCH FINDINGS

4.1 Introduction

The present study examined determinants of Generation Y employee tenure in selected star rated hotels operating in Nairobi City and Maasai Mara National reserve of Kenya. The chapter therefore reports results of descriptive and inferential analysis of collected data.

4.2 Data Screening and Cleaning

Data was screened and cleaned prior to analysis. Tabachnick and Fidell (2013) argue that once data has been collected, there is a need to critically examine the quality of data at hand. Consequently, for the present study, data were screened for response rate, missing data, factor structure of variables and presence of outliers.

4.2.1 Response Rate

Two categories of respondents were considered for this study. The first category was the Gen Y employees working in hotels under study. The second category was supervisors charged with the responsibility of assigning and supervising tasks undertaken by Gen Y employees. A total of 264 Gen Y questionnaires were developed and distributed to Gen Y employees consistent with the expected sample size. Similarly, a total of 117 supervisor questionnaires were developed and distributed to sampled supervisors. A response rate of 98.1% was registered for Gen Y employees (259 questionnaires returned appropriately filled); and an 80.3% response rate was registered for supervisors (94 supervisor questionnaires returned). The combined response rate was 92.7% as shown in Table 4.1.

Table 4.1: Response Rate

Category of Respondent	Number of Questionnaires distributed	Number of Questionnaires collected	Response Rate
Generation Y Employees	264	259	98.1%
Supervisors	117	94	80.3%
Overall	**381**	**353**	**92.7%**

Source: Author, 2015

4.2.2 Missing Data

The extent of missing data occurring at random in the collected questionnaires was analyzed using the SPSS missing value analysis (MVA) command. Baraldi and Enders (2010) observe that reasons such as fatigue, data sensitivity, and non-response may lead to a loss of vital information. In such a situation, results of multivariate analysis could be misleading. In response to this, missing values were examined case wise with cases missing data above 5% being deleted.

Results of the MVA (Table 4.2) indicated that twelve cases among the Generation Y employee respondents had only 2% of data missing each; four cases had 3.9% of data missing. Three had 7.8% of data missing each; while one had 17.6% of data missing. Missing data was subsequently replaced using hot deck imputation (Myers, 2011). Under this strategy, a missing value was replaced using the recurrent trend of values such that, a value of a similar donor (read the trend) was preferred for the done (read missing value). As a result, none of the cases was deleted, and all the 249 cases were used in the study.

Table 4.2: Missing Data

Case	# Missing	% Missing
1	1	2.0
173	1	2.0
59	1	2.0
247	1	2.0
81	1	2.0
84	1	2.0
86	2	3.9
94	1	2.0
192	2	3.9
162	1	2.0
105	1	2.0
132	1	2.0
171	1	2.0
62	1	2.0
50	4	7.8
222	4	7.8
238	4	7.8
168	2	3.9
95	2	3.9
75	9	17.6

Source: Author, 2015

4.2.3 Exploratory Factor Analysis

Factor structure of the dependent and independent variables was examined using exploratory factor analysis. A desire to reduce the many items measuring the constructs under study, together with the need to ensure that items under any

particular constructs measured the same aspect (unidimension) informed the choice of exploratory factor analysis (Reio Jr & Shuck, 2014). The analysis is further discussed below:

4.2.3.1 Factor Structure of the Job Tenure Variable

Ten items were initially proposed to measure Generation Y employee job tenure. Principal component analysis was performed to verify item loadings in order to isolate and omit redundant items from further analysis. The KMO value of 0.817 was greater than the minimum value of 0.6 (Table 4.3), being an indication that sampling was adequate. The Bartlett's test of sphericity yielded a chi-square value of 1301.261, which was statistically significant ($p<0.05$), an indication of completeness in data collected to measure employee job tenure. The ten items loaded highly on three factors and accounted for 85.63% of the variance in employee job tenure. The three factors were designated as short tenure; medium tenure; and long tenure.

Table 4.3: Factors structure of Employee job Tenure

Variables and Scales	Loading	Eigen values	Cumulative % Variance explained
Generation Y Employee job Tenure			
Short tenure		**3.638**	**36.382**
If I could start over again, I would choose to work for another company.	.980		
I'm planning on working for another company within a period of three year	.980		
If I received an attractive job offer from another company, I would take the job	.949		
The work I'm doing is very important to me	.886		
Medium tenure		**2.574**	**62.123**
If it were up to me, I will definitely be working for this company for the next five years	.972		
I love working for this company	.968		
It doesn't matter if I'm working for this company or another, as long as I have work	.813		
Long tenure		**2.351**	**85.630**
If I wanted to do another job or function, I would look first at the possibilities within this company	.944		
I see a future for myself within this company	.932		
Within this company my work gives me satisfaction	.698		
Kaiser –Meyer-Olkin MSA	*.817*		
Bartlett's Test of Sphericity (χ^2 = 1301.261	*.000*		

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization
Source; Author, 2015

4.2.3.2 Factor Structure of the Generation Y Employees Work Value Variable

A total of twenty items were proposed to measure Generation Y employees' work values. The results of the Principal Components Analysis (Table 4.4) yielded a KMO value of 0.834, and a Bartlett's test of sphericity chi-square value of 1992.086(p<0.05). The results therefore confirmed that sampling was adequate, and data was complete. Eighteen items were extracted and loaded highly on three factors.

The total variance in Generation Y employees' work values was 51.710. The three factors were designated satisfactory environment; competition and creativity, and psychological values.

Table 4.4: Factor Structure of Employee Work Values

Variables and Scales	Loading	Eigen values	Cumulative % Variance explained
Generation Y Employee Work Values			
Satisfactory Environment		**3.892**	**19.461**
The work atmosphere encourages for open communication among all ages of employees	.782		
I am satisfied that my pay reflects the effort I put into doing my work.	.776		
I am satisfied with my future prospects for promotions.	.686		
I am satisfied with the difference in pay between new and experienced employees doing the same job.	.676		
My work allows for Work-life balance	.639		
My work encourages me to display my ideas and work habits	.585		
Job promotions in this hotel are fair and objective.	.577		
Competition and Creativity		**3.290**	**35.911**
My work environment is very competitive	.808		
My job fosters innovation and creativity	.725		
There is good cooperation among members of my department.	.717		
My work is personally rewarding.	.582		
My work gives me an opportunity for advancement	.578		
My work allows for variety and does not leave room for boredom	.526		
Psychological		**3.160**	**51.710**
I find my work interesting.	.835		
My job gives me an opportunity to do the things that I do best.	.699		
Older workers add little value to my work	.669		
The management treats the contributions of all employees equally	.649		
My job responsibilities contribute to my professional development.	.510		
Kaiser –Meyer-Olkin MSA	*.834*		
Bartlett's Test of Sphericity ($\chi^2 = 1992.086$)	*.000*		

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization
Source: Author, 2015

4.2.3.3 Factor Structure of the Perceived Supervisors Leadership Traits

Twelve items were initially proposed to measure perceived supervisor's leadership traits in star rated hotels under study. Principal components analysis confirmed that sampling in the case of leadership traits was adequate (KMO = 0.867). The Bartlett's test of sphericity was statistically significant (χ^2 = 1370.474, p<0.05) an indication of completeness in data measuring leadership traits. All the twelve items were extracted and loaded highly on only two factors. The two factors explained up to 57.220% of the variance in supervisor leadership traits (Table 4.5). The two leadership traits were designated as supportive and Assertive.

Table 4.5: Factor Structure of Perceived Supervisor's Leadership Traits

Variables and Scales	Loading	Eigen values	Cumulative % Variance explained
Perceived supervisors Leadership Traits			
Supportive		**4.203**	**35.027**
My supervisor gives me timely feedback	.783		
My supervisor stimulates me intellectually	.767		
My supervisor regularly gives me feedback on my work performance	.761		
My supervisor sets clear goals and does not micromanage me	.680		
My supervisor is interested in my career development	.663		
My supervisor coaches and mentors me	.652		
My supervisor listens to me	.644		
My supervisor is emotionally strong	.535		
My supervisor is accessible	.522		
Assertive		**2.663**	**57.220**
My supervisor is physically fit	.781		
My supervisor is interested in my general well being	.714		
My supervisor controls everything	.513		
Kaiser –Meyer-Olkin MSA	*.867*		
Bartlett's Test of Sphericity (χ^2 = 1370.474)	*.000*		

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization
Source: Author, 2015

4.2.3.4 Factor Structure of the Gen Y Employees' Perceptions of Supervisors Support

Nine items were proposed to measure Generation Y employees' perceptions of supervisors' support. Principal components analysis revealed that sampling adequacy had been achieved (KMO = 0.828). Similarly, Bartlett's test of sphericity (χ^2 = 1320.112, p<0.05) indicated that data were complete with regards to perceptions of supervisors (Table 4.6). The nine items loaded on three factors, and explained a cumulative total of 85.630% of the variance in Generation Y perceptions of supervisors. The three factors were designated as shown on table 4.6

Table 4.6: Factor Structure of Gen. Y Perceptions of Supervisors Support

Variables and Scales	Loading	Eigen values	Cumulative % Variance explained
Gen Y Perceptions of Supervisors			
Factor 1		**3.427**	**36.075**
My supervisor gives me a lot of mentorship	.901		
My supervisor feels threatened by me.	.900		
My supervisor demands respect as opposed to earning it.	.820		
I get clear instructions from my supervisor.	.628		
My supervisor listens to my alternative views	.626		
Factor 2		**2.469**	**63.508**
My supervisor is old fashioned.	.931		
The guidance I receive from my supervisor is helpful to me in performing my work.	.930		
Factor 3		**2.099**	**86.825**
My supervisor is always available when I need him/her.	.961		
My supervisor regularly gives me feedback on my work performance	.960		
Kaiser –Meyer-Olkin MSA	*.828*		
Bartlett's Test of Sphericity (χ^2 =1320.112)	*.000*		

Source: Author, 2015

4.2.3.4 Factor Structure of Supervisor Perceptions of Generation Y employees

Eleven items were proposed to measure supervisor's perceptions of Generation Y employees. Principal components analysis confirmed that sampling adequacy in the case of the supervisor perceptions construct had been met (KMO = 0.817). The Bartlett's test of sphericity was statistically significant (χ^2 = 220.664, p<0.05) showing that data measuring supervisor perceptions were complete. All the eleven items were extracted and loaded highly on only two factors. The two factors explained cumulatively 61.241% of variation in supervisor perceptions of Generation Y employees (Table 4.7). The two factors were labeled as shown.

Table 4.7: Factor Structure of Supervisors Perceptions of Generation Y Employees

Variables and Scales	Loading	Eigen values	Cumulative % Variance explained
Supervisor Perceptions of Gen Y Employees			
Factor 1		**4.439**	**40.356**
They have overinflated/ unrealistic expectations	.865		
They have poor work ethics	.763		
They are not committed to work	.713		
They are not loyal to employers	.687		
They are simply a difficult lot to work with	.670		
They are spoilt/entitled	.661		
They have little respect for authority	.655		
They are a needy lot	.596		
They are too self-centered	.591		
Factor 2		**2.297**	**61.241**
They are lacking in social skills	.818		
T hey are lazy	.746		
Kaiser –Meyer-Olkin MSA	.817		
Bartlett's Test of Sphericity (χ^2 =220.664)	.000		

Source: Author, 2015

4.2.3 Outliers

Outliers are identified as extreme values that may occur on individual variables (also called univariate outliers), or which may occur on more than two or more variables (also referred to as mulitivariate outliers) and which when they occur, can impact results of multivariate statistical analysis negatively. Univariate outliers were assessed for each of the selected factors that could influence tenure, as well as, for the employee tenure variable. Box and Whisker plots were used to examine univariate outliers owing to their ability to isolate unusual observations, when they are present (Dawson, 2011). In this approach, outliers appear as numbered dots beyond the whiskers.

4.2.3.5 Checking for Outliers in Employee Job Tenure Data.

Generation Y employee job tenure was conceptualized as the dependent variable in the present study. An examination of the box plot generated for employee tenure (Fig. 4.1) revealed that six cases: cases 19, 36, 120, 130, 191 and 208 had outliers on employee tenure. The six cases were therefore deleted from further analysis in order to eliminate biases associated with them.
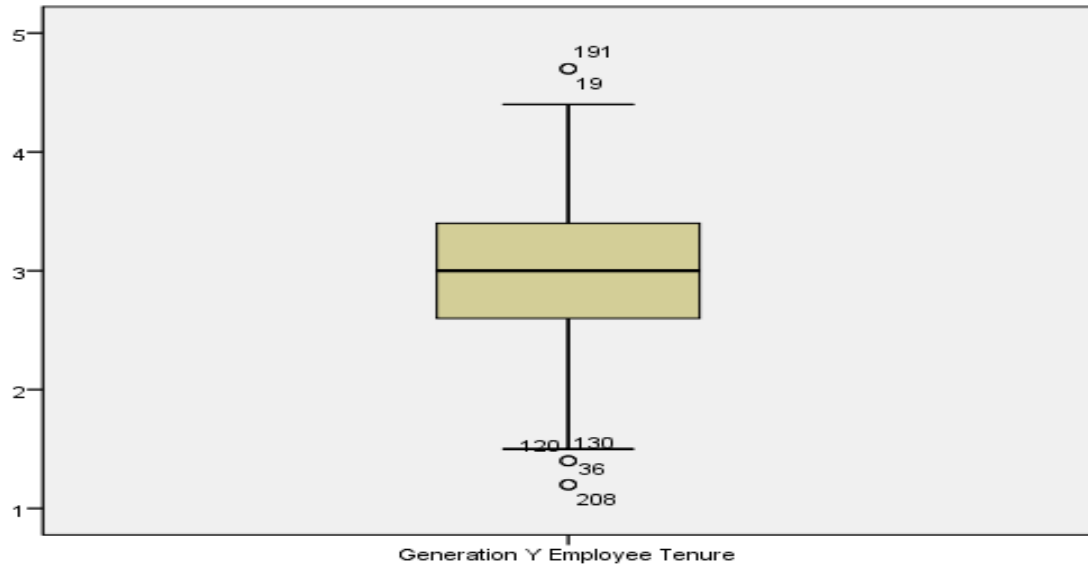
Figure 4.1: Outliers in Data Measuring Employee Tenure

4.2.3.6 Outliers in the Generation Y Employees' Work Values Data

Generation Y employees work values were conceptualized as the first factors likely to influence Generation Y employee tenure. As seen in Figure 4.2, the work value construct had 3 outliers (cases 3, 66 and 175). The three cases were consequently deleted from further analysis.
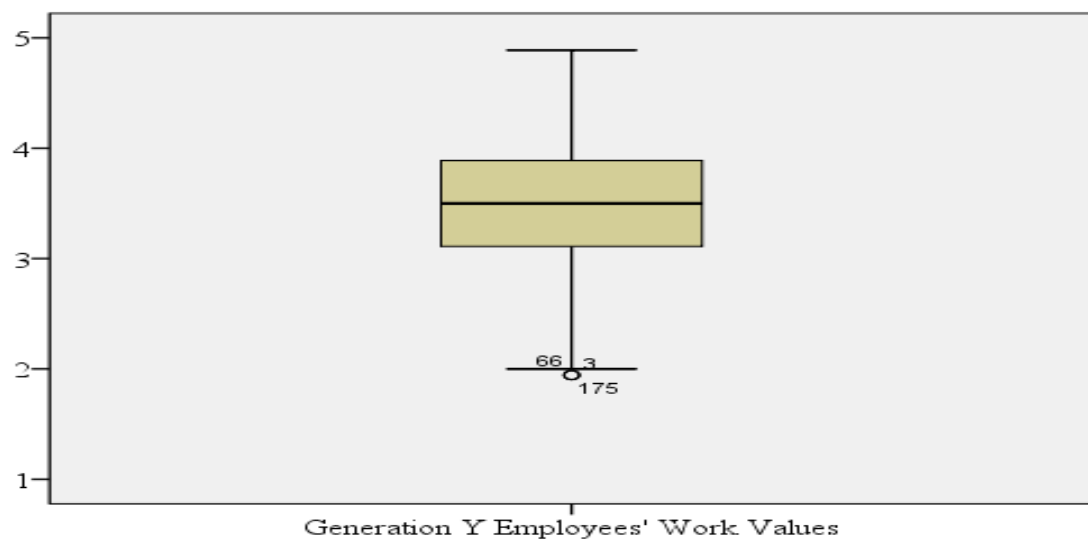
Figure 4.2: Outliers in Data Measuring Generation Y. Employees' Work Values

4.2.3.7 Outliers in the Perceived Supervisor Leadership Trait Variable

Supervisor's leadership trait was conceptualized as the second factor that can influence Generation Y employees' work tenure. Leadership trait variable was found to have one outlier in case 85 (Fig. 4.3). The case was therefore deleted from further analysis.
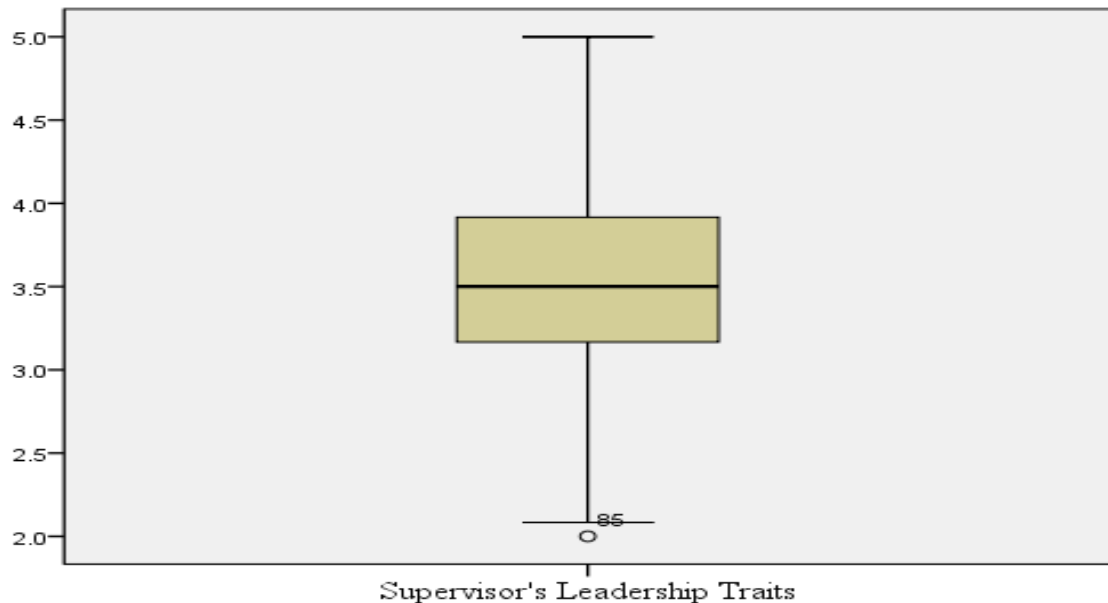
Figure 4.3: Outliers in Data Measuring Supervisor's Leadership Traits

