

**HOSPITALITY FOR THE HOSTS**

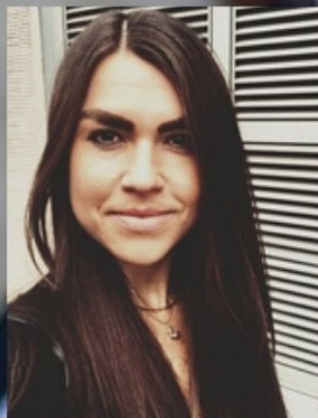
**AN EXPLORATION OF  
CONTINGENCY LEADERSHIP  
SUPPORTING GENERATION  
Z'S PURPOSEFULNESS  
WITHIN THE HOSPITALITY  
INDUSTRY.**

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**PLOS: 9 & 8**





# REPORT INFORMATION

Title: An exploration of contingency leadership supporting Generation Z's purposefulness within the hospitality industry

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Date of Submission: 20-02-2021

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Primary PLO: 9

Secondary PLO: 8

Internship Company: The Student Hotel, Amsterdam

CLP, passed: Yes

Word Count: 11966

## Preface

The Bachelor programme at Hotelschool The Hague is the perfect blend of practical experience, applied research, and indispensable business theory to equip students for a challenging and rewarding international career in the hospitality industry. 'Launching Your Career' is the final stepping stone on the path to a cross-cultural leader in the hospitality industry, a specialist in the programme's selected learning outcomes while building a professional network in the industry and developing the necessary skills for the profession in the 21st century. This course is divided into two parts: the Career Portfolio, focusing on the student's development in IQ, AQ, EQ, and the Company Project Report dealing with a specific topic for a commissioner, company, or research client, based on the Design-Based Research Cycle. In principle, HTH refrains from pursuing standardised educational preparation in relation to the students' personal goals and instead offers the opportunity to create individual pathways leading to graduation based on the students' interests. This research is based on a study regarding why hospitality school graduates leave the industry after a few years. Purposeful hospitality was the focus of attention, and it investigated what it requires to attract and retain talent in the industry. The basis for this exploratory research stemmed from my enthusiasm for the hospitality industry and unfolded as a greater need for relevant leadership skills in the industry emerged. Especially nowadays, hospitality leaders face ever-increasing pressures arising from globalisation, a pandemic-induced economic rollercoaster, and a shortage of labour and skilled workers, to name a few examples. So how can we address this? I am passionate about discovering and developing a solution to restore purposefulness among future generations within the hospitality industry.



## Acknowledgments

I would like to take this opportunity to express my deep and sincere gratitude to Dr Brannon for sharing his expertise and time over the last few weeks. Without his personal support and valuable advice, I could not have completed this project. His enthusiasm, motivation, and sincerity deeply inspired me, and it was a great privilege to conduct this exploration under his guidance.

Furthermore, I would like to extend my gratitude to Prof Lombarts for giving me the possibility to undertake this wonderful research project and for accompanying me throughout this invaluable journey. Her passion for the hospitality industry is astonishing, and most leaders can learn from her.

I am also profoundly thankful to my parents, Karin and Harald, my twin pillars, for their unconditional love, care, and support in nurturing me and preparing me for my professional future. They shaped my life, and without them, I would not be where I am today.

Finally, I would like to thank all the interview participants for taking the time and sharing their experiences to help bring the hospitality industry one step closer to a purposeful industry.

However, my ultimate gratitude goes to my astoundingly supportive partner, Nicolas. I am infinitely thankful for his constant love, support, and encouragement at all times and for bearing the pressure with me - none of this would have been possible without you

## Executive Summary

Much of the academic literature proposes that the definition of successful leadership remains a challenge for practitioners and theorists alike. Leadership has numerous ways of being described, depending upon the context of the profession. Add the differences between generations to the equation, and a new layer of complexity arises. The qualitative research at hand addressed these challenges by examining the behaviours and characteristics of leaders that support purposefulness through the eyes of the youngest generation in the workforce, Generation Z. Based on the Design-Based-Research cycle, this examination attempted to answer the following research question:

**'How can contingency leadership support Generation Z's purposefulness within the hospitality industry?'**

Building on the existing academic literature on these phenomena, semi-structured e-interviews were carried out with fifteen members of Generation Z employed in the hospitality industry from different positions, age groups, nationalities, and backgrounds. The interviews followed a guideline that was created for the conduction and derived from the three following propositions:

**Proposition 1:** Relational leadership supports Generation Z's purposefulness within the hospitality industry

**Proposition 2:** Transactional leadership supports Generation Z's purposefulness within the hospitality industry

**Proposition 3:** Switching between relational and transactional leadership supports Generation Z's purposefulness within the hospitality industry

Each interview was transcribed and analysed after being conducted with the help of NVIVO codes. The main findings identified were that Generation Z identified a lack of



leadership skills due to the neglect of the needs of this young, diverse generation. Specifically, lack of recognition in the form of rewards, empowerment, ethical behaviour, inclusion, trust, empathy, and people-orientation as well as being flexible and innovative. In light of this, a contingency leadership style can theoretically support Generation Z's purposefulness. To convert these insights into a practical solution, a workshop using a PowerPoint presentation was designed to educate leaders about contingency theory and how they can adopt this approach to support Generation Z's purposefulness within the hospital industry. Finally, the solution developed based on the research findings was shared with relevant stakeholders to complete the cycle. The resulting feedback was valuable and directly incorporated into the design of the solution. Finally, the knowledge gained was celebrated.

## GLOSSARY

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### ***Leadership***

*A person's ability to influence, motivate, and empower others to contribute to the effectiveness and success of an organisation (Nikoloski, 2015, p. 33)*

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### ***Contingency Leadership***

*The contingency theory of leadership states that the relationship between leadership style needs to be aligned in relation to the leader's task and the situation in which they find themselves (Fiedler et al., 1963, p. 3).*

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### ***Generation Z***

*Generation Z refers to those born in the decade following the mainstream emergence of the World Wide Web (Wood, 2013, pg. 1). Gen Z consists of people born between 1995 and 2010 (Leung et al., 2021, p. 262)*

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### ***Hospitality Industry***

*The hospitality industry is increasingly used as an umbrella term for various sectors of the hotel and catering industry as well as for a range of related sectors (Ottenbacher et al., 2009, p. 264)*

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### ***Purposefulness***

*Unfolding of path-dependent individual action and interactions (Çıdık and Boyd, 2020, p. 1)*

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# 1. PROBLEM DEFINITION

This chapter introduces the topic under examination, including the discovery of three core concepts, namely: purposeful hospitality, Generation Z, and contingent leadership. The relationship between these concepts was explored to highlight their ability to support Generation Z's purposefulness in the hospitality industry. This research was initiated since 29.1% of hospitality graduates leave the sector within a decade (Brown et al., 2014), resulting in an actual turnover of 48% (King et al., 2003) to 70% (Blomme et al., 2009).

Over time, certain professions have lost their 'worth' in society. The ongoing progression has negatively impacted jobs, especially in sectors such as the hospitality industry, in societal values. A general agenda seems to have emerged to de-professionalise several professions to render them less costly. Thus, occupational profiles such as *Maître d'hôtel* are virtually extinct. Furthermore, the industry has already distanced itself from its original purpose, as the monetary aspect is now more at stake compared to its roots. Traditionally, when a host welcomed a stranger into their home without conditions or contracts while the guest was not obliged to give anything in return, this was defined as purposeful hospitality (Kakoliris, 2015). The problematic nature of this sector is reflected in the fact that only 47% of hospitality graduates still work in this field after six months, while after five and a half years, only 35% are left (Marchal and de Kort, 2018). Moreover, a global study has revealed that employee turnover is consistently one of the highest in the hospitality industry, which implies that valuable knowledge gets lost and guests may follow the leaving employee (Kysilka and Csaba, 2013). Currently, this topic is pressing since, according to the Bureau of Labor Statistics, (2021), leisure and hospitality employment has declined by 2.8 million jobs, or 16.8%, since February 2020, despite adding 5.4 million jobs. While unemployment remains challenging to predict, a statistic by the Bureau of Labor Statistics, (2022) indicated that there was a 2.4 percentage point drop in the unemployment rate and the number of unemployed people worldwide declined by 3.7 million. These figures

highlight that the labour market, in general, became more competitive. Moreover, with the gradual decline in talent over the last decade, due to the diminishing attractiveness of jobs in this industry (Baum and Hai, 2020) and the migration of jobs to other sectors (Baum et al., 2020), organisations in the hospitality industry have found themselves in fierce competition, creating a 'War for Talent' (Gottfredson and Joo, 2012).

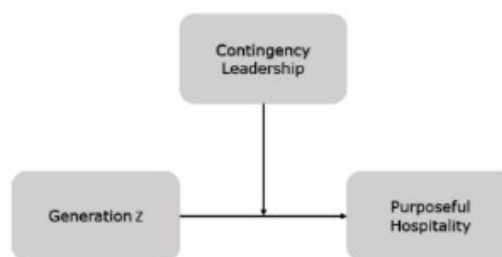
In these times when the world is confronted with a global health crisis that is unparalleled, especially promoting well-being at any age is crucial for the sustainable development of the hospitality industry. This focus is also anchored in the United Nations Sustainable Development Goals and calls for employers and leaders to take action. Hence, 'Good Health and Well-being' has been established as the third Sustainable Development Goal (SDG) (United Nations, 2021). As changes in the work environment find themselves in constant flux, negative feelings among employees are also rising. Employees' emotions of instability, uncertainty, and fear are only a few of the many challenges today's leaders have to address frequently in an attempt to retain, motivate, and support their workforce as well as to attract new generations, such as Generation Z (Caligiuri et al., 2020). This generation demands more from its future employer. Linking passions to job roles by focusing on purposefulness highlights Gen Z's orientation towards being empowered at work. Some hotels are already living and nurturing a culture that aligns well with the value preferences of Gen Z. For instance, the Hilton hotel chain, has pioneered social innovations that are in line with the SDGs, including the support of youth and women worldwide and the development of a performance system measuring each hotel's environmental impact (Sakdiyakorn et al., 2021). Generation Z is revolutionising the way employees relate to and expect from their leaders. Leadership has evolved over the last centuries, and now its attention seems to be at its zenith. Its dilemmas are constantly increasing, arising from continuously skyrocketing demands by stakeholders on all sides. Intense competition, the need for cheap yet skilled labour, and a positive public image are just a few of the hard-to-combine predicaments a leader has to solve daily. In these callous times, the



ability to quickly evaluate multiple perspectives to obtain the best possible conflict resolutions is pivotal and defines tough new challenges for leaders now and in the future. Further ignoring this issue will not only harm direct stakeholders such as employees, hotel owners, investors, and creditors, it will inevitably have a negative impact on communities and government, as the hospitality industry contributes over \$3.41 trillion to the global economy (SiteMinder, 2019) and generates \$400-500 billion dollars in revenue every year (Tatulli, 2019). These numbers highlight the extent to which this vital industry impacts global GDP, which was approximately US\$2,893 in 2019 (Statista, 2020).

The research design provides an exploratory approach to identify the changes and pressures that have influenced hospitality leadership to restore Generation Z's purposefulness. Based on those mentioned above, this conceptual framework derives in which contingency leadership acts as a moderator to strengthen purposefulness in the hospitality industry desired by Generation Z. So, the overarching question that needs to be answered is:

**'How can contingency leadership support Generation Z's purposefulness within the hospitality industry?'**



*Figure 1: Conceptual Framework*

## 2. ANALYSIS AND DIAGNOSIS

In this part of the exploration, the development of each core concept is outlined separately and academically underpinned by reflecting a balanced perspective that recognises both strengths and criticisms. This chapter describes the nature of the hospitality industry and examines the negative transformation that has taken place from the past to its current state. Nowadays, high pressure, low wages, and a general deterioration of working conditions lead to an ever-increasing wave of turnover. Furthermore, it is discussed how the emerging Generation Z needs to be understood by their leaders and their values integrated into the corporate culture if the sector wishes to remain competitive. In addition, Fiedler's contingency theory, including its model, is examined, as this leadership's effectiveness is dependent on the internal and external situation. Finally, three propositions are presented to contribute to answering the main research question.

### 2.1. Purposeful Hospitality

Hospitality, an ancient concept that has evolved over the centuries, is undoubtedly challenging to define due to the transactional nature that permeates what is, in essence, a moral duty, yet also because of the multi-layered nature of commercial hospitality (Poulston, 2015; O'Gorman, 2009). Whether it be philosophical musings or well thought out leisure concepts, the definitions have varied frequently based on perspectives and morale (Prasad Joshi, 2017). O'Connor, (2005, p. 267), emphasised that investigating the historical roots of commercial hospitality has a practical value for today's hospitality industry as *'only once an understanding of hospitality's origins and its place in human nature is achieved can one expect to discover what hospitality means today, and more importantly what it will mean to those entering the industry in the future'*. Unchanged since the origin of the word itself, the initial idea of hospitality



is derived from the Latin word 'hospes' which indicates a relationship between host and guest in connotation to the ancient Greek culture where citizens frequently gathered in common locations to celebrate religious events, festivals and other occasions (Wich, 2019). The development of hospitable activities such as travel, wining, and dining of all social classes has been the subject of many publications that have been remaining a popular topic over time (Van den Eeckhout, 2013). However, as Wurst, (2011) remarked, the restaurant and hotel employees who make these experiences possible are typically overlooked. A study conducted by Zohar, (1994) revealed even then that the hospitality industry is recognised as being one of the most stressful occupations and is considered unpopular in career choices (Shariff and Abidin, 2017). Little has changed since then. This is particularly astonishing considering that the industry is involved in a majority of global commercial and non-commercial activities, resulting in the employment of one in ten persons worldwide (Witts, 2021). However, work conditions below average, overwork, minimum wages development and modern slavery appear to be the most common reality in the sector (Armstrong, 2016), which discourages new generations from entering the industry, considering that 29.1% of hospitality graduates leave the industry within ten years (Brown et al., 2014). In the corporate world, the mindset of achieving objectives, cutting costs, and making a profit has become more and more prevalent, as identified by Hutchison, (2021), and according to Baum, (2019), employees have started to be treated as commodities - replaceable, interchangeable, and discarded. While they should be the most vital organ of an organisation, as they determine its success or failure (Aynalem et al., 2016), which indicate the necessity to re-examine the nature of hospitality to fathom its appeal. Frequently, companies expect employees to perform at a constant, peak level, ideally adding great value at minimum cost. Investing in employees to improve their skills and experience often equates to lost time and money, as organisations do not have enough time to recoup their investment if the individuum in question leaves within a short period of time (O'Connell and Kung, 2007). This adds to the high turnover spiral that many organisations in hospitality face (Alonso and O'Neill, 2009). An examination of

changes in the international labour market by Pocock et al., (2005) has revived the notion that labour has, in fact, become a commodity, which contradicts the guiding principle of the International Labour Organisation in 1919 (Taksa and Groutsis, 2010). Once drained of energy and motivation, the individual becomes obsolete, easily replaceable by a fresh recruit to restart the cycle.

