

Managing Millennials In The Workplace: A Disgrace Or Charming?

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ABSTRACT

Using the qualitative approach, the study sought to explore the challenges of managing millennials in the hospitality industry, with a focus on Simbisa Brands Limited. An in-depth interview guide and documentary review were used to collect data, with a sample size of 12 participants. According to the findings of the study, Simbisa Brands' management faces insubordination challenges when dealing with millennials within their organization. It was also observed that excessive social media use by young employees, economic challenges, and overburdened workloads all have an impact on their productivity. Recommendations were that Simbisa Brands management would deal with insubordination by seeking the services of an employment law expert for quick and impartial advice. Importantly, staying organized can help an organization handle a heavy workload by streamlining the process of finding information and making decisions. The organization can also implement a planner system that displays its workload at a glance. Researchers also recommend that Simbisa Brands implement structural reforms that increase work autonomy and flexibility for its millennial employees. Future research could look at private and public sector organizations and use a mixed-method approach to overcome the limitations of using only one research strategy.

KEYWORDS: Millennials, Retention, Managing Millennials, Hospitality Industry.

ABBREVIATIONS

COVID-19: Coronavirus Disease 2019, HR: Human Resource, HRM: Human Resource Management, RTGS: Real Time Gross Settlement, ZSE: Zimbabwe Stock Exchange.

1.0 INTRODUCTION

Millennials, also called Generation Y, are young people born between 1982 and 2004, as observed by Howe and Strauss [1]. These young people tend to differ from previous generations in terms of their values and work ethics [2]. From another angle, Stewart *et al.* [3] define millennials as young people born between 1981 and 1995. A cursory observation of the two aforesaid definitions reveals that generational categories are inconsistent across studies. There is much discourse in the workplace about millennials being the biggest employee base in different organizations nowadays. Popular media and scholarly literature have defined this generational cohort [4–6]. On the positive side, millennials are said to be open-minded, confident, self-expressive, and quickly adapt to rapidly changing technological developments [6].

On the flip side, they are said to be lazy, prone to job hopping, unlistening, and mostly exhibit attention-seeking behavior [6]. According to a study conducted by Weeks and Schaffert [7], several key reasons given by millennials for leaving their jobs include a poor company environment, a lack of flexibility, and a lack of meaningful work. Other reasons indicated were a lack of learning and development opportunities and a lack of mentors and approachable senior staff members. Equally, Knapp [8] drew attention to similar reasons for millennial job hopping, emphasizing the importance of mentoring in the workplace to combat this issue.

Simbisa Brands Limited is an African fast-food franchise that originated in Zimbabwe. Until 2015, the company was a subsidiary of the Inncor Africa Limited group before being unbundled and listed separately on the ZSE. In 1987, the company opened its first Chicken Inn in Harare, Zimbabwe. Simbisa Brands Zimbabwe owns and operates 200 franchises across the country under the well-known Quick Service Restaurant brands. Pizza Inn and Chicken Inn are two examples, as are Nandos, Creamy Inn, and Steers. The organization also has a strong presence in Africa, with stores in 10 African countries, including Kenya, Ghana, Mauritius, Botswana, the Democratic Republic of Congo, Malawi, Swaziland, Lesotho, Zambia, and Zimbabwe [9]. Simbisa Brands Limited is an outstanding organization in the hospitality industry, but it is experiencing HRM issues in managing and retaining millennials. From the foregoing, the purpose of this

article was to “explore challenges faced in managing young generation employees in the hospitality industry and possible strategies to retain same, with specific reference to Simbisa Brands Limited Zimbabwe from participants’ perspectives.”

The article contributes to the advancement of scholarly insight regarding managing millennial employees in various organizations globally. At the same time, possible modification of operational rules and procedures in the workplace is possible as a result of a clearer understanding of pertinent issues identified in a study of different generational cohorts. Still, the treatise will contribute to future research strategies for related millennials research studies. This article is divided into five sections: Introduction, Methods, Results, Discussion, and Conclusion and Recommendations.

1.1 REVIEW OF RESEARCH ON MANAGING MILLENNIALS

Millennials are stereotyped as self-centered, unmotivated, disrespectful, and disloyal [2, 10]. Indeed, these characteristics make it difficult for organizations to depict how communication with millennials should be formulated to develop relationships with other generations within the company itself [11]. Employers have noticed an increase in generational workplace stress, and millennials’ approach to settling in and moving up the ladder is markedly different from how the older generation would have acted in these situations [8, 12, 13].