4.2.3.8 Outliers in the Variable Measuring Gen Y Perception of Supervisors Support

Generation Y perception of their supervisors was conceptualized as the third factor with potential to dictate job tenure among Generation Y employees in star rated hotels. An examination of the box plot generated in relation to the construct measuring Generation Y perceptions of their supervisors revealed that there were no outliers in relation to the construct (Fig. 4.4).
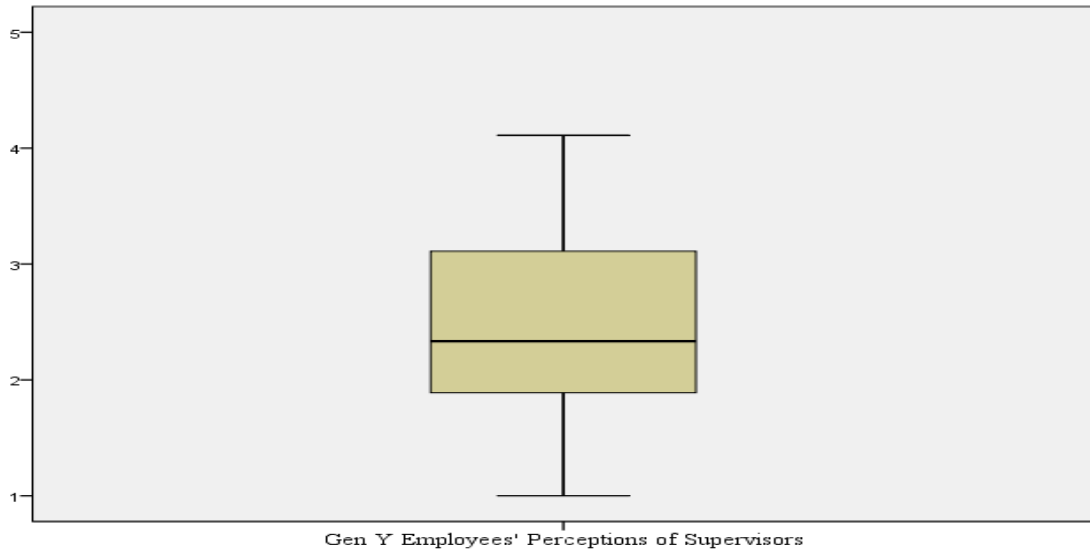
Figure 4.4: Outliers in Data Measuring Generation Y Employees'Perceptions of Supervisors

4.2.3.9 Outliers in the construct measuring supervisor perceptions of generation Y work values

Supervisor perceptions of Generation Y work values was conceptualized as the fourth factor, that potentially influences Generation Y employees' employment tenure in star rated hotels. Figure 4.5 revealed that there were no outliers in relation to the construct measuring supervisors' perceptions of Generation Y work values.
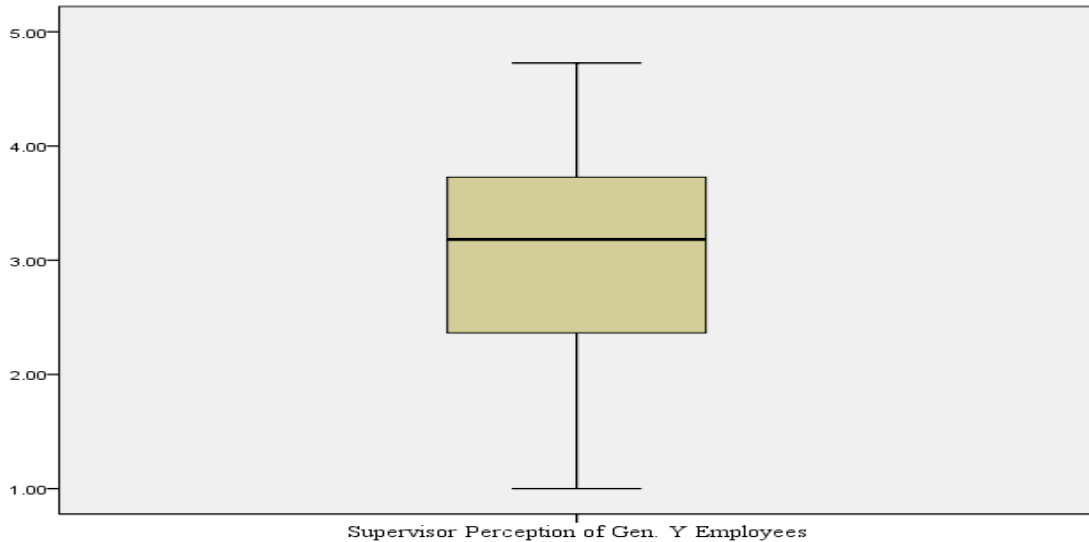
Figure 4.5: Outliers in Data Measuring Supervisor Perception of Generation Y Employees

All in all, ten cases were found with outliers in variables under study. The ten cases were deleted from further analysis leaving a total of 249 cases for further analysis involving determinants of employment tenure among generation 'Y' employees.

4.3 Reliability Test Results

Supervisor and Gen Y employee questionnaires were used to measure different underlying variables. One variable 'supervisor perception of Gen Y' was measured using the supervisor's questionnaire (Appendix II). This scale consisted of eleven items. The scale had a low level of internal consistency, as determined by an overall Cronbach's alpha of 0.437. The item-total statistics (Appendix 3) suggested various improvements in the overall Cronbach alpha if deletion of certain items was to be carried out. Consequently, five items namely: 'spoilt', 'entitled', 'lazy', 'little respect', 'lacks social skills', and 'needy' were deleted. The resultant Cronbach's alpha of 0.807 on the remaining six items indicated a high level of internal consistency (Table 4.2).

Four constructs, 'Gen Y work value', 'supervisor leadership traits', 'perceived supervisor support', and 'tenure' were measured using Gen Y employees' questionnaire. Gen Y employees' work value consisted of twenty items (Appendix 3) and yielded a Cronbach's alpha of 0.853 which indicated a high level of internal consistency. Perceived leadership traits were measured using 12 items (Appendix 3) which yielded a Cronbach's alpha of 0.873, an indicator of a high level of internal consistency. Nine items measured perceived supervisor's support, and yielded a Cronbach's alpha of 0.904, showing that the scale had a high level of internal consistency with all items retained. Similarly, reliability statistics of job tenure revealed a high level of internal consistency with a Cronbach's alpha of 0.806 (Table 4.8).

Table 4.8: Reliability Test Results

Scale	No of Items	Cronbach's Alpha
Supervisor's Perception of Gen Y Employees	6	.807
Gen Y Employees Work values	20	.853
Perceived Supervisor Leadership Traits	12	.873
Perceived Supervisor's Support	9	.904
Job Tenure	10	.806

Source: Field survey, 2017

The items in the instruments used for data collection were therefore considered reliable. This means that if the measurements used in this study (see Appendix 1 and 2) could be used on a different sample or used by a different researcher at a later date, similar results could be yielded.

4.4 Respondents' Demographic Profile

Two sets of respondents were delineated for the purposes of the present study. These were Generation Y employees' in star rated hotels, and who were the main focus of the study and, supervisors handling this category of employees. Demographic profile of the respondents was examined in terms of duration of employment, year of birth, marital status, gender, level of education, and level of professional training. Choice of these demographics was informed by a need to control for their influence on the conceptualized relationships, being themselves potential determinants.

Indeed, evidence in the extant literature show that demographic characteristics such as marital status, age, and gender are among factors that determine employees' intention to leave their employment (Wang, 2017). Emiroghi, Akova and Tanriverdi (2015) for instance, argue that female hotel employees exhibit higher turnover intent than their male counterparts. Besides, Emiroghi and colleagues contend that younger people display a higher turnover intention than older people. Education level has also been identified to be a cause of concern in discourse on turnover. Blomme, Van Rheede and Tromp (2010) contend that highly educated employees are showing high levels of turnover. Moreover, education level is identified as a source of turnover in the hospitality industry (Emiroglu *et al.* 2015).

The researcher therefore found it necessary to identify the distribution of these characteristics among respondents, and to control for their influence using an appropriate approach since they were not the focus of the study. Results of the demographic analysis (Table 4.9) revealed the following. Whereas most of the supervisors (54.5%) have been working in the respective star rated hotels for more

than 6 years, most of the Gen Y employees (51.5%) have been in employment in the respective hotels for 13-17 months, with a mere 3.8% working beyond 2 years. These results tend to support findings which show that 91% of Gen Y are expected to stay in a job for less than three years (Multiple generation@work, 2012). Gender-wise, males dominated in both categories of respondents. For Gen Y employees, 80% were males, and among supervisors, 87.9% were males. The gender distribution reflects studies that have pointed to high gender–segregation in hospitality industry employment (Kogorsek & Kogorsek, 2015). The distribution of level of education indicated that most Generation Y employees (48.9%) were undergraduates although, a sizeable proportion (43.4%) were O'level holders. In terms of professionals training, a majority of individuals from the two groups were diploma holders, 62.1% for Generation Y employees and 57.6% for supervisors.

Table 4.9: Distribution of Respondents Demographic Characteristics

	Generation Y Employees			Supervisors		
Duration of employment	1-5 months	22	8.9%	less than a year	14	15.2%
	6-12 moths	45	17.9%	1-4 years	23	24.2%
	13-17 months	128	51.5%	5-6 years	6	6.1%
	18-24 months	45	17.9%	more than 6 years	51	54.5%
	above 2 years	9	3.8%	**Total**	**94**	**100.0%**
	Total	**249**	**100**			
Gender	Male	199	80.0%	Male	83	87.9%
	Female	50	20.0%	Female	11	12.1%
	Total	**249**	**100.0%**	**Total**	**94**	**100.0%**
Highest level of education	Masters	17	6.8%	Masters	6	6.1%
	undergraduate	122	48.9%	undergraduate	45	48.5%
	O-level	108	43.4%	O-level	43	45.5%
	Primary	2	0.9%	**Total**	**94**	**100.0%**
	Total	**249**	**100.0%**			
Level of professional training	Degree	36	14.5%	Degree	11	12.1%
	Diploma	155	62.1%	Diploma	54	57.6%
	Certificate	58	23.4%	Certificate	29	30.3%
	Total	**249**	**100.0%**	**Total**	**94**	**100.0%**

Source: Field survey, 2017

The implication of these results is that the presence of demographic characteristics with potential to impact directly on Generation Y employees' job tenure was so glaring requiring use of an approach that could control for their influence in the analysis.

4.5 Gen Y Employment Record

Six questionnaire items were used to explore the employment record of the Generation Y employees in star rated hotels. First respondents were required to indicate whether this was their first employer, for which 79.1% agreed (Table 4.10). When further asked their employment status, 71.5% indicated that they were full time employees; 25.1% were on contract; while 3.4% were part-timers. A large proportion

(68.8%) had no supervisory experience; most of the employees (81.3%) were happy with their current employer but 49.1% were planning to quit their employment. Job pressure appeared to be in existence with 61.2% of the employees indicating that they work for over 45 hours a week.

Table 4.10: Distribution of Gen Y Employees' Employment Record

		Frequency	Percent
Is this your first employer?	Yes	197	79.1%
	No	52	20.9%
Current employment status	Full Time	178	71.5%
	Part time	8	3.4%
	Contract	78	25.1%
Supervisory roles?	Yes	78	31.2%
	No	171	68.8%
Happy with current employer?	yes	202	81.3%
	No	16	6.4%
	not sure	31	12.3%
5 years from now vision	i can envision staying in this hotel	45	17.9%
	planning to leave	122	49.1%
	no sure	82	32.9%
Working hours per week	30-35 hours	7	3.0%
	36-40 hours	34	13.8%
	41-45 hours	55	22.0%
	over 45 hours	153	61.2%

Source: Field survey, 2017

The implication of these results is that although most of the employees were on full time employment, and were happy with the employer, they still planned to quit in the near future, perhaps as a result of job pressure.

4.6 Descriptive Analysis of Study Variables

Study variables were explored using descriptive (Min, Max, Mean, Standard deviation, and Skewness) in order to establish the extent to which they are

experienced in the star rated hotels under study. Means were used to give the typical response among respondents, while the standard deviation on the other hand indicated the level of consistency among response scores (small values showing high consistency and large values indicating low consistency). Skewness statistics indicated whether the data gathered for respective scales assumed a normal distribution.

4.6.1 Gen Y Employees' Job Tenure

Gen Y employees job tenure in star rated hotels in Nairobi city and Maasai Mara National Reserve was explored using ten items which focused primarily on their intent to continue working in the hotel or to quit altogether. Results (Table 4.11) show that data gathered to measure this scale was normally distributed as determined by skewness values in the range (min= -3, max= 3). All response scores had a minimum value of 1 and a maximum value of 5. The overall average response score and associate standard deviation indicates that Gen Y employees were not sure on their job tenure (M=2.93, SD=1.08) in the respective hotels. Specific results indicated that Gen Y employees were in agreement with the following: That the work they do is important (M=3.90, SD=0.987); that if they received a suitable offer, they would take it (M=3.81, SD=1.074); that they were keen on changing jobs in three years' time (M=3.71, SD=1.186); and that given a choice, they would work for another company (M=3.71, SD=1.186).

Table 4.11: Job Tenure Descriptive Statistics

	Min	Max	Mean	SD	Skewness
The work I'm doing is very important to me	1	5	3.90	.987	-1.352
If I received an attractive job offer from another company, I would take the job	1	5	3.81	1.074	-1.152
If I could start over again, I would choose to work for another company.	1	5	3.71	1.186	-1.055
I'm planning on working for another company within a period of three year	1	5	3.71	1.186	-1.055
If I wanted to do another job or function, I would look first at the possibilities within this company	1	5	2.83	1.191	.035
I see a future for myself within this company	1	5	2.77	1.191	.062
Within this company my work gives me satisfaction	1	5	2.69	1.201	.229
It doesn't matter if I'm working for this company or another, as long as I have work.	1	5	2.33	1.056	.581
I love working for this company	1	5	2.15	.925	.647
If it were up to me, I will definitely be working for this company for the next five years	1	5	2.13	.930	.672
Overall response	**1**	**5**	**2.93**	**1.087**	

Source: Field survey, 2017

The implication of these results is that Generation Y employees in star rated hotels in Nairobi City and Maasai Mara National Reserve are not planning to have long job tenure in their respective hotels. This undoubtedly brings into question their commitment to their present employers. The results that a majority of them are planning to quit within three years, and that they would jump for any lucrative offer are consistent with views by Chi and Karadag (2013), which posit that Generation Y employees are conditional on loyalty, and may quit the job anytime. The bottom line therefore, is that Generation Y employees currently serving in star rated hotels in Nairobi City and Maasai Mara National Reserve often serve for a short period in respective hotels.

On the contrary, duration of stay in hotels revealed that supervisors, most of whom were Generation X or Baby boomers usually enjoyed longer job tenures with respective hotels. These findings relating to supervisor preference of longevity at work could perhaps, be explained by the fact that most of them were Boomers and GenXers. Literature indicates that Boomers are bound to show more loyalty and commitment to organizational goals compared to other succeeding generations (D'Amato & Herzfeldt, 2008). Similarly, it is argued that Gen Xers continued stay in current employment is most influenced by the way they relate with colleagues (Benson & Brown, 2011). In essence, it was quite normal to find most supervisors willing to remain in their respective hotels for longer periods of time.

It is also noted that Boomers are patient with colleagues, and are able to nurture pragmatic productive working rapport with other organizational members. In this way, they are more likely to provide mentorship and support to other employees (Hewlett, Sherbin & Sumberg, 2009). The argument advanced here is that to achieve rapport with colleagues, supervisors need to have the requisite experience gained, by staying longer in the respective organizations.

4.5.2 Gen Y Employees work Values

Values held by Gen Y employees working in hotels in Nairobi city and Maasai Mara National Reserve were examined using twenty items. Results of the descriptive exploration (Table 4.12) revealed that data had skewness statistics within the expected normal distribution range. On average, Gen Y employees were undecided on whether the prevailing work values within the star rated hotels were consistent with their expectations (M=3.49, SD=0.994). They however elicited agreement with a number

of values within their work such as; ability of the job to foster innovation and creativity (M=4.25, SD=0.637); cooperation among departmental members (M=4.12, SD=0.834); the work being interesting (M=4.05, SD=0.819); a competitive work environment (M=3.94, SD = 0.825); and opportunities for professional development among others (M=3.90, SD=0.870).

Table 4.12: Descriptive Statistics for Gen Y Employees work Value

	Min	Max	Mean	SD	Skewness
My job fosters innovation and creativity	1	5	4.25	.637	-1.117
There is good cooperation among members of my department.	1	5	4.12	.834	-1.240
I find my work interesting.	1	5	4.05	.819	-1.251
My work environment is very competitive	1	5	3.94	.825	-.921
My job gives me an opportunity to learn new skills.	1	5	3.90	1.031	-1.318
My job responsibilities contribute to my professional development.	1	5	3.90	.870	-1.479
My work allows for variety and does not leave room for boredom	1	5	3.87	.880	-.749
The management treats the contributions of all employees equally	1	5	3.84	.891	-1.307
My work gives me an opportunity for advancement	1	5	3.78	.868	-1.159
My work is personally rewarding.	1	5	3.73	.944	-1.120
My job gives me an opportunity to do the things that I do best.	1	5	3.70	1.067	-.779
My work allows for Work-life balance	1	5	3.55	1.023	-.637
I am satisfied with my future prospects for promotions.	1	5	3.31	1.128	-.488
I am allowed to have fun at work	1	5	3.13	1.324	-.141
The work atmosphere encourages for open communication among all ages of employees	1	5	3.09	1.174	-.037
Job promotions in this hotel are fair and objective.	1	5	2.98	1.159	-.165
Older workers add little value to my work	1	5	2.90	1.179	.003
I am satisfied that my pay reflects the effort I put into doing my work.	1	5	2.84	1.206	.041
My work encourages me to display my ideas and work habits	1	5	2.79	1.230	.103
I am satisfied with the difference in pay between new and experienced employees doing the same job.	1	5	2.76	1.098	.113
Overall response			**3.49**	**0.994**	

Source: Field Survey, 2017

These results suggest that the work environment in star rated hotels under study may not be that bad though not very appealing to Generation Y employees. Respondents pointed out a number of good values, despite existence of a lack of challenging tasks and creativity in the prevailing environment in the hotels. Perhaps this explains the observed intentions to quit among a good number of them as captured through their job tenure analysis.

Indeed, the findings that Generation Y employees showed disagreement with the ability of their work to allow for work life balance supports arguments by Brown et al. (2015) that demanding hours in the hospitality industry do not support work life balance, and this often incenses Generation Y employees. The results that Generation Y employees found their jobs not challenging enough is worrisome since it is an avenue for them to seek to quit. According to Park and Gursoy (2012), Gen Y individuals often desire to be engaged in mentally challenging tasks, otherwise they look for opportunities to quit.

Results showing that Gen Y employees perceive their tasks in star rated hotels under study as rewarding, and catering for advancement, are consistent with expectations. Professional development among employees is seen as an opportunity to overcome difficult tasks. According to Sankey and Machin (2014), professional development involves provision of learning activities through which employees can acquire knowledge and skills necessary for enhancing their career prospects and overall work performance. Mikkelsen *et al.* (as cited in Hattke & Znanewitz, 2017, p.9) argue that personal development acts as an antecedent to employee engagement, job satisfaction,

commitment, and retention. The present study therefore posit that the positive perceptions portrayed by Gen Y employees with regards to work values currently provided in the star rated hotels under study, remain the impetus required to boost job tenure among this category of employees.

As a matter of fact, it is documented that Gen Y individuals' prioritize education and lifelong learning owing to their desire for development (Kultalahti & Viitala, 2014). De Cooman and Dries (2012) agree that the high levels of education among Gen Y heighten competition for jobs among them, and therefore, development and update of knowledge and skills is vital for differentiation. Through the present study, the researcher avers that star rated hotels in Nairobi City and Maasai Mara National reserve may need to harness workplace conditions and the work values of Gen Y employees if they are to retain them.