This examination suggests that when hospitality is redefined as a trait of personality, a moral virtue, possessed by some people more than others (Telfer, 2016), as a behaviour (Ariffin et al., 2013) and an attitude that gives guests the feeling of being welcome and safe (Lashley, 2007; Smith, 1994), it yields a renewed perspective with tantalizing ramifications for hospitality management. In the pursuit of a deeper understanding and a profound definition of the word hospitality certain distinctions which are at odds with each other, have to be clearly stated. Dutch theologian Henri Nouwen, (1975) described hospitality as the warm embrace of strangers who become friends, a relationship fostered by openness and generosity. Building further on this hypothesis by King, (1995), one can note the employer's obligation to create a trustworthy, open, and transparent work environment for employees to provide them with purposefulness. Hence, the hospitality industry needs to extend hospitality not only to its paying guests but also to its hosting employees, understanding their needs and wants and providing them with dignity in a safe environment that appears appealing to the prospective workforce. As such, the concept of commercial hospitality and the fundamentals of hospitableness stand in sharp contrast by economic motivations and the true genuine emotions such as amiability, fun, and generosity, which are essential to hospitableness.

## 2.2 Generation Z

This paper suggests that when naming a 'people' industry, the hospitality industry should be at the top of the list. It is an industry so heavily reliant on the interaction between guests and employees that few could argue against the notion that, indeed, employees are the business in the eyes of most guests (Kandampully, 2006). Although human capital constitutes an essential source of a company's competitiveness, sustainability, and survival (Gottfredson and Joo, 2012), the less glamorous aspects of hospitality such as low wages, staff and benefit cuts due to low margins and profit maximisation are not visible to many (Kilgore, 2005). Considering the ongoing and drastic labour and skills shortages (Janta et al., 2011; Pearlman and Schaffer, 2013), it is likely that this major problem in the hospitality industry will persist, if not get worse. This industry is the cornerstone of any country's economic growth (Saeed Meo et al., 2020); it should therefore be in everyone's interest to counteract this development. A significant contributor to this situation is the increase in demands by employees on their employers (Yun et al., 2006).

Generation Z now accounts for 32 per cent of the world's population (Sakdiyakorn et al., 2021) and represents the largest proportion of the workforce in the hospitality and tourism sectors and will account for more than 20% of the total jobs (Deloitte, 2017). While monetary incentives still present a strong driver for this generation, their motivational power frequently fades rapidly as other perceived attributes such as strong missions, purposefulness and shared values capture more and more attention in the labour market (Sorauren, 2000). With certainty, it can be said that the newer generations have a different attitude about work compared to the older ones (Saranya, 2020). By finding new ways of working that are not just about the company and the money, Gen Z will return the purposefulness that Gen Y talked about but failed to achieve (Gaidhani, D. L. Arora, et al., 2019; Smyer and Pitt-Catsoupes, 2007). To win the war for talent, this paper argues, that it is necessary to understand Generation Z, the dominating future workforce of the hospitality industry, as previous generations such as



Baby Boomers, Generation X and Generation Y still face high turnover due to older employees retire and leave, which poses a significant problem in this dynamic industry (Goh and Lee, 2018; Eversole et al., 2012). This is also described as the 'perfect storm' (Goh and Okumus, 2020). Workforce requirements in most industries adapt and change over time, with the hospitality industry being an exception and struggling to redesign its strategies in light of the changing age ratio of the available workforce (Solnet et al., 2012).

When an industry resists change, it often leads to employees voluntarily leaving the company in the future Srivastava and Agrawal, (2020). Currently, a major change occurs, with leadership positions increasingly occupied by young employees while older ones move into frontline positions (Solnet et al., 2012). This intergenerational hierarchical power shift will pose severe challenges as younger, less experienced employees with different character traits managing 'veterans' with a long career to show for (Solnet et al., 2012). According to (Yang and Guy, 2006), generational differences have already led to a mentality of 'us against them' in the past. Therefore, resentment, disrespect, and decreased motivation from the older workforce is expected (Mooney, 2016); however, the reality has to be accepted that younger employees will replace older workforce in the short term and form the new pillars of the hospitality demographic.

Leaders need to address the shift in labour demographic (Baum, 2010) and be ahead of the curve regarding innovation and a deep psychological understanding to bridge and eventually even positively harness the tensions that will inevitably arise between generations. Hence, leadership strategies need to be tailored to the employees, not to the leader's preferences. Especially in an industry so heavily influenced by employee attitudes and service quality, positive relationships within teams are of utmost importance (Ross and Boles, 1994). This is supported by academic research (Tulgan, 2013), which further suggests that a positive relationship between the leader and employees is essential for Generation Z. Moreover, perceived values such as universal

concern, cautiousness, commitment to genuine relationships, and determination serve as important inputs for shaping the workplace in the hospitality industry of the 2020s (Sakdiyakorn et al., 2021). Therefore, understanding the values that this younger generation attaches to individual work values is crucial for organisations, especially leaders, to overcome the intergenerational issues that an organisation faces (Acheampong, 2019; Chillakuri, 2020). This emphasises the necessity for prospective hospitality management graduates, who represent the future leaders of this industry, to have ethical knowledge to maintain an ethical work environment (Goh and Jie, 2019). Convincingly, (Mencl and Lester, 2014) argued that leaders in an intergenerational workplace need to be equipped with a style of leadership that is sensitive to the differences of each generation.

## **2.3 Leadership**

### **2.3.1 Contingency Leadership**

As mentioned in the previous chapter, issues in the hospitality industry are widely represented over a broad range of indicators and are deeply rooted in this industry itself. However, stakeholders' lack of shared accountability or recognition regarding their 'stake' in the industry's issues continues to be evaded, refused, and pointed to others. This cultural tone of neglecting the fundamental issues set by investors, owners, and leaders, results in the seamlessly never-ending problems of high turnover, shortage of talent, low job demand and recruiting, baring consequences that further expand the initial problem, such as low incentives for investment, both in companies and by extent, people, which Baum, (2019) has also investigated. As Kempster et al., (2011), argued, leadership requires greater attention if it is to be manifested in corporate directions to restore purposefulness. Hospitality organisations that employ an effective leadership style increase their growth and profits, translating into an improved productivity index.

In contrast, a lack of effective leadership can seriously impact employee morale, lead to lost hours and inefficiencies, and ultimately drive down the company's bottom line (Nwokorie and Onyeonoro, 2014) and the organisation's long-term performance (King, 2010). Hence, an adequate style of leadership is crucial to ensure and improve employees' job satisfaction.

First, it is useful to define the term before discussing leadership concepts. The term 'leadership' now appears in more than two hundred varying ideas, concepts, and definitions and goes back more than a hundred years (McCleskey, 2014). 'Hereditary Genius' by (Galton, 1869) was one of the first studies conducted on leadership, revealing a fundamental concept that would shape mutual perceptions about leadership for centuries to come (Zaccaro, 2007). The legacy of famous leaders and extraordinary individuals with a natural ability to inspire their followers, commonly known as the great man theory (Glynn and DeJordy, 2010), has continuously been studied throughout history to define, learn, and shape the concept of leadership (Gardner, 2007; Strange and Mumford, 2002; Adair, 2002). Biblical heroic names such as Julius Caesar, Alexander the Great, and Napoleon are quickly drawn upon when comparing history with a contemporary leadership theory (Bennett and Murakami, 2016). More aligned with current pivotal leadership attributes such as authenticity and ethics, one might find lines of comparison to individuals such as Confucius, Gandhi, and Jesus (Hunt and Fedynich, 2019). Firm conviction, dedication, and strategic thinking are commonly found attributes among the mentioned historical names (Olsen and Gray, 2011) and are frequently sought-after characteristics that shape the conception of contemporary leadership practices.

Leaders who recognise the personalities and character traits of their employees and subsequently identify opportunities to utilise those in work has been related to perceiving greater purposefulness (Steger, 2016; Matira and Awolusi, 2020). Moreover, leadership is essential, not an outdated concept (Hosmer, 1982), and like hospitality, the concept of leadership has evolved steadily over the centuries. Bass and Bass, (2009) predicted that modern leaders are on the path to replacing former, outdated leaders with



personality traits such as being adaptable, quickly reactive, and ingenious. Bass and Bass, (2009) predicted that modern leaders are on the path to replacing former, outdated leaders with personality traits such as being adaptable, quickly reactive, and ingenious. Bass, (2000) argued, however, that given the enormous variety of theoretical approaches and concepts, striving for a single correct definition of leadership is a futile endeavour as it depends on the individual's specific aspect and perspective of leadership as well as the field in which they operate. Considering the immense challenges, the sector and its leaders have faced recently (Ramachandran and Ruthramathi, 2020), Rothfelder et al., (2012) stated that 'doing it the way it was done in the past' is not a recipe for organisation's success. Instead, contingency, which means choosing an appropriate style of leadership for each different situation (Yang and Guy, 2006; Lord et al., 2001), may prove to be the answer.

Consequently, the contingency model of leadership has inspired and guided leadership research for over 30 years (Ayman et al., 1995). Its roots go back to the most complete form of contingency model introduced by Fiedler, (1978), which provides a conceptual framework to explain the impact of change-promoting conditions such as organisational turbulence, leadership experience, training and job rotation and the corresponding relational (relationship-oriented) or transactional (task-oriented) leadership style.

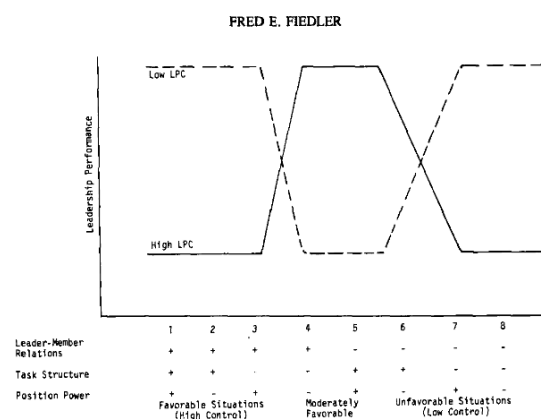


Figure 2: Fiedler, (1978, p. 74) Contingency Model

As mentioned before, contingency leadership is an effective approach to leadership that depends on specific circumstances of the situation a leader is in, such as their personality, characteristics of the task and followership that fits a dynamic industry that changes rapidly over time, such as the hotel industry Jago, (1982). The integrated approach in the dynamic interpretation of this theory claims that when the situation changes, the leader's performance and behaviour change accordingly (Fiedler, 1978). Additionally, Yukl et al., (2002) explains that the leader's behaviour typically varies from one situation to another, and it is suggested that general principles are not sufficient to restore purposefulness. A contingency leadership approach allows leaders to apply the appropriate style depending on the situation and subordinates, rather than focusing on a single leadership type (Solaja and Ogunola, 2016; Ulrich, 2001; Calhoun, 2005). A study conducted by McGaha, (2018) showed that Generation Z seeks leaders who are able to provide recognition and rewards for the work they perform and the achievement of goals, reflecting character traits of transactional leadership style. Contrastingly, Stephens and Carmeli, (2017) revealed that Generation Z desires the relational leadership which enables respectful engagement and caring and fosters a positive relationship between leader and follower and helps individuals develop purposefulness in their work. However, research has so far failed to adequately focus specifically on Generation Z's preferred leadership style (McGaha, 2018). Surprisingly, this generation has not been empirically researched so far, while studies have focused on comparing Baby Boomers with Generation X as well as assessing Generation Y's values and views in the work environment.

In conclusion, the hospitality industry has changed dramatically over time and many of the values that made it the profession it was meant to be, have been lost. Given this new generation's attitudes, values, and aspirations, it will be crucial for organisations to motivate and retain the upcoming workforce. Furthermore, to engage this generation's workers profitably, companies need to endorse and promote tailored leadership styles combined with new approaches to team structures to harvest optimal results for all stakeholders. Reflecting upon the aforementioned, the aim of this study is to understand

how Generation Z perceives leadership and whether a contingent approach can restore the purposefulness in the hospitality industry. Hence the following propositions were formulated:

**Proposition 1:** Relational leadership supports Generation Z's purposefulness within the hospitality industry

**Proposition 2:** Transactional leadership supports Generation Z's purposefulness within the hospitality industry

**Proposition 3:** Switching between relational and transactional leadership supports Generation Z's purposefulness within the hospitality industry

## **3. METHODOLOGY**

This paper seeks to understand how a contingency leadership approach supports Generation Z's desired purposefulness in the hospitality industry. For this purpose, a qualitative approach in the form of semi-structured interviews was utilised. More specifically, this chapter elaborates on the sample size parameters, data analysis, and benchmarking. In addition, the topics of validity and reliability, including the research's limitations and presumed bias, are explored, and ethical aspects are taken into account.

### **3.1 Data Collection**

#### **3.1.1 Research Design**

Two research approaches are generally available for data collection, namely quantitative and qualitative. It was decided to conduct qualitative research for this study to gather the necessary data and develop a comprehensive analysis of how contingency leadership can support Generation Z's purposefulness within the hospitality industry. It is difficult to capture the complexity of the phenomenon under examination in a quantitative approach, as the perceptions and preferences of leadership are expressed in many different elements and variables (Asrar-ul-Haq and Anwar, 2018). Furthermore, looking at the field of leadership studies, this approach is widely supported by many authors who praise its ability to provide detailed and insightful explanations regarding modern management practices and the current challenges they face (Bryman, 2004; Cassell and Symon, 2006; Symon et al., 2000).

It is important to note that the human and social aspect of this approach to research focuses on perception, particularly how experiences and impressions of the world change from person to person (Lanka et al., 2020). One of the advantages of the qualitative approach is its focus on developing an understanding of the context; in other words, it actively seeks to comprehend the beliefs, attitudes, and values within the context in which the research is being conducted (Azungah, 2018). Hyde, (2000)



argued that applying deductive procedures proves to be an essential step in ensuring the persuasiveness of qualitative research finding. Furthermore, a deductive approach enables more accurate, precise, and comprehensive definitions of the constructs under examination and allows for less biased, more coherent predictions to be made (Shaw, 2017).