These differences have been influenced by life experiences and realities seen in previous generations, such as being stuck in an unfulfilling job solely for pay or slaving at a company’s feet to be laid off at a moment’s notice [7]. Nonetheless, Sharma [14] argues that the concept of generational differences in the workplace is nothing more than a management fad used to categorize people based on their age rather than their abilities. Previous research [15] revealed that rather than studying generational differences, managers should focus on what motivates their employees. In the same argument, individuals, rather than generations, can be studied to improve workplace communication and cooperation [4]. In addition, Weeks and Schaffert [7] highlighted that generational perception can harm collaborative work, and generational stereotypes can hinder the performance levels of members of a particular generation. Thus, managers must consider the generations they manage and find a way for them all to work harmoniously together [13].

Employees’ attitudes and opinions about work can be heavily influenced by their perceptions of their company or managers [12]. According to a study by King and Tang [16], more than 43% of millennials plan to leave their jobs within 2 years of starting, with only 28% planning to stay for more than 5 years. As a result, these statistics show that changes are required to assist companies in retaining their millennial employees.

The increase in the number of options available, combined with the increase in education levels, has produced a generation that can and will leave a job or company if it does not feel like a “good fit” [17]. Millennials are good team players with a strong desire to positively impact their organization and the environment around them [18, 19].

As a result, teamwork and collaboration between departments spark new ideas, which helps individuals understand and get to know one another, making the workplace a more relaxed, productive, and positive environment [20, 21]. According to one research study conducted by Egerová and Rotenbornová [22] in the Republic of Ireland, some suggestions for retaining millennials include ensuring that company goals align with the leaders who are physically implementing them. Furthermore, another proposition was to ensure that staff access learning and development opportunities and focus on positive uses of technology [23].

1.2 THE THEORETICAL FRAMEWORK FOR THE STUDY

The literature on millennial management is broadly conceptualized within the generation and motivational theories framework. According to Yang and Guy [24] and Wright [25], no performance can ever be successful unless the motivational composition of individuals is correctly understood and effectively managed. Thus, this article was anchored on generational and expectancy theories.

1.2.1 MANNHEIM’S GENERATIONAL THEORY

The generational theory first appeared in the essay “The Problem of Generations” by German sociologist Karl Mannheim in 1952. Mannheim’s work is regarded as the most systematic and fully developed sociological treatment of generations [26]. Mannheim [27] and Higgs and Gillead [28] attempted to define a generation as having three components: “a shared temporal location (generational site or birth cohort), a shared historical location (generation as actuality-exposure to a common period or era), and finally a shared socio-cultural location (generational consciousness)” [28]. According to Mannheim’s account, contemporaneous individuals are further internally stratified: by their geographical and cultural location. Individuals are also ranked by their actual as opposed to potential participation in social and intellectual currents of their time and place, and their differing responses to a specific situation can lead to opposing generational units. Simply put, a generation is an identifiable group of people who share their birth years, age location, and significant life events during critical developmental stages. The generational theory seeks to predict the future by investigating the “recurring dynamics of generational behavior, how and when it results in social change” [1].

Becton *et al.* [29] stated that “generational differences in values, perceptions, and communication styles can lead to workplace conflict.” Gravett and Throckmorton [30] pronounced that 40% of human resource professionals observed

clashes between employees due to generational differences. The practical relevance of this theory is that it accounts for human resource management challenges unique to managing millennials in the workplace.

1.2.2 EXPECTANCY THEORY

In 1964, Victor Vroom of Yale School of Management proposed the expectation theory [31]. According to the expectancy theory, a person's motivation is determined by the product of his or her valence (the value of an individual goal), expectancy (the likelihood of completing a task), and instrumentality (the probability that the successful accomplishment of the task will result in achieving the desired goal). To influence an employee's motivation, a manager should try to understand his or her valence, expectancy, and instrumentality for each task. "The employment relationship is a synthesis of business and societal expectations," says [32]. The expectancy theory is important in this study because it explains why different groups of employees have different expectations. Millennials' expectations are more complex than those of previous generations of employees. Consequently, HR professionals should strive to understand the intrinsic motivators that influence millennials in the workplace.

2.0 METHOD(S)

Researchers used qualitative research strategies to explain, clarify, and expand on the experiences of managers who faced employee management challenges as well as millennial employees who worked for the host organization. The goal was to develop concepts to help understand the experiences of millennial employees and line managers involved in the company's day-to-day operations [33]. The qualitative research method and interpretivism philosophy were chosen because they allow for the discovery of new information and dimensions such as beliefs, thoughts, and motivations [34]. The qualitative methodology can help researchers understand complex relationships, which is important for understanding the organization's employee management and retention practices. A case study design was preferred because the study was limited to a single organization.