4.6.2 Perceived Supervisor's Leadership Traits

Descriptive exploration of perceived supervisors' leadership traits as exhibited in star rated hotels in Nairobi city and Maasai Mara National Reserve (Table 4.13) depicted a normally distributed data as determined by the skewness statistics. The overall mean response score and associated standard deviation indicated a consistent agreement among respondents regarding selected attributes of supervisor leadership traits (M=3.58, SD=0.971). Results show that besides being physically fit (M=3.91, SD=0.815), supervisors were also accessible (M=3.69, SD=0.948); listened to employees (M=3.68, SD=0.920); coached and mentored employees (M=3.60, SD=0.950); provided timely feedback to their charges (M=3.57, SD=1.050); and often minded about employees well-being (M=3.54, SD=0.967) among others.

Table 4.13: Descriptive Statistics for Perceived Supervisors Leadership Traits

	Min	Max	Mean	SD	Skewness
My supervisor is physically fit	1	5	3.91	.815	-1.268
My supervisor is accessible	1	5	3.69	.948	-.988
My supervisor listens to me	1	5	3.68	.920	-.706
My supervisor coaches and mentors me	1	5	3.60	.950	-.468
My supervisor gives me timely feedback	1	5	3.57	1.010	-.679
My supervisor regularly gives me feedback on My work performance	1	5	3.56	1.050	-.714
My supervision is emotionally strong	1	5	3.56	.945	-.412
My supervisor is interested in my general well being	1	5	3.54	.967	-.512
My supervisor stimulates me intellectually	1	5	3.46	.963	-.355
My supervisor is interested in my career development	1	5	3.43	1.042	-.297
My supervisor sets clear goals and does not micromanage me	1	5	3.38	1.105	-.474
Overall Response	**1**	**5**	**3.58**	**0.971**	

Source: Field Survey, 2017

The significance of these results is that supervisors in star rated hotels in Nairobi City and Maasai Mara National Reserve exhibit exemplary leadership traits that give due diligence to the mentoring and guidance of Gen Y employees. This no doubt portends well for the hotels in question given previous evidence in the extant literature, which have attributed supervision with worker motivation. MorBarak *et al.* (2009) have for instance argued that emotional and social supervisory support correlates in a positive and significant way with pay off among workers. Besides, Nichols *et al.,* (2016) posit that supervisor support is a significant predictor of affective commitment among workers.

Consequently, results showing effective leadership traits among supervisors go a long way to confirm that star rated hotels under study are desirous of supervisors with appropriate leadership skills that can be used to nurture employees. Campbell (2011) argues that, the mode of supervision is significant in employees' professional growth.

Consequently, supervisors are expected to both mentor and coach employees by advising and encouraging them. Passmore (as cited in Campbell, 2011, p.13) agrees that through the coaching trait, supervisors establish relationships, encourage thinking, and empower employees towards desired results.

Results showing that mentorship and support are given to Gen Y employees working in the star rated hotels, are consistent with supervisor categories identified by Boje (as cited in Campbell, 2011, p.14). According to Boje, supervisors may exhibit structure traits in which case, they are bossier and prefer making decisions without involving employees; or they may exhibit consideration traits in which case, they are supportive, respect relationships, and lean towards mutual trust.

4.6.3 Gen Y Employees' Perception of Supervisors Support

Perceptions that Gen Y employees working in star rated hotels in Nairobi City and Maasai Mara National Reserve hold towards supervisor support were explored using nine items. The skewness statistics indicated that data used to measure this scale was normally distributed (Table 4.14). The overall mean response score with associated standard deviation portrayed a consistent disagreement among respondents with several supervisor support mechanisms (M=2.35, SD=1.130). More specifically, respondents disagreed that supervisors did not feel threatened by Gen Y employees presence (M=2.15, SD=0.972); that supervisors provide enough mentorship at individual level (M=2.16, SD=0.972); that supervisors are old fashioned (M=2.32, SD=1.104); that guidance received from supervisors was helpful in performing work (M=2.33, SD=1.113); that supervisors regularly give feedback on work performance

(M=2.36, SD= 1.173); and that supervisors are always available whenever needed
(M=2.39, SD=1.176) among others.

Table 4.14: Descriptive Statistics for Gen Y. Employees'Perception of supervisors support

Table 4.14: Descriptive Statistics for Gen Y Employees' Perception of Supervisors Support

	Min	Max	Mean	SD	Skewness
My supervisor is listens to my alternative views	1	5	2.52	1.245	.500
I get clear instructions from my supervisor.	1	5	2.52	1.238	.517
My supervisor demands respect as opposed to earning it.	1	5	2.45	1.221	.516
My supervisor is always available when I need him/her.	1	5	2.39	1.176	.487
My supervisor regularly gives me feedback on my work performance	1	5	2.36	1.173	.488
The guidance I receive from my supervisor is helpful to me in performing my work.	1	5	2.33	1.113	.631
My supervisor is old fashioned.	1	5	2.32	1.104	.660
My supervisor gives me a lot of mentorship	1	5	2.16	.972	.833
My supervisor does not feel threatened by me.	1	5	2.15	.972	.859
Overall Response			**2.35**	**1.130**	

Source: Field Survey, 2017

The message portrayed by these results is that despite supervisors showing good
leadership traits, Gen Y employees perceive their support as being inadequate for
their job performance. The contradictory results between supervisor's leadership traits
and Gen Y employee's perceptions of supervisors are rather baffling. They perhaps
are a result of the hedonist nature of Gen Y employees. It is argued that this
generation of employees' values being praised, and are an impatient lot that likes

dominating others and would always want their opinions to prevail (Ferrin-Reed as cited in Ruiz, 2017, p. 33). It is therefore plausible to argue that the negative attitude shown towards supervisors in star rated hotels in Nairobi City and Maasai Mara National reserve could be a product of these values among Gen Y employees.

The apparent negative perceptions against supervisors among Generation Y employees in the star rated hotels is a worrying picture given the documented impact of employees' perception of supervisors on turnover intentions. Newman et al. (2011) identify perceived supervisor support as having a strong relationship with affective commitment. Moreover, Alshutwi (2017) finds consistent negative associations between support offered by supervisors and turnover intentions among employees. The argument advanced here is that Gen Y employees in star rated hotels in Nairobi City and Maasai Mara National reserve may not be considering having long job tenures in their respective hotels, given their negative perceptions of supervisors.

Nonetheless, it is incumbent upon management of star rated hotels in the study area to provide an environment that is supportive to this category of employees, in order to forestall their intentions to quit, and maximize their vast resourcefulness. Evidence shows that this generation can be an important resource to an organization (Ruiz,2017).

4.6.4 Supervisors Perceptions of Gen Y Employees

Supervisor perception of Gen Y employees was conceptualized as the moderating variable in this study and was explored using an initial eleven items that were however reduced to six items after item deletion under reliability test. Table 4.15

which gives results of this exploration reveals that supervisors perceived Gen Y employees negatively in most aspects (M=4.08, SD = 0.929). Key amongst these aspects were that Gen Y employees were self-centered (M=4.48, SD=0.757); that they were very difficult (M=4.25, SD=1.038); that they had unrealistic expectations (M=4.10, SD=0.985); that they were not committed (M=3.98, SD=0.893); that they were not loyal (M=3.89, SD=0.918); and that they had poor work ethics (M=3.80, SD=1.012).

Table 4.15: Descriptive Statistics for Supervisors Perceptions of Gen Y. Employees

Table 4.15: Descriptive Statistics for Supervisors Perceptions of Gen Y Employees

	Min	Max	Mean	SD	Skewness
self-centered	1	5	4.48	.757	-1.849
Difficult	1	5	4.25	1.038	-1.461
Unrealistic expectations	1	5	4.10	.985	-1.582
Not committed	1	5	3.98	.893	-1.337
Not loyal	1	5	3.89	.918	-1.290
Poor work ethics	1	5	3.80	1.012	-1.353
Overall response			**4.08**	**0.929**	

Source: Field Survey, 2017

The significance of these results is that supervisors in star rated hotels in Nairobi City and Maasai Mara National Reserve are finding it difficult working with Gen Y employees. Supervisors perceive these individuals as being too demanding and domineering. The perceptions of supervisors with regards to Gen Y employees in the present study are consistent with previous findings. It is for instance, documented that

Gen Y employees' domination of the work place is a critical challenge to management (Johnson & Ng, 2015).

The result showing that Gen Y individuals working in hotels in Nairobi City and Maasai Mara national reserve are a self-centered lot, mirrors views by Gursoy et al (2013). According to these scholars, this generation of employee's value being praised and having titles. Schwartz (2012) also points out that Gen Y employee's value pleasure, self-indulgence, and enjoyment of life. The bottom line therefore is that supervisors in star rated hotels in the study area have negative perceptions of Gen Y employees' and this could have an influence on job tenure of these employees.

4.7 Inferential Analysis

The study conceptualized that Gen Y employees' work values, supervisor leadership traits, and Gen Y employees' perceptions of their supervisors were factors that had direct effects on job tenure among Generation Y employees in star rated hotels in Nairobi City and Maasai Mara national reserve. Hierarchical multiple regression analysis was therefore employed to affirm the contributions of these factors on employee job tenure. Choice of Hierarchical multiple regression as the analysis approach, was informed by the need to control for the influences of the respondents' demographic characteristics acting as control variables.

4.6.1 Data Transformation

Prior to performing hierarchical regressions, data were first transformed by obtaining the sum of response scores for each case on all items measuring a specific variable. The mean score for the particular variable was then computed to represent the

transformed score for that case on the variable. This procedure was repeated for all the five variables under study yielding the statistics summarized in Table 4.16, and which were used for inferential analysis.

Table 4.16: Descriptive Statistics for Data Transformation

	Min	Max	Mean	SD	Skewness
Job tenure	1.20	5.00	3.00	.663	-.091
Gen Y work values	2.05	4.75	3.52	.526	-.224
Supervisor leadership traits	2.00	5.00	3.58	.667	.060
supervisors support	1.00	4.11	2.36	.858	-.090
supervisors perception of Gen Y	1.50	5.00	4.08	.669	-1.569

Source: Field survey, 2017

Assumptions that govern multiple regressions were then tested in line with recommendations by Tabachnick and Fidell (2013). The transformed data was employed in the assumptions tests.

4.7.1 Testing for the Normality Assumption

Multivariate statistical techniques such as regression analysis require that data should be normally distributed across respective variables (Cramer & Howitt, 2011). Assumption of Normality was assessed using Normal was assessed using Normal P-P plot of regression standardized residual. Fox (2016) identifies the Normal P-P plot as one of the best graphical methods for normality assessment. In this plot normality is assumed if residual points align themselves along the diagonal line (Laerd statistics 2015). The visual inspection of the normal probability plot (Fig 4.6) confirms that residuals were normally distributed.
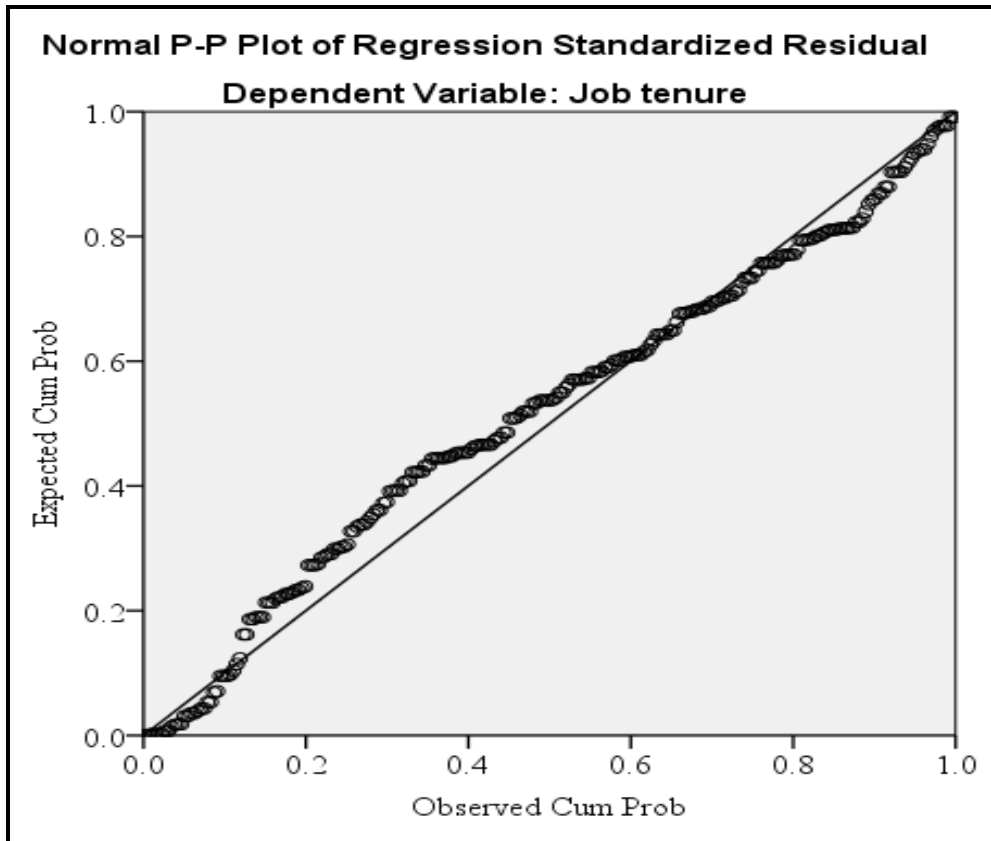
Figure 4.6: Employee Job Tenure Data Distribution

4.7.2 Test of Linearity Assumption

One of the assumptions of regression analysis is that variables in the analysis are related to each other in a linear manner. The bivariate Scatter plot was used to test the linearity assumption which requires a straight line to be the best fitting function representing a scatter plot (Tabachnick & Fidell, 2013). It has been argued that the bivariate scatter plot is a suitable option than Pearson correlation, which only captures the linear component of a relationship limiting the degree of linearity. Under this approach, linearity is be deemed to have been met if scatter plots were oval or elliptical. Figure 4.7 indicates that the plots were oval, a confirmation that linearity assumption was satisfied.
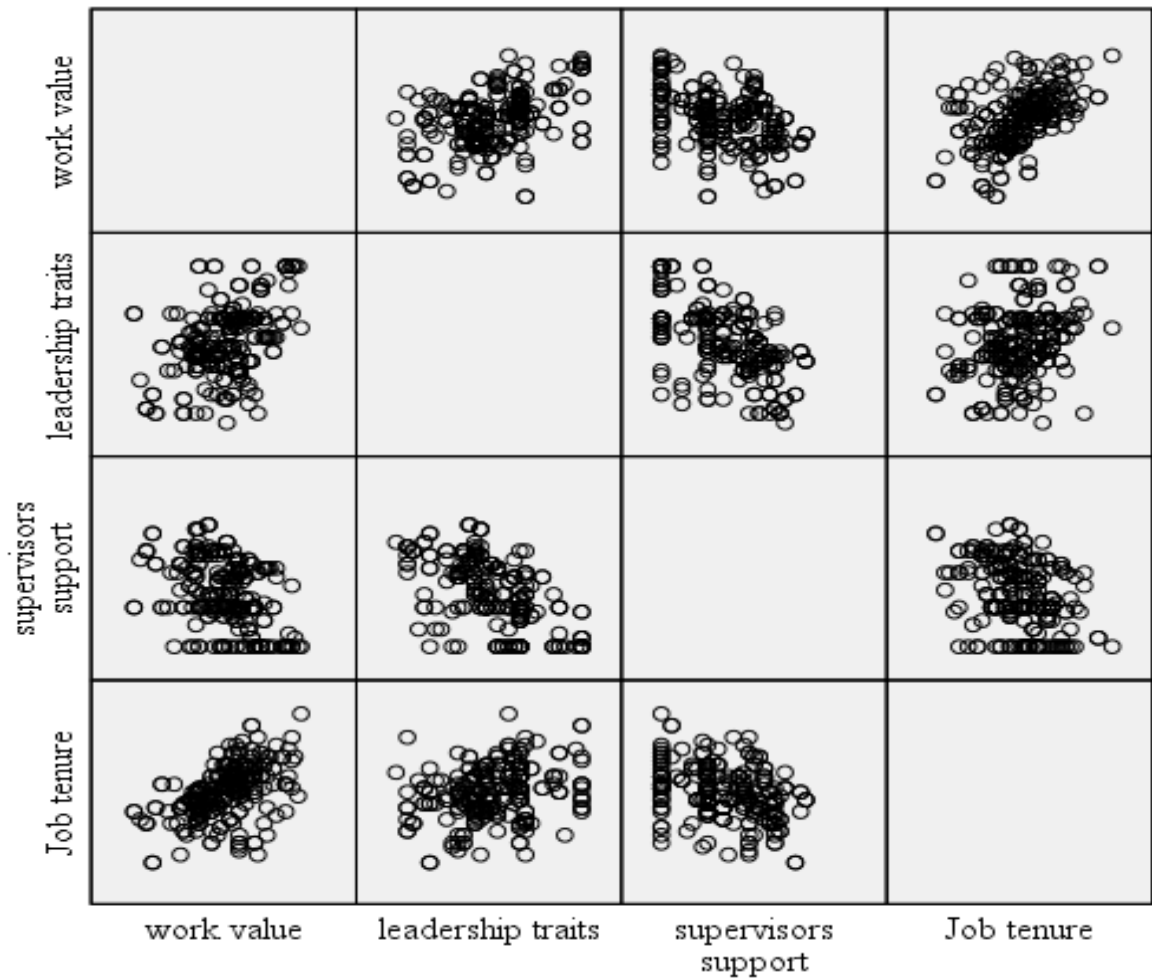
Figure 4.7: Bivariate Scatter plots

4.7.3 Testing for Homoscedasticity

The assumption of homoscedasticity is that the variance is equal for all values of the predicted dependent variable (Tabachnick & Fidell, 2013). Homoscedasticity was checked by plotting the standardized residuals against the unstandardized predicted values. The visual inspection of the plot of standardized residuals versus unstandardized predicted values indicated existence of homoscedasticity (Figure 4.8). The spread of the residuals did not increase or decrease across the predicted values and exhibited no pattern.
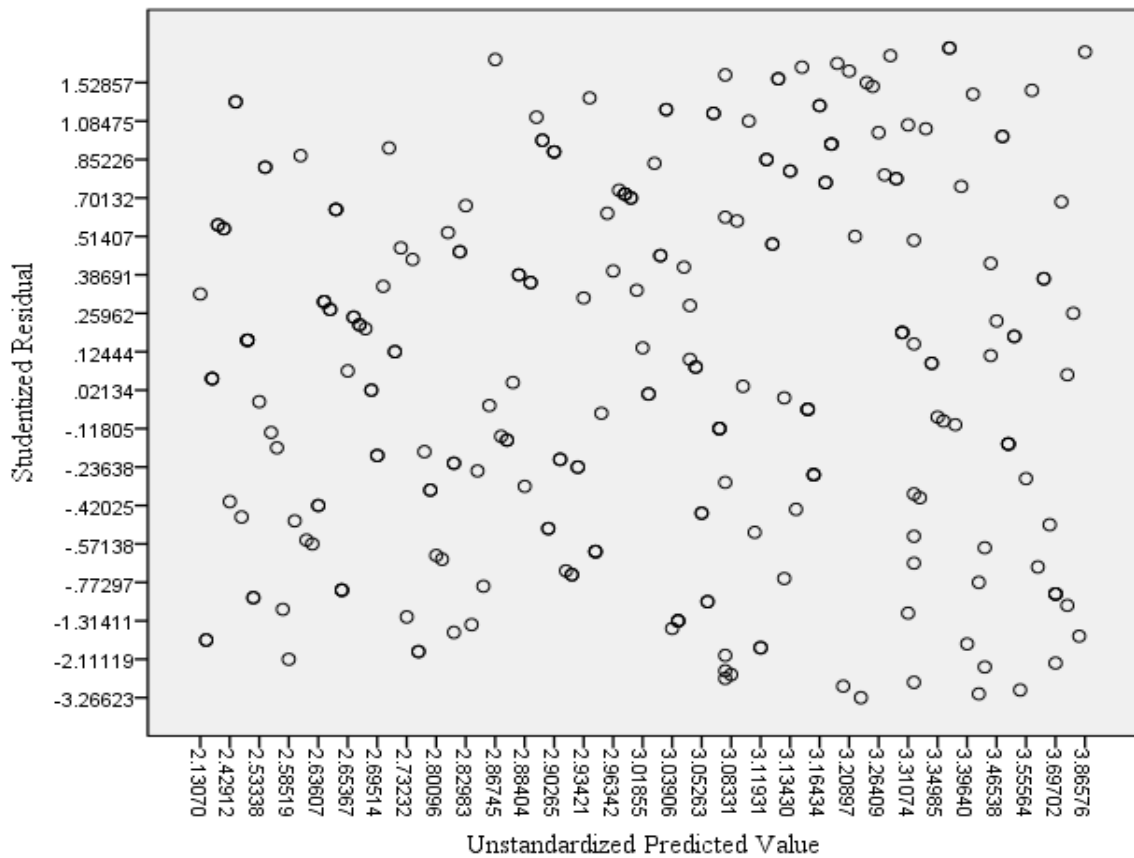
Figure 4.8: Testing for Homoscedasticity

4.7.4 Testing for Multicollinearity

Existence of Multicollinearity, for which independent variables correlate strongly with each other, is known to have adverse effects on regression estimates (Hair et al, 2010). This leads to problems with understanding which variable contributes to the variance explained and technical issues in calculating a multiple regression model. Among adverse effects often associated with Multicollinearity includes inflated standard regression coefficients and inflated standard errors. Multicollinearity assumption was therefore tested using variance inflation factors (VIF) and Tolerance analysis which according to Hair and colleagues are more robust. On the basis of

assertions by Kock and Lynn (2012), VIF values exceeding 10 were considered problematic. Table 4.17 shows that all VIF values were below 3, an indication that variables were devoid of Multicollinearity and hence regressions were in order.