### **3.1.2 Primary Data Collection**

According to Denzin and Lincoln, (2011), qualitative research employs various methods and research strategies, including interviews, which are incremental to its theoretical paradigms. Therefore, primary data, meaning data derived from original sources, was gathered through semi-structured interviews with participants, as this is a straightforward and more direct approach to collect rich and detailed data on a particular phenomenon (Barrett and Twycross, 2018). This approach to data collection used an open-ended question format that leaves a margin for possible deviations as well as follow-up questions (Sekaran and Bougie, 2019). Moreover, this method of in-depth interviews was used as a tool to obtain an understanding of the individual's inner processes and reflections, focusing on sensations, feelings and perceptions and how they relate to the external world (Sloan and Quan-Haase, 2017). Initially, all fifteen semi-structured interviews were planned to be conducted face-to-face to assess crucial non-verbal cues and to analyse body language. Yet, due to the COVID-19 pandemic, the interviews were shifted entirely to an online platform to avoid contravening the health authorities' recommendations. According to Gray et al., (2020), this method offers the researcher a convenient and cost-effective alternative to in-person interviewing without requiring respondents to travel to participate in the research. All interviews were conducted in *Microsoft Teams*, having a conversation with one interviewee at a time and driven by four questions that needed to be prepared in advance by the interviewees. As the first two interviews did not yield as much in-depth information as desired, a mixture of closed and open-ended questions, accompanied by

follow-up questions about 'why' or 'how' was used. According to Adams, (2015), half an hour was scheduled as the maximum duration to minimise interviewer and respondent fatigue. Since this research involves real individuals who may wish to remain anonymous, the researcher ensured their confidentiality. Kaiser, (2009) states that careful consideration of the research population and revision of the informed consent process preserves respondent confidentiality while presenting rich, detailed data. A consent form was utilised and signed by both parties prior to each interview to guarantee the ethical use of the data obtained and the anonymity of the research participants (Appendix 8.1). Without jeopardising the identity of the respondents or revealing identifiable elements, the researcher recorded the interviews for transcription, review, and analysis. By using the platform's enhanced video and audio functions, comparable outcomes to the face-to-face interviews could be obtained. Both parties were given the opportunity to choose their setting for the online interviews, allowing them to answer the questions in a trustworthy and comfortable atmosphere. The acquired primary data was stored under ethical aspects on the cloud storage of the researcher and in the research centre of Hotelschool The Hague. The whole process of data collection is underpinned by the Qualitative E-Research Framework, which enables the evaluation of adequate methods as well as a holistic approach to deciphering the interrelated features of research design in relation to studies related to online data collection (Salmons, 2014; Salmons, 2015). This framework is enticing for creative and reflective generations of researchers who aim to explore critical components in online interview research and their interconnections (Salmons, 2011). This research method features incredibly complex mechanisms; it is depicted as a circle to clarify that message (ibid).

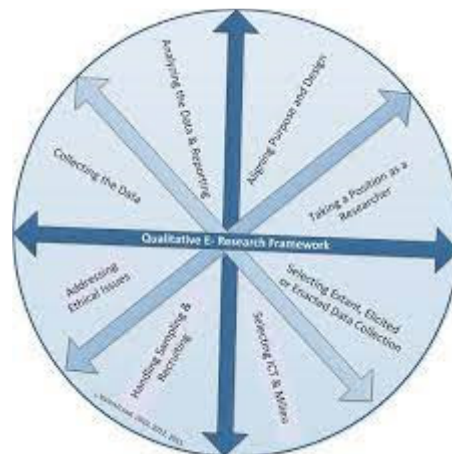


Figure 3: Salmons, (2014, p. 19) E-Interview Research Framework

### 3.1.3 Sampling Method

The population for this research included members of Generation Z, aged 20 and 25 and employed in the hospitality industry, bearing in mind that according to (Morse, 1990), the selection of the sample has a high influence on the quality of the research. As already mentioned in the chapter Problem Definition and Analysis and Diagnosis, Generation Z comprises about 74 million people entering the workforce as the next generation (Gabrielova and Buchko, 2021). This generation changed its requirements significantly compared to older age groups having several predefined ideologies concerning their workplace (Desai and Lele, 2017). The research conducted seeks to gather personal reflections and perspectives on a common phenomenon, leadership, including the preferred leadership traits of Generation Z and how the contingency approach could support purposefulness in the hospitality industry. The selection of suitable participants was divided into two parts. As there were insufficient resources and time to analyse the entire population, a pool of all possible interviewees within the researcher's existing network belonging to Generation Z and working in the hospitality industry was created at first. As the second step, the technique of purposeful sampling, representing a non-probability method, was used to reduce the number of respondents (Etikan, 2017). However, according to Sharma, (2017), purposeful sampling can be

very susceptible to researcher bias if judgments are poorly conceived or ill-considered. On the other hand, Collis and Hussey, (2013) concluded that it is more important to gain in-depth insights from the samples and emphasised instead that unbiased samples are unnecessary. As a result, clear criteria for the sample were established after the first round to reduce the number of interviewees, based on the objective of the study, covering different ages, positions, nationalities, and experiences within the hospitality industry. Each of the fifteen interview participants was thoroughly selected by the researcher based on the aforementioned criteria, with no exceptions made as this could have affected the final outcome. The final sample thus includes a balanced representation of men and women, different professions and positions in the industry, age groups, and cultural backgrounds. A clear overview of the interview participants can be found in Appendix 8.4.

### **3.2 Data Analysis**

In qualitative research, one of the most critical benchmarks is the reliability of measurements, which describes the degree to which a measurement method consistently yields the same results in repeated experiments (Neuendorf, 2008; Sürücü and Maslaci, 2020). Particularly when it comes to human coding, reliability is indispensable, as coding is a crucial step in data analysis that allows textual data to be organised and made sense of, while at the same time representing a central concern of most content analysis studies (Neuendorf, 2002; Basit, 2003). Therefore, similar open-ended questions were employed, and a uniform environment was created for the participants to ensure a high degree of reliability. The interview guide as well as an extract of these questions can be found in Appendix 8.2 and 8.3. Furthermore, according to Krippendorff, (2009), three reliability indicators have been identified, the essential one being stability. To guarantee fair and measurable outcomes, it is vital that processes were consistent and repeatable over time. Thus, consistency and avoidance of alterations in the data were crucial during the process. The researcher ensured the



stability of the data collected by the immediate transcription of the conducted interviews, which also represents the first step in the process of the qualitative data analysis according (Bailey, 2008). The accuracy of the transcripts was further enhanced by capturing the emotions expressed by the respondents. Once all transcriptions have been accomplished, the researcher created a coding table (Appendix 8.6) based on the first impression from the transcripts. Afterwards, the computer software NVivo was implemented to organise, analyse and gain insights on the unstructured data gathered from each interview individually. This software used frequency queries, text search queries and cross-tabulations to explore the data beyond what is possible manually. In addition, this approach avoids human error and minimises bias in coding the data and discovering new patterns. The researcher reviewed the findings once again, providing an opportunity to collect further data that may have been previously overlooked (Sekaran and Bougie, 2019). A mind map (Appendix 8.7) was then created to explore and visualise the existing relationships in the data that emerged from the interviews. Finally, conclusions will be formulated based on the information gathered. Figure 4 provides a complete overview of the codes in the NVIVO software applied to all transcripts.

### **3.2.1 Validity and Reliability**

There is often criticism that qualitative research lacks scientific rigour, that the methods used are not adequately justified, that the analytical procedures are not transparent and that the findings are only a summary of the researcher's personal opinions and prone to bias (Noble and Smith, 2015). Especially in semi-structured interviews, the researcher takes a very active role that can quickly lead to this bias, particularly if the researcher possesses a prejudiced opinion about the conclusion they want to draw from the study (Mack et al., 2005). Patton, (2002) explored that reliability and validity are vital components to be considered by any qualitative researcher when conceptualising a research study, analysing the results, and assessing the overall quality of the research.

Therefore, reliability and validity throughout the entire research period were essential to reduce the occurrence of bias. The concept of reliability involves standardised, unbiased data collection, analysis, and interpretation, according to Long and Johnson, (2000). Thus, a structured, thorough, comprehensible methodology has been developed to ensure a high level of reliability and address this examination's scientific worth and rigour. Besides, the standardisation of most of the questions during the semi-structured interviews further increased the reliability of the data. Furthermore, the interviews were video- and audio recorded as well as transcribed immediately after being conducted.

According to Mohamad et al., (2015), the term validity refers to the appropriateness of research methods, tools, processes, and values, including the collection and validation of data. Although a number of researchers in the field of qualitative research argue that the notion of validity is not pertinent to this research method, they have also acknowledged that it is crucial to apply some qualifying verification or measurement to their research (Golafshani, 2003). By including increased diversity along with a larger number of interviewees in this sample, the result was more objective and less biased towards a particular type of outcome, thus creating the foundation necessary for valid results. In addition, a higher level of validity was achieved by selecting a trustworthy sample group for data collection and applying strong research techniques during the process that have proven themselves in similar studies.

### **3.2.2 Limitations**

This examination presents several limitations with which the reader should be acquainted. First, although this research was driven by the participation of Generation Z respondents from a range of positions, nationalities, and backgrounds in the hospitality industry, significant limitations to the findings stem from the fact that most participants work in The Netherlands, more precisely Amsterdam. Furthermore, almost all respondents were employed in the same organisation, leading to poor external validity. While participants have been working in the organisation for different lengths

of time, they encounter and are impacted by the same leaders daily, who might have influenced their perspectives on leadership to the same extent. Additionally, this limits the respondents' leadership experiences, which is a relevant factor for this examination.

The second constraint of this research is that the interviewees do not represent the entire Generation Z, born between 1995 and 2010. The age range of 1997-2002 was deliberately chosen, and individuals born after 2003 were excluded since respondents were required to have sufficient formal work experience and interaction with leaders in the hospitality industry. Furthermore, the sample size of fifteen participants might not be large enough to cover a wide range of opinions, thus reducing the significance of this study to describe the phenomenon of interest adequately. In addition, a small sample size in combination with the focus on a single organisation significantly impacts the generalisability of the study and the reliability of the research results, as it increases the variability. According to McIntosh and Morse, (2015), a sample size of 30 individuals is the recommended minimum number for semi-structured interviews to be meaningful.

Third, the existing literature does not consider the data collection method reliable and trustworthy (Rose and Johnson, 2020; Cypress, 2017; Leung, 2015). Pratt et al., (2020, pg. 6) even contended: *'even if one shared every question asked during an interview, perfect openness would not lead to perfect replication in terms of the exact same data being collected.'* However, compared to other methods, interviews have inimitable qualities that make them superior (Adhabi and Anozie, 2017), and numerous other studies have proven that interviews are a reliable method of data collection for gathering in-depth information about the phenomena under investigation resulting in fruitful research approaches (Knox and Burkard, 2009; Silverman, 2020; Majid et al., 2017).

Further, the participants' responses might have been influenced by the interviewer's behaviour and appearance, as the sample was composed of the researcher's network. As the researcher was employed in the same organisation, their experiences and opinions

about the leaders could have compromised the objectivity. In addition, respondents might have reacted differently or even distrusted the researcher for fear that the results might have been passed on to management. Equally, there was a possibility that some candidates were uncomfortable with the fact that the interviews were video- and audio recorded, which had a negative impact on their answers or led to non-verbal cues being missed or ignored entirely. Connection difficulties interrupting the conversations could have prompted respondents to make their answers as short and concise as possible.

Finally, this examination was carried out during the COVID 19 pandemic, which might have affected how respondents viewed their prospects and leaders in the hospitality industry at that time. According to (Dubey et al., 2020), these challenging times have created a threat to job security among employees, resulting in anxiety and depression.

### **3.2.3 Addressing Ethical Issues**

It is critical to address ethical principles and demonstrate ethical sensitivity as they provide guidance to the researcher in facing both the initial and ongoing challenges that emerge from conducting qualitative research to achieve its objectives and safeguard the participants' rights (Orb et al., 2001). As personal data was collected during the interviews, an informed consent form regulating ethical data management was provided (Salmons, 2014). Informed consent is a theory created by society, which makes it prone to the impact of social change, and once a consent form is signed, what are frequently considered complex social constructs that are not easily quantifiable are locked in a contract under highly technical conditions (Miller and Boulton, 2007). To protect the privacy and confidentiality of the data collected in the interviews, the researcher anonymised personal information as much as possible by using name abbreviations and removing identifiers (Bolderston, 2012). According to (Hookway, 2008; Kelly, 2009; Stewart and Williams, 2005), anonymity in qualitative research is a guiding principle and thus an essential ethical concept. Yet, one that cannot be fully achieved as



contributors in the research process are considered a menace to 'internal confidentiality' and people involved with the research environments may also be able to identify participants and venues through inference (Saunders et al., 2015). Therefore, the researcher treated the sensitive acquired data with integrity and allowed the participants to review the transcripts before data analysis to remove elements if preferred.

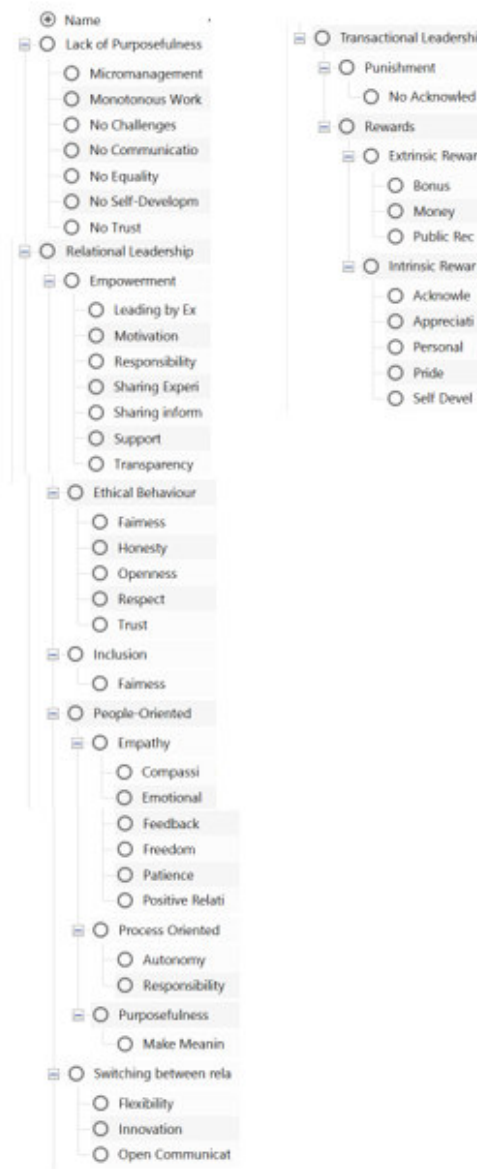


Figure 4: NVIVO Codes

## 4. FINDINGS

This chapter reflects on the analysis of the interviews and restates the propositions to present the findings at a high level of research. Two different leadership styles are the focus of this chapter, namely relational and transactional leadership. In addition, the implications of switching between both approaches are analysed to see if this will increase Gen Z's desired sense of purposefulness. Five main components of the relational leadership style will be examined. In contrast, the main features of transactional leadership - punishment and reward - are compared to monetary compensation. A total of 49 key terms were extracted from the interviews. Moreover, relevant quotes and keywords were selected and highlighted to compile the results of the interviews; Appendix 8.5 contains the full transcripts of the interviews conducted, and Appendix 8.6 the summary of the coding table. Finally, the research is concluded with a synthesis of the results.