The researchers chose an exploratory case study because, while implementing management and various compensation programs used by Simbisa Brands has been observed as a measure of staff retention, it also exhibits astonishing psychological effects on employees who were constantly leaving the organization and difficult to manage. Midlands State University and Simbisa Brands management provided ethical approval and research permission. Purposive sampling was used in this study. Purposive sampling, also known as judgmental, selective, or subjective sampling, relies on the researcher's judgment when selecting the units to be investigated [35]. This entails locating and selecting especially knowledgeable or experienced individuals about a specific topic of interest [36, 37]. This study used purposive sampling because the problem under investigation required participants to have management knowledge and experience with Simbisa Brands Limited's service conditions. Out of a total of 26 employees, researchers interviewed 12 from the Kwame Nkrumah Simbisa Brand's outlet in Harare.

The 12 participants were eligible if they had worked for a year or more and were willing to provide informed consent. Moreover, researchers Bernard [38] supported the sample size, who propose that between 10 and 20 knowledgeable participants are sufficient to uncover and understand the fundamental categories of any distinct cultural domain. Equally, Casteel and Bridier [39] remarks that 12–15 participants are recommended in a qualitative case study research to provide multiple perspectives of the case phenomenon while using additional sources of data to support the findings. In this case, researchers sought to understand the work culture of millennial employees and their managers. The Human Resources Department assisted with participant recruitment. The researchers gathered employee information through document examination and in-depth interviews. Since a case study highly recommends the use of multiple sources to corroborate the data, reliance upon the interview as the sole source of data is not required [39]. Therefore, two study instruments (in-depth interview guide and documentary review) were determined to be the best data collection tools for obtaining information about management style and employee retention and allowing for flexible and in-depth investigation of the problem under study. In-depth interview questions elicit culturally relevant and important explanatory comments from participants, allowing for a deeper understanding of the subject matter under study. A pilot study was not required for this study [40, 41].

Researchers must conduct pilot studies to see if a large-scale study is feasible [33, 42]. This research study did not require a large-scale study to provide an analysis of a single organization's methods for managing and retaining millennial employees [43, 44]. Researchers use a pilot study to ensure that questions are appropriate for the interview group [45]. Another reason for not conducting a pilot study was that Ngotngamwong [46] used the instrument chosen for this study in a similar millennial context study.

A qualitative thematic content analysis methodology was used in the study to investigate challenges in managing millennials in the hospitality industry by understanding people's experiences with the phenomenon. Thematic content analysis is useful for identifying, analyzing, and reporting patterns that emerge in data [47]. An inductive thematic analysis approach was used to derive from the participant's experience rather than seeking a view based on assumptions and bias from the pre-existing coding frame or the researcher's pre-existing analytic beliefs [47]). Consequently, to ensure constant interaction and immersion in the data, open and focused coding was done using the traditional approach of paper, color

markers, and visual mapping [48]. The first author conducted a thematic analysis using Braun and Clarke's [47] guidelines. The first step in developing themes was to become acquainted with and understand the data set. The first author read the verbatim transcripts several times to familiarize himself with the data set and to see if there were any common answers. The first author then began coding the transcripts, allowing him to understand the data set better. The first author then organized common codes into meaningful categories, narrowing the options for themes. The next step was to generate potential themes, which resulted in four themes. Finally, the other authors reviewed the themes and associated quotes [18].

Following a discussion, it was decided that the previous names did not accurately capture the essence of each theme, so these were updated and finalized. The study's rigor was established using the trustworthiness criterion, which is based on the parameters of credibility, transferability, dependability, and confirmability [48].

2.1 CREDIBILITY

Credibility is the degree of trust that can be placed in the accuracy of research findings [49]. The rigor of the investigation was established through the use of the following credibility strategies: extended engagement and triangulation [45]. Before the first data collection, after research permission was granted, there was extensive engagement at the research site. The researchers scheduled a preliminary visit to the chosen Simbisa Brands location. The goal was to immerse themselves in the world of the participants, gain a thorough understanding of the establishment, and establish a trusting relationship with the participants. Researchers' extended time in the organization increased participants' trust and provided a better understanding of the participants' culture and context [49]. The second visit aimed to conduct interviews with key management personnel, and the third was to conduct interviews with millennial employees. Data was collected over three months, from July to September 2021, and Interview lengths ranged from 45 to 75 minutes per participant.