Table 4.17: Results of multicollinearity Tests

Model		Collinearity Statistics	
		Tolerance	VIF
1	Work values	.744	1.345
	Leadership traits	.598	1.673
	Supervisors support	.613	1.632
a. Dependent Variable: Job tenure			

Source: Field survey, 2017

4.7.5 Testing for Independence of Errors

Hair et al (2010) define independence of errors as an assurance that study subjects do respond to study items independent of each other. The independence error test is therefore a confirmation of the contributions of independent variables to changes in the dependent variable. Assumption of independence of observations was tested using the Durbin-Watson test. According to Fox (2016), the Durbin-Watson test is a 1st order autocorrelation which relates to correlation of errors of adjacent observations. The Durbin-Watson test is therefore a good test to detect possible autocorrelation deemed a problem when running a regression. Laerd Statistics (2015) observes that the Durbin-Watson statistic can range from 0 to 4 and recommends a value of approximately 2 as being an indication of independence among errors. For this study, there was independence of residuals as assessed by a Durbin–Watson statistic of 1.370 (Table 4.18).

Table 4.18: Results of Independence of Errors Test

Model	Std. Error of the Estimate	Durbin-Watson
1	.56504	1.370

Predictors: (Constant), supervisors support, work values, leadership traits

Dependent Variable: job tenure

Source: Field survey, 2017

4.8 Bivariate Correlation Analysis

In order to assess bivariate associations between independent variables and the dependent variable, Pearson correlations were run. There were statistically significant correlations between work values and job tenure ($r=0.513$, $p<0.05$) and between leadership traits and job tenure ($r=0.282$, $p<0.05$). However, as depicted in Table 4.19, the relationship between supervisor support and job tenure was statistically significant but negative. Existence of linear relationships between the independent variables and the dependent variable paved room for running multiple regressions analysis.

Table 4.19: Correlations

		Work values	Leadership traits	Supervisors support	Job tenure
Work values	Pearson Correlation	1	.462**	-.440**	.513**
Leadership traits	Pearson Correlation	.462**	1	-.593**	.282**
Supervisors support	Pearson Correlation	-.440**	-.593**	1	-.345**
Job tenure	Pearson Correlation	.513**	.282**	-.345**	1

**. Correlation is significant at the 0.01 level (2-tailed).

4.8 Testing for Effects

4.8.1 Testing for the effects of Control Variables

Four demographic variables namely; duration of employment, gender, level of education, and level of professional training were conceptualized as control variables in the study. An examination of the variation in job tenure explained by these control variables revealed an R square value of 0.011 (Table 4.20), an indication that together, the control variables explained only 1.1% of the variance in job tenure among Gen Y employees.

Table 4.20: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.107[a]	.011	-.005	.66409	1.662

a. Predictors: (Constant), level of professional training, duration of employment, gender, highest level of education
b. Dependent Variable: Job tenure

The regression weights associated with the control variables as presented in Table 4.21 confirmed that the demographic variables had no significant effect on tenure of employment among Gen Y employees in the hotel industry.

Table 4.21: Effects of Control Variables

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.148	.240		13.117	.000
Duration of employment	-.009	.028	-.020	-.308	.759
Gender	.088	.094	.060	.934	.351
Highest level of education	-.074	.064	-.078	-1.159	.247
Level of professional training	-.020	.072	-.018	-.274	.784

Dependent Variable: tenure mean

The analytical model associated with control variables was therefore as follows:

T= 3.148 -0.009 ED + 0.088G - 0.074 LE – 0.020 PT + ε

Where;

T = Tenure of employment

ED = Employment duration

G = Gender

LE = Level of education

PT = professional training

4.8.2 Testing for Direct Effects

Three hypotheses were formulated to test the conceptualized relationships between the three selected determinants and Gen Y employees' job tenure in the star rated hotels in Nairobi city and Maasai Mara National Reserve. Hierarchical multiple regression analysis was conducted to test for the direct effects while controlling for the control variables.

4.9 Model Fit

Variation in the three determinants explained 28.1% (R square change = 0.281) of the variance in job tenure and exhibited a medium effect as shown by the adjusted R^2 value of 0.272 (Table 4.22).

Table 4.22: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
					Change Statistics					
1	.107[a]	.011	-.005	.66409	.011	.707	4	244	.588	
2	.540[b]	.292	.272	.56545	.281	31.850	3	241	.000	1.386

a. Predictors: (Constant), level of professional training, duration of employment, gender, highest level of education

b. Predictors: (Constant), level of professional training, duration of employment, gender, highest level of education, leadership traits, work values, supervisors support

c. Dependent Variable: Job tenure

Manipulation of the three factors statistically and significantly predicted Gen Y employees' job tenure, $F_{(7, 241)} = 14.208$, p<0.05) (Table 4.23).

Table 4.23: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.248	4	.312	.707	.588[b]
	Residual	107.608	244	.441		
	Total	108.856	248			
2	Regression	31.799	7	4.543	14.208	.000[c]
	Residual	77.057	241	.320		
	Total	108.856	248			

a. Dependent Variable: Job tenure
b. Predictors: (Constant), level of professional training, duration of employment, gender, highest level of education
c. Predictors: (Constant), level of professional training, duration of employment, gender, highest level of education, leadership traits, work values, supervisors support

Source: Field survey, 2017

4.10 Regression Coefficients

The regression coefficients and associated P-values displayed in Table 4.24 revealed that disregarding control variables, work value ($\beta = 0.473$, p<0.05) had a positive and significant effect on Gen Y employees job tenure; while supervisor support impacted significantly but negatively with Gen Y employees' job tenure ($\beta = -0.160$, p<0.023). The implication is that an increase in favorable work values was likely to increase Gen Y employees' job tenure. On the contrary, an increase in supervisor support was likely to lower Gen Y employee tenure and vice versa. Supervisor leadership traits did not have a significant effect on Gen Y employees' job tenure ($\beta = 0.011$ p= 0.877).

Table 4.24: Coefficients[a]

| Model | Unstandardized Coefficients | | Standardized Coefficients | | |
	B	Std. Error	Beta	t	Sig.
(Constant)	1.050	.491		2.137	.034
Duration of employment	-.031	.024	-.071	-1.278	.202
Gender	.056	.080	.038	.694	.488
Highest level of education	.065	.057	.069	1.154	.250
Level of professional training	.034	.062	.032	.545	.586
Work values	.595	.081	.473	7.350	.000
Leadership traits	-.011	.070	-.011	-.155	.877
Supervisors support	.124	.054	.160	2.286	.023

a. Dependent Variable: Job tenure
Source: Field survey, 2017

The analytical model for regressing Gen Y employees' job tenure on the selected determinants was therefore found to be:-

JT = 1.050-0.031ED + 0.056G + 0.065 LE + 0.034PT + 0.595WV - 0.011LT+ 0.124SS + ε

Where JT = Gen Y employee tenure

ED=Employment duration

G = Gender

LE= Level of education

PT= Professional training

WV = Generation Y work values

LT = Perceived supervisor leadership traits

SS = Generation Y perceptions of supervisors' support

4.11 Moderation Test Results

Objective four sought to establish the moderating influence of supervisors' perceptions on the relationship between work values and Gen Y employee tenure, perceived leadership traits and Gen Y employee job tenure and Gen Y perception of supervisors' support and their job tenure. Consequently, moderation was examined between each of the three determinants and Gen Y employee tenure.

4.11.1 Moderating the Relationship between the Identified Determinants and Gen Y Employee Job Tenure

To test the hypothesis whether supervisor perceptions of Gen Y employees' moderates the relationship between identified determinants and Gen Y job tenure, a hierarchical multiple regression analysis was run. In the first step, control variables were included. In the second step, four variables were added: Gen Y work values, supervisor leadership traits, supervisor support, and supervisor perceptions of Gen Y. The three determinants and the moderator accounted for a significant amount of variance in Gen Y employee job tenure, $\Delta R^2 = 0.282, \Delta F(4, 240) = 23.591,$

p<0.05. The resulting regression weights are as presented in table 4.20 revealed an analytical model of the form:

JT=1.186-0.031ED+0.052G+0.062LE+0.039PT+0.030-0.014LT-0.121SS-0.038SP+ε

Next, the interaction terms between work values and supervisor perception; supervisor leadership traits and supervisor perception; and supervisor support and supervisor perception were added to the regression model. To avoid high multicollinearity with the interaction terms, variables were standardized before creating interaction terms. The interaction terms accounted for a non-significant amount of variance in Gen Y job tenure, $\Delta R^2 = .005, \Delta F(3, 237) = .555, p = 0.646$

(Table 4.25). The implication of these results is that in the context of hotel industries, supervisor perception of Gen Y employees does not moderate the relationship between the identified determinants and job tenure.

Table 4.25: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.107[a]	.011	-.005	.66409	.011	.707	4	244	.588	
2	.542[b]	.293	.270	.56608	.282	23.951	4	240	.000	
3	.546[c]	.298	.266	.56766	.005	.555	3	237	.646	1.347

a. Predictors: (Constant), level of professional training, duration of employment, gender, highest level of education
b. Predictors: (Constant), level of professional training, duration of employment, gender, highest level of education, supervisors perception, leadership traits, work values, supervisors support
c. Predictors: (Constant), level of professional training, duration of employment, gender, highest level of education, supervisors perception, leadership traits, work values, supervisors support, Sup-support*Sup-perc, Values*Sup-perc, Leadership trait*Sup-perc
d. Dependent Variable: Job tenure

The resulting regression weights (Table 4.26) confirmed that none of the interaction terms had a significant effect on job tenure among Gen Y employees. The moderation model represented by:

JT=1.247-0.034ED+0.052G+0.06EL+0.051PT+0.03WV-0.019LT-0.129SS-0.042SP-0.035WV*SP-0.029LT*SP-0.023SS*SP+ε was therefore not valid in this context.

Table 4.26: Regression Weights of Determinants on Job Tenure

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	VIF
3 (Constant)	1.247	.537		2.323	.021		
Duration of employment	-.034	.024	-.077	-1.385	.167	.947	1.055
Gender	.052	.081	.036	.639	.524	.957	1.045
Highest level of education	.060	.058	.062	1.034	.302	.812	1.231
Level of professional training	.051	.064	.048	.803	.422	.841	1.189
Work values	.030	.004	.476	7.235	.000	.682	1.465
Leadership traits	-.019	.071	-.019	-.273	.785	.584	1.713
Supervisors support	-.129	.055	-.167	-2.347	.020	.587	1.704
Supervisors perception	-.042	.057	-.043	-.748	.455	.903	1.108
Values*SupPerc	-.035	.043	-.056	-.818	.414	.643	1.556
Leadership*SupPerc	-.029	.051	-.045	-.568	.570	.472	2.119
SupSupport*SupPerc	-.023	.049	-.035	-.464	.643	.524	1.909

a. Dependent Variable: Job tenure

4.12 Results of Hypothesis Tests

Five hypotheses were formulated for the present study. The decision rule for testing the hypotheses was as follows: -

1. Reject H_0 if $p < 0.05$

2. Do not reject otherwise

4.12.1 Gen Y Employees Work Values and Job Tenures

Hypothesis $H_0 1$ pre-supposed that there was no relationship between Gen Y employees work values and their job tenure in selected star rated hotels in Nairobi City and Maasai Mara national reserve. The p-value of the regression coefficient associated with Gen Y work values variable was 0.000, and was way below the threshold of 0.05 set for the test. The hypothesis was therefore rejected and it was concluded that Gen Y employees' work values had a positive and statistically significant influence on their job tenure in star rated hotels in Nairobi City and Maasai Mara national reserve ($\beta = 0.473$, p<0.05).

The implication of these results is that Generation Y employees work values have a telling impact on their job tenure. Consequently, an increase of 1 percentage point in work values associated with Generation Y employees is likely to result in an increase of 0.473 percentage points in their job tenure.

The result no doubt underscores the important role work values play in employees' longevity in an organization, and reinforces existing knowledge regarding factors that influence job retention among Generation Y workers. Indeed, Siyansky and Fern-Reed (2009) argue that Gen Y are motivated by meaningful work, which is both challenging and fulfilling. Besides, their turnover intent depends on values such as recognition and feedback. Wang et al. (2010) concur that work values significantly predicts employees' normative commitment and turnover intentions. Wang and colleagues identify pay satisfaction as a source for increased job tenure. Indeed, the importance of work values is further highlighted by Fan (2018), in noting that work-

family balance significantly mediates the relationship between organizational commitment and job satisfaction.

The essence of the findings in the present study showing the significant influence of Generation Y employees' work values on their job tenure requires that star rated hotels in Nairobi City and Maasai Mara National reserve invest in providing those which they may be able to. The reported acumen of this generation of employees' in terms of cultural and global awareness, and being smart in technology (Alison, 2013), is such that it remains a critical generation that ought to be maintained in the hospitality industry.

4.12.2 Perceived Supervisor's Leadership traits and job tenure among Generation Y employees

Hypothesis $H_0$2 postulated that there was no relationship between perceived supervisors' leadership traits and Gen Y employees' job tenure. The p-value of the regression coefficient associated with supervisor leadership traits was 0.877 (Table 4.21). The value was way above the threshold of 0.05. The hypothesis that perceived supervisor leadership traits have no significant relationship with Gen Y employee tenure was supported and the researcher concluded that perceived supervisors leadership traits have no signicant influences on Gen Y employees job tenure (β =-0.011, p>0.05).

The significance of the regression coefficient is that a unit percentage point improvement in supervisor traits decreases Generation Y employee tenure by a mere 0.011 percentage points, which is however inconsequential. These results contradict existing studies which confirm that supervisor traits remain critical in Generation Y

employees desire to stay or quit among star rated hotels. The essence is that the findings of the present study in contradicting existing studies, adds a new dimension to existing body of literature on employee retention. Nolan (2015) avers that a supervisor plays a significant influence in an employees' ability to balance family priorities and work responsibilities. Supervisor traits in form of addressing inadequacies in employees' abilities and skills have been cited as a critical requirement among Generation Y employees (Gallicano et al., 2012).

The finding in the present study that supervisor influence does not impact on Generation Y employees' job tenure also fails to resonate with Campione's (2015) views. Campion argues that supervisors stand to benefit from further experiential and skills training, which they can eventually pass onto employees' who may be having issues. Doubtlessly, supervisors are an important element in employees' growth and development. Nolan (2015), points out that through mentorship, supervisors and older workers have a chance to develop essential skills for Generation Y employees.

The finding that supervisors' leadership traits, as exhibited in star rated hotels in Nairobi city and Maasai Mara National reserve does not impact positively on Gen Y employees job tenure, arguably informs management of such hotels on the need to conduct more research to establish why this should be and yet, documentation exists showing otherwise.

4.12.3 Perceived Supervisor Support and their Job Tenure

Hypothesis H$_0$3 posited that there is no significant relationship between Gen Y employees' perceptions of their supervisors support and their job tenure among star rated hotels in Nairobi city and Maasai Mara national reserve. The p-value of the

regression coefficient associated with Generation Y employees' perceptions of their supervisors' support was 0.023 (Table 4.21). The p-value was less than the 0.05 threshold and therefore the hypothesis was not supported. Generation Y employees' perception of their supervisors' support was therefore found to have a positive and significant effect on job tenure among this category of employees ($\beta = 0.160$, $p<0.05$). The implication of the regression coefficient associated with Generation Y perceptions of their supervisors' support is that when Generation Y perceptions of their supervisors' support improve by 1 percentage point, their job tenure is likely to increase by 0.160 percentage points. These results confirm that perceptions that generation Y employees have towards supervisor support can go a long way to informing decisions that this category of employees make with regards to job tenure.

Indeed, these findings are consistent with others in the extant literature. Neerpal and Lee (2017) established that supervisor support positively relates with quality of work life, and by extension on organizational commitment, life satisfaction, and turn over intentions. Talukder, Vickers and Khan (2018) found out that supervisor support impacts work life balance in a positive way, which encourages organizational commitment and employee tenure.

Further, the findings of this study resonate with the findings by Janseen and Van Y peren (2004) and Kacmar *et al.,* (2003), who reported that the quality of the supervisor-subordinate relationship is germane in determining the latters' job satisfaction and turnover. Gen Y was found to be prefersupportive mentors, those who gave them a lot of freedom, and achievement-oriented mentors but disliked directive mentors. This is in line with Martin (2005), who suggested that Generation Y

preferred bosses who are open, positive, and who empowers them and Sheahan (2005) who reported that the generation resents the "do as you are told" management style.

4.12.4 Moderating effect of Supervisor Perception of Gen Y Employees

Hypothesis H_04 presupposed that supervisor perception of Gen Y Employees does not moderate the relationship between antecedents of job tenure and Gen Y employee job tenure. Hierarchical regression approach was used to test whether supervisor perception of Gen Y employees moderated the relationships between each of the antecedents and Gen Y employee tenure. The tests revealed that supervisor perception of Gen Y employees did not moderate the relationship between Gen Y employees work values and their job tenure, $\Delta R^2 = 0.003$, $\Delta F = 0.860$, p=0.355 (table 4.27).