Compared to previous generations, Gen Z employees manifest a frequent demand for elements such as fulfilment, individuality, and a sense of pride, a tendency due to increasing importance and search of a strong value set at work. As a result, they strive to find organisations whose values align with their own. However, the overwhelming complaints about '*salary*' (P) (F), '*long working hours and irregular*' (P), '*high turnover and retention of staff*' (J) (P) (P), '*stress*' (J) (P) (B) (J), and a '*bad reputation*' (F) (P) make them reluctant to work in the hospitality industry. For example, when *Interviewee J* was asked how Generation Z currently perceived working in the hospitality industry, the answer was:

*'I've read in the news that actually the Dutch educational programs, the MBO programs, they had a decline of around 70 to 75% in applications. '*

The existing literature supports these issues that prevent Generation Z from entering the industry or making them leave after a short period (Goh and Lee, 2018; Solnet et al.,

2012; Barron et al., 2014). For decades, these have been relevant and recurring challenges faced by this sector.

**Proposition 1: Relational leadership supports Generation Z's purposefulness within the hospitality industry.**

Komives et al., (2013) described empowerment, ethical behaviour, inclusion, process orientation, and purposefulness as the key elements of relational leadership. The findings showed that the respondents' feeling of purposefulness at work increases when they are **empowered** by their leaders in their actions.

*'So instead of giving me answers, they give me some advice. So, I find that empowerments really works.'* (Interviewee A)

*'I think that it's valuable for both for the company that you're working in, but also for yourself, obviously, to get this empowerment. '* (Interviewee J)

Interviewees repeatedly mentioned, that this generation desires leaders who support the initiative to tackle problems themselves rather than instantly provide them with solutions. Empowerment can flourish this Gen Z's capabilities and enable them to overcome and continuously develop their personal or professional selves. For example, Interview F mentioned:

*'Because that's what you need to be able to do as a leader. Empower your people as well to work and to be productive because they actually want to be, not because you are there behind them.'*

Furthermore, the findings revealed that the respondents value leaders who demonstrate **ethical behaviour** at work. Attributes such as 'fairness' (A) (J), 'honesty' (A) (F) (H)

(J), 'openness' (J) (P) (A) (J) (F) and 'respect' (P) (F) (D) (P) (N) (B) (J) were frequently mentioned during the conversations. However, a key finding of this study expressed in almost all interviews was Generation Z's desire for **trust**, which promotes ethical behaviour indirectly according to Brien, (1998). Participants stated that they seek trust that goes both ways, which means that employees trust their leaders and leaders trust their employees.

*'I have the feeling that they really trust me and have faith that I deliver and that that gives me the feeling of purpose currently... and by knowing that they trusted my skills, made me trust myself even more, and my dedication towards the company grew massively.'* (Interviewee J)

*'So, I think as a manager, as a leader, was very open and taking things on board, but also because there was this trust. The decision that was made at the end of the day was had the team's full.'* (Interviewee J)

When there is such a synergy, leaders are more likely to empower their employees to make their own decisions, and employees have the confidence and courage to make them, returning to the point that empowerment fosters Generation Z's purposefulness. The findings of the chapter 'Analysis and Diagnosis' in this examination, which noted that creating a work environment based on trust, openness, and transparency provides employees a purposefulness, support this argument.

Moreover, Generation Z represents the most diverse and connected generation that has been encouraged to question the norms set by the society (Kirchmayer and Fratričová, 2020; Magano et al., 2020). Therefore, it is not surprising that various respondents considered '**inclusion**' (P) (N) (F) in the workplace significant for increasing purposefulness and demanded leaders to adopt an appropriate strategy. The findings suggest that this generation acknowledges the benefit of diversity in the workplace, as four of the interviewees mentioned, since the contribution of diverse perspectives offers more insights and ideas than a homogeneous group.

*'I think a leader in this time period and for this generation was open for everybody inclusive.'* (Interviewee P)

*'I think identity is becoming a very important thing in my generation. And so being able to express your identity and being very inclusive.'* (Interviewee N)

In addition, Generation Z strongly believes 'equality' (P) (J) (D) (N) (R) (K) (B) should be ubiquitous, regardless of position or predilections. Although, as mentioned initially, another component of relational leadership is to be process-driven. It became evident during the interviews that Generation Z favours a leader who is **people-oriented** rather than **process-oriented**, as they favour engaging with people themselves. For instance, Interviewee H mentioned:

*'I feel purpose in my job whenever I can make other people happy and can make their life a little better.'*

Regardless of the leadership approach, most respondents concurred that 'communication' is another vital aspect for Generation Z and that today's leaders struggle with it since more attention is paid to results rather than people.

*'And there's only room for results, not relationship and communication.'*  
(Interviewee R)

Leaders who consistently display **empathy** in the workplace provide a powerful tool to increase the purposefulness of Gen Z employees. Previous studies have already examined the importance of empathy in the workplace in dealing with generations, as each generation brings different characteristics than the previous one (Greenockle, 2010; Wibowo, 2021). For instance, Interviewee F stressed the importance of leaders displaying 'more empathy and being inclusive rather than just focusing on profit.' Additionally, Interviewee D highlighted:

*'I think empathy is the biggest thing, just really putting yourself in someone else's shoes and really understand.'*



Both statements demonstrate the importance Generation Z attaches to empathy among leaders.

Finally, three respondents also claimed that it is essential for them to have meaningful work and create '*meaningful tasks*' (J) to '*contribute to a bigger picture*' (P) to increase the feeling of **purposefulness**. For instance:

*'Purposefulness, I'd say it's really feeling a sense of meaning in your work.'*

*(Interviewee P)*

*'I see purposeful career that actually facilitate meaningful work within their career.'*

*(Interviewee F)*

**Proposition 2: Transactional leadership supports Generation Z's purposefulness within the hospitality industry**

Even though Generation Z claims that leaders should focus on their employees instead of having a money-driven attitude, they describe themselves as a money-oriented generation.

*'I don't want to bring the money again, of course, but at the end of the day, no one works for free.'* (Interviewee R)

*'I think I think salary is a is a big part of what keeps you motivated, and I think also seeing the need to actually be rewarded through money is very important.'*

*(Interviewee P)*

Nearly all respondents indicated salary as their main incentive towards work. This claim is consistent with the strictly exchange-based leader-follower relationship, which aims to enhance performance by providing explicit targets and tangible rewards, assuming that the follower has only materialistic needs (Prasad and Junni, 2016).

According to the interviewees, Generation Z is now in a stage of life where money becomes an important factor in developing and coping with the ever-increasing cost of living and aims to *'earn a living, a good quality living'* (K). For instance, to be able to pay the *'rent'* (J) and perhaps one day take out a *'mortgage'* (P). On the one hand, it emerged from the analysis that the respondents favoured a few characteristics of the transactional leadership approach as almost all participants stated that they require extrinsic motivators such as *'monetary rewards'* at work. In a discussion about what encourages Generation Z, statements like the following were frequently mentioned:

*'And I mean, a reward of course, especially if it's money.'* (Interviewee R)

*'I think also seeing the need to actually be rewarded through money is very important.'*  
(Interviewee P)

*'I think rewards, let's say in a monetary in a very practical sense.'* (Interviewee J)

On the other hand, another critical aspect of transactional leadership worth mentioning is that the majority of participants have a negative view of punishment and see it as detrimental.

*'I don't like the idea of punishments in that case. Because I feel like you must be allowed to make mistakes in order to learn from them.'* (Interviewee D)

The interviewees seek encouragement to make mistakes (Eckleberry-Hunt et al., 2018) and to discuss them with their leaders to learn without being punished, *'as this would lead to leaving the industry'* (N). Hence, this part of the transactional leadership style does not work with this generation. Moreover, not being *'acknowledged'* (A) (N) (N) (R) (B) (J) by leaders was commonly described by participants as a punishment that was overly common in their work in the hospitality industry. A further aspect that connects Generation Z to this leadership method is that many respondents desired concrete expectations and goals from their leaders. Once this is clarified, however, *'autonomy'* and *'responsibility'* to explore and grow during this process were demanded

by almost all interview participants from their leaders. In other words, micromanagement is unpopular among the participants as it does not engender trust in the followers and thus decreases Generation Z's desired purposefulness. Furthermore, this generation desires to be '*led by example*' (N) and receive '*recognition*' (F) (R) (J) (P), rather than being led by an '*outdated leadership*' (F) (K) (J) approach that is no longer applicable to their generation such as the transactional one.

*'I think getting the recognition you deserve, what you think you need at that point, is definitely a reason why you feel purpose' (Interviewee P)*

*'So even if you have certain kind of activities, which you necessarily don't directly see the impact of, but you get like a good recognition from it from your leader that at that point, I think the sense of purpose will go up as well.' (Interviewee P)*

However, as discussed at the beginning of this chapter, this generation is rather money-driven. Therefore, one could argue that the transactional leadership style, which focuses on rewards rather than punishments to demonstrate increased recognition for employees' achievements, supports Generation Z's desire for purposefulness.

### **Proposition 3: Switching between relational and transactional leadership supports Generation Z's purposefulness within the hospitality industry**

Generation Z lives in a rapidly changing world where the hospitality industry needs to become accustomed to the ongoing developments. For leaders, it is imperative to address these uncertainties and facilitate '*adaptability*' (P) (A) (F) (R) (B), and '*innovation*' (A) (N) within their organisation. Participants mentioned during the interview, for example:

*'the adaption of your leadership style to deep dive different situations and different people is still fundamental.' (Interviewee F)*

*'I think, leaders should be a lot more flexible these days.' (Interviewee N)*

*'I think one of the things is to be flexible and to be able to adjust to situations and challenges.'* (Interviewee N)

Leaders need to regularly adjust their approach to this generation's characteristics to ensure the desired purposefulness. *Interviewee B* stated:

*'That we are all different. Yes. Everyone needs to be led differently as well. So, that one leadership style won't work on the whole team...I mean, if you want to get Generation Z to work for you, yeah. Start adapting.'*

Based on the findings of this examination, most members of Generation Z prefer leaders who are aware that this generation is the most racially and ethnically diverse generation and who adapt their leadership style accordingly.

*'It's a kind of a very diverse work, where you work with people in different ages, customers and all sorts of workers. I would say it's facing the challenges of organizing a group of people good working together.'* (Interviewee N)

Moreover, each employee has their own preferences and needs in a leader. *Interviewee K*, for instance, stated that *'relational and the transactional with focused on rewards'* is the preferred leadership style, and *Interviewee P* desires to *'be able to express our personality'*. During the interviews, different leadership approaches were discussed, with one factor being recurrent among all participants - having a *'positive relationship'* with the leader to increase purposefulness. Generation Z's quest for positive relationships in the workplace was additionally empirically proven by a study by Laudert, (2018). Transactional leadership is focused on the exchange and not on relationships, whereas a component of the relational leadership approach is people orientation. Therefore, a balance of structure and focus on meaningful relationships makes both leadership styles an appealing proposition for Gen Z. This adaptive leadership approach has also the potential to bridge intergenerational gaps between older generations and Generation Z, as described in a previous chapter.

In conclusion, relational leadership emphasises Gen Z's need to be empowered and led by ethical and inclusive leaders they can trust. Rather people-oriented than process-oriented leaders who highlight empathy are generally favoured by this generation. Furthermore, when analysing transactional leadership, the findings show a rejection of punishment, while this approach's monetary and reward aspect is highly valued. Lastly, the findings conclude that an appropriate and adept switching of leadership styles depending on the internal and external situation positively impacts Generation Z's purposefulness in the hospitality sector.

## 5. DISCUSSION

In this study, Generation Z's perspective on purposeful hospitality and leadership was examined through interviews. The results highlighted several vital elements. Furthermore, the findings of this analysis emphasised the leadership styles which support this generation's desired purposefulness in the hospitality industry. As aforementioned, after finishing their studies, 29.1% of graduates leave the hospitality industry within ten years (Brown et al., 2014). To avoid a further increase in labour and skill shortage and a high turnover, it is crucial for this sector to overcome pertinent and perennial issues such as lack of purposefulness, accommodating an outdated leadership approach that is inappropriate for new generations, and the limited longevity of hospitality graduates as the difficulties identified discourage Generation Z from pursuing their careers in the hospitality industry. Furthermore, employees' perceptions of and demands on leadership have been changing from generation to generation. While Generation Z shares various characteristics with Millennials, it also introduces new behavioural patterns (Iorgulescu, 2016) and unique traits shaped by their experiences, which need to be understood by leaders (Gabrielova and Buchko, 2021). This paper argues that in the new world of work, characterised by a pandemic and a workforce made up of five generations with the emerging Generation Z seeking purposefulness, the notion of what makes a good leader is in a state of transition.

When considering Generation Z's inclination between process and people, the findings support a clear direction towards the relational leadership style favouring people-orientation and communication, emphasising relationship building and meaning. These outcomes are supported by existing research Goh and Lee, (2018), which highlighted that Generation Z values the hospitality industry, a people-driven sector that offers the opportunity to interact with people from different cultures. Contrastingly, according to the findings of Gaidhani, L. Arora, et al., (2019), Generation Z is more individualistic, self-determined, acquisitive, and demanding and was referred to by Dangmei and



Singh, (2016) as the Do-It-Yourself generation. Attributes that are not necessarily associated with being people-oriented. The research conducted in this paper, however, demonstrated that Generation Z indeed favours interpersonal engagement with people as it supports their feeling of purposefulness. Moreover, since Generation Z is the most diverse generation in living memory, it undoubtedly impacted the extent to which they value equality and inclusion and how they believe leaders need to perform. This examination showed that Generation Z prefers leadership attributes such as trust, empathy, and ethical behaviour on the part of leaders. In combination, these qualities are enablers to build a more personal relationship, using open communication as a foundation. The importance of ethical behaviour is supported by Mostafa and Abed El-Motalib, (2020) who argued that a greater purposefulness at work results from leaders' ethical behaviour. Additionally, the findings confirm Entina et al., (2021) statement that Generation Z is motivated by ethical behaviour, humanistic values, and morals more than any other generation.