Triangulation assisted researchers in reducing bias and cross-examining the consistency of the participants' responses. Two research instruments were used to improve the quality of data from various sources: an in-depth interview guide and a documentary review. Two distinct groups of participants were interviewed: line managers and millennial employees. Eventually, the data gathered through an in-depth interview guide and documentary review was consistent.

2.2 TRANSFERABILITY

The researchers aided the transferability judgment by providing detailed and appropriate descriptions of the research methodology, allowing readers to make informed decisions about the applicability of the final report findings to specific contexts. Purposive sampling of participants who were particularly knowledgeable about the issues under investigation was used to accomplish this [42].

2.3 DEPENDABILITY

To address the criteria of dependability, the techniques used in data collection, the study's findings, and the interpretations and recommendations within the study were all detailed, allowing a future researcher to replicate the study, albeit not necessarily with the same results. An audit trail and stepwise replication criteria were used in this study to ensure dependability.

To cross-check the inquiry process in this study, an audit trail consisting of written field notes, verbatim capturing of interviews on a voice recorder, and raw data collected from the field were kept. Stepwise replication is a qualitative data evaluation procedure in which two or more researchers independently analyze and compare the same data [50]. The independent co-coder and the researchers analyzed the data. Meetings were held between the two, and a consensus was reached on the themes that emerged from the data.

2.4 CONFIRMABILITY

Steps were taken to ensure that research findings were the result of the participants' experiences and ideas rather than the researchers' preferences or imaginations. Confirmability was obtained through the use of a reflective journal [51]. The researchers took field notes for all events in the field and personal reflections on the study.

3.0 RESULTS

This section provides the characteristics of the studied population sample categorized into certain categories like gender, length of service, and level of education, and the last part of the results focuses on perspectives on the challenges of managing millennial employees and potential retention strategies. Accordingly, Table 1 presents a summary of the response rate and demographic elements of the research subjects.

3.1 RESPONSE RATE

The data collection tool was administered successfully to all the sampled research subjects. Out of an abundance of caution, the researchers did not interfere with the employer's productive time.

Gender in this study referred to the biological differences between males and females. Simbisa Brands Limited's gender profile revealed fewer males than females, with females accounting for 7 (58%) of total participants compared to 5 (42%) of their male counterparts.

Table 1. Demographic matrix.

Gender		Length of service			Level of education		
Males	Females	2–5 years	6–10 years	11–20 years	Cert	Diploma	Degree
5	7	8	3	1	3	6	3
42%	58%	67%	25%	8%	25%	50%	25%
100%		100%			100%		

Source: Field survey, 2021.

3.2 LENGTH OF SERVICE

Sixty-seven percent of the participants had served between 2 and 5 years, 25% had served between 6 and 10 years, and only 8% had served between 11 and 20 years in the studied organization.

3.3 EDUCATIONAL BACKGROUND OF PARTICIPANTS

Six individuals, or 50% of those interviewed, held a diploma, and three (25%) attained an undergraduate degree. Moreover, three (25%) participants had an advanced-level certificate.

3.4 IN-DEPTH INTERVIEWS OUTCOME

Researchers used the inductive thematic analysis conceptualization as ascertained by Nigatu [52], Hyde [53], Saldana [54], and Medelyan [55]. Four themes were identified, and participants were assigned a generic code to ensure anonymity, privacy, and the concealment of their identities [56].

3.4.1 THEME 1: INSUBORDINATION

According to interview responses from Simbisa Brands managers, insubordination was a common challenge in dealing with millennials within their organization. The majority of Simbisa Brands' management is from previous generations, with millennials making up a smaller proportion. "What challenges do you face in managing millennial employees?" the researchers inquired.

Participant 1 responded by saying:

"As a result of the organization's promotion policy, one can be uplifted and start leading colleagues he used to work with before, and this brings in insubordination challenge due to familiarity issues. More so, age will also contribute to such a predicament if one is leading older people in the organizational setup."

"In most cases, employees related to senior managers have a bad tendency of being disrespectful, vanotoita zve chikamarism pabasa (they exhibit relationship manners in the workplace and take work instructions for granted)." (Participant 2).

"The great bulk of young people in our organization will be working and waiting for their Advanced Level results before enrolling for tertiary level education. They have useless pride in that level of education and eventually do not take work instructions seriously. Instead, they challenge leadership in the workplace, and such a phenomenon is counterproductive" (Participant 3).