Table 4.27: Moderating effect of Supervisor Perception of Gen Y Empoyees

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	.107[a]	.011	-.005	.66409	.011	.707	4	244	.588	
2	.525[b]	.276	.258	.57073	.264	44.180	2	242	.000	
3	.528[c]	.278	.257	.57089	.003	.860	1	241	.355	1.317

Similarly, supervisor perception of Gen Y employee did not moderate the relationship between perceived supervisor leadership traits and Gen Y employee job tenure, $\Delta R^2 = 0.001$, $\Delta F = 0.187$, p=0.666 (table 4.28)

Table 28: Moderating Effect of Supervisor Perception on the relationship between perceived supervisor leadership traits and Gen Y Employee job tenure

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | | Durbin-Watson |
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.107[a]	.011	-.005	.66409	.011	.707	4	244	.588	
2	.294[b]	.086	.064	.64106	.075	9.924	2	242	.000	
3	.295[c]	.087	.061	.64214	.001	.187	1	241	.666	1.691

Neither did it moderate between perceived supervisor support and Gen Y employee job tenure, $\Delta R^2 = 0.003$, $\Delta F = 0.922$, p=0.338 (table 4.29).

Table 4.29: Moderating Effect of Supervisor Perception on perceived supervisor support and Gen Y Employee job Tenure

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | | Durbin-Watson |
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.107[a]	.011	-.005	.66409	.011	.707	4	244	.588	
2	.353[b]	.124	.103	.62763	.113	15.585	2	242	.000	
3	.357[c]	.128	.102	.62774	.003	.922	1	241	.338	1.649

The hypothesis that supervisor perception of Gen Y Employees does not moderate the relationship between antecedents of job tenure and Gen Y employee job tenure was therefore supported.

These findings contradict existing evidence in the extant literature particularly with regards to supervisor support. Kidron (2018) established that perceptions held by supervisors on employees tend to moderate the relationship between supervisor support and employee tenure by helping employees to manage their diverse contractual inconsistencies. Supervisor support in turn helps them achieve affective commitment. Hee Jung, Gatling and Jungsun (2015) argue that supervisory support

impacts directly on career satisfaction, organizational commitment and turnover intentions.

4.12.5 Gen Y Employee Tenure in Hotels in Rural and Urban Kenya.

Hypothesis $H_0 5$ postulated that there is no significant difference in job tenure among Gen Y employees working in rural hotels and those in urban hotels. The study established that with respect to antecedents of job tenure, there were no significant differences. However, there were significant differences in job tenure ($F_{1,233}= 7.857$, $p<0.05$). This is an indication that Gen Y employees in the hotel sector put into consideration the hotel context when faced with turnover intentions, and perhaps being young people opt to work for long in urban hotels than rural ones.

These results resonate with Davies (2008) and Moazzami (2014) results which suggest that Gen Y prefer living in urban areas to take advantage of social and cultural amenities, the location bias in turnover intent in this study, suggested that the antecedent of job tenure could be less important than where the hotel is situated. This finding is important, because it shows that hotels removed from major cities and towns may be unable to attract and retain Gen Y. This is pertinent to policy makers in encouraging development of those places since most tourist attractions such as tropical beaches, abundant wildlife in their natural habitats, vibrant bird and wildlife migration patterns, world heritage sites, hotels and lodges and various cultural attractions, are found in rural and suburban areas.

4.12.6 Summary of Hypotheses Test Results

A total of four hypotheses were formulated to test the conceptualized relationships. Table 4.30 presents a summary of results of hypotheses tests together with conclusions drawn.

Table 4.30: Summary of Hypotheses Test Results

Hypothesis	$B - value$	$p - value$	Conclusion
$H_0 1$: There is no relationship between Gen Y work values and their job tenure in selected star rated hotels	.473	.000	Not Supported
$H_0 2$: There is no relationship between perceived supervisors' leadership traits and Gen Y employees' job tenure in selected star rated hotels	-.011	.0877	Supported
$H_0 3$: There is no relationship between perceived supervisor support and Gen Y employees' job tenure in selected star rated hotels	.160	.023	Not Supported
$H_0 4$: Supervisors' perceptions of Gen Y employees do not moderate the relationship between job tenure Antecedents and Gen Y employees' job tenure in selected star rated hotels			
i. Gen Y Employees work values	$\Delta R^2 = 0.003$	.355	Supported
ii. Perceived supervisor leadership traits	$\Delta R^2 = 0.001$	.666	Supported
iii. Perceived supervisor support	$\Delta R^2 = 0.003$	.922	Supported
$H_0 5$: There is no significant difference in job tenure and associated antecedents between Gen Y employees in rural hotels and their counterparts in urban hotels			
i. Gen Y Employees work values	$F_{1,233} = 1.011$	.316	Supported
ii. Perceived supervisor leadership traits	$F_{1,233} = 0.769$	.381	Supported
iii. Perceived supervisor support	$F_{1,233} = 0.003$	.955	Supported
iv. Job tenure	$F_{1,233} = 7.857$	.005	Not supported

Source: Field survey, 2017

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The purpose of this study was to establish the determinants of Generation Y employee job tenure in selected hotels in urban and rural Kenya based on Generation Y work values, influence of supervisors' leadership skills and their perceptions towards each other. To this end, the study investigated the direct effects of Gen Y employee values, supervisor leadership traits, Gen Y employees' perceptions of supervisors, and supervisor perceptions of Gen Y on Gen Y employees' job tenure in selected star rated hotels in Nairobi City and Maasai Mara National Reserve. This chapter therefore gives a summary of the methodology and major findings, and draws conclusions based on the findings. The chapter also provides recommendations for theory, practice and for further studies.

5.2 Summary of Findings

The main purpose of this study was to explore the determinants of Gen Y employee job tenure and the moderating effect of supervisors' perception on those determinants in selected hotels drawn from Nairobi City and Maasai Mara National Reserve. This was based on the argument that hotels are experiencing a high rate of employee turnover and particularly among Gen Y individuals. Five objectives were advanced consistent with the conceptualized determinants. The study therefore formulated and tested five hypotheses commensurate with the five objectives formulated. The study adopted the explanatory research design with a view to explaining the cause-effect relationships. Descriptive analysis was used for purposes

of exploring prevailing states of work values among Gen Y in sampled hotels; supervisor leadership traits shown; Gen Y perceptions of supervisors in the sampled hotels; and supervisor perceptions of Gen Y employees in those establishments.

Exploratory factor analysis was conducted to examine the factor structure of study constructs and to reduce redundant items. All constructs were factor analyzed with principal component analysis (Varimax rotation) and only factors having eigen value above 1 were considered significant and retained. The cut-off point for item loading was 0.60. Multiple regression analysis was used to identify factors that significantly determined Gen Y employee job tenure in the hospitality industry. Findings are therefore summarized in line with the specific objectives.

5.2.1 Gen Y Employee Work Values and Job Tenure

The first specific objective of the present study sought to establish Gen Y employees' work values which determine their tenure in selected star rated hotels in rural and urban Kenya. Gen Y employees' values were first explored from a supervisor's perspective. Results replicated other findings in the extant literature, and indicated that supervisors find generation Y employees' working in star rated hotels in Nairobi City and Maasai Mara National reserve as a group with unique work values that revolve around their own livelihoods.

Secondly, Gen Y employees' values were explored their own perspectives. Results revealed that the work environment in star rated hotels under study was not appealing to Gen Y employees. It emerged that the facilities lacked challenging tasks and opportunities for creativity, and this was of significant concern among this cohort of

employees. Besides, descriptive analysis results revealed that Gen Y employees perceive their tasks in star rated hotels under study as not rewarding, and not catering for advancement, and they needed to be treated seriously and be assigned tasks that supported their work life balance. These findings were viewed as major threats to Gen Y employees' tenure in the hotels and lodges.

Multiple regressions confirmed that Gen Y employees' work values had a positive and statistically significant influence on their job tenure in star rated hotels in Nairobi City and Maasai Mara National Reserve ($\beta = 0.473$, $p<0.05$). Consequently, these results implied that Gen Y employees work values have a telling impact on their job tenure. Thus, an increase of 1 percentage point in work values associated with Gen Y employees is likely to result in an increase of 47.3 percentage points in their job tenure.

5.2.2 Perceived Supervisor Leadership Traits and Job Tenure

The second specific objective focused on examining the influence of perceived supervisor leadership traits on Gen Y employee job tenure. A descriptive exploration of prevailing supervisors' leadership traits in star rated hotels and lodges in Nairobi City and Maasai Mara National Reserve revealed that supervisors in star rated hotels and lodges in the study location are giving due diligence to the mentoring and guidance of generation Y employees. This no doubt portends well for the star rated hotels and lodges in question since previous evidence in the extant literature, has attributed supervision with worker motivation. The study revealed that Gen Y employees perceive supervisors to not only offer mentorship but also support Gen Y employees in attaining expected outcomes.

Multiple regressions indicated that perceived supervisor leadership traits had no influence on Gen Y employees' job tenure in star rated hotels in Nairobi City and Maasai Mara national reserve (β = -0.11, p>0.05). The study therefore established that supervision is not critical to ensuring job tenure among Gen Y employees particularly when it focuses on mentorship. In this regard, a unit percentage point improvement in perceived supervisor leadership traits has propensity to decrease Gen Y employee job tenure by -11 percentage points.

5.2.3 Generation Y Employees' Perception of Supervisors support and Job Tenure

The third specific objective of the present study examined the influence of Perceived supervisors' support on their job tenure. A descriptive analysis of Gen Y employees' perceptions of supervisor support revealed that despite supervisors showing good leadership traits, Gen Y employees perceive their contributions as inadequate for their job performance. The study found out that Gen Y employees were of the view supervisors felt insecure with their presence, supervisors don't provide enough mentorship, are hardly available to offer guidance, and that their instructions are normally clear.

Multiple regressions results indicated that the p-value of the regression coefficient associated with Generation Y employees' perceptions of their supervisors' support was 0.023. Gen Y employees' perception of their supervisors' support was therefore found to have a significant positive relationship with job tenure among this cohort of employees (β = 0.160, p<0.05). A 1 percent improvement in Gen Y employees'

perceptions of their supervisors' support is therefore likely to improve their job tenure by 16 percentage points.

5.2.4 The Moderating Influence of Supervisors' Perception of Gen Y Employees

The fourth objective of the study sought to determine the moderating influence of supervisors' perception of Gen Y employees on the relationship between job tenure antecedents and job tenure among Gen Y employees. Hierarchical regression approach was used to test whether supervisor perception of Gen Y employees moderated the relationships between each of the antecedents of Gen Y employee tenure. The tests revealed that supervisor perception of Gen Y employees did not moderate the relationship between the determinants of job tenure and Gen Y employees' job tenure. ($\Delta R^2 = 0.003$, $\Delta F = 0.860$, p=0.355). In addition, supervisor perception of Gen Y employees did not moderate the relationship between Gen Y employees work values and their job tenure $\Delta R^2 = 0.001$, $\Delta F = 0.187$, p=0.666; further, supervisors' perception of Gen Y employees did not moderate between perceived supervisor leadership traits and Gen Y employee job tenure, $\Delta R^2 = 0.003$, $\Delta F = 0.922$, p=0.338.

5.2.5 Comparison of Job Tenure and Associated Antecedents between Gen Y Employees in Rural and Urban Hotels

The fifth and final objective compared job tenure and associated antecedents among Gen Y employees in rural hotels represented by Masaai Mara and those in urban hotels represented by Nairobi. One-way Analysis of Variance was used to compare means on these variables. Results indicated that Gen Y employees in rural hotels had

no significant mean differences in work values ($F_{1, 233}$=1.011, p>0.05); perceived supervisor leadership style ($F_{1, 233}$=0.769, p>0.05); and perceived supervisor support ($F_{1, 233}$=0.003, p>0.05). However, there were significant mean differences in job tenure among Gen Y employees in rural hotels and those in urban hotels ($F_{1, 233}$=7.857, p<0.05).

5.3 Conclusions

In view of the findings made by the study, the following conclusions were drawn in line with the research objectives. Gen Y employees in star rated hotels and lodges in Nairobi city and Maasai Mara National Reserve, as in existing studies exhibit unique work values which, tends to put them at loggerhead with their supervisors. This cohort of employees is not satisfied with the working environment in these hotels and lodges, which it feels lacks the relevant challenges they require and does not encourage creativity. Nevertheless, Gen Y employee values have a positive influence on their job tenure and deserve to be given priority if hotels and lodges in the study area are to be able to retain Gen Y employees.

Supervisors in star rated hotels and lodges in Nairobi and Maasai Mara are exhibiting good leadership traits with willingness for Gen Y employee mentorship and guidance. This portends well for the hotels and lodges in question since supervisor leadership traits has a positive influence on Gen Y employee job tenure, and can be explored for purposes of retaining this cohort of employees. Despite the leadership acumen shown by supervisors in hotels and lodges under study, there is antagonism between supervisors and Gen Y employees. The domineering nature of Gen Y employees is such that supremacy wars are often experienced. As a result,

Gen Y employees perceive supervisors' leadership traits in the negative, as a group of individuals who fear them, and are not there to provide mentorship and guidance as required. This perception could be detrimental to hotels and lodges given that Gen Y perceptions of supervisors positively impacts on job tenure among individuals in the cohort.

Supervisor support is impacts significantly on Gen Y employees' job tenure. Gen Y employees are largely a young lot that looks upon the supervisor as not only the coach but also the mentor. Lack of support can therefore exasperate Gen Y employees' turnover intent.

Supervisor perception of Gen Y employees plays a moderating role in their longevity in the work place. The antagonism between Gen Y employees' and their supervisors as also manifested in supervisors' perceptions towards them could therefore be detrimental to the organization. Supervisors regard Gen Y employees as too demanding and domineering, and without good working ethics. It therefore becomes difficult for the two groups to work cordially together. Considering that perceptions supervisors have towards this group of employees impacts positively on these employees' job tenure, it becomes imperative that it is an avenue for discomfort for hotels and lodges under study.

The context in which Gen Y employees work, seems to play a role in their job tenure. Differences exist in the average longevity on job tenure between Gen Y employees working in rural hotels with those in those in urban hotels. The

hospitality industry players need to put in place mechanisms that could maximize job tenure irrespective of the hotel location.

5.3.1 Implications of the Study

The study developed a conceptual model that examines potential factors that determine job tenure among hotel and lodges employees drawn from the Gen Y cohort. The model draws important implications both for existing theory, as well as for hospitality and tourism practice.

5.3.2 Theoretical Implications

The present study was embedded in Hertzberg two-factor theory, Mc Gregor's theory X and Y and the theory of planned behavior. A combination of these theories was viewed as necessary for the diversity between individuals in the Gen Y cohort and supervisors who were drawn from several cohorts. The findings in this study contributes to theory on satisfaction and dissatisfaction, by identifying workplace factors inherent in hotels and lodges, and which have potential to cause dissatisfaction. On the other hand, findings contribute to theory on planned behavior by predicting the tenure of Gen Y employees the based on the determinants under study. In particular, and more importantly, the findings demonstrated that achievement of tasks in star rated hotel and lodges is more of a shared exercise that requires foresight.

Hertzberg two-factor scholars have theorized that workplace factors are factors can be motivating and hygiene in nature, and can either satisfy or dissatisfy. Hotel and lodges workplace values can therefore be altered in line with the employee cohort according to whether they satisfy or dissatisfy. The study therefore shows the

significant role that work values play in enhancing Gen Y employees' tenure in hotels and lodges. Work values can therefore be viewed from the realm of hygiene factors, which previous studies have shown that they belong to work conditions that may reduce intention to leave (Liu, Aungsuroch & Yunibhand, 2015).

The apparent bad blood between supervisors and Gen Y employees contributes significantly to Hertzberg's theory. Values rotating around teamwork, such as, good cooperation among departmental members, being satisfied with performance of colleagues, and helpful guidance from supervisors, were found not to be significant predictors of employee job tenure. The findings from this study suggest that Hertzberg's two-factor theory (Hertzberg, 2010) could strongly explain Gen Y behavior. Values around Gen Y professional development are intrinsic, and thus can be considered as motivators, factors that employees value most and which brings about job satisfaction. These factors determine greatly the employment tenure of Generation Y. On the other hand, values revolving around remuneration and teamwork constitute external or extrinsic factors, the so-called hygienic factors, which do not guarantee employee job satisfaction – just an absence of dissatisfaction. These factors do not influence to great degree Gen Y employment tenure.

In relation to McGregor's theory X and Y, the study finds the discordance between Gen Y employees in the hotels and lodges, with their supervisors an issue that should be handled by borrowing from theory X and Y. Proponents of theory X and Y posit that there are two opposing perceptions about people which could be referred to as theory X and theory Y (Mulder, 2015), and that the two perceptions call for different

approaches to management. In view of the important contribution the hospitality sector makes to Kenya's GDP, it becomes apparent that theory Y which advocates for integration in management leading to concurrent accomplishment is vital for hotels and lodges when handling Gen Y employees.

5.3.3 Implications for Practice

Findings of this study provide potential avenues for improvement among hotel and lodge stakeholders in Nairobi city and Maasai Mara National Reserve, and in the country in general. The uniqueness in work values of Gen Y employees in these establishments is such that industry players need to take cognizance of the important role this cohort brings to industry in terms of innovativeness. Gen Y employees should be given challenging tasks and opportunities to be creative when handling guests. The positive influence Gen Y employees work values has on their job tenure implies that the industry will definitely boost this generation's intention to stay in the hotels and lodges, which will no doubt improve the industry.

Hotels and lodges in the study area can take advantage of supervisor's good leadership traits to improve on the relationship between supervisors and Gen Y employees. The willingness shown by supervisors to offer mentorship and guidance could be exploited to change Gen Y employees' negative perceptions towards supervisors. The findings show that the incongruence seen between the two parties is a matter of perception which can be handled by recognizing generational differences between the two groups. The implications of the positive impacts of supervisor leadership traits and Gen Y perceptions of supervisors on their job tenure is that management of hotels and lodges in Nairobi city and Maasai Mara

National Reserve must look for mechanisms that can allow the two groups to enjoy cordial working relationships.

Supervisors in the star rated hotels under study and elsewhere need to recognize that Gen Y employees have unique work values which needs acceptance. Besides, they need to understand that the way they perceive this cohort of employees influences their job tenure. Consequently, being in leadership positions, they should build on the good leadership traits they elicit, to mentor and guide Gen Y employees without feeling threatened.

5.3.4 Recommendations for Future Studies.

The researcher recognizes that Gen Y employees are at the center of improved fortunes in the hospitality sector owing to their creativity and technology savviness. An understanding of factors that contribute to job tenure of employees in this cohort should therefore not be taken for granted. The coefficient of determination showing that the selected factors explains only 55.7% of the variance in job tenure requires that future studies should look to increase potential factors in order to address the 44.3% that is unaccounted for.

The present study relied largely on quantitative data. For more incisive understanding factors that influence Gen Y employees' job tenure, future studies should seek to employ mixed methods designs that can allow for qualitative and quantitative approach to this problem. Such designs will complement the quantitative findings such as those in the present study with thematic findings and make them more valid.