In regard to meaningfulness, on the one hand, participants claimed to seek meaning in their work and tasks to contribute to society to increase their feeling of purposefulness. On the other hand, according to Arar and Yuksel, (2015), this generation is not concerned about important issues. This statement aligns with Acheampong, (2019) work that Gen Z has a global mindset with a profound interest in environmental issues and social justice. Additionally, Seitz et al., (2014) claimed that they aim to contribute to society's sustainable development. However, this contradicts the scientifically proven statement by Gaidhani, L. Arora, et al., (2019) that this generation does not care, which was made earlier in this chapter. As highlighted in the findings chapter, Gen Z strongly believes in empowerment and the autonomy, responsibility, and value that comes with it. These findings are supported by academic literature where Muogbo, (2013) discovered that empowerment creates a sense of belonging and pride in the workforce. Values that, in turn, foster purposefulness among Generation Z. Furthermore, the findings provide a significant point of contention with previous studies, giving ample evidence that some aspects of the transactional leadership style

are favoured by the emerging Generation Z, who indeed seem to place a high value on monetary compensation. Studies by Dangmei and Singh, (2016) validate the findings of this paper, as they described that Generation Z is more motivated by money. More recent studies, however, claimed that this generation values attributes such as strong missions, purposefulness, and shared values in the workplace more than money (Seemiller and Grace, 2016; Sorauren, 2000; Goh, 2018), leaving significant room for discussion and research on the topic. Contradictions in academic literature and research frequently occur at this stage, considering that Generation Z presents the youngest group in the workforce. As a result, there is currently little academic literature on these phenomena, which, on top of that, argue about the characteristics of this generation. Moreover, the findings are influenced by global academic trends such as high inflation and the uncertain economic outlook caused by the current pandemic, which further destabilise low-wage sectors such as the hospitality industry (Awaliyah et al., 2021). Therefore, monetary compensation appears to be increasingly relevant for Generation Z. Lastly, on transactional leadership, the research conducted found a strong aversion to punishment while seeking the responsibility and liberty to make and learn from mistakes.

Ultimately, the data findings confirmed what has already been discussed in the academic literature. It is evident that previous experiences with leadership at the workplace form a set of pre-existing beliefs on which Generation Z bases their conscious and unconscious decisions about their preferred leadership style.

Additionally, leaders need to be able to manage a variety of employees possessing differing qualities, competencies, behaviours, and values, as this generation is the most diverse one. The value of contingency leadership has thus been proven, as the switching between relational and transactional leadership provides room for adaptability and enhanced performance of leaders, increasing the opportunity for young workers to find purposefulness in hospitality again.

## 6. SOLUTION

Up to this point, the focus lay on the theoretical implications of this examination; that said, converting this knowledge into a practical solution will enable hospitality leaders to change the status quo. According to the research conducted, the obstacles exposed are a lack of leadership skills combined with outdated, inappropriate approach that does not support Generation Z's purposefulness. To address this issue, raising awareness and educating leaders how to implement a contingency approach presents an adequate solution. For this purpose, a workshop was created, as leaders need to rethink their practices and adapt their leadership methods.

### 6.1. Design

According to Easterday et al., (2014, p. 320), the design phase of the design-based research process involves *'focus the problem, understand the problem, define goals, conceive the outline of a solution, build the solution, and test the solution. focus the problem, understand.'*

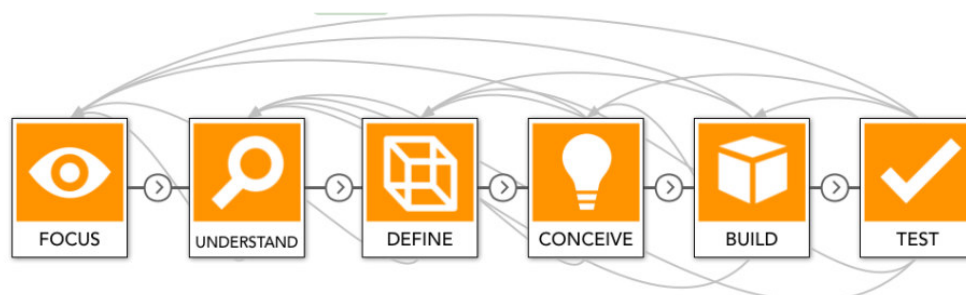


Figure 5: The 6 iterative phases of the design process (Easterday et al., 2014, p. 319)

### **6.1.1. Focus and understanding**

The solution was designed for leaders in the hospitality industry and addresses the issue of Generation Z's lack of purposefulness. This is captured under the topic of changing and adapting an outdated and inappropriate leadership style to a young and diverse generation, the limited longevity of hospitality graduates and the identified challenges that prevent Generation Z from pursuing their careers in the sector. Furthermore, it also affects every employee of a different generation working in the sector, since as mentioned in Chapter 5, the workforce is nowadays composed of up to five generations.

### **6.1.2. Define**

*'Defining means converting an indeterminate problem, which has no solution, into a determinate problem that can be solved'* (Buchanan, 2001).

Like many other human qualities, leadership lies in the eye of the beholder - especially in the eye of the generation being led. This statement highlights that it is the employees who are best placed to judge the effectiveness and impact of leadership styles, as opposed to the leaders themselves, whose process of adaptation ultimately begins with awareness. According to Tekleab et al., (2008), awareness of one's leadership yields benefits such as effectiveness and follower satisfaction. One issue repeatedly mentioned in the interviews was that hospitality leaders lack certain skills to enhance Generation Z's desire for purposefulness and/or embody an outdated and inappropriate leadership style. Therefore, supporting their process to become more aware and learn how to foster purposefulness is an organisation's responsibility (Brownell, 2010), which in turn benefits from nurturing leadership skills (Goh and Okumus, 2020).

*'Learning to become an effective leader is like learning to play music: Besides talent, it demands persistence and the opportunity to practice.'* (Connerley and Pedersen, 2005, p. 9)

Leaders who apply contingency leadership are given access to various tools that enable them to make a significant impact in different situations. Considering the rapidly shifting, complex environment in which they operate, leaders in the hospitality sector need to be aware of and incorporate a contingency leadership approach. One option for this transformation is the adequate and widespread implementation of training within the industry. Training is a systematic approach to development and learning, resulting in crucial advantages for individuals, teams, organisations, and society (Aguinis and Kraiger, 2009). Moreover, according to Fritz and Brown, (1998), successful leaders are not produced by experience on the job, they require training. The intervention aims to raise leaders' awareness of their approach and evaluate their strengths and weaknesses regarding relational and transactional leadership, whereby the focus is only on reward, not on punishment. Additionally, it educates about the contingency theory and how adopting this approach supports Generation Z's purposefulness within the hospitality industry.

### **6.1.3. Conceive**

In this phase a theoretical product was developed (diSessa and Cobb, 2004). According to Fraser and Simkins, (2016) workshops present a practical and stimulating training method. Continuing the progress of the solution idea, Generation Z interview participants were contacted. The purpose was to determine whether they considered the proposed solution feasible for hospitality organisations and leaders. Furthermore, questions were answered such as whether there is general interest among their leaders for training, whether their organisation offers leadership training, and if so, what the average participation rate is. In addition, their opinions were sought on whether or not they felt that leadership training in the form of a workshop would help to address their leaders' lack of skills in supporting purposefulness within. The resulting face-to-face conversations revealed a 100% agreement that a leadership training workshop will in

fact raise their awareness of their leadership style, enlighten them about the contingency theory and teach leaders how the application of this approach will support their purposefulness.

To fit into the busy schedules of operating hospitality businesses, it is sufficient for each leader to attend the workshop once. The workshop's content includes:

- An explanation about the urgency of adopting this leadership approach to raise awareness.
- Reasons behind it .
- Instructions and material on contingency leadership.
- Evaluation of leadership styles
- Group work and exercises.

A leadership expert from the organisation itself leads the session. However, to enhance the impact of this training, room for discussion and problem-solving is provided to allow leaders to reflect on their journey and share experiences. During the conversations with the interviewees, it was suggested to also offer Generation Z the opportunity to participate in the workshop, as the solution aims to support their purposefulness.



## 6.2. Implementation

### 6.2.1. Build

Following the conversations with Generation Z and leaders during the dissemination moments, their feedback was taken into account and the workshop was adapted accordingly. Please refer to Appendix 8.10 to view the complete PowerPoint presentation created for the workshop.

An email with possible dates for the workshop will be sent to all leaders beforehand using the App '*Datumprikker*'. Afterwards, the leadership expert will select the date accommodating the most participants to conduct the workshop.

### 6.2.2. Test

*'In the test phase, designers evaluate the efficacy of the solution '* (Easterday et al., 2014, p. 320)

To measure the efficacy of the workshop, each participant will be invited to set goals that they would like to achieve personally. As the researcher will continue to work at The Student Hotel, she will play an active role by attending the workshops to see if the participants have achieved their goals by the end. Moreover, the researcher will assess two KPIs for measurability, namely achievement and popularity. Achievement will be evaluated by whether the leaders have met their personal goals, and popularity will be assessed by the number of leaders signing up for the workshop. Combining the above evaluation tools will yield an overall perception if the workshop has achieved the desired outcome regarding leaders adopting a contingency leadership style to support Generation Z's purposefulness.

### **6.2.3. Risk**

Potential risks need to be contemplated when implementing the solution. Firstly, as the workshop might be voluntary, depending on the organisation's approach, low participation among managers might occur, finding their schedules too busy and the interest and acceptance in changing their leadership approach too low. The only incentive for attending the training workshop is the leader's interest in increasing awareness and improving methods to support Generation Z's purposefulness. Moreover, many hospitality organisations currently do not have sufficient resources for training (Rosenbaum and More, 2021), considering the impact of the pandemic on revenue generation, occupancy rates, and customer turnover (Bello and Ojo, 2021). Therefore, organisations might not see the urgency of spending money to implement leadership workshops.

Nevertheless, during the third dissemination moment, it became evident that the 'Leadership and Development' team of the organisation where most of the interviewees were employed was interested in the content created for the workshop. In addition, the approval of some leaders and interviewees of the same organisation indicated that the risks are somewhat limited.

## **6.3. Evaluation**

When organising a workshop, an effective evaluation assists in gaining insights into the planning, set-up, implementation, and whether components need to be changed or adjusted (Ayers, 2019). To measure the impact of the workshop, a collaborative approach based on the ADKAR change management model will be utilised (Karambelkar and Bhattacharya, 2017). Based on a goal-oriented approach, this model highlights five milestones an individual needs to achieve for change to be successful, namely 1) awareness; 2) desire; 3) knowledge; 4) ability; and 5) reinforcement (Glegg et al., 2019). The primary evaluation will be a before/after assessment to determine if

leaders have successfully adapted a contingency leadership style to support Generation Z's purposefulness within the hospitality industry. Consequently, a five-question survey on individual readiness for change based on the model to explore these milestones will be developed and emailed to all stakeholders two weeks before and four months after executing the workshop (Appendix 8.8 and 8.9). The inclusion of open-ended questions in the survey will assist in identifying and targeting obstacles and facilitators to enrich a successful delivery of the workshop. This targeted and effective form of communication will build **awareness** among leaders and employees (focusing on Generation Z) to inform about the reasons behind the upcoming workshop and its benefits (Ophilia and Hidayat, 2021). Elucidating the urgency of the workshop as an introduction in the first survey will create a **desire** among leaders to sponsor the workshop actively and effectively (Hiatt, 2006). Furthermore, all stakeholders will be engaged in the process at an early stage and remain involved after the workshop has been held. The second survey will determine whether leaders have developed the necessary **knowledge** to adapt a contingency leadership style and whether there is a need for the leadership to offer one-to-one coaching. Beyond theoretical knowledge, the second survey will determine the extent to which leaders in transition and future phases have the **ability** to implement skills and behaviours required for this new approach and whether further coaching and feedback will be needed by the leaders (Boca, 2013). After assessing the two surveys, the organisation will evaluate the workshop's effectiveness and share the results with all stakeholders involved to celebrate the expected success and **reinforce** the change so that it lasts.

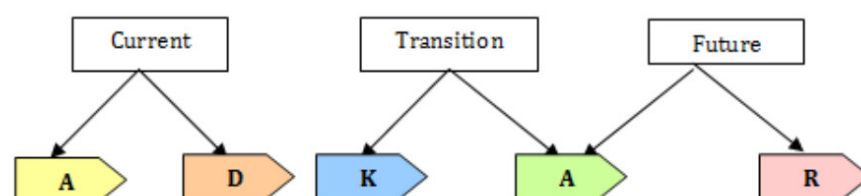


Figure 6: ADKAR harmonisation with the current transaction and future states (Boca, 2013, p. 248)

## 6.4. Dissemination

According to Marín-González et al., (2017), effective dissemination through sharing the research findings is crucial for ensuring that the study has an economic, political or social impact. Consequently, the researcher passed the work on to individuals within the hospitality industry who would be a part in implementing the solution if it came to fruition. The **first dissemination point** was a consultation with some interview participants to hear their opinion about the developed solution. The conversations included answering questions that helped determine a general feasibility of implementing the workshop and adapting the solution based on resulting feedback. The **second dissemination moment** was with two leaders of The Student Hotel, namely the General Manager and the Assistant General Manager, as they were already part of the researcher's network and presented a great opportunity for a straightforward conversation about their opinion and assessment of the feasibility of the solution in the hotel (Appendix 8.11). The **third dissemination moment** was sharing the workshop content with the Leadership and Development team of The Student Hotel to consider incorporating it into their existing workshops.

The dissemination of the work contributed to the reflection of the research and the evaluation of the solution by adding the feedback elements.

