

Abstract

This paper focuses on the four generations represented at work namely Baby Boomers, Generation X, Generation Y, and Generation Z, and what effects this multigenerational workforce can have on work satisfaction. The main research problem is that different generations might encounter conflicts and dissatisfaction at work due to the workplace not being able to identify what each generation values, which aspects they need to feel satisfied at work, and that managers face difficulties in how to treat each generation accordingly. Therefore, the main question of this thesis is to what extent can a multigenerational workforce influence employee job satisfaction. This thesis uses a quantitative research design in the form of a cross-sectional questionnaire consisting of 22 items focusing on various aspects such as age discrimination, work satisfaction, workplace structure, leadership, and stereotypes to find out the connection between generational diversity and work satisfaction. The questionnaire reached 73 participants whose characteristics match with the sampling frame which targets individuals born between 1945 and 1995 (or after), who are currently employed or worked in the hospitality industry before, and who work within any department related to the hospitality industry. No significant difference could be found between age groups and their overall satisfaction, between the age groups and what they value at work, as well as between the age groups and age discrimination. However, a significant relationship between workplace structure and work satisfaction and between leadership and work satisfaction could be found. This indicates that managers need to focus on what environment the company can create so that every generation feels welcomed and find the right strategy for which leadership style each generation prefers.

Keywords: work satisfaction, generations, generational diversity, age, managers, employees, conflict resolution, organizational culture, employee perception