Contradictory findings on supervisor's leadership traits and Gen Y employees' perceptions imply that the study context needs to be closely evaluated before conclusive findings can be made. Future studies should therefore look to replicate the present study in other star rated hotels and lodges in other regions in Kenya in order to rule out the contextual influence.

Further, researchers should come up with clear constructs of tenure since this study used its proxies such as turnover and retention.

Lastly, a study on retention strategies by employers and whether they are working for Gen Y employees, would be valuable.

REFERENCES

Abeysekera, R. (2007). The impact of Human Resource Management practices on marketing executive turnover of leasing companies in Sri Lanka. *Contemporary Management Research 3*: 233–252.

Akbaba, A. (2006). Measuring service quality in the hotel industry: A study in a business hotel in Turkey. *International Journal of Hospitality Management*, *25*(2):170–192.

Allison, S. (2013). *Employment and the Millennials. Youth Studies Australia*, 32, 81 84.

Alrousan, R.M. & Abuamoud, I.M. (2013). The Mediation of Tourists Satisfaction on the Relationship between Tourism Service Quality and Tourists Loyalty: Five Stars Hotel in Jordanian Environment. *International Business Research* 6: 79-90.

Altinbasak-Farina, I., & Guleryuz-Turkel, G. (2015). Identifying the needs of Gen Y by exploring their value systems: A qualitative study. *International Journal of Trade, Economics and Finance*, *6*, 290–296. Retrieved from http://www.ijtef.org.

Amstad F, Meier L, Fasel U. (2011). A meta-analysis of work–family conflict and various outcomes with a special emphasis on cross-domain versus matching-domain relations. *Journal of Occupational Health Psychology 16*(2): 151–169.

Anitha, J. (2014). Determinants of employee engagement and their impact on employee performance. *International journal of productivity and performance management*.

Aruna, M., & Anitha, J. (2015). Employee retention enablers: Generation Y employees. *SCMS Journal of Indian Management*, 12, 94–103.

Ashraf, M.A. & Joarder, M.H. (2010). Human resource retention practices from the faculty's perspective: case for a private university in Bangladesh. *International journal of Management Studies 17*: 165–182.

Atta-Ankomah, R.(2014). *China's Presence in Developing Countries' Technology Basket: The Case of Furniture Manufacturing in Kenya.* PhD thesis The Open University, UK.

Ayele, G. A. (2012). *Positioning Strategies Adopted By Five Star Hotels In Nairobi, Kenya* (Master's Thesis). University of Nairobi.

Barron, P.E., Maxwell, G.A., Broadbridge, A.M., & Ogden, S.M. (2007). Careers in hospitality management: Generation Y's experiences and perceptions. *Journal of Hospitality and Tourism Management*, *14*(2), 119–128.

Bass, B and Avolio, B. (1992). Transformational Leadership and Organizational Culture. *Public Administration Quarterly*, Vol.17, Iss.1, pp.112-- 12

Batley, H. & Woodbridge, M. (2007). Networking the Generation Y way: A discussion paper on the interconnectivity between the traditional hospitality industry and the emerging Gen Y workforce. ORION Journal of International Hotel Management, 2, 29–35

Becton, J. B., Walker, H. J., & Farmer, A. J. (2014). Generational differences in workplace behavior. *Journal of Applied Social Psychology*, 175-189.

Benson, J. & Brown, M. (2011). "Generational Differences at Work: Do They Matter?" *International Journal of Human Resource Management 22*(9): 1843–1865.

Bhatia, S., & Purohit, B. (2014). What motivates government doctors in India to perform better in their job? *Journal of Health Management*, 16, 149–159. doi:10.1177/0972063413518691

Billah, M.M. (2009) Human resource management practices and employee turnover intention to leave: a study on commercial banks in Bangladesh. *AMDIB Management Review 1*: 23–42.

Birkenmeier, B.J. & Pierre-Yves, S. (2016). The Relationships between Perceptions of Supervisor Trust in Supervisor and Job Performance: A Study in the Banking Industry. *The Journal of Applied Business Research 32*(1).

Blaikie, N. (2010). *Designing social research* (2nd ed.). Cambridge: Polity Press.

Blomme, R.J., van Rheede, A., & Tromp, D.M. (2010). The use of the psychological contract to explain turnover intentions in the hospitality industry: A research study on the impact of gender on the turnover intentions of highly educated employees. *The International Journal of Human Resource Ma*nagement, 21(1), 144-162. doi:10.1080/09585190903466954

Boerebach, B.C., Lombarts, K.M., Keijzer, C., Heineman, M. J. & Arah, O.A. (2012). The teacher, the physician and the person: how faculty's teaching performance influences their role modelling. *PLoS One 7*: e32089. pmid: 22427818

Bono, J. E., Foldes, H. J., Vinson, G., & Muros, J. P. (2007). Workplace emotions: The role of supervision and leadership. *Journal of Applied Psychology, 92*(5): 1357–1367.

Broadbridge, A.M., Maxwell, G. A., & Ogden, S.M. (2007). Students' view of retail employment: Key findings from Generations Ys. *Internationa Journal of Retail & Distribution Management*, *35*(12), 982–992.

Brotherton, B. and Wood R. (2008). The Sage Handbook of Hospitality Management, pp. 2,4,39. London: *Sage Publications Ltd.*

Brown, E. A.,Thomas, N. J., & Bosselman, R. H. (2015). Are they leaving or staying: A qualitative analysis of turnover issues for Generation Y hospitality employees with a hospitality education. *International Journal of Hospitality Management*, 46, 130 137. Doi:10.1016/j.ijhm.2015.01.011

Brunetto, Y. and Farr-Wharton, R. (2002). Using Social Identity Theory to Explain the Job Satisfaction of Public Sector Employees. *The International Journal of Public Sector Management,* 15, 534-551. http://dx.doi.org/ 10.1108/ 09513550210448571

Bryant, P. C., & Allen, D. G. (2013). Compensation, benefits and employee turnover HR strategies for retaining top talent. *Compensation & Benefits Review*, 45, 171–175. doi:10.1177/0886368713494342.

Bureau of Labor Statistics, (2013) "Employment Projections, 2014–2024."

Burney, D.A. (1980). The Effect of Human Activities on Cheetah in the Mara Region of Kenya. *MSc Thesis*, University of Nairobi, Kenya

Cairncross, G., & Buultjens, J. (2007). *Generation Y and work in the tourism and hospitality industry: Problem? What problem?* (Occasional Paper No. 9). Tweed Heads, Australia: Centre for Enterprise Development and Research.

Campbell, C. (2011). Leadership and its Impact on Supervision Being an Effective Supervisor; Learned Behavior or Innate Characteristic. *Research Papers.* Paper 54.

Campione, W. A. (2014). The influence of supervisor race, gender, age, and cohort on millennials' job satisfaction. *Journal of Business Diversity*, 14, 18–34.

Carlson D, Witt L, Zivnuska S., (2008). Supervisor appraisal as the link between family-work balance and contextual performance. *Journal of Business and Psychology* 23(1): 37–49.

Cekada, T. L. (2012). Training a multigenerational workforce: Understanding key needs & learning styles. *Professional Safety*, *57*(3), 40–44. Retrieved from http://www.asse.org/professional-safety/

Cennamo L and D Gardner. 2008. Generational differences in work values, outcomes and person-organisation values fit. Journal of Managerial Psychology 23(8): 891–906.

Chen, J. S., & Wang, W. (2015). Foreign labours in Arctic destinations: Seasonal workers' motivations and job skills. *Current Issues in Tourism*, *18*, 350–360. https://doi.org/10.1080/13683500.2014.894499.

Chi, C. G. Q., & Karadag, E. (2013). Generational differencesin work values and attitudes among frontline and service contact employees. International Journal of Hospitality Management, 32, 40-48. doi:10.1016/j.ijhm.2012.04.002

Choi, Y. G., Kwon, J., & Kim, W. (2013). Effects of attitudes vs experience of workplace fun on employee behaviors. *International Journal of Contemporary Hospitality Management*, 25, 410–427. doi:10.1108/09596111311311044.

Chumba, G.J. & Gachunga, H. (2016). Effect of Organizational Factors on Retention of Generation Y Employees in Parastatals: A Case of Kenya Revenue Authority. *The Strategic Journal of Business & Change Management, 4 (48): 905-923.*

Cogin, J. (2012). Are the generational differences in work values fact or fiction? Multi-country evidence and implications. *The International Journal of Human Resource Management, 23*(11), 2268-2294.

Cooper, D. R., & Schindler, P. S. (2014). *Business Research Methods*, 12th Ed. New York, New York: McGraw−Hill.

Crawford, Jeff, Leonard, Lori N. K. & Jones, Kiku (2013). The role of worker tenure and employment heterogeneity on software development work activities. *Journal of Information Systems and Technology Management*, 10(3). ISSN: 1807-1775.

Creswell, J. W. (2013). *Qualitative inquiry and research design: Choosing among five approaches* (3rd ed.). Thousand Oaks, CA: Sage.

Creswell, J. W. (2014). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches* (4th ed.). Thousand Oaks, CA: Sage.

D'Amato, A., & Herzfeldt, R. (2008). Learning Orientation, Organizational Commitment and Talent Retention across Generations: A Study of European Managers. *Journal of Managerial Psychology* 23 (8): 929–953

Daniel, H.S., Miguel I.G., Edward W.M. and Dick R. W. (2009). Employee Attitudes, Customer Satisfaction, and Sales Performance: Assessing the Linkages in US Grocery Stores. *Managerial and Decision Economics. 30*(1): 27-41

Das, B. L. & Baruah, M. (2013). Employee Retention: A Review of Literature. *Journal of Business and Management, 14*(2): 08-16

Dasgupta, S. A., Suar, D., & Singh, S. (2014). Managerial communication practices and employees' attitudes and behaviours: A qualitative study. Corporate Communications: *An International Journal*, 19, 287–302.doi:10.1108/CCIJ-04-2013 0023.

Dawley D, Houghton J.D., Bucklew N.S. (2010). Perceived organizational support and turnover intention: The mediating effects of personal sacrifice and job fit. *Journal of Social Psychology 150*: 238-257.

Dayananda K.C, (2014). Tourism Development and Economic Growth in India, *Journal of Humanities and Social Science*. 21(11):43-49.

De Cooman, R. & Dries, N. (2012). *Attracting the Generation Y*: How work values predict organizational attraction in graduating students in Belgium. In: Eddy Ng, Sean T. Lyons, 28

De Vos, A. , De Stob be leir, K., & meganck, A. (2011). The relationship between career-related antecedents and graduates' anticipatory psychological on tracts. *Journal of Business and Psychology*,24(3), 289 –298.

Deal, J. (2007). *Retiring the generation GAP*: How employees young and old can find common ground. San Francisco: Jossey-Bass.

Deloitte, (2016). The 2016 Deloitte Millennial Survey. *Winning over the next generation of leaders*

Douglas, C., Ferris, G., Buckley, M. & Gundlach, M. (2003). Organizational and social influences on leader-member exchange processes: Implications for the management of diversity. In Dealing with diversity, edited by G Graen, 59–90. Greenwich, CT: *Information Age Publishing*;

Dul, J & Ceylan, C. (2011). Work environments for employee creativity. *Ergonomics, 54*: 12-20. 10.1080/00140139.2010.542833.

Eisner, S. (2005). Managing Generation Y. *Sam Advanced Management Journal*, 4–15.

Erickson, T. (2008). *Plugged in: The generation Y guide to thriving at work*. Boston: Harvard Business Press

Fan, P. (2018). Person–organization fit, work–family balance, and work attitude: The moderated mediating effect of supervisor support. *Social Behavior and Personality: An international journal*, *46*, 995-1010.

Fenich, G. G., Scott-Halsell, S., Ogbeide, G.-C., &Hashimoto, K. (2014). What the millennial generation from around the world prefers in their meetings, conventions, and events. *Journal of Convention & Event Tourism*, 15, 236–241. doi:10.1080/15470148.2014.929993.

Gallicano, T. D., Curtin, P., & Matthews, K. (2012). I love what I do, but... a relationship management survey of millennial generation public relations agency employees. *Journal of Public Relations Research*, 24, 222–242. doi:10.1080/1062726X.2012.671986.

Geeta, A.S. & Halimah, M.Y. (2018). *Leadership Style and Employee Turnover Intention*. Proceedings of the International Conference on Industrial Engineering and Operations Management Bandung, Indonesia.

Gomez, L. R., & Mejia, D. B. (2005). *Managing Human Resources*. New Jersey: |

Gooroochurn, N. & Sugiyarto, G. (2005). Competitiveness indicators in the travel and tourism industry. *Tourism Economics*, 11(1): 25–43.

Gorman, K. (2007). Dimensions of Hospitality: Exploring Ancient and Classical Origins, Lashley C. (eds.). *Hospitality: A Social Lens: 28*, UK: Advances in Tourism Research.

Grove, R. J. (n.d.). (2003). *The Effects of Job Control Perceptions and Supervisor Performance Attributions on Surbordinate Reactions to Performance Evaluation* (Masters dissertation). Queensland University of Technology.

Guchait, P., Cho, S., & Meurs, J. A. (2015). Psychological contracts, perceived organizational and supervisor support: Investigating the impact on intent to leave among hospitality employees in India. *Journal of Human Resources in Hospitality & Tourism,* 14, 290–315. doi:10.1080/15332845.2015.1002070.

Guilding, C., Lamminmaki, D., & McManus, L. (2014). Staff turnover costs: In search of Accountability. *International Journal of Hospitality Management*, *36*, 231-243. https://doi.org/10.1016/j.ijhm.2013.10.001.

Gursoy, D., Maier, T.A., & Chi, C.G. (2008). Generational differences: An examination of work values and generational gaps in the hospitality workforce. *International Journal of Hospitality Management, 27*(3): 448–458.

Hair, J.F., Black, W.C., Babin, B.J., Anderson, R.E., Tatham, R.L. (2010). Multivariate Data Analysis. 7th ed. New York: Pearson.

Hancock, J. I., Allen, D. G., Bosco, F. A., McDaniel, K. R., & Pierce, C. A. (2013). Meta-analytic review of employee turnover as a predictor of firm performance. *Journal of Management*, 39, 573–603. doi:10.1177/ 0149206311424943.

Hattke, F. & Znanewitz, J. (2017). *Retaining employees – A study on work values of the millennial generation.* Working Paper.

Hattke, Fabian & Homberg, Fabian & Znanewitz, Judith. (2017). *Retaining employees – A study on work values of the millennial generation.* 10.13140/RG.2.2.35500.16006.

Hazra, K., Sengupta, P. P., & Ghosh, P. (2014).Role of motivation on employee's performance in different segments of catering sectors under hospitality industry: An empirical study. Presented at the2nd International Conference on *Business and Information Management (ICBIM)*, Durgapur, India.doi:10.1109/ ICBIM.2014. 6970968.

Hee Jung, K., Gatling, A. & Jungsun, K. (2015). The Impact of Supervisory Support on Organizational Commitment, Career Satisfaction, and Turnover Intention for Hospitality Frontline Employees, *Journal of Human Resources in Hospitality & Tourism,* 14:1, 68-89, DOI: 10.1080/15332845.2014.904176.

Heineman III HG, Judge TA, Heneman RL (2014). Staffing Organizations. New York: McGraw Hill Irwin.

Henry, A. (2006). *The Who What and Y of generation WhY?* Sydney, Australia: AH Revelations Pty.

Hershatter, A., &Epstein, M. (2010). Millennials and the world of work: An organization and management perspective. *Journal of Business & Psychology*, 25, 211–223. doi:10.1007/s10869-010-9160-y

Hertzman, J. L., Moreo, A. P., & Wiener, P. J. (2015). Career planning strategies and skills of hospitality management students. *Journal of Human Resources in Hospitality & Tourism,* 14, 423–443. doi:10.1080/15332845.2015.1002071.

Herzberg, F., Mausner, B., Bloch Snyderman, B. (2010).The Motivation to Work, first published in 1959: Transaction Publishers.

Hewlett, S., Sherbin, L. Sumberg, K. (2009). "How Gen Y and Boomers Will Reshape Your Agenda." *Harvard Business Review* (July/August): 121–126.

Hoffman, B. J., Woehr, D. J., Maldagen-Youngjohn, R., & Lyons, B. D. (2011). Great man or great myth? A quantitative review of the: relationship between individual differences and leader effectiveness. *Journal of Occupational and Organizational Psychology, 84(2),* 347-381.

Holston-Okae, B.L. (2018). *Employee Turnover Intentions in the Hospitality Industry.* Walden Dissertations and Doctoral Studies.

Hon, G.C., Rajagopal, N., Shen Y., McCleary, D.F., Yue F., Dang, M.D. & Ren, B. (2013). Epigenetic memory at embryonic enhancers identified in DNA methylation maps from adult mouse tissues. *Nat Genet 45*: 1198–1206.

Hoobler, J, Wayne S and Lemmon G (2009) Bosses' perceptions of family-work conflict and women's promotability: Glass ceiling effects. *Academy of Management Journal* 52(5): 939–957.

Hoobler, J., Wayne, S & Lemmon G. (2009). Bosses' perceptions of family-work conflict and women's promotability: Glass ceiling effects. *Academy of Management Journal 52*(5): 939–957.

Horng, J.S., Chou, Sheng-Fang., Liu, Chih-Hsing & Tsai, Chang-Yen (2013). Creativity, aesthetics and eco-friendliness: A physical dining environment design synthetic assessment model of innovative restaurants *Tourism Management 36*:15-25

Howe, N., & Strauss, W. (2000). *Millennials rising - The next great generation.* New York, NY: Vintage Books.

Hulett, KJ2006, „They are here to replace us: recruiting and retaining millennials", Journal of Financial Planning,pp. 17.

Huyton J. (2000). *Principles of Hotel Front Office Operations*, ed.2, pp.2, Continuum.

Islam, A., Cheong, T.W. Yusuf, D.H.M. & Desa, H. (2011). A Study on Generation Y Behaviours at Workplace in Penang. *Australian Journal of Basic and Applied Sciences, 5*(11):

Jamieson, I., Kirk, R., Wright, S., & Andrew, C. (2015). Generation Y New Zealand registered nurses' views about nursing work: *A survey of motivation and maintenance factors. Nursing Open*, 2, 49–61. doi:10.1002/nop2.16.

Johnson, J. M., & Ng, E. S. (2015). Money talks or millennials walk the effect of compensation on nonprofit millennial workers sector-switching intentions. *Review of Public Personnel Administration*, 35, 2–23. doi:10.1177/ 0734371X15587980.

Kangogo, E.J., Musiega & Manyasi, J (2013). Effect of Customer Satisfaction on Performance of the Hotel Industry in the Western Tourism Circuit of Kenya School of Business, Jomo Kenyatta University of Agriculture &Technology, Kakamega Campus. *European Journal of Business and Management*, 5(14): 87.

Karatepe, O.M., & Sokmen, A. (2006). The effects of work role and family role variables on psychological and behavioural outcomes of frontline employees. *Tourism management*, *27*, 255–268.

Kidron, A. (2018). Examining the Mediating Role of Commitment to the Supervisor in Employees' Affective Commitment: Temporary Employees Versus Permanent Employees. *Journal of Leadership and Organizational Studies*.

Kim, H. J. (2008). Hotel service providers' emotional labor: The antecedents and effects on burnout. *International Journal of Hospitality Management*; 27:151–161.

Kiplagat, W.K., Makindi, S. & Obwoyere, G.O. (2014).An Analysis of Hotel Rating and Its Implication on Financial Turnover of Rated Hotels in Kenya. *International Journal of Environment, Ecology, Family and Urban Studies (IJEEFUS), 5*(1): 23-34.

Kock, N. & Lynn, G.S. (2012). Lateral collinearity and misleading results in variance-based SEM: An illustration & recommendation. *Journal of the Association for Information Systems. 13*(7): 546-580.

Kothari, C. (2004). *Research methodology: Methods and techniques* 2nd ed. New Age International publishers

Kultalahti, S., & Viitala, L. V. (2014). Sufficient challenges and a weekend ahead – Generation Y describing motivation at work. *Journal of Organizational Change Management, 27*(4), 569-582.

Kupperschmidt, B.R. (2000). Multigeneration employees: Strategies for effective management. *The Health Care Manager*, *19*, 65–76.

Kuria, K., Wanderi, M. & Ondigi, A. (2012). Factors Influencing Labour Turnover in three and Five Star-related hotels in Nairobi. Kenya. *International Journal of Humanities and Social Sciences. 1*(20), 195- 201.

Kuria, K.S., Wanderi, M.P. & Ondigi, A. (2012). Hotel Employment in Kenya; Contingent Work or Professional Career? *International Journal of Academic Research in Business and Social Sciences, 2*(7).

Kuria, S., Ondigi, A. & Wanderi, P.M. (2012). Assessment of Causes of Labour Turnover in Three and Five Star-Rated Hotels in Kenya. *International Journal of Business and Social Science, 3*(15):311.

Laird, M. D., Harvey, P., & Lancaster, J. (2015). Accountability, entitlement, tenure, and satisfaction in Generation Y. *Journal of Managerial Psychology*, 30, 87–100. doi:10.1108/JMP-08-2014-0227

Lancaster C and D Stillman. (2002). *When generations collide: Traditionalists, baby boomers, generation Xers, millennials*: Who they are, why they clash, how to solve the generational puzzle at work. New York: Harper Collins.

Lashley, C. (2000). Towards a Theoretical Understanding, Lashley C. and Morrison A.(eds.). *In Search of Hospitality*, pp.3, 4, Reed Educational and Professional Publishing Ltd.

Lee, X., Yang, B & Li, W (2017). The influence factors of job satisfaction and its relationship with turnover intention: Taking early-career employees as an example. *anales de psicología, 2017, 33*(3)

Li, A., Bagger, J. & Cropanzano, R. (2017). The impact of stereotypes and supervisor perceptions of employee work–family conflict on job performance ratings. *Human relations, 70*(1): 119–145

Lowe, D., Levitt, K., and Wilson,T..(2008). Solutions for Retaining Generation Y Employees in the Workplace. *Business Renaissance Quarterly*,3(3),43-57.Retrieved July 26, 2009, from Proquest database.

Lu, A. C. C., & Gursoy, D. (2013). Impact of job burnout on satisfaction and turnover intention: Do generational differences matter? *Journal of Hospitality & Tourism Research,* 40, 210–235. doi:10.1177/1096348013495696.

Lugosi, P & Lashley, C. (2011). Theorizing hospitality. *Hospitality & Society*, 1(1).

Magd, H. (2003). Management attitudes and perceptions of older employees in hospitality management. *International Journal of Contemporary Hospitality Management*, *15*(7), 393–401.

Makarov, D. (2018). *Hospitality Industry, a leading employer in Kenya*. Retrieved from: https://www.eturbonews.com/233442/hospitality-industry-a-leading-employer-in-kenya

Martin, C. A. (2005). From high maintenance to high productivity. *Industrial and Commercial Training*, *37*(1), 39–44.

Mashauri, J.R. (2015). *Labour Turnover Rate and its Costs in the Five Stars Hotel: A Case of Serena Hotels in Ilala District Dar Es Salaam* (A master's Dissertation). The Open University of Tanzania

Mathieu, C., Fabi, B., Lacoursiere, R. & Raymond, L. (2015). The role of supervisory behavior, job satisfaction and organizational commitment on employee turnover. *Journal of Management & Organization, 22*: 1-17. 10.1017/jmo.

Mattila, A. S. & O'Neill, J. W. (2003). Relationships between hotel room pricing, occupancy and guest satisfaction: A longitudinal case of mid- scale hotel in the United States. *Journal of Hospitality & Tourism Research*, *27*(3): 328–341.

McEwan, A.M. (2009). *Generation Y: Coming To A Workplace Near You*. Retrieved 25 August, 2011, from The Smart Work Company Ltd: http://www.thesmart workcompany.com/pdf/GenY.pdf.

McIntosh, A., & Harris, C. (2012). Critical hospitality and work: (In)hospitable employment in the hospitality industry. *Hospitality & Society*, 2, 129–135. doi:10.1386/hosp.2.2.129_2

McPhail, R., Patiar, A., Herington, C., Creed, P., & Davidson, M. (2015). Development and initial validation of a hospitality employees' job satisfaction index: Evidence from Australia. *International Journal of Contemporary Hospitality Management,* 27, 1814–1838. doi:10.1108/IJCHM-03-2014-0132.

Meier, J & Crocker, M. (2010). Generation Y in the workforce: Managerial challenges. *The Journal of Human Resource and Adult Learning*. 6. 68-78.

Merika, A. & Triantafyllou, A. (2016). The Causal Relationship Between CEO Tenure and Firm Financial Performance in the Shipping Industry *Conference Paper.*

Michela, J.L. (2008). Understanding employees' reactions to supervisors' influence behaviors: A community sample predicting employee commitment, turnover, and stress, *International Journal of Organizational Analysis, 15* (4): 322-340, https://doi.org/10.1108/19348830710900133.

Minnaar, L. (2014). *A manager's perspective on generation Y in the hospitality industry in Finland Bachelor's Thesis Degree Programme in Hotel, Restaurant and Tourism Management*.

Mokaya, S.O., Musau, J. L., Wagoki, J. & Karanja, K. (2013). Effects of Organizational Work Conditions on Employee Job Satisfaction in the Hotel Industry in Kenya. *International Journal of Arts and Commerce, 2*(2)

Morton, L.P. (2002) Targeting Generation Y. Public Relations Quarterly, 47, 16-26.

Mosadeghrad, A.M. (2013). Quality of Working Life: An Antecedent to Employee Turnover Intention. *International Journal of Health Policy and Management,1*(1), 43-50

Msengeti, D.M. & Obwogi, J. (2015). Effects of Pay and Work Environment on Employee Retention: A Study of Hotel Industry in Mombasa County. *International Journal of Scientific and Research Publications, 5*(4).

Mugenda, O. M. and Mugenda, A.G. (1999) *Research Methods: Quantitative and Qualitative Approaches. ACTS Press,* Nairobi, Kenya.

Mulder, P. (2015). *McGregor Theory X and Theory Y*. Retrieved [8/12/18] from Tools Hero: https://www.toolshero.com/leadership/mcgregor-theory/

Murray, K., Toulson, P. & Legg, S. (2011). Generational cohorts' expectations in the workplace: A study of New Zealanders. *Asia Pacific Journal of Human Resources 49*(4): 476–49.

Mwilu, J.M. (2016). *Factors influencing employee turnover in the hotel industry in Machakos town, Machakos County (*Master's Thesis). South Eastern Kenya University

Namusonge, S.O., Mukulu, E. & Kirima, N. (2015). Information Sharing, Cooperative Behaviour and Hotel Performance: A Survey of the Kenyan Hospitality Industry. *International Journal of Business and Social Research, 5(9).*

Neerpal, R. & Lee, K. (2017) "Understanding the role of supervisor support in retaining employees and enhancing their satisfaction with life", *Personnel Review,* Vol. 46 Issue: 8, pp.1605-1619, https://doi.org/10.1108/PR-11-2015-0287.

Neuman, W.L. (2012). *Basics of social research: qualitative and quantitative approaches.* University of Wisconsin-Whitewater. Boston : Pearson

Newman, A., Thanacoody, R. & Hui, W. (2011). The impact of employee perceptions of training on organizational commitment and turnover intentions: A study of multinationals in the Chinese service sector. *The International Journal of Human Resource Management. 22*: 1765-1787.

Nguyen, N., Nguyen, V., Hoang, H. & Nguyen T. (2013). Factors affecting job satisfaction of teachers of Hue University in Vietnam. *Journal of Research on International Business Management 3*:169–174.

Nichols, H.M., Swanberg, J.E. & Bright, C.L. (2009). How Does Supervisor Support Influence Turnover Intent Among Frontline Hospital Workers? *The Mediating Role of Affective Commitment. The Health Care Manager 35*(3): 266–279.

Nieves, J., & Haller, S. (2014). Building dynamic capabilities through knowledge resources. *Tourism Management*, 40, 224–232.doi:10.1016/ j.tourman. 2013.06.010.

Noble, S. & Schewe, C. (2003). Cohort segmentation: An exploration of its validity. *Journal of Business Research 56*(12): 979–87

Nolan, L. S. (2015). The Roar of Millennials: Retaining top talent in the workplace. *Journal of Leadership, Accountability and Ethics*, *12*(5), 69–75. Retrieved from http://www.na-businesspress.com/jlaeopen.html

Novikova, Irina. (2013). *Trait, Trait Theory*. 10.1002/9781118339893.wbeccp545.

Nzioka, P.N. & Njuguna, R. (2017). Firm Orientations and Performance of Hotels in Nairobi County, Kenya. *Journal of Business and Strategic Management, 2*(3): 1 – 28

O'Neill, J.W. (2011). Work Stress and Well-being in the Hotel Industry. *International Journal of Hospitality Management, 30*(2): 385-390.

Obiero, D. (2011). Causes and consequences of employee turnover in a financial institution in KENYA, *PhD Thesis Texas A & M University*.

Odunga, P. O., & Folmer, H. (2004). Profiling tourists for balanced utilization of tourism-based resources in Kenya. *FEEM Working Paper* No. 23.2004. Available at SSRN: http://ssrn.com/abstract=504443

Oketch R., Wadawi K., Brester N., & Needetea, A. (2010). The role of hotels in consumption of cultural tourism in Kenya. *Journal of Tourism,* (8), 34-39.

Ondieki, E.B. & Kung'u, S.K. (2013). Hospitality Employment; Policies and Practices in Hotels in Kenya. *Journal of Tourism and Hospitality Management, 1*(1).

Oppong, F. & Yao, S.(2016). Assessing Univariate and Multivariate Normality, A Guide For Non-Statisticians. *Mathematical Theory and Modeling*. 6. 26 - 33.

Orrick, W. D. (2008). *Recruitment, retention and turnover of police personnel*: Reliable, practical and effective solutions. Springfield, Il: Charles C Thomas.

Park, J., & Gursoy, D. (2011), "Generation effects on work engagement among U.S. hotel employees", *International journal of Hospitality Management*, Vol. 31 No. 4, pp. 1195- 1202. doi: 10.1016/j.ijhm.2012.02.007

Park, J., & Gursoy, D. (2012). Generation effects on work engagement among U.S. hotel employees. *International Journal of Hospitality Management, 31*(4), 1195-1202. doi: 10.1016/j.ijhm.2012.02.007.

Parry, E. and P. Urwin (2011). Generational differences in work values: A review of theory and evidence. *International Journal of Management Reviews 13*(1): 79–96. First published online 26 May 2010, doi: 10.1111/j.1468-2370.2010.00285.x.

Peterhans, Sarah,(2010) "Standards, Training, and Guests' Perceptions in Luxury Hotels" . *Senior Honors Theses*. 246.http://commons.emich.edu/honors/246

Price, Waterhouse Coopers. (2015). *What Works: Healing the Healthcare Staffing Shortage.* NewYork: Price Waterhouse Coopers, LLP

Putra, E. D., Cho, S., & Liu, J. (2015). Extrinsic and intrinsic motivation on work engagement in the hospitality industry: Test of motivation crowding theory. *Tourism and Hospitality Research*, 15, 1–14. doi:10.1177/1467358415613393.

Puybaraud, M. (2010). *Generation Y and the Workplace: Annual Report 2010.* Global Work Place Innovation.

PwC. (2013, April). *PwC's nextgen: A global generational study*. Retrieved from PWC.com:http://www.pwc.com/us/en/people-management/publications/ nextgen - global generational-study.html

Qu, H., Xu, P. & Tan, A. (2002). A simultaneous equations model of the hotel room supply and demand in Hong Kong. *International Journal of Hospitality Management*, *21*(4):455–462.

Rathi, N., & Lee, K. (2016). Emotional exhaustion and work attitudes: Moderating effect of personality among frontline hospitality employees. *Journal of Human Resources in Hospitality & Tourism*, *15*, 231–251. https://doi.org/10.1080 /15332845.2016.1147935.

Rice, G. (2006). Individual values, Organizational Context, and self-perceptions of employee creativity: Evidence from Egyptian organizations: *Journal of Business Research 59*: 233 – 241.

Robinson, R. N., Kralj, A., Solnet, D. J., Goh, E., & Callan, V. (2014). Thinking job embeddedness not turnover: Towards a better understanding of frontline hotel worker retention. *International Journal of Hospitality Management, 36*: 101- 109. doi:10.1016/j.ijhm.

Rosa, N. B., & Hastings, S. O. (2016). "Texting in their pockets": Millennials andrule violations in the hospitality industry. *Journal of Hospitality and Tourism Management*, 29, 33-40. doi:10.1016/j.jhtm.2016.06.002

Rossman, G. B., & Rallis, S. F. (2012). *Learning in the field: An introduction to qualitative research,* 3rd ed. Thousand Oaks, CA: Sage Publications. Note that the book is available in an e-version.

Rowley, G & Purcell, K. (2001). 'As cooks go, she went': Is labour churn inevitable? *International Journal of Hospitality Management.*

Ruiz, C.A. (2017). *Strategies to Retain Millennial Employees at Full-Service Restaurants*. Walden Dissertations and Doctoral Studies.

Sankey, K. S., & Machin, M. A. (2014). Employee participation in non- mandatory professional development–the role of core proactive motivation processes. *International Journal of Training and Development, 18*(4), 241-255.

Sayers, R. (2006). *Australia's changing workplace:* A generational perspective. PhD, School of Economics, Finance and Marketing, RMIT University, Melbourne.

Schepers, P. & van den Berg, P. (2007). Social Factors of Work-Environment Creativity. *Journal of Business and Psychology, 21*: 407-428. 10.1007/s10869-006-9035-4.

Sengupta, S., & Dev, S. (2013). What makes employees stay? Strategic Outsourcing: *An International Journal*, 6, 258–276.doi:10.1108/SO-05-2013-0007.

Serakan, U., & Bougie, R. (2010). *Research Methods for Business*(6th ed.). United Kingdom: Library of Congress Cataloging.

Sikor, David & Ferris, Gerald. (2014). Strategic human resource practice implementation: The critical role of line management. *Human Resource Management Review. 24.* 10.1016/j.hrmr.2014.03.008.

Singh, D. & Amandeep (2017). Impact of Employee Turnover on Hotel Industry- A Study of Selected Hotels of New Delhi. *International Journal of Research - Granthaalayah*, *5*(4), 153-158. https://doi.org/10.5281/zenodo.570181.

Smith, D. B., & Shields, J. (2013). *Factors related to social service workers' job satisfaction: Revisiting Hertzberg's motivation to* work. Administration in Social Work, 37, 189–198. doi:10.1080/03643107.2012.673217.

Smith, T. W. & Rapp, D. (2004). Toward a prototype of expertise in teaching: A descriptive case study. *Journal of Teacher Education*, *55*(4), 357-371.

Sobaih, A. E. E. (2015). Hospitality employment issues in developing countries: The case of Egypt. *Journal of Human Resources in Hospitality & Tourism*, 14, 221–243. doi:10.1080/15332845.2014.904167.

Solnet, D., & Hood, A. (2008). Generation Y as hospitality employees: Framing a research agenda. *Journal of Hospitality and Tourism Management, 15*: 59–68. DOI 10.1375/jhtm.15.59.

Steffens, N.K., Shemla, M., Wegge, J. & Diestel, S. (2014).Organizational Tenure and Employee Performance: A Multilevel Analysis. *Group & Organization Management* 1–27.

Stogdill, R. M. (1948). Personal factors associated with leadership: A survey of the literature. *Journal of Psychology*, 25, 35-71.

Stogdill, R. M. (1974). *Handbook of leadership*: A survey of the literature. New York: Free Press.

Straub, C., Vinkenburg, C. J., van Kleef, M., & Hofmans, J. (2018). Effective HR implementation: the impact of supervisor support for policy use on employee perceptions and attitudes. *International Journal of Human Resource Management*, *2018*, 1-20. DOI: 10.1080/09585192.2018.1457555

Tabachnick, B.G. and Fidell, L.S. (2013). *Using Multivariate Statistics*. Pearson, Boston.

Talukder, A.K.M., Vickers, M. & Khan, A. (2018) "Supervisor support and work-life balance: *Impacts on job performance in the Australian financial sector*", *Personnel Review,* Vol. 47 Issue: 3, pp.727-744, https://doi.org /10.1108/PR-12-2016-0314.

Tefera, O & Govender, K. (2016). Hotel Ratings, Service Quality, Customer Satisfaction and Loyalty: The Perception of Guests at Ethiopian Hotels. *African Journal of Hospitality, Tourism and Leisure SPECIAL EDITION, 5* (3)

Tesone, D.V. & Ricci, P. (2012). Hospitality expectations of entry-level college graduates: A preference for attitude over aptitude. *European Journal of Business and Social Science*. *1*(6), 140-149.

Tesone, D.V. (2010). *Principles of Management for the Hospitality Industry*. Routledge: London

Tews, M. J., Michel, J. W., & Stafford, K. (2013). Does fun pay? The impact of workplace fun on employee turnover and performance. *Cornell Hospitality Quarterly*, *54*, 370–382. https://doi.org/10.1177/1938965513505355

Thompson, C., & Gregory, J. B. (2012). Managing Millennials: A framework for improving attraction, motivation, and retention. *The Psychologist-Manager Journal, 15*: 237-246. doi:10.1080/10887156.2012.730444.

Tims, M., Bakker, A. B., & Xanthopoulou, D. (2011). Do transformational leaders enhance their followers' daily work engagement? *The Leadership Quarterly, 22*(1), 121-131.

Tourangeau, A. E., Wong, M., Saari, M., & Patterson, E. (2015). Generation-specific incentives and disincentives for nurse faculty to remain employed. *Journal of Advanced Nursing,* 71, 1019-1031. doi:10.1111/jan.12582.

Tsai, Chang-Yen., Horng, Jeou-Shyan., Liuc, Chih-Hsing. & Hub, Da-Chian (2015). Work environment and atmosphere: The role of organizational support in the creativity performance of tourism and hospitality organizations. *International Journal of Hospitality Management 46*: 26–35

Tsai, H., Song, H. & Wong, K.F. (2009). Tourism and Hotel Competitiveness Research, *Journal of Travel & Tourism Marketing, 26*:5-6, 522-546, DOI: 10.1080/10548400903163079.

Tubey, R., Kurgat, A. & Rotich, K.J. (2015). Employment Expectations Among Generation Y Employees In Kenya A Case Of 4th Year Finalists, Moi University. *International Journal of Economics, Commerce and Management, 3*(1).

Tulgan B. (2009). *Not everyone gets a trophy*: How to manage generation Y. San Francisco: Jossey- Bass.

Tungate, M. (2009). *Luxury World*. London: Kogan Page.

Tuzun, I. K., & Kalemci, R. A. (2012). Organizational and supervisory support in relation to employee turnover intentions. *Journal of Managerial Psychology*, *27*, 518–534. https://doi.org/10.1108/02683941211235418.

Twenge, J. M. (2010). A review of empirical evidence on generational differences in work attitudes. *Journal of Business and Psychology, 25*(2), 201-210.

Twenge, J. M., & Campbell, S. M. (2008). Generational differences in psychological traits and their impact on the workplace. *Journal of Managerial Psychology*, *23*(8), 862.

Twenge, J. M., Campbell, S. M., Hoffmann, B. J., & Lance, C. E. (2010). Generational differences in work values: leisure and extrinsic values increasing, social and intrinsic values decreasing. *Journal of Management, 36*(5), 1117-1142.

Van der Vegt, G., Bunderson, Stuart, & Kuipers, Ben. (2010). Why Turnover Matters in Self-Managing Work Teams: Learning, Social Integration, and Task Flexibility. *Journal of Management, 36* (5), 1168-1191.

Verbeek, M. (2012). *A Guide to Modern Econometrics*, John Wiley and Sons Ltd., Great Britain.

Wagen L.(2003). Introduction to the Industry, Professional Hospitality: *Core Competencies*, 2: 4, Malaysia: Pearson Education Australia.

Waldman, J.D., & Arora, S. (2004). Measuring Retention Rather than Turnover: A different and complimentary HR calculus. *Human Resource Planning*, 27, 6-9.

Wang P, Walumbwa F, Wang H and Aryee S (2013) Unraveling the relationship between family- supportive supervisor and employee performance. *Group & Organization Management 38*(2): 258–287.

Wang, C. Y., Chen, M. H., Hyde, B., & Hsieh, L. (2010). Chinese employees' work values and turnover intentions in multinational companies: The mediation effect of pay satisfaction. *Social Behavior and Personality, 38*(7), 871-894. doi: 10.2224/sbp.2010.38.7.871.

Wang, Y. (2008). Emotional Bonds with Supervisors and Co-Workers: Relationship to Organizational Commitment in China's Foreign-Invested Companies, *International Journal of Human Resource Management, 19*(5): 916-931.

Wang, Y. F. (2017). Constructing career competency model of hospitality industry employees for career success. *International Journal of Contemporary Hospitality Management*, *25*, 994–1016. https://doi.org/10.1108/IJCHM-07-2012-0106.

Whitman K. (2010). Understanding generational differences with internet use: A theory for age inclusive content design. *Master of Liberal Studies*, University of Minnesota, MN.

Wong, M., Gardiner, E., Lang, W. & Coulon, L. (2008). Generational differences in personality and motivation: Do they exist and what are the implications for the workplace? *Journal of Managerial Psychology 23*(8): 878–90.

Wong, Y. T., Wong, C. S., & Ngo, H. Y. (2012). The effects of trust in organization and perceived organizational support on organizational citizenship behaviour: a test of three competing models. *The International Journal of Human Resource Management, 23*(2), 278-293.

World Travel & Tourism Council. (2019, June). *Economic Impact*. Retrieved from World Travel & Tourism Council: https://www.wttc.org/economic-impact/

World Travel and Tourism Council (2017). Travel and Tourism: economic impact 2017, Kenya. Retrieved 20th December, 2017 from https://www.wttc.org

Xu, J., & Cooper T. H. (2011). How can leaders achieve high employee engagement?. *Leadership & Organization Development Journal*, *32*(4), 399-416.

Yu, C., & Frenkel, S. J. (2013). Explaining task performance and creativity from perceived organizational support theory: Which mechanisms are more important?. *Journal of Organizational Behavior, 34*(8), 1165-1181.

Zaccaro, S. J. (2007). Trait-based perspectives of leadership. *American Psychologist, 62(1)*, 6-16.

Zemke R, C Raines and B Filipczak. 2000. Generations at work: Managing the clash of veterans, boomers, Xers and nexters in your workplace. New York: Amacom.

Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2013). *Business research methods*. Cengage Learning.

Zopiatis, A., Krambia-Kapardis, M., & Varnavas, A. (2011). Y-ers, X-ers and Boomers: Investigating the multigenerational (mis) perceptions in the hospitality workplace. *Tourism and Hospitality Research*, *12*(2), 101–121. https://doi.org/10.1177 /1467358412466668.

APPENDICES

Appendix 1: Questionnaire for Generation Y Employees

Dear Respondents,

I am a D. Phil. student at Moi University pursuing a degree in Tourism Management. It is a requirement for the course to carry out a research project. I am thus currently soliciting for information on the topic "**Determinants of Job Tenure among Gen Y Employees in selected Star Rated Hotels in Nairobi and Maasai Mara National Reserve**". This research is purely academic and any information provided shall be treated with confidentiality. Kindly respond appropriately to the questions given below as honestly and precisely as possible. Your contributions are highly appreciated.

Thank you.

Consent Form

Please Initial Box

1. I confirm that I have read and understand the information sheet for the above study and have had the opportunity to ask questions.

2. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving reason.

3. I agree to take part in the above study.

_____   _____
Participant signature   Date

_____   _____
Researcher signature   Date

SECTION A: EMPLOYEE DEMOGRAPHIC CHARACTERISTICS

1. Gender: Male ☐   Female ☐

2. Year of birth:

   1980-1984   ☐

   1985-1989   ☐

   1990-1994   ☐

3. Marital Status:

   Single   ☐

   Married   ☐

   Divorced   ☐

   Separated   ☐

4. Highest Level of Education

   Masters   ☐

   Undergraduate   ☐

   O-level   ☐

   Primary   ☐

5. Level of Professional Training

   Degree   ☐

   Diploma   ☐

   Certificate   ☐

6. Duration of Employment

   1-5 months   ☐

   6-12 months   ☐

   13-17 months   ☐

   18-24 months   ☐

   Above 2 years   ☐

SECTION B: GEN Y EMPLOYMENT RECORD

1. Is this your first employer?

   Yes

   No

2. What is your current employment status?

   Full time

   Part time

   Contract

3. Have you ever performed supervisory roles?

   Yes

   No

4. Are you happy with your current employer?

   Yes

   No

   Not sure

5. What is your vision 5 years from now?

   Staying in this hotel

   Planning to leave

   Not sure

6. How many hours do you work per week?

   30-35

   36-40

   41-45

   Over 45

SECTION C: GEN Y EMPLOYEES WORK VALUES

The following are some selected values that a job can offer. Please tick the appropriate option as relates to you in this hotel.

SD Strongly Agree, D Disagree, MA Moderately Agree, A Agree and SA Strongly Agree.

No.		SD	D	N	A	SA
1.	My job gives me an opportunity to learn new skills.					
2.	My job fosters innovation and creativity					
3.	I am satisfied that my pay reflects the effort I put into doing my work.					
4.	My work gives me an opportunity for advancement					
5.	My work is personally rewarding.					
6.	My work environment is very competitive					
7.	Job promotions in this hotel are fair and objective.					
8.	My work allows for variety and does not leave room for boredom					
9.	There is good cooperation among members of my department.					
10.	My work allows for Work-life balance					
11.	The work atmosphere encourages for open communication among all ages of employees					
12.	I am satisfied with the difference in pay between new and experienced employees doing the same job.					
13.	I am satisfied with my future prospects for promotions.					
14.	The management treats the contributions of all employees equally					
15.	My job gives me an opportunity to do the things that I do best.					
16.	My work encourages me to display my ideas and work habits					

No.						
17.	My job responsibilities contribute to my professional development.					
18.	I find my work interesting.					
19.	Older workers add little value to my work					
20.	I am allowed to have fun at work					

SECTION D: SUPERVISOR LEADERSHIP TRAITS

The following are some leadership traits that supervisors exhibit. Please tick the appropriate option as relates to your supervisor in this hotel.

SD Strongly Agree, D Disagree, MA Moderately Agree, A Agree and SA Strongly Agree.

No.		SD	D	N	A	SA
1.	My supervisor sets clear goals and does not micromanage me					
2.	My supervisor is interested in my career development					
3.	My supervisor coaches and mentors me					
4.	My supervisor regularly gives me feedback on my work performance					
5.	My supervisor controls everything					
6.	My supervisor is accessible					
7.	My supervisor stimulates me intellectually					
8.	My supervisor gives me timely feedback					
9.	My supervisor listens to me					
10.	My supervisor is interested in my general well being					
11.	My supervisor is emotionally strong					
12.	My supervisor is physically fit					
13.	My supervisor sets clear goals and does not micromanage me					
14.	My supervisor is interested in my career development					

SECTION E: GEN Y PERCEPTION OF SUPERVISOR SUPPORT

The following are some items that reflect supervisor support in an organization. Please tick the appropriate option as relates to your supervisor in this hotel.

SD Strongly Agree, D Disagree, MA Moderately Agree, A Agree and SA Strongly Agree.

No.		SD	D	N	A	SA
1.	My supervisor is always available when I need him/her.					
2.	My supervisor is old fashioned.					
3.	My supervisor is listens to my alternative views					
4.	My supervisor feels threatened by me.					
5.	My supervisor demands respect as opposed to earning it.					
6.	My supervisor regularly gives me feedback on my work performance					
7.	The guidance I receive from my supervisor is helpful to me in performing my work.					
8.	I get clear instructions from my supervisor.					
9.	My supervisor gives me a lot of mentorship					

SECTION F: JOB TENURE

The following are items indicating turnover intent among employees. Please tick the appropriate option as relates to you in this hotel.

SD Strongly Agree, D Disagree, MA Moderately Agree, A Agree and SA Strongly Agree.

No.		SD	D	N	A	SA
1.	I'm planning on working for another company within a period of three years					
2.	Within this company my work gives me satisfaction					
3.	If I wanted to do another job or function, I would look first at the possibilities within this company					

4.	I see a future for myself within this company					
5.	It doesn't matter if I'm working for this company or another, as long as I have work.					
6.	If it were up to me, I will definitely be working for this company for the next five years					
7.	If I could start over again, I would choose to work for another company.					
8.	If I received an attractive job offer from another company, I would take the job					
9.	The work I'm doing is very important to me					
10.	I love working for this company					

THANK YOU FOR YOUR PATIENCE

Appendix 2: Questionnaire for Supervisors

Dear Respondents,

I am a D. Phil. student at Moi University pursuing a degree in Tourism Management. It is a requirement for the course to carry out a research project. I am thus currently soliciting for information on the topic "**Determinants of Job Tenure among Gen Y Employees in selected Star Rated Hotels in Nairobi and Maasai Mara National Reserve"**. This research is purely academic and any information provided shall be treated with confidentiality. Kindly respond appropriately to the questions given below as honestly and precisely as possible. Your contributions are highly appreciated.

Thank you.

<div align="center">

Consent Form

</div>

Please Initial Box

1. I confirm that I have read and understand the information sheet for the above study and have had the opportunity to ask questions. ☐

2. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving reason. ☐

3. I agree to take part in the above study. ☐

_____   _____

Participant signature   Date

_____   _____

Researcher signature   Date

SECTION A: EMPLOYEE DEMOGRAPHIC CHARACTERISTICS

7. Gender: Male   ☐   Female   ☐

8. Year of birth:

   1960-1969   ☐

   1970-1979   ☐

   1980-1989   ☐

   1990 and above   ☐

9. Marital Status:

   Single   ☐

   Married   ☐

   Divorced   ☐

   Widowed   ☐

   Separated   ☐

10. Highest Level of Education

   Masters   ☐

   Undergraduate   ☐

   O-level   ☐

   Primary   ☐

11. Level of Professional Training

   Degree   ☐

   Diploma   ☐

   Certificate   ☐

12. Duration of Employment

   Less than one 1   ☐

   1-4 years   ☐

   5-6 years   ☐

   More than 6 years   ☐

SECTION B: SUPERVISOR PERCEPTION OF GEN Y EMPLOYEES

The following are some perceptions that supervisors usually hold against Gen Y Employees. Please tick the appropriate option as relates to you and Gen Y employees under you.

SD Strongly Agree, D Disagree, MA Moderately Agree, A Agree and SA Strongly Agree.

No.		SD	D	N	A	SA
1.	They are spoilt/entitled					
2.	They are lazy					
3.	They have poor work ethics					
4.	They have little respect for authority					
5.	They are too self-centered					
6.	They have overinflated/ unrealistic expectations					
7.	They are not committed to work					
8.	They are not loyal to employers					
9.	They are lacking in social skills					
10.	They are a needy lot					
11.	They are simply a difficult lot to work with					

THANK YOU FOR YOUR PATIENCE

Appendix 3: Reliability Tests

Supervisors' Perception of Gen Y

	Scale Mean if Item Deleted	**Scale Variance if Item Deleted**	**Corrected Item-Total Correlation**	**Cronbach's Alpha if Item Deleted**
Poor work ethics	20.7068	12.079	.429	.809
Self-centered	20.0241	13.403	.387	.811
Unrealistic expectations	20.4056	10.565	.717	.740
Not committed	20.5221	11.880	.559	.778
Not loyal	20.6185	11.076	.688	.749
Difficult	20.2530	10.770	.628	.762

Gen Y work values

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Correlation	Cronbach's Alpha if Item Deleted
My job gives me an opportunity to learn new skills.	66.55	103.684	.290	.853
My job fosters innovation and creativity	66.20	104.825	.429	.848
I am satisfied that my pay reflects the effort I put into doing my work.	67.61	96.682	.535	.842
My work gives me an opportunity for advancement	66.67	102.204	.449	.847
My work is personally rewarding.	66.72	99.532	.553	.843
My work environment is very competitive	66.52	103.218	.413	.848
Job promotions in this hotel are fair and objective.	67.47	94.379	.671	.836
My work allows for variety and does not leave room for boredom	66.58	100.744	.527	.844
There is good cooperation among members of my department.	66.33	102.409	.458	.846
My work allows for Work-life balance	66.90	97.671	.599	.840
The work atmosphere encourages for open communication among all ages of employees	67.37	96.370	.567	.841
I am satisfied with the difference in pay between new and experienced employees doing the same job.	67.69	98.110	.529	.843
I am satisfied with my future prospects for promotions.	67.14	98.936	.473	.845
The management treats the contributions of all employees equally	66.61	101.190	.493	.845

My job gives me an opportunity to do the things that I do best.	66.76	98.379	.534	.843
My work encourages me to display my ideas and work habits	67.66	96.249	.542	.842
My job responsibilities contribute to my professional development.	66.55	102.450	.433	.847
I find my work interesting.	66.40	103.096	.425	.848
Older workers add little value to my work	67.55	97.716	.503	.844
I am allowed to have fun at work	67.32	118.066	-.312	.884

Perceived Leadership Traits

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
my supervisor sets clear goals and does not micromanage me	39.29	50.430	.475	.870
my supervisor is interested in my career development	39.23	47.373	.742	.852
my supervisor coaches and mentors me	39.06	48.222	.757	.852
my supervisor regularly gives me feedback on my work performance	39.10	49.328	.588	.862
my supervisor controls everything	39.40	53.757	.244	.885
my supervisor is accessible	38.97	51.165	.519	.866
my supervisor stimulates me intellectually	39.20	48.220	.745	.852
my supervisor gives me timely feedback	39.10	51.381	.463	.870
my supervisor listens to me	38.98	48.790	.736	.853
my supervisor is interested in my general well being	39.12	50.101	.589	.862
my supervisor is emotionally strong	39.10	49.570	.650	.858
my supervisor is physically fit	38.76	54.466	.330	.876

Perceived supervisors' support

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
My supervisor is always available when I need him/her.	18.82	48.619	.584	.901
My supervisor is old fashioned.	18.88	47.760	.694	.893
My supervisor is listens to my alternative views	18.68	45.187	.767	.887
My supervisor feels threatened by me.	19.05	49.103	.699	.893
My supervisor demands respect as opposed to earning it.	18.76	47.274	.644	.897
My supervisor regularly gives me feedback on my work performance	18.84	48.619	.585	.901
The guidance I receive from my supervisor is helpful to me in performing my work.	18.87	47.766	.687	.893
I get clear instructions from my supervisor.	18.68	45.193	.772	.886
My supervisor gives me a lot of mentorship	19.04	49.164	.694	.893

Tenure

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I'm planning on working for another company within a period of three year	26.33	33.874	.624	.771
Within this company my work gives me satisfaction	27.35	37.012	.372	.802
If I wanted to do another job or function, I would look first at the possibilities within this company	27.21	35.999	.453	.793
I see a future for myself within this company	27.27	34.730	.552	.780
It doesn't matter if I'm working for this company or another, as long as I have work.	27.71	37.858	.379	.800
If it were up to me, I will definitely be working for this company for the next five years	27.91	39.165	.332	.804
If I could start over again, I would choose to work for another company.	26.33	33.874	.624	.771
If I received an attractive job offer from another company, I would take the job	26.23	34.943	.614	.774
The work I'm doing is very important to me	26.14	36.409	.546	.783
I love working for this company	27.89	39.342	.318	.805

Appendix 4: Introductory Letter to Hotels and Lodges

Brenda Nawekulo Uluma

P.O. BOX 3900-30100
ELDORET
16th March 2015

Dear Respondent,

RE: THE MODERATING EFFECT OF SUPERVISORS' PERCEPTION ON DETERMINANTS OF JOB TENURE AMONG GENERATION-Y EMPLOYEES IN STAR RATED HOTELS IN NAIROBI AND MAASAI MARA NATIONAL RESERVE, KENYA

I am a student undertaking studies for the Doctor of Philosophy degree in Tourism Management at Moi University. I am conducting a research to determine employee job tenure among Generation Y employees in Nairobi and Maasai Mara National Reserve. Your establishment was selected to participate in this study as a stakeholder in the hotel industry.

I will appreciate your honesty and willingness to take a few minutes to complete the research questionnaires in order to assist me complete my research project. I would like to assure you that this survey is being undertaken for educational purposes thus all information provided will be treated with strict confidentiality and will be used only for the intended purpose. If you wish to obtain a copy of the research report, an electronic copy may be provided upon request.

Thank you in advance for your participation.

Yours sincerely

Brenda Nawekulo Uluma

Telephone No.:+254 722 940 933;   Email: *nawekulo2000@yahoo.com.*

Appendix 5: Research Clearance Permit

CONDITIONS

1. You must report to the County Commissioner and the County Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit
2. Government Officers will not be interviewed without prior appointment.
3. No questionnaire will be used unless it has been approved.
4. Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.
5. You are required to submit at least two(2) hard copies and one(1) soft copy of your final report.
6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice

REPUBLIC OF KENYA

NACOSTI

National Commission for Science, Technology and Innovation
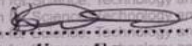
RESEARCH CLEARANCE PERMIT

Serial No. A 4535

CONDITIONS: see back page

THIS IS TO CERTIFY THAT:
MS. BRENDAH NAWEKULO ULUMA
of **MOI UNIVERSITY, 0-30100 ELDORET**, has been permitted to conduct research in *Nairobi, Narok Counties*
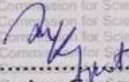
on the topic: *DETERMINANTS OF EMPLOYEE TENURE AMONG 'GENERATION Y' EMPLOYEES IN SELECTED CHAIN HOTELS IN RURAL AND URBAN KENYA: A CASE OF SERENA AND SAROVA HOTELS*

for the period ending:
31st December, 2016

Permit No : NACOSTI/P/15/8734/5032
Date Of Issue : 20th March, 2015
Fee Recieved : Ksh. 2000

Applicant's Signature

Director General
National Commission for Science, Technology & Innovation