## 6.5. Future Research

Generation Z has become the focus of attention increasingly. Soon, the representatives of this generation will become the adults holding leadership positions themselves and have a more significant impact on the future of the hospitality industry. While leadership comprehension and development are vital to support purposefulness, understanding whether Generation Z's leadership preferences continue to apply in the future is essential as some of them are still at the beginning stages of their careers (Elias et al., 2021). Therefore, a more in-depth analysis in the form of statistical tests is

recommended using a larger sample and scope to quantify the collected findings before attempting to generalise them. The key perceptions of Generation Z on leadership identified in this examination can provide the framework for the questionnaire of the subsequent quantitative research. Including Generation Z members from other hospitality organisations in multiple cities reduces the subjectivity and bias as well as the geographic limitation of this study. Nonetheless, the explorative framework employed in this research represents a crucial step in gaining scientific insight into Generation Z's underlying pivotal beliefs about leadership in the hospitality industry and how these support their purposefulness.

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## 8. APPENDIX

### 8.2. Informed Consent Form

Title of the research project

I, the intended research participant, have read the information for this project. I was given the opportunity to ask additional questions. If I had any questions these have been answered to my satisfaction. I have had enough time to decide whether or not I wish to participate.

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

I understand that some people have access to my personal details. These people have been mentioned (in the information etc.).

I consent to the use of my details, for the purposes that have been mentioned in the information/information letter.

I consent to my details being kept for further analysis (if applicable) for a maximum of 15 years after this research project has ended.

I hereby give my informed consent to take part in this research project.

Name of participant:

Signature:

Date :\_\_ / \_\_ /

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I, the researcher, confirm that I have fully informed this participant about the above research project.

If any new information arises in the duration of the research project that could potentially influence the participant's consent, I will inform the research participant.

Name of researcher (or his/her *Sabrina Weiss*  
Date: *18 / 10*

*Weiss*

representative): Signature: /

Additional information has been provided by (if applicable):

Name:

Occupation:

Signature:

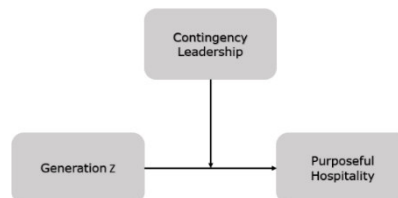
Date: \_\_ / \_\_ / \_\_

..

## 8.3. Interview Guide

### Main Research Question

*An exploration of contingency leadership supporting Generation Z's purposefulness within the hospitality industry*



**Proposition 1:** Relational leadership supports Generation Z's purposefulness within the hospitality industry

**Proposition 2:** Transactional leadership supports Generation Z's purposefulness within the hospitality industry

**Proposition 5:** Switching between relational and transactional leadership (support / undermine?) Generation Z's purposefulness within the hospitality industry

### Introduction Key Components

- Thank the interviewee for taking the time to participate in the interview and for completing the assignment given beforehand
- A brief pitch about myself
- Explain the reason for the interview
- Give a time indication (45 minutes)
- Ask for permission to record this interview, according to the confidentiality consent form
- Start the recording

Reiterate the agreement to record the conversation

- Description of the topic concerned/ purpose of the interview
  - The urgency for the research carried out
  - The current state of research
  - Emphasis on hospitality leaders and Generation Z who left or are working in this industry
- Explain the structure of the interview
  - See table below

### **Rounding off**

- Personal revision of interview whether all necessary questions were asked
- Assess the necessity of returning to a point raised in the interview
- Opportunity for questions
- Ask for feedback to improve upcoming interviews
- Inform interviewee about re-forwarding the transcript to check if there are any discrepancies or elements that require revision
- Provide contact information if respondent has further questions
- Express again appreciation for taking the time
- Closing
- Stop recording

Questions on which the entire interview is built
Can you describe a moment where you experienced purpose in your job?
How was your experience with your leader during this moment?
Conversely, can you describe a moment where you experienced little purpose in your job?
How was your experience with your leader during this moment?

## 8.4. Additional Questions

<b>An extract of the questions additionally asked during the interviews</b>
How long have you been working in the hospitality industry?
Why did you decide to work in the hospitality industry?
What do you think are the main obstacles the hotel industry is facing?
What does purposefulness mean to you in a professional sense?
Do you currently find purpose in your work?
Can you identify with your organisation's corporate values?
Do you feel that your leader values you?
Do you have the feeling that your leader understands the needs and wishes of your generation?
What are the three main values you are seeking from your leader?
Do you feel supported and understood by your leader?
What does your leader have to do to support you better?
What keeps you motivated?
Do you get motivated by the principle of punishment and reward?
Do you have the impression that all employees are treated equally in your company?
Could you describe the management style of your leader?
How would you perfect leader look like? Character traits, leadership style...
In your opinion what are the most important attributes of successful leaders today?
Conversely, what qualities are lacking in today's leader?
What are the most important values and ethics a leader should demonstrate?
In your opinion, how can your leader restore/ reinforce purposefulness within your organisation?

## 8.5. Overview Interviewees

Name	Gender	Nationality	Relation to Hospitality	Birth Year	Date
J	Female	Finnish	Assistant Operations Intern	2000	18-10-2021
H	Female	Dutch	Part-time Front Office	2001	22-10-2021
J	Female	Estonian	Assistant General Manager	1997	04-11-2021
P	Male	Dutch	Connector Community, Events, and Partnership Intern	2002	05-11-2021
P	Female	Spanish	Connector Community, Events, and Partnership	1997	05-11-2021
A	Female	Thai	Operations Supervisor	1997	10-11-2021
J	Female	Dutch	Housekeeping Manager Intern	2001	10-11-2021
N	Female	British English/ German	Part-Time Server	2002	11-11-2021
F	Male	Italian	Hospitality Management Student	1997	12-11-2021
D	Male	German	Assistant General Manager Intern	1998	16-11-2021
N	Male	Israeli/French	Restaurant Manager	1999	16-11-2021
R	Male	Portuguese	Reservation Agent	1998	18-11-2021
K	Male	Cypriot	Operations Assistant	1997	22-11-2021
B	Non-binary	Hungarian	Part-Time Server	1998	23-11-2021
J	Male	Dutch	General Management Intern	1998	26-11-2021

## 8.6. Transcripts

<b>Interviewee</b>	J
<b>Date</b>	18-10-2021
<b>Time</b>	16:06
<b>Duration of Interview</b>	15:28
<b>Type of Interview</b>	Online

**Interviewer:** Can you describe a moment very experienced purpose in your job?

**Interviewee J:** A feeling of purpose in my work comes from overcoming myself and constantly developing my personal or professional self. Instrumental factor in this feeling is having a great team behind you, so that you're able to rely on that the things get done, and everyone's working towards a shared goal. Versatile, and constantly challenging environment enables this feeling of purpose to arise in my job. One specific moment would be in my previous position as a receptionist and a team leader. I was working in a small family run hotel, where they shortly after me joining the company started to notice the potential, I was offering them. After that, they kept putting me into these difficult situations, and gave me more control in the operational field. Quite quickly in my opinion, this following combination of trial and error made me grow more than any other role before, and by knowing that they trusted my skills, made me trust myself even more, and my dedication towards the company grew massively. This moment of realization after these so-called difficult situations, made me feel like I earned my stripes, and it made my motivation towards the development grow even fonder.

**Interviewer:** And how was your experience with your leader during this

**Interviewee J:** Well, in order for me to experience the purpose in my job, I need to have the trust and support from my leader, and the ability to have access decision making. The feeling of purpose for me in the hospitality industry especially comes from problem solving and controlling the bigger entities at once, while simultaneously providing top notch customer service for the guests. In cases where I can learn by figuring things out by myself, with of course the support of my team and the leader gives the best experience with purpose.

**Interviewer:** Another question, which was not in the assignment, how would you describe a perfect leader,

**Interviewee J:** A perfect leader?

**Interviewer:** Like the managing style, character traits etc.

**Interviewee J:** The perfect leader would be, empathetic, listens to the staff and trust their abilities, gives them room to develop and offers the option to, to constantly develop and creates this like feeling of a team, instead of just having staff.

**Interviewer:** Okay. Do you also think these are attributes for a successful leader today?

**Interviewee J:** Yeah, yeah, I would think so. I would think so.

**Interviewer:** So, in your opinion, if a leader shows, empathy, trust, gives autonomy and also certain kind of the responsibility, he or she immediately creates a positive work atmosphere and success for the organization?

**Interviewee J:** Definitely.

**Interviewer:** All right. And conversely, can you describe a moment where you experienced little purpose and your job?

**Interviewee J:** Yeah, well, in case the role that I'm working in strips away the freedom of development and creativity, and the days keep constantly repeating the same pattern without providing any challenges those times I noticed my motivation and dedication decrease considerably. Because by having strict routines with a little room for self-improvement I experienced very, very little purpose in my job.

**Interviewer:** And how was your experience with your leader during this moment, or during these moments?



**Interviewee J:** Well during these kinds of moments my leaders haven't had enough trust in their team and missed out on multiple opportunities to make some extremely useful changes that would benefit the company. I feel that as an important feature in a leader, it is to be able to recruit a team that you can trust and rely on, and by hiring people who are great at what they do and are willing and motivated to invest their knowledge in the company. They will bring added value towards the company as well. And just by micromanaging the employees, the leader will only dig the grave for themselves. You cannot be an expert at everything, and leaders would think that they forgot that they built a team with people who are experts at what they do in order to guarantee the constant growth and development.

**Interviewer:** Could you give me some examples, in your opinion what qualities are lacking in today's leaders? Is it mainly that they don't trust employees especially the frontline employees or is it the micromanaging style that you really feel controlled as an employee, and you don't have autonomy to express opinions.

**Interviewee J:** I feel like in a few companies that I previously worked in the, the management is hired from, from people who are studying management and not per se, the exact profession. And that's how they've never worked in the frontline, they don't know what it's like. So, by doing that they, they don't know what the team needs in order to be successful. So, I would say that the manager when joining a new company, they should first, their first month should be learning the key positions, and, finding a way to understand the actual frontline of the job and not just the management side of it, that would make them a lot better leaders.

**Interviewer:** I totally agree. At the moment, because you work in the hospitality sector would you say you experience more purposeful moments then, not so purposeful moments.

**Interviewee J:** I think there is a fair share of both.

**Interviewer:** Okay.

**Interviewee J:** In the position I'm now, I have supervisors around me that provide me with extra tasks by me just asking them, which I really appreciate because just the position where I'm now as an assistant operations, it's not that motivational, because it's like repeating the same things over and over again. And as an intern, we don't have the power to actually make decisions. So even when I know I would have a solution. I am not allowed to use it, because I

have to check with my supervisor, and that takes away the trust in a way, because I know my abilities and I know what I'm capable of. So, in a way, I understand as an intern that strip away my power in a way because they don't want to be responsible for me making poor decisions, but as a role where I know that I wouldn't make the poor decisions, I would appreciate more autonomy,

**Interviewer:** Regarding the leadership styles, would you say you prefer, what you just said, like, a task-oriented leadership style, not in the sense of micromanaging but in the sense of to enrich and enlarge your position, or would you prefer a management style or leadership style, which focuses on having a positive environment a good relationship with all the employees also like the higher management positions and the frontline employees. If you have to choose, would you say task oriented or relationship oriented?

**Interviewee J:** I would say relationship oriented because by that, it gives the option to know your team and know the people you work with, and that creates more tasks for you because then you're able to take tasks from other people as well and make the team stronger by helping out on the other people.

**Interviewer:** And if it just may add my opinion I also think if you have a positive relationship within a team, the tasks just come. If they trust, you like each other.

**Interviewee J:** Definitely.

**Interviewer:** If you're having like a lot of not very purposeful moments, how do you motivate yourself?

**Interviewee J:** It's a difficult question. In those cases, I feel like I have to find the motivation elsewhere, just by coming up with ways to improve. Otherwise, if the job is not providing me that then, of course it's a lot more difficult, but maybe what I would do then is just find another source of motivation,

**Interviewer:** More in your private life?

**Interviewee J:** Yeah. But then that makes me not stay in the company for long because I know myself and I can't work in a situation where I'm not motivated because then I'm not giving my full and I as a person can't do anything halfway. So, then I just, yeah, I just couldn't work in an environment where I just go to work and then after work leave work.

**Interviewer:** Have you ever quit your job due to management?

**Interviewee J:** I have, I have.

**Interviewer:** Could you elaborate on that? If I may ask. Just briefly.

**Interviewee J:** Yeah, you may. I was in a previous position where the owner became very violent towards the staff. First only verbally, and then he threw a glass in my head. So, then I quit.

**Interviewer:** I'm so sorry to hear that! So just like an open question, you know my, research question. Is there anything you would like to add? You think you have some valuable knowledge you would like to share.

**Julia:** I think we covered a lot. I don't think I have anything in mind at the moment.

**Interviewer:** Okay. Thank you so much for taking the time I really appreciate that. Thank you for doing the pre assignment. And if it's okay for you if you have any further questions, maybe I circle back and have a second interview.

<b>Interviewee</b>	H
<b>Date</b>	22-10-2021
<b>Time</b>	15:09
<b>Duration of Interview</b>	15:07
<b>Type of Interview</b>	Online

**Interviewer:** Okay, hereby you agreed that I'm allowed to record the session, right?

**Interviewee H:** I do.

**Interviewer:** Okay, perfect. You know about my research question and about the topic. So, my first question would be can you describe a moment where you experienced purpose in your job.

**Interviewee H:** I feel purpose in my job whenever I can make other people happy and can make their life a little better. And whenever I have trust in my job and the people around me, and I can work together and get extra responsibilities and tasks to learn new things and being able to grow as a person, but also in the work field.

**Interviewer:** And how was your experience with your leader during this moment of purposefulness or in general?

**Interviewee H:** I feel trusted to be able to be myself and trusted to do my job right. And go to, if I have questions, or feel unsure about something, If I am giving this, I get the space to grow. They give me the space to grow and to make mistakes.

**Interviewer:** And conversely, can you describe a moment very experienced little purpose in your job.

**Interviewee H:** Um, I feel a little purpose whenever I'm not surrounded with a team, and, or people. Whenever there are tasks that are not mind but there are given an I don't get appreciation in return. And when there's a little trust in what I do. And I'm don't feel like I'm growing or learning in the job.

**Interviewer:** And how was your experience with your leader during these moments.

**Interviewee H:** I would say, unseen. Probably not appreciated and not worthy of the trust and not giving me the feeling of being able to make little mistakes, having to be perfect without any growth.

**Interviewer:** And in your opinion. What qualities are lacking in today's leaders? Is it the trust, the empathy, the emotional intelligence?

**Interviewee H:** I think there's a lack of understanding towards each other. I feel like leaders often feel like there, there's a lot of difference in space between their workers, why they might become a bit more arrogant or may feel like you're really down them and they have power over you.

**Interviewer:** And what would you say then, how would your perfectly leader look like? Regarding leadership style, character traits, education and so.

**Interviewee H:** I would say someone who's able to work just as hard as you. And education wise, I would say that they are, they have not maybe the same, but they know what you actually do on the work field, so they are also experienced and know how it is to actually work in the same job as far as personality wise, I would say, someone who's more understanding and knows how to talk to people so know how to approach someone whenever they make a mistake or whenever something isn't going as planned to know how to approach certain situations. And I think it's really important to motivate your workers, as a leader. How to, that you know how you motivate them and keep them motivated and feeling appreciated.

**Interviewer:** So, in your opinion, what are the most important attributes of a successful leader today? Is it the trust, motivation, empathy, how to deal with frontline employees?

**Interviewee H:** Yeah, yeah, I think so because, otherwise, whenever you don't feel appreciated or motivated. You'll lose your, your employees, your workers and as a leader that's, that's, I think the worst that can happen. So yeah, I think that's very important.

**Interviewer:** Does this type of leader also motivate you at work?

**Interviewee H:** Yeah, yeah.

**Interviewer:** And what conditions would increase your motivation or what we said before your purpose at your job?

**Interviewee H:** I think mostly like, how do you mean?

**Interviewer:** Like the environment in which you are working in, should it be a very positive one, or would you like to be seen all the time or like the managers should be more around you. Do you prefer like micromanaging?

**Interviewee H:** Personally, I prefer freedom in a form where you are trusted to have the freedom, but still have the feeling that you can fall back to a management that sees you and appreciates you and knows how to pick up whenever you make a mistake. To help you, but not in a way that they're always there, but enough trust and responsibility. Yeah.

**Interviewer:** So, you would say micromanaging would make it worse. It's more like.

**Interviewee H:** Yeah, yeah, yeah.

**Interviewer:** And I don't know if you've ever heard of that certain leadership style which focuses on reward and punishment. Do you think also regarding your experience and the different positions you have worked in that task-oriented leadership style is when you do something good, you will be rewarded. If you do something bad, you will get, punished. Do you like that?

**Interviewee H:** No, no, I do believe that you, of course whenever you do something good, I hope to also get appreciation, out of that or something that you feel like you actually did something good but whenever you don't do something, you make a mistake, you don't necessarily have to be punished in any way or sort. Of course, you have to know what you did wrong, but I feel like a punishment isn't going to help you do it better the next time. I think his might have the opposite of, becoming scared of what you did wrong. And whenever I believe whenever you are scared or you're anxious your job won't get better. It will just make you more anxious.

**Interviewer:** So, for you, it's more important that, what you said before, the trust, the autonomy. Also, that you have like a maybe trustworthy transparent positive relationship to your leader that you can always go to him or her asked for advice, but like I said, not the micromanaging direction but more that you just have someone in your back, who supports you.

**Interviewee H:** Yeah, yeah, absolutely.

**Interviewer:** And in your opinion, what are the most important values and ethics a leader should demonstrate?

**Interviewee H:** Sorry, can you repeat the question?

**Interviewer:** Values and ethics. Like someone who likes loyalty or someone who's honest. Someone who is transparent.

**Interviewee H:** Values I would say, honesty, being transparent. Just know the whole truth so you don't, so you know whenever you do something wrong, that's actually said to you instead of getting backfired and say like oh you did this, then then. So honestly, honesty, transparent, positive. Yeah.

**Interviewer:** Okay. I think we've covered all of my questions. Do you have a question in mind you think which still needs to be answered regarding you having purposefulness in your job or regarding the leadership, or any other example you would like to mention or to share?

**Interviewee H:** No.

**Interviewer:** I think we covered pretty much everything. Okay. Thank you so much for your time. It was very helpful and thank you for doing the pre-assignment. Okay.

**Interviewee H:** Bye.

<b>Interviewee</b>	J
<b>Date</b>	04-11-2021
<b>Time</b>	16:41
<b>Duration of Interview</b>	30:23
<b>Type of Interview</b>	Online

**Interviewer:** Okay. How long have you been working in the hospitality industry?

**Interviewee J:** Working? Let's say was it six years now. Six years.

**Interviewer:** And six years ago? Why did you decide to work in the hospitality industry?

**Interviewee J:** Well, I started studying hospitality already. And that was because I knew that I wanted to work with people. Psychology was a little too demanding and I wanted to be closer to people. So, I went with hospitality instead, I started studying and then working part time to support myself, and that was in bars and restaurants and that kind of stuff next to studies.

**Interviewer:** Within the last six years, you've probably experienced a lot. What do you think are the main obstacles the hospitality industry is currently facing. Not regarding COVID.

**Interviewee J:** Not regarding COVID. I mean, there are definitely a lot of technological advancements. And this is I think, more of an opportunity, but it's also a challenge to go through those changes to implement them. Because change always brings with it a challenge, even if you're working towards a bigger goal. But during the process, it has to be very closely managed if you want to avoid running into issues because you're testing and trying technology, for example, for the first time. It takes time for people to get used to and so on. Another one is also definitely; it was also before COVID, is really high turnover and retention of staff. I think that's partly because hospitality is a very demanding job. But it's an easy, easy as may say, on the starting level, it's really easy to get into, like, really expensive education or anything like that you grow up with experience. So, it's an entry level, at least it's very approachable. But then many people also decide it's not for them or it's like, as I was doing next to studies they will be in hospitality, but they may not actually pursue a future. And that's you know, get a lot of turnover. It's yeah. I think those are some of the challenges with the hospitality industry in general.

**Interviewer:** Definitely, I agree. And for you, what does purposefulness mean to you?

**Interviewee J:** In a professional sense?

**Interviewer:** Yeah.

**Interviewee J:** I wouldn't know like a per se a definition, but I definitely feel purpose in my job when let's say the views and the values align with my own, then I feel purpose within the company that I work for, but also within the daily tasks and priorities and things like that. I feel a sense of purpose if, if I feel like what I'm doing and what I'm spending my time on actually creates a lot of value. That's when I feel like okay, this is really worth something worth doing, worth pursuing, worth spending your time and energy on rather than just the hamster in the wheel.

**Interviewer:** Yeah, doing every day the same tasks I get it. So, for you are the company values important?



**Interviewee J:** Yes, very. And I've also been really, really lucky, too. As my first full time job to be able to work for a company where I really do feel that sense of purpose of what we're trying to accomplish in the world.

**Interviewer:** What are we trying to accomplish?

**Interviewee J:** To create a space where everyone is welcome and nobody's treated within a category you just come and you be who you are and in a really physical sense it's grading those faces as in the hotels, and co-working spaces and restaurants and all that. But it's really more of an ideology that we're bringing with the space is that is like the overarching experience and that's what I really love with also the 3.0. I would say strategy. Yeah, I think that it's really not focusing now on that experience side. I think that really fits with where the world is at now with a lot of divisiveness and, and so on. So yeah, definitely I feel like values align there a lot.

**Interviewer:** Which, which of our corporate employees do you like most?

**Interviewee J:** To remember them from the top. That's a really good question. I can't remember.

**Interviewer:** Conscious, curious, entrepreneurial, fun, and bold.

**Interviewee J:** And what was the one before entrepreneurial?

**Interviewer:** Curious.

**Interviewee J:** Yes. That one. One thing that I really enjoy about the people that work at the organisation is that everyone's just curious and like, goal getter, I guess entrepreneurial and curious. Like there's not really perceived boundaries within your ideas or if what you want to do you can just pursue it.

**Interviewer:** Okay, now we come to the questions that you already prepared. So, the first one is can you describe a moment very experienced purpose in your job?

**Interviewee J:** The most recent example would be when my manager and I basically had to build up a new front office team. That's really, I mean, it wasn't necessarily by choice because team members resigned. And that was something that I really from my own personal experience, also working for the front office team than being Assistant Manager or having to recruit people to build a well-rounded team where everyone is supportive of each other. So, one through recruitment, and then later on through the training to build a team that is really working in the same direction. enjoy working with each other, have fun, but also work hard. That whole process for me it was really, it was a challenging, but very, very gratifying to see the result at the end.

**Interviewer:** Yeah, because in the end, you had a really great team together?

**Interviewee J:** Exactly. Yeah.

**Interviewer:** And how was the experience with your leader during this moment, or during that time?

**Interviewee J:** It was, I mean, in general, we had a very good relationship. And I think the reason for that was because he was so open and transparent more than any other manager that I've ever worked with. So, especially when it comes to things like talking about team members and or applicants where, you know, at the end of the day, you're basically judging someone's performance or potential that could be kind of sensitive. To then have somebody to discuss with a manager that is really welcoming towards your innocence objective, but under underlying opinions. So, yeah, when I felt like he was open to listen to my perspective, and my view, and also took it seriously and really valued that opinion, that really gave me any purpose, like: Hey, I am capable of building out an entire team and training them to be where they need to be and pointing them in, in the same direction. That was really yeah, that openness and transparency was really important in that moment.

**Interviewer:** Are these in general the character traits you are looking for within a leader? Like being open minded, transparent, also welcoming to your ideas.

**Interviewee J:** Yeah, for sure. But not just from the perspective of that my ideas are always appreciated, but actually, more from the perspective of growth what we were saying earlier, as

well as. That you can really put your energy where you are in and what you're interested in. So, it's also for me, feedback is super important, because. I mean, it's really nice to be appreciated, but at the end of the day, you also want to grow and in that sense if you have a trusting relationship with your manager, and they give you feedback, and I feel like it comes out even more if they give you constructive criticism because then you really trust it and you're able to take it on board better and learn from that. So, that openness and honesty is not only to feel like you did a great job, but also that your growth is supported. And there's somebody more experienced that can tell you: Hey, this is maybe something you want to focus on a little bit more and at the end of the day, when you set those goals and you achieve them. That's, I feel like what a leader should do is help their team grow.

**Interviewer:** Do you think it's important for everyone in every position to receive regular feedback?

**Interviewee J:** That's a really good question. I do think it's quite individual. I think feedback on a regular basis is definitely really crucial. Especially if you're working within a team and not, I'd say a more independent role. But the frequency, the way in which that feedback is, is given can be really individual. I think in that sense a good leader should be able to tell when which team member to give feedback in what way to in what frequency. So, for example, I had team members who were more introverted, so it takes more time for them to learn to trust you and open up to you and to start giving feedback on let's say, a weekly basis from then through emails. It's definitely not or another person is not the way to go. I don't think that's how they're going to digest the best. But really set like fixed points. For some people, it's easier to digest it by email when the other person is not straight in front of them. So, finding out that those kinds of details about your team members is, I think really important in a leader because it's not about how you think feedback is most efficient. For you to give but how it's best received.

**Interviewer:** So, in your opinion, it is also important that the leader shows a certain degree of empathy. To understand who's in front of me how to treat them.

**Interviewee J:** Exactly. I think in hospitality even more so. I mean in any people business for that matter, but I mean, hospitality is so people oriented that if you're at ease that empathy is

like one of the top three things that your qualities that you need to have to be able to gauge where person is at and what they need in that moment.

**Interviewer:** Now, conversely, can you describe a moment very experienced little purpose in your job?

**Interviewee J:** Well, I did also have to take a step back recently to my previous role, just where I am now. And at the moment, I'm actually not feeling a lot of purpose at all. I'm trying to find that purpose in my current position.

**Interviewer:** In your current position?

**Interviewee J:** And it's really a combination of many things. I mean, I'd say that the reason why I was brought here what that I was told beforehand that my support was needed here for stability and because of my experience that I built up over the last two and a half years I've been working here, but then and of course it is a step back which for me personally a title and my position doesn't really, is not the main priority in my job. It's not what my goals are, it's more on what I can do. I know what kind of value I can bring. So, it's definitely not that fact. But just in the way that the decision makers in the situation handled everything with regards to communication, also hearing what my needs are in, like in a very practical personal sense. Unlike the other situation that I described before, I feel like I wasn't really heard or taken seriously. Or at least I didn't get the impression and at the end of the day all the decisions that were made, were not in any way to help me whatsoever. So okay, it's one thing of feeling valued, which is not necessarily. It's not directly the same as feeling a sense of purpose. But then now that I am here, I'm not really seeing where I'm so crucially needed that I have to, that to figure out the whole relocation thing by myself, for example. I just don't feel like there's a lot of value for me to be here, given the sacrifices that I'm making to be here.

**Interviewer:** And what your experience with the leader during this moment. So, you already said that they didn't really keep you in the loop and didn't value your opinion or you didn't feel heard. So practically, the opposite what you explained before, not really transparent.

**Interviewee J:** And the thing there a little bit is that the decision makers in that situation are not currently my managers.

**Interviewer:** Yeah.

**Interviewee J:** So that makes it also a little bit difficult for my current manager who I have been able to be open and honest about this. But she was also not the one to make this decision for me. So that is, know, how do you say?

**Interviewer:** Do you have the feeling there were too many, let's say, supervisors involved in the process, and you felt a little bit that you don't know any more to whom you should go?

**Interviewee J:** A little bit. Yeah. I mean, now it's clear. But in terms of me being in the position that I am, that decision has been made. So, it's just a matter of making the most of my time here. Yeah. And actually, having the feeling like I'm here for a reason, like I'm actually helping and I'm actually helping and providing that stability that I was asked here before.

**Interviewer:** In this transition did you feel valued by everyone involved in the decision-making process? I mean, you sacrificed a lot to come here.

**Interviewee J:** Well, yeah, I'm thinking a little bit now because there were so many players above me. So, who and who did I feel valued? I think the manager that I did it when we were working together, I did feel a sense of purpose for him. Definitely. But that's the thing that the other decision makers are people that I've barely worked together with that don't really know me, and I don't know them very well. So, then it was very, very distant and that there hadn't been any space to build up that trust.

**Interviewer:** So, did you always felt understood and supported?

**Interviewee J:** No.

**Interviewer:** How could they have supported you better?

**Interviewee J:** Um, I think providing support on any level, which it didn't really happen, and not in a professional sense, not in a personal sense. So, finding a little bit of middle ground a little bit of give and take would have definitely got a long way.

**Interviewer:** Yeah. Okay. And right now, as you're still looking for your purpose, in your current position, what keeps you motivated?

**Interviewee J:** The future. I think what keeps me motivated is always being able to come out the other end of it and say that I did my best and I give it my best and if there are results, even better, and if not, at least you can reflect on it and learn from it. I think especially during challenging times, you learned the most about yourself, because I mean, it's crazy sometimes if you look at yourself in a stress situation in hindsight and you're like Who was I? But that those are your behaviour changes so much during those periods when, when you're not like balancing work and life and all that kind of stuff. That you see things from a different perspective. So that's for sure.

**Interviewer:** Is this the only thing that keeps you motivated or do you also like appreciate rewards?

**Interviewee J:** Depends on the reward. A bit. Yeah. I think rewards, let's say in a monetary in a very practical sense. So, so. Depends on the moment. But like genuine appreciation, sure. Yeah.

**Interviewer:** Okay, this question is now a little bit difficult for you to answer but maybe regarding your previous role. Can you describe the management style of your leader? So, because right now who is really your leader. I think maybe the previous one.

**Interviewee J:** I don't know in like a theoretical sense?

**Interviewer:** Yeah.

**Interviewee J:** What the name would be, but it was definitely very democratic. Management very open and transparent, as I was saying, but also very capable of making decisions. Let's say, I like taking decisions and going with it. So, I think as a manager, as a leader, was very open and taking things on board, but also because there was this trust. The decision that was made at the end of the day was had the team's full support the same. Yeah. So do you use it if it wasn't necessarily the best thing for the let's say front office team or housekeeping team but

yeah, everyone had faith that it was the best decision for the moment because people felt heard and like their opinion was valued.

**Interviewer:** Do you also think that this was in general successful?

**Interviewee J:** The management style?

**Interviewer:** Yeah.

**Interviewee J:** I mean, even if you just look at the performance of the property, it is definitely successful. The employee satisfaction based on the scores is the same. If you look at reviews, if you look at revenue, in general, team vibe, yeah, I will say so. For sure.

**Interviewer:** And then the other way around, in your opinion what qualities are lacking in today's leaders?

**Interviewee J:** This is a bit of a tough one. Um I think in general; managers could focus a little bit more on coaching. I'm not that's not a value per se, but coaching as in, valuing the future generation or the upcoming future leaders. To really invest time and energy in them. I think that's something that a lot of managers could focus more on. Really giving the time and space and being able to give good feedback. I think that's a challenge in general, I mean, feedback can be a really tricky topic. But I think it's really, really important for a leader to be able to do that, and it shouldn't be left up to the employee in my opinion.

**Interviewer:** Yeah. And I understand what you mean. Do you see yourself working within the hospitality industry in five years' time?

**Interviewee J:** In five years' time? I think so. In ten, I am not sure. I mean, I do, I do really think that to a certain point that really is a young people's industry because it's it demands so much of your patience and time and energy. It is very like, I guess, for extroverts, if that's where you get your energy from, from being social and meeting a lot of people and new faces and all that kind of stuff then but there are a lot of people that are say they like being social, but they're naturally more leaning towards an introvert and then it can be like for example, for me, it can be really draining for my energy sometimes, so I need to be able to take that time

for myself as well to balance things out. So, I just think once you get to a certain point, you want to grow somewhere where you're not in as direct as a contact so it's still within the umbrella of the hospitality industry. But I think on an operational sense, yeah. There comes a time where you want to move on a little bit.

**Interviewer:** Okay, last question. What do you think? How can your manager or managers in general if you prefer that, restore purposefulness within your organization? Is it for you to feed back? The trust? Autonomy?

**Interviewee J:** I think to say relatively to other organizations, there is definitely a lot of that in my current hotel which is why I really liked working here. What was the question again?

**Interviewer:** Well, how they can restore purposefulness?

**Interviewee J:** I think aligning values is definitely a really important one, given the phase that we're in now with the 3.0 restructuring. I think it's going to be for some people, and maybe for some people not so it's not really for me to say but to make sure that people can understand and align within with the new direction of the organisation. I think that's something that can restore a lot of purpose, purposefulness as long as it's managed properly, because, I mean, we've been talking about this for more than a year now and it's still very vague for a lot of people. So then if you want to, if you see your future within the company, then I can definitely understand how it might throw you off your feet a little bit to think okay, well, these positions are saying these are going these are new directions and our strategy so where do I fall within that? I think that's something that can definitely restore that purpose. If it's handled in the right way as far as the changes that are happening and where what the opportunities are for your team and that.

**Interviewer:** Okay. Thank you so much for answering all of my questions. Would you like to add anything, or do you have any feedback or what to improve? Also, my side all my questions? You know my topic.

**Interviewee J:** No, I think it's a really, really interesting topic to explore, that's for sure. I'd be really curious to see the outcome.



<b>Interviewee</b>	P
<b>Date</b>	05-11-2021
<b>Time</b>	10:13
<b>Duration of Interview</b>	20:32
<b>Type of Interview</b>	Online

**Interviewer:** Okay, how long have you been working in the hospitality industry?

**Interviewee P:** I have been working in the hospitality industry for mostly only my internships. So, I think about seven months now.

**Interviewer:** Why did you decide to work within this industry?

**Interviewee P:** I think the hospitality industry is just so diverse. Especially the work can be so different every day and which I really like. And from my previous jobs, I also liked to provide a good service and that's also a major thing in the hospitality industry, of course so that's, that's why I think I like

**Interviewer:** Because of the people then? Because that's very people oriented?

**Interviewee P:** Yeah. I really love connecting with people and getting to know people and I mean; the hospitality industry is the best industry for that. So, like, get to know people and just provide them good surface.

**Interviewer:** And in your opinion, what do you think are the main obstacles the hotel industry is facing right

**Interviewee P:** Sorry.

**Interviewer:** Yeah. What do you think are the main obstacles the hotel industry is facing? Besides COVID-19.

**Interviewee P:** Okay. Um, the main, I think a staff shortage and I think like the hospitality industry itself is very underrated because a lot of people like think that the hospitality or

working in a hotel or anywhere else where you can like that's hospitality base, are like very underrated jobs, because people usually think like, oh, that's not nice work, or people are like, not nice to you or it's underpaid. So, I think it has like maybe at that very reputation. But I don't think that's true. Like I've worked for myself seven months now in the hospitality industry, and I think it's good.

**Interviewer:** Yeah. You don't think that we have a labour and skill shortage and a small salary compared to other industries?

**Interviewee P:** Oh, no, that's for sure. Like, indeed, as well. That bad reputation also comes from a low salary as well. Skill shortage, I think it's more based in the company that you're working, for example, my current hotel we get a lot of like, education and room to improve your skills and your knowledge about the hospitality industry. But I think for example, another hotel where you don't focus on that as much of course, you might have a skill, like lack of skill for the hospitality industry, but I think you can always grow and the labour shortage, I think it's more a staff shortage.

**Interviewer:** And do you think that your current organization provides a lot of room to further develop yourself? Do you see growth potential within your organisation?

**Interviewee P:** For sure. I think the organization where I'm working for now has, like provides for their employees and interns, a lot of space to improve like courses, but also in your day-to-day work. They also really tried to help you and like, how do you call us? What's the word? Support during your day-to-day job. And I think that's really good. I think I could definitely grow inside of this company.

**Interviewer:** Would you say that your leader would support you during this journey?

**Interviewee P:** Yes, for sure. My leader always supports me and gives me feedback, which I really appreciates.

**Interviewer:** How would you describe his or her management style?

**Interviewee P:** Her management style is very relaxed. It's very like she's not constantly watching me or checking everything that I do. She gives me a lot of freedom. But she definitely will see or give me feedback from time to time like, hey, maybe you could do could have done this differently. Or maybe you should look into this another way. And last time, we actually had a good feedback moment. So, it's very relaxed, but she does give me like good support during my work.

**Interviewer:** Is feedback important to you?

**Interviewee P:** Feedback is very important to me. I think you can very quick I think you can grow from that and develop yourself from that and I'm always I'm very focused on self-development.

**Interviewer:** And what does purposefulness mean to you in a professional sense.

**Interviewee P:** Purposefulness, I mean also in a casual way, not only in a professional way for me means that you enjoy what you're doing, but actually also feel good what you're doing comfortable, but also like that you can actually achieve something that means purpose, purpose, fullness.

**Interviewer:** And would you say you currently find purpose and your work?

**Interviewee P:** Yeah, I do. Definitely find purpose in my work at this moment. So, I get a lot of freedom. Like I said, I also get a lot of responsibilities for as an intern, you don't get that often as well in other companies from what I've heard. So that definitely gives me the feeling of purpose in this company.

**Interviewer:** And could you maybe describe a moment where you experienced purpose in your job?

**Interviewee P:** A moment where I described, a moment where I feel purpose in this company or in my job is whenever I gets well, like I said, like responsibility for a certain thing and in freedom to do my things in any way I want. So, whenever I get a task from my leader, and she

just lets me do my thing or gets a full responsibility for it. That means that I have purpose for this company that they actually trust me with doing that.

**Interviewer:** So, you experience, during these moments you experienced that your leader gives you responsibility and autonomy.

**Interviewee P:** Yes.

**Interviewer:** Are these the most important values a leader should have in your opinion?

**Interviewee P:** Responsibility and freedom?

**Interviewer:** Yeah. Giving this to like the follow us.

**Interviewee P:** Yeah. Yes, I think that would be a good like description. Of being a leader. Leader should also be. I was going somewhere but.

**Interviewer:** Other values, maybe you think it's important for a leader nowadays to have also to support you as Generation Z?

**Interviewee P:** I think a leader in this time period and for this generation was open for everybody inclusive. Also, should be respectful. Listen to their employers or interns or whatever you're working with. And then indeed, autonomy, responsibility. Yeah, I think those will be the main values for me.

**Interviewer:** And conversely, can you describe a moment where you experienced little purpose in your job?

**Interviewee P:** Oh, yeah, I whenever I, a moment when I don't feel, experience, little purpose. No this is not a right sentence. A moment when I experienced little purpose, for example, is whenever I don't get involved as much usually like partnerships or events where I usually am involved a lot within. So, whenever my leader doesn't involve me in like the organization, or an events or contact with a partnership. I feel like I don't have that much

purpose at that moment, but usually in the end, I get involved within so it's like a small moment where experiences this but doesn't give me enough for this purpose.

**Interviewer:** Okay, so and your experience with the leader during this moment, you would say you feel left out?

**Interviewee P:** Yeah, like I said in the beginning, I feel a little bit left out but, in the end, she always informs me about the stuff that she is doing and always tries to involve me but as well, so then I feel purpose again. But yeah, in the beginning, I feel maybe a little bit left out, but you can always, not always be involved in everything of course.

**Interviewer:** And do you think your leader values you actually?

**Interviewee P:** Yeah, I definitely think my leader values me. For example, during my last feedback moment with her she told me that I can really work autonomously. And that she really appreciates that and that she can also see me growing from day to day, actually, and I think that's a good thing to hear.

**Interviewer:** Yeah, that's really nice. Do you feel fairly compensated for your work?

**Interviewee P:** To be honest, I don't think like the question doesn't apply that much for me because I'm an intern. So of course, you're going to get less compensated for the work that you do but I think, from experience from what I heard all as well as from my other students in my class, I'm getting a fairly good compensation in comparison to them.

**Interviewer:** Okay. We talked about your leader, that you feel supported by your leader and your leader really that gives you a lot of responsibility and then the same side autonomy so no micromanagement style. Is there anything you have in mind how he or she could do better?

**Interviewee P:** I think the only thing that I would like to improve is that she would give me more feedback, even though I already get that from time to time, but for the rest I don't think there's much to improve actually, I really like her for like her style of managing because it also suits my style, managing and like working so that fits perfectly.

**Interviewer:** Would you say receiving regular feedback moments, does this keep you motivated?

**Interviewee P:** Yeah, definitely. Because I think that I can always improve. I think you can always develop and from feedback. I can do that with those things.

**Interviewer:** Do you also get motivated from extrinsic things like money? Receiving, I don't know a clap on the back. You know what I mean?

**Interviewee P:** Yeah. Yeah. Of course, those things are always nice to get even though even if I wouldn't get money for the work that I'm doing currently. Whenever I am feeling good and comfortable with the work that I'm doing. I'm also getting very motivated by that. But the small things also nice though, does definitely give me motivation, like hey, you did a good job or hey, I like this idea. Those things also make me very happy and motivated. So do my jump.

**Interviewer:** So, what do you say? You prefer a?

**Interviewee P:** I would prefer like emotional supports more like those small things instead of like, how do you call that?

**Interviewer:** Monetary?

**Interviewee P:** No, not monetary or like, valuable things or feasible. Physical, physical? Yeah.

**Interviewer:** Okay. Would you rather have a positive relationship with your leader or the reward and punishment system? Or a combination of both?

**Interviewee P:** Can you explain me more about the reward and.

**Interviewer:** This is like the transactional leadership style. When you do something good. You get a reward like you did a good job or money or a raise or something like that, or punishment if you messed up you don't get fired. But yeah.

**Interviewee P:** I think a combination of the two will be the best. Of course, a good pair of relationship with your leader is very important because it just helps you through the day. I think. Whenever you don't have a good relationship with your leader, I think it also demotivates you from your work. I've experienced that in the past as well. I do think that the rewards and punishment system, the punishment, it's I don't really like of course, nobody would like that. But I don't think that negative rewards would actually motivate people more to do a better job. I think only positivity will make them do a better job. That's also very logical. So, I think a combination of like very personal relationship with your leader, not very personally, not like a good relationship with your leader, and maybe a reward system will do actually a very good job together.

**Interviewer:** Okay, amazing. And do you think the company you're currently working in does support? Or give your leader the autonomy to adopt his or her leadership style?

**Interviewee P:** I don't understand the question

**Interviewer:** Like your current leader, that she has the support and the autonomy from the company actually, to adapt her or his leadership style, like that you can choose that she or he can choose by him or herself.

**Interviewee P:** Yeah, I think the company actually support staff's way of working everybody as well. Of course, everybody has their own way of leadership, and leading or managing. The company is actually very free and like open in every for everybody. So, I think that also includes everybody's way of working. And I definitely think that's all of the people in the company have the same way of leading and managing anyways. So,

**Interviewer:** Due to the corporate values, maybe?

**Interviewee P:** Yeah, definitely. But I think that if my leader would have a different way of like managing and leading leadership, I think that would also be like, appreciate it.

**Interviewer:** And is there anything you have in mind how your manager or leader can restore purposefulness within this organization? Or for you? I know it's a tricky question. Or maybe how does it perfectly look like? Character traits? Management style, okay, we had like the

combination of both. But is especially for you, Generation Z, what are you looking for within a leader?

**Interviewee P:** Like I've already so before, for Generations Z or maybe a later generation, I think a good leader is everybody who was very inclusive but also has a certain mindset like for the free and also doesn't see a lot of like, differences between people.

**Interviewer:** Treats everyone equally?

**Interviewer:** Yeