

**The Influences of Modern Technologies on Generations' Job Satisfaction: Luxor Hotels
Case Study**

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Abstract

The technology had various impacts on each generation. For instance Generation Y was described as technology oriented. Other generations had different engagement levels. This research investigated technology impacts on hoteliers' generations' job satisfaction in Luxor. The Study investigated the influences of modern technologies on job satisfaction at three generations (Boomers, Gen X and Gen Y) in five-star hotels in Luxor. The study used a mixed research approach. Case study methodology was used, to reveal the relationship between technology and different generations' satisfaction. Semi structured Interviews were undertaken with managers. Thirty five interviews were made. Four hundred and sixty labor surveys were distributed. Discourse analysis was used to analyze qualitative data. Quantitative data was statistically analyzed. The results and discussions developed a set of recommendations for hoteliers. The study findings revealed generational differences in the investigated point.

Keywords: Hoteliers' Job satisfaction, Generations; Modern Technology; Luxor Hotels.

Introduction

Generational theory had sparked the attention of many scholars. This study presented some of generation definitions. It also addressed the shortage of studies handling generational differences in the hospitality industry, in spite of there were employees from different generations in the one hotel with different work values between them. These differences had caused a critical challenge to managers to satisfy their employees from different generations with different attitudes, needs, desires, values and work behaviors. The employees' dissatisfaction resulted in high turnover rate which would be costly to any organization. Modern technology was considered as critical issue to the managers, due to the different adaptability of Boomers, Gen X and Gen Y employees to modern technology.

Generational Theory

The term of generation did not refer to either familial generation (e.g., or child, parent, and grandparent) or even elective groups that selected their generation. Generation membership was established on the shared status of an age-group in historical time (Mannheim, 1952). The generation was referred sometimes as cohort concept. The generation, according to Ryder (1965), meant a sum of people who experienced the same event within the same time interval. Another point of view for generation definition was reflected as "*people passing through time who come to share a common habitus, hexis and culture, a function of which is to provide them with a collective memory that serves to integrate the generation over a finite period of time*" (Eyerman & Turner, 1998, P 93, cited in Zopiatiset et al., 2011). The stage of development was added to the generation term as it referred as "*a group born in the same defined period of years that have been exposed to similar societal and historical life events during critical stages of their formative development*" (Schaie, 1965, cited in Solnet et al., 2012, p 38). Kupperschmidt (2000, P. 66) went further and made more criteria for the generation. He added the location criteria. Kupperschmidt (2000, P. 66) defined the generation as: "*people that are grouped within a certain range of ages, location they live, and significant life events they experienced at critical*

developmental stages". Kupperschmidt (2000), Schaie (1965, cited in Solnet et al., 2012, p 38) and Eyerman & Turner (1998, P 93, cited in Zopiatiset et al., 2011) definitions will be followed in this research and will influence the research design.

People from the same generation shared similar work values, attitudes, and behaviors. Subsequently, characteristics, aspirations, and expectations of each generational cohort were formed by their life experiences. It was necessary for each generational cohort that the others had to know their needs and respected them and the failure to understand and meet their needs made them upset and would create Inter-generational employee tensions and conflicts in workplace, (Angeline, 2011). The time period of each generation ranged from 20 to 25 years, through it the generation memberships were shaped by the same historical, cultural, and social experiences and life events (Zopiatiset et al., 2011).

Different Generations in the Workplace

Many studies focused on generational differences in the workplace, only a handful of empirical studies dealt with generational differences within the hospitality industry (Chen & Choi, 2008; Zopiatiset, et al., 2011). This contradicted with the nature of hospitality industry, as an industry depended on many employees who serve hotel's guests (Solnet, et al., 2012).

In today's workplace, employees from different generations were working side by side (Zemke, 2000; Gursoy, 2008; Gursoy, et al., 2013). In every establishment, old employees and young employees, they can be seen as parents and their children (Zemke, et al., 2000). Workforce now comprises employees, who came from different generations and with different attitudes, needs, desires, values and work behaviors (Lin & Johari, 2012). Today's workforce comprised of Baby Boomer, Generation X and Generation Y employees (Hills, et al., 2013).

Managers were recognized the great influence of age on the employees behavior and performance in the work (Gursoy, et al., 2008; Walt & Plessis, 2010). Understanding generational differences was important for managers to give employees' needs to thrive and to raise employees' productivity, morale and retention (Gursoy, et al., 2008). Under the current economic changes, employee job satisfaction was serious to organizations business sustainability and connecting it with their business goals would support organizations in their competitive advantage, according to The Society for Human Resource Management (2011).

The failure to grasp generational differences had negative effects such as decreased levels of job satisfaction (Kupperschmidt, 2000). Turnover which resulted from employees' dissatisfaction was really expensive to businesses, and had considerable influences such as poor quality of service and customer relationship; lost business opportunities; lost knowledge, expertise, and experiences; low employee morale; low productivity and efficiency (Chan, 2005). Employee happiness was a critical issue for human resources in businesses because it is closely related to work results such as organizational commitment and satisfaction, (Schaufeli, et al., 2008).

Influence of Modern Technology on Generations Satisfaction

Effective managers needed to permanently explore and to comprehend the change which occurred in their industries, especially, the advancements in technologies to attract, recognize, motivate, and retain employees who had the right mix of skills and attitudes, (Chan, 2005). Baek et al. (2008) research's pointed to modern technology influenced the growth of employees' job satisfaction and it was a motivational instrument for the improvement of employee satisfaction, as well as improving the organizational process. Now days, work environment became filled up with many challenges and opportunities for managers, because it had employees from different

generations, who had their own unique skills and characteristics (Gursoy et al., 2008; Gursoy et al., 2013). The different generations had been differently influenced by modern technology.

Baby Boomers (Boomers) were identified as individuals who were born between 1943 and 1960 (Zemke et al., 2000; Appelbaum, et al., 2005; Hitchcock, 2011; Parry & Urwin, 2011). In this research Baby Boomers/ Boomers generation term was used, to reflect employees who exceeded 53 years old. They resisted changing and they were hard to acquire new skills. In the same time technology was a considerable matter for them (Gursoy et al., 2008; Chaudhuri& Ghosh, 2012). They didn't prefer computers; there weren't technological (tech) savvy, (Gursoy et al., 2008). They happily obeyed the rules and were identified as an obstacle to organizational change, because they did not want to advance their style of doing things (Gursoy et al., 2008). Boomers preferred a more stable working environment and conditions (Hewitt et al., 2012).

Generation X (Gen X) was defined as individuals who were born between 1960 and 1980, (Zemke et al., 2000). Gen X employees were adaptable to new technologies (Brown, 2010; Angeline, 2011; Hewitt, et al., 2012; Yusoff & Kian, 2013). In another meaning, generation X was used to reflect employees who did not exceed 53 years old and more than 33 years old. They were very tech savvy, and they had great respect for technology (Gursoy et al., 2013). They tend to embrace change (Crampton & Hodge, 2009; Brown, 2010; Hewitt, et al., 2012). Generation X highly welcomed any step forward toward applying modern technologies (Crampton & Hodge, 2009). Brown (2010) and Hewitt, et al.'s (2012) researches described them as employees who had strong technical skills. This generation defined the best working environment as the place which equipped with modern technology. (Gursoy et al., 2008). Generation X highlighted the importance of the working environment which fitted with advanced technologies. Generation X recognized that as major elements help them to smooth their daily tasks achievements (Angeline, 2011; Yusoff & Kian, 2013)

Generation Y (Gen Y) represented youth employees who did not exceed 34 years old. Scholars defined it as individuals who were born between 1980 and 2000 (Zemke et al, 2000; Lin & Johari, 2012) or between 1981 to 2000 (Gursoy et al., 2008 and Gursoy et al., 2013). The workforce of this generation will be actually between 18 and 33 years old. Scholars pointed to them as the advanced generation, in relation to their education background in the workplace (Zemke et al., 2000; Schlitzkus, Schenarts, & Schenarts, 2010; Yusoff & Kian, 2013). In many previous studies, they were frequently reported the importance of technology in the life of Gen Y individuals. Generation Y was described by these studies as being 'techno savvy'(Prensky, 2006; Zopiatis et al, 2011). They also were described as "digital natives" (Prensky, 2006; Cheeseman & Downey, 2012). Another scholar confirmed this meaning and pointed to the internet importance in their lives and called them " Net. Generation" (Schlitzkus et al., 2010). They were the first generation brought up in a world of technology (Prensky, 2006; Brown, 2010; Myers & Sadaghiani, 2010; Williams & Page 2010; Hewitt, et al, 2012; Gusoy et al, 2013). Cheeseman & Downey (2012) and Park & Gursoy's (2012) researches revealed, that Generation Y preferred instant communication technologies as the Internet, social networking as a significant part of their lives (Gursoy et al, 2013).

A lot of scholars mentioned the importance of technology for Gen Y employees in the workplace. They preferred working with the modern technology (Gursoy et al. 2008; Hills et al., 2012). They had an important role in the prosperity of modern technology in the workplace, to enhance organizational performance; and to maximize productivity (Myers & Sadaghiani, 2010). They were confident and were more comfortable with technology (Brown, 2010 and Hewitt, et al, 2012; Hills et al., 2012; Hills, et al., 2013). They foresaw the modern technology to be effective

and efficient in the workplace (Schlitzkus, et al., 2010). Organizations that invested and provided modern technologies would retain Gen Y employees longer as modern technology made their jobs interesting, challenging and entertaining, (Yusoff & Kian, 2013).

Previous empirical studies concluded that age played a strong role in using and embracing modern technologies (McFarland, 2001). However, Gen Y employees were highlighted like Gen X employees who preferred working with modern technology (Gursoy et al. 2008). Boomers were the least adaptable generation, as Gen X employees were more adaptable to modern technology than Boomers employees according to Yang & Jolly, (2008). Boomers were less embraced modern technology compared to Gen X and Gen Y, Gursoy et al. (2013) suggested that dealing with computers, internet and interactive media had created new skills to Gen X and Gen Y made them different.

Research Approach

The study used a mixed research approach, i.e. combining qualitative and quantitative approaches (Tashakkori and Teddlie, 1998). The mixed approach should reveal more information about the generations and the influences of technology on each generation. Case study methodology was used (Yin, 2009). The generation definitions (e.g. Kupperschmidt, 2000) pointed to certain criteria, e.g. location, culture, age, significant life events. These criteria should be met in this research. Using case study methodology facilitated achieving these criteria in the sample and research methods. Semi structured interviews were undertaken with departmental managers (Gillham, 2005). Self-administered questionnaires were distributed to reveal the relationship between technology and different generations' satisfaction (Oppenheim, 1998; Shuy, 2002). The managers were selected to be interviewed as they deal with the three generations and their accumulated experiences, which were needed to be reflected in this research. The two research methods were used to enrich the discussion and increase the research results validity (Cresswell, 2007).

Research Aim and Objectives

Luxor hotels were not investigated before to reveal their generational employees job satisfaction, and the impacts of modern technologies. The research aimed to investigate the influences of modern technologies on job satisfaction at three generations (Boomers, Gen X and Gen Y) in five-star hotels in Luxor. The research will undertake the following three objectives to achieve this aim: 1) critically review related literature to technology and its influences on the Boomers generation, generation X and generation Y in hotels; 2) studying the impacts of modern technologies on job satisfaction at the investigated generations; 3) developing a list of recommendations to increase employees' job satisfaction using the optimum technology.

Sample and Procedures

The generation definition heavily influenced the research design and sample. The study was in need to be undertaken in one geographical area on people who had the same social and historical background. This finding was based on Kupperschmidt (2000), Schaie (1965, cited in Solnet et al., 2012, p 38) and Eyerman & Turner (1998, P 93, cited in Zopiatiset et al., 2011).

Judgmental sampling (Corbetta, 2003) technique was used. The sample was selected according to certain criteria: five-star hotels; same geographical area and the majority of employees should belong to one culture. The accessibility issue (Maxwell, 1998) was handled by applying the Snowballing (Loveric, 2011) technique, which was used to increase the number of participants

and to increase researchers' accessibility to Luxor hotels. These two sampling techniques accommodated the "generation" definition different criteria and the accessibility issue.

The study targeted all 5 star hotels of Luxor city. Only 6 out of 7 five- star hotels in Luxor city was included in this sample. Semi structured interviews were undertaken with 35 departmental managers. Their knowledge and experiences were needed to deeply highlight the differences between each generation and modern technology impact on them. Self-administered questionnaires were distributed by human resource managers, and employees were encouraged to fill those questionnaires voluntarily during work time and to return the completed questionnaires to the human resource managers. The researcher distributed 464 survey questionnaires. Each questionnaire form was checked carefully and invalid forms were avoided.

Data Analysis

A mixed research approach was reflected in data analyses. Both of qualitative and quantitative analyses techniques were used. The study used qualitative study (Semi structured interviews) to investigate the influences of modern technology on Boomers, Gen X and Gen Y employees. Semi structured interviews were analyzed using discourse analysis, which was described by Gillen & Peterson (2007: P 146) as: *"a term used to embrace many different methods in the investigation of human communication found across the humanities and social sciences"*. Furthermore, they clarified how it should work. They stated: *"The more one understands about the socio historical situation of a text, the more sensitive and insightful will be one's interpretation"*.

The labor questionnaires answer were analyzed using statistical analyses via SPSS (version 20, SPSS Inc). Each generation mean, and standard deviation was calculated. The research hypotheses were formed based on previous studies (e. g. Gursoy et al. 2008; Brown, 2010; Angeline, 2011; Hewitt, et al, 2012; Yusoff & Kian, 2013). The previous studies pointed to the acceptance of modern technology by generation Y and generation X. The following hypotheses were tested .H1: There will be no significant difference between Gen X and Y's means of job satisfaction in relation to modern technology applications. H2: there will be no significant difference between Gen X and Y's means of their assessment of modern technology importance. Interviewees and responded employees' answers were coded to keep their privacy. The code contained a code for their generation, A code to represent their departments and the hotel code. The three generations groups were represented in the sample. A number of 464 questionnaires forms were distributed, a total number of 300 valid forms were returned. Which represented 64.7% as a response rate. Respondents were comprised of 124 Gen Yers (41.3%), 163 Gen Xers (54.3%), and 13 Baby Boomers (4.3%). The low rate of response of the baby boomers was expected. It was reflected on hypotheses design. The hypotheses focused on Gen X and GenY, as boomers numbers were decreased according to retirement. This expectation was supported by another reason. HR5 commented on boomers' low rate of response as *"Boomers are reluctant to voluntarily participate in this kind of questionnaires"*.

Findings

The study investigated the influences of modern technology (MT) in Luxor five-star hotels on employees' job satisfaction of Baby Boomers, generation X (Gen X), and generation Y (Gen Y). The seven five star hotels in Luxor were visited and 6 hotels participated. Two research methods were used, i.e. semi structured interviews and questionnaires. In the semi structured interviews, 35 department managers were interviewed. They represented the three generations. The

interviewees were 4 Boomers managers, 26 Gen X managers and 5 Gen Y managers. The elder age of the boomers was a reason to decrease their numbers in the interviewees' sample (Table no. 1).

Table 1: Distribution of the Interviewed Managers on each Generation and their Managerial Position

Generations	No of Managers	No of Assistant Managers	Total Managers
Baby Boomers	4	-----	4
Gen X	22	4	26
Gen Y	----	5	5
Total	26	9	35

In the questionnaire the Boomers' numbers increased but were still lower than the other two generations (Table no. 2). According to Ethics Resource Center (ERC) (2010), the Baby Boomer generation approaching the age of retirement, Lin & Johari (2012) agreed with this opinion and described Baby Boomers as becoming the "aging workforce. These references justified HRM 6 and AGM6 statements. They pointed to certain recruitment policy. Their hotel did not welcome to recruit any Boomers. Only one exception was made according the employee outstanding experiences. ERC (2010) supported their words and emphasized the new trend of recruiting only Gen Y and Gen X. On the other side, HRM5 said "*Our hotel contained Boomers employees more than any other hotel in Luxor city, because it was the first hotel in Luxor, it was palace of King Farouk I*".

Table 2: Distributed Questionnaires and the Undertaken Interviews for Each Hotel*

Hotel code	Questionnaires					Interviews			
	Distributed	Valid	Boomers	Gen X	Gen Y	Interviews	Boomers	Gen X	Gen Y
H1	88	59	3	32	24	5	0	5	0
H2	93	73	2	41	30	6	1	4	1
H3	66	22	0	12	10	7	0	5	2
H4	79	53	4	29	20	8	2	5	1
H5	58	32	4	15	13	4	0	3	1
H6	80	61	0	34	27	5	1	4	0
Total	464	300	13	163	124	35	4	26	5

* The participated hotel departments were: Human Resources; Rooms Division; and Food and Beverage.

The interviewees stressed on the existing differences between the investigated generations' job satisfaction and MT. Different views of the managers on the impact of MT on job satisfaction of Boomers employees, so they were dissatisfied to all aspects of MT. However, Gen X and Y employees were satisfied to MT, but there were reasons made Gen Y employees more desired to MT.

The sample included 22 managers who run 22 departments and divisions which contained Boomers employees. The entire 22 managers revealed the preference of Boomers generation to modern technology. Their conservatives were toward the computer. They were dissatisfied with dealing with computers. They considered it as a big issue and dilemma, Gursoy et al. (2008) and Chaudhuri & Ghosh (2012) supported that and pointed to boomers inconvenience with computers. Boomers were not shrewd with technology savvy (Gursoy et al. 2008).

Other modern technology equipment were accepted by Boomers generation. The majority of interviewees (15 out of 22) stated that Boomers employees were satisfied to sophisticated modern equipment. The reasons were revealed by EC2 (34 years of experience):

“Boomers employees are satisfied with modern equipment as they (modern equipment) are faster, more productive, leads to decrease number of faults and afford a higher quality. It makes the job easier for them. These equipment do not cause problems to them (Boomers), because the difference between the old one (old equipment) and the new one is very simple. Actually, they like modern equipment except computers.”

On the other hand, minority of interviewees (7 out of 22 interviewees), Boomers were dissatisfied with sophisticate modern technology equipment. The reasons for this were resistance to change and hate of trying new unfamiliar equipment. Gursoy et al. (2008) agreed on that as Boomers were resistant to change. Their justification was they got comfort with dealing with certain equipment for years. Another reason was highlighted by Hewitt, Pijanowski, Tavano, & Denny, (2012) as Boomers prefer a more stable working environment. GM4 (26 years experience) confirmed these opinions, he stated: *“Employees from Baby Boomers are dissatisfied with MT, they don't like the dealing with the computers and they are resistant to any change”*. HKM2 (25 years experience) stressed on Boomers hated to deal with computers and he gave an example: *“My assistant belongs to Boomers; he uses the computer in the narrow limits. He does his best to learn the computer but he always finds difficulty. He is very dissatisfied with computers”*.

Gen X was different. The majority of interviewees (30 out of 35) confirmed that Gen X employees - in general- were adaptable to MT (computers, equipment, etc.). Gen X also were described as a generation who preferred working environment that filled up with high technology equipment that allowing them to carry out their daily tasks. The interviewees pointed to technology as an important element to satisfy them in their working environment.

Many of researchers were investigated the importance of modern technology to Gen X and supported this research findings. They found that Gen X were adaptable to modern technology (Brown, 2010; Angeline, 2011; Hewitt, et al, 2012). They were tech savvy, and they showed great respect towards technology. They appreciated working in an environment which was equipped with the most advanced technology, (Gursoy et al. 2008). They tended to get engaged with changes (Brown, 2010; Hewitt, et al, 2012), particularly as it related to technology; (Crampton & Hodge, 2009). Gen X had strong technical skills (Brown, 2010 and Hewitt, et al, 2012). They were knowledgeable with technology and able to use it in their work place to support their tasks independency (Angeline, 2011 and Yusoff & Kian, 2013).

On the other hand, computers were still a big issue to some Gen X employees as stated by 5 interviewees out of 35. Interviewees discussions revealed factors i.e. education and environment, in addition to age which could lead to this situation (HRM4, AHRM4, EC4, HKM4 and HKM2). HKM2 stated *“The hotel got housekeeping supervisor from outside Luxor city because most of housekeeping employees from rural environment and their education level is very low”*. Curry's, (2007) findings supported HKM2 words, as employees (persons) from rural communities were less active technology oriented (i.e., internet users) than employees who belonged to urban and suburban communities.

All interviewees pointed to technology as very important factor controlling the satisfaction of Gen Y employees. This technology could be for instance software, computer, or any kind of modern equipment. Another aspect were highlighted about Gen Y. GM4 who had 26 years experience, criticized Gen Y's attitude and behavior in the workplace, but he said *“Despite*

this (bad behaviors), Gen Y is better than the previous generations in technology. This generation loves anything related to modern technology". EC3 who had 20 years experience was very biased to Gen Y as he said: "Gen Y employees are very satisfied with modern technology. I prefer Gen Y employees, they do anything I say, love anything new, have future expectations and have very good ability to learn what is new".

A lot of scholars supported this outcome. Gursoy et al. (2008) and Zopiatis et al (2011) agreed on that and added Gen Y were like Gen X who like technology and embrace easily with it. Brown (2010) and Hewitt et al (2012) stressed on the technology as a character shaping this generation. They added Gen Y getting more comfort with technology as they had been grown up using computers and fast evolving technology revolution. Yusoff & Kian (2013) totally supported interviewees' point of views about the importance of technology and its relation to their levels of job satisfactions. They stated that the technology will play a vital role to keep this generation more loyal to their organizations and making their jobs more challenging, entertaining and interesting for them.

In statistical analyses, Gen X and Gen Y employees stated that they agreed that *"I'm satisfied about the technology that used in my current job such as (computer, fax, internet, sophisticated equipments, etc) is helpful and updated to achieve my job tasks well"* (m =4.2, 4.1 respectively), but Boomers employees were less satisfied than the younger generations (m= 3.5). The two younger generations also agreed that *"investing the modern technology in the workplace, it's very important to me"* (m= 4.2, 4.3 respectively) and Boomers employees also maintained their decrease in their importance of MT (m=3.4).

As mentioned above, Independent T test was adapted by using SPSS between Gen X and Y employees (boomers generation was excluded from this test as the respondents number for this segment was only 13).

Table 3: Independent Samples T Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-taile)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Job Satisfaction	Equal variances assumed	.174	.677	.733	285	.464	.08500	.1159	-.1432	.3132
Technology importance	Equal variances assumed	.113	.737	-.896	285	.371	-.09593	.1071	-.3068	.1149

Independent samples T test was conducted and as delineated in table 3, the results depicted that the mean difference between the two investigated generations was not significant ($p < .05$). There was no significant difference between Gen X and Y's means of job satisfaction in relation to modern technology applications and there was no significant difference between Gen X and Y's means of their assessment of modern technology importance. These two findings meant to accept the Null hypotheses H1 and H2.

However, both of Gen X and Gen Y employees were satisfied with MT, which was considered as an important factor for their satisfaction. Independent samples T test revealed that there were no significant differences in the questionnaire findings between the two generations. All interviewees conformed that Gen Y was more oriented toward MT than Gen X. Balc and Bozkurt (2013) agreed with interviewees' opinions. They stated that Gen Y employees preferred using MT in workplace more than Gen X employees. Some interviewees revealed two reasons. Most of Generation Y employees had high educational background (RDM3, RDM6, HRM2 and HRM4) that was agreed with Zemke et al. (2000), Balc & Bozkurt (2013), and Yusoff & Kian (2013). This generation brought up in the world of computers, internet, DVD's and cellular phones, (HKM2 and EC3). Wallace, (2007) and Balc & Bozkurt, (2013) shared the same opinion.

Interviewees revealed that the modern technologies didn't influence Boomers employees' retention in the hotel but MT was considered as a negative factor to their satisfaction especially what related to computers, AFOM4 described their trend towards technology "They (Boomers employees) want a quiet life until retirement and Technology disturb this quietness, especially computers". MT didn't greatly affect Gen X employees' turn over but greatly affected their satisfaction and performances. Gen Y employees were the most generation affected by modern technologies which significantly influenced on their satisfaction, retention and performance, EC3

described the importance of technology to Gen Y " technology is the weapon that makes Gen Y beats the other generations and GM4 summarized that in two words " internet generation".

Recommendations

The previous findings highlighted some issues, which can be summarized in the following s recommendations: 1. Managers should consider that modern technology as an important factor to satisfy Gen X and Y employees. 2. Hotel managers should use modern technologies as motivational instrument for enhancing employees' satisfaction as well as advancing the organizational productivity. 3. Managers should not rely on boomers employees to spread modern technology culture in the organizations but they should invest in Gen X and Y employees to prosper modern technology in the workplace. 4. Modern technologies should be allocated to each generation according to their capabilities.

Implications

The research findings will contribute into the existing literature about employees' job satisfaction. The research results should help Luxor hotel managers in increasing their employees' performance by using the optimum technology for each generation. These findings suggested that managers should distribute the tasks related to technology to Gen X and Y employees, rather than Boomers employees. Boomers employees were not recognized as computer aligned employees. The study agreed with previous studies that managers should focus especially on Gen Y employees, as they played an important role in the prosperity of modern technology in the workplace to enhance organizational performance and to maximize productivity. Generation Y had shown great interest to retain their jobs for longer period of time in a workplace which filled up with modern technologies.

Conclusion

Generation Y took the lead as it was the most adaptable generation to modern technology. Generation Y employees and their managers pointed to the positive influences of modern technology on Gen Y in the following aspects: job satisfaction; performance; and even their job retention. Gen X followed generation Y. It was well adaptable to modern technologies which influenced their satisfaction and performance. Boomers were the least influenced generation by modern technologies. They were less adaptable to modern technology. They were partially satisfied to sophisticated equipment and entirely dissatisfied to computers.

Future Research

The study was limited by a small number of employees due to few numbers of chain hotels located in this city. Another limitation of this study was gender. Culture and gender may be other factors influence on adaptability to modern technology rather than age. In previous studies mentioned that individuals in rural area were less adaptable to technology than in urban and suburban area (Curry, 2005). There may be great differences in work values due to gender or culture of employees in the same generation (Parry and Urwin, 2011). Researchers suggested in the future research; the study would investigate another geographic area where contained a larger number of employees, and with a different culture, and be mindful of Gender.

Limitations

The geographical boundaries, age and the upcoming unrevealed technologies were identified as limitations for this research results and findings. The research investigated Luxor five star hotels. The research findings were limited to this geographical area. This was supported by generation definitions which pointed to location and other limitations to define properly the generation. The age of hotel employees was another limitation. The research findings were limited to the three studies generations, i.e. Gen Y; Gen X and Boomers. After ten years, the majority of hotel employees will move from generation to another. This means this research finding, after ten years, will need another visit. The upcoming unrevealed technologies will be another limitation. The research investigated the current modern technologies in hotels and their influences on hotel employees' satisfaction. In 2024, the modern technology will be absolutely different will need to be studied again.

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تأثيرات التقنيات المعاصرة على الرضاء الوظيفى للاجيال: دراسة حالة لفنادق الأقصر
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الملخص

للتقنية آثار متعددة على كل جيل. على سبيل المثال: جيل مواليد الثمانينات و التسعينات يوصف بأنه وثيق الصلة و الارتباط بالتقنيات المعاصرة. بينما الاجيال الاخرى لها درجات مختلفة من الارتباط التقنى. هذا البحث تناول دراسة تاثيرات التقنيات المعاصرة على معدل الرضاء الوظيفى للفندقين فى الاقصر لثلاثة اجيال (جيل مواليد الاربعينات و الخمسينات، و جيل مواليد الستينات و السبعينات، و جيل مواليد الثمانينات و التسعينات). و سيتم إنجاز هذه الدراسة من خلال ثلاث أهداف تنفيذية. أولاً: القراءة النقدية فيما كتب عن الرضاء الوظيفى لهذه الاجيال الثلاثة و التقنيات المعاصرة بالفنادق. ثانياً: دراسة مردودالتقنيات المعاصرة على الرضاء الوظيفى لهذه الاجيال الثلاثة. ثالثاً: تطوير قائمة توصيات لزيادة معدل الرضاء باستخدام التقنيات المناسبة لكل جيل. فى منهجية البحث تم استخدام المنهجية المختلطة (الكمية و الكيفية). و قد تم عمل دراسة حالة لفنادق الخمس نجوم بالأقصر للكشف عن تأثيرات التقنيات المعاصرة على معدلات الرضاء فى الاجيال المختلفة . و قد عقدت خمس و ثلاثون مقابلة (ذو الطبيعة المرنة بنائياً) مع المديرين بالفنادق. و تم توزيع اربعمئة و اربع و ستون استمارة استقصاء على العاملين بالفنادق. وقد طبق اسلوب تحليل النصوص و الدلالات فى تحليل البيانات الكيفية للبحث، بينما استخدم التحليل الاحصائي فى تحليل البيانات الكمية. و فى النهاية أفرز البحث مجموعة من التوصيات للفندقين لكى تساعد النتائج و التوصيات مديري فنادق الاقصر فى زيادة انتاجية العاملين باستخدام أفضل التقنيات المناسبة لكل جيل.

الكلمات الدالة: الرضاء الوظيفى للفندقين، الأجيال ، التقنية المعاصرة، فنادق الأقصر.