On the other hand, young people had a different orientation where they believed that if given an opportunity, they could be useful tools to the organization through innovative ideas and manual dexterity.

3.4.2 THEME 2: ADDICTION TO SOCIAL MEDIA USAGE

Three Simbisa Brands management participants stated that their young employees' excessive social media use has an impact on how they need to be seriously executing duties at work. Managerial participants bemoaned unwarranted information leakage to outsiders. Millennials emphasized that all business is now done online, including customer acquisition. They argue that millennials are technologically savvy and accustomed to using the Internet.

3.4.3 THEME 3: ECONOMIC CHALLENGES

Primary data revealed conflicting feelings about the impact of the economy on employee earnings within the host organization. Runaway inflation in the country hampered all efforts by the management to meet the incessant demands of employees. Other participants revealed that salaries and wages were able to sustain employees against economic ills. In addition to salary, the study discovered that millennials value benefits such as data and Wi-Fi. One participant stated that workers' wages have been steadily eroded by inflation, prompting employees to demand salary increases. Accordingly, Participant 7 averred that:

"To keep our staff motivated, salaries are constantly reviewed upwards both on a sliding scale and across the board. Members of the staff except senior managers get the local incentive to cushion them against economic challenges" (Participant 8).

"Various non-financial awards are given to employees of different categories to cater for workers' social emergencies" (Participant 9).

3.4.4 THEME 4: EXCESSIVE WORKLOAD

Primary data revealed a great deal of work as a contributory factor towards low employee morale and a large number of employees' unceremonious leaving the organization. In response to the question concerning notable challenges within the organization, five [6, 7, 9–11] participants disclosed that:

"Large volumes of work always torment us day in and day out. Sometimes you will be forced to carry work home as you can fail to balance all activities in the workplace. It will then be very difficult to separate family life from work life. The coronavirus pandemic resulted in the organization offloading some employees, and this increased the workload on the remaining employees."

3.5 DOCUMENTARY ANALYSIS

As indicated by documents obtained, Simbisa Brands Limited laid off some employees to reduce labor costs during the mandatory coronavirus pandemic national lockdown. The documentary review indicated that customer counts in the region fell by 12.1% in 2020 compared to the previous year due to COVID-19 pressures. As reported by Participant 8, the findings support Theme 4 on burdensome workload. Salary modifications were frequently made in response to hyperinflation, according to the organization's HR report for 2021. Despite these modifications, salary increases were deemed insufficient for improving employee well-being. The lowest paid employee was paid RTGS \$15,388, and the highest paid employee was paid RTGS \$20,434. Documented proof supported a compensation state of affairs within the organization, despite the country's economic crisis at the time of this research.

4.0 DISCUSSION

As all participants were interviewed, the response rate was 100%. Parvin and Kabir [57] define adequate, satisfactory, and excellent response rates as 50%, 60%, and 75%, respectively, so 100% was an excellent response rate. A response rate of 75% or higher indicates that the research findings are reliable [57]. Based on this assumption, the findings are better positioned to provide genuine results on the challenges of managing and retaining employees of the younger generation in the hospitality industry. Females outnumber males in the study. This could imply that the majority of ideas circulating in the organization were matriarchal. This is consistent with the Mahonde's [58] report, which found that females outnumber males in Zimbabwe (51.94% vs. 48.06%). Employees with a diploma made up 40% of the participants, with a bachelor's degree representing the highest qualification held by the sampled participants in the organization. Generally, the picture depicted here reveals that the studied organization employs reasonably educated people.

According to primary data, Simbisa Brands' management faces insubordination challenges when dealing with millennials within their organization. The findings corroborate the findings of Sinha and Kshatriya [13], who discovered an increase in generational workplace stress. The approach of millennials to settling in and moving up the corporate ladder differs significantly from that of previous generations in similar circumstances [13]. Generational variation in beliefs and communication modes can give rise to workplace struggles. Forty percent of human resource professionals observed generational clashes among employees [31]. According to study participants, their young employees' excessive social media use affects their productivity. The findings are consistent with the findings of a millennial survey [59], which suggested that to retain millennials, company goals should be aligned with the leaders who are physically implementing them, there should be opportunities for learning and development for employees, and there should be a focus on using technology positively. This is because the millennial generation is the first to be born into technologically advanced households and has grown immersed in digital media. Organizations familiar with these millennial characteristics can incorporate them into their communication and information technologies. As millennials are now the majority in the

workplace, it is critical to understand some of their characteristics and work styles, attitudes, and beliefs to provide them with the best working environment possible.

The research subjects mentioned economic challenges such as inflation. It was stated that inflation has steadily eroded workers' wages, causing employees to request salary adjustments repeatedly. Therefore, managers must consider each generation's preferences, expectations, and characteristics. This is consistent with Victor Vroom's expectancy theory, which states that to influence an employee's motivation, a manager must first understand his or her valence, expectancy, and instrumentality for each task. The expectations of millennials are more complex than those of previous generations of employees. HR professionals should make an effort to understand the intrinsic motivators that influence millennials at work. Excessive workloads have also been identified as a demotivating factor at Simbisa Brands, contributing to labor turnover. The findings support Stanton's [15] suggestion that rather than studying generational differences and the methods managers can use to deal with these differences in the workplace, managers should instead focus on what motivates all of their employees. Individuals can be studied rather than generational groups to improve workplace conversation and group action among coworkers [4].

According to Weeks and Schaffert [7], generational perceptions can harm collaborative work, and generational stereotypes can impair the performance of members of a specific generation. Managers must think about the generations they manage and find a way to work together harmoniously [13].

5.0 CONCLUSION AND RECOMMENDATIONS

According to this article, managing millennials is a disgrace if there is a lack of managerial knowledge and a proper leadership style. Participants agreed that Simbisa Brands' management faces an insubordination challenge when dealing with millennials within their organization. The study discovered that excessive social media use by young employees has an impact on productivity. Furthermore, workers' wages have been continuously eroded by inflation, forcing employees to demand salary adjustments regularly. Excessive workloads were discovered at Simbisa Brands to be a demotivating factor, contributing to labor turnover. The study's findings can be used to improve millennials' working conditions, management style, and policy-making. Simbisa Brands management can deal with insubordination by chastising millennials to the proper degree and contracting employment law experts for prompt and unbiased advice. Even if frustrated, employees must be heard because they may have legitimate complaints that must be addressed. Staying organized can help an organization handle a heavy workload by streamlining the process of gathering information and making decisions. A planner system that shows the workload of an organization at a glance can also be implemented. Millennials prefer to work for companies that provide them with job autonomy, flexibility, and the ability to work on their schedule. Increasing work autonomy would also help to reduce conflict between millennial employees and their bosses. Remuneration packages can be reviewed based on production targets met and the state of the economy.

This study's findings contribute to the knowledge of millennial management and retention in the hospitality industry. It is worth noting that most previous studies on the challenges of managing millennials have been conducted in first and second-world countries; this study bridges this gap by bringing perspectives from Africa and the Zimbabwean local perspective.

The study would provide scholars with useful research directions for the future. The limitations of this study, like any other, must be considered when reading the findings. For example, using a qualitative research method, the study is limited to investigating the challenges of managing and retaining young generation employees in the hospitality industry. In order to address the shortcomings of using a single research method, future research could focus on another sector, such as private and public sector organizations, and use a mixed-method research approach. The use of a mixed methods approach and broader geographical scope would provide a comprehensive understanding and interpretation of the results. Nonetheless, these are minor limitations that do not preclude the findings from being generalizable.

Despite these limitations, the study's findings have significant theoretical and practical implications for the challenges that young generation employees face in the Zimbabwean hospitality industry. The results reveal that it may be too stingy to regard these two theories (generational and expectancy theories) as the sole predictors of millennials' behavior and understanding. It would, therefore, be prudent to incorporate other behavioral and work ethics theories to garner a comprehensive understanding of the phenomenon. Despite its limitations, this research study provides managers and millennials with information to help them perform job tasks more efficiently and harmoniously. The lack of a cordial relationship between young generation employees and management is significant because of supervisory issues faced by hospitality industry companies.

Hospitality companies need to understand the various employee complaints and agitations, how these agitations disrupt company operations, and the monetary cost of disgruntled employees. From this study, shareholders and policymakers should be considerate enough to come up with operational policies and procedures that can efficiently address employee challenges.

AUTHOR CONTRIBUTIONS

KM did the following sections of the article: title, abstract, introduction, methodology, results, and discussion.

PN contributed to the introduction and the recommendations section.

VC contributed to the discussion and recommendations.

MPM contributed to the theoretical framework and keywords.

EM contributed to the theoretical framework and abbreviations.

ER contributed to the results and discussion sections.

CONFLICT OF INTEREST

None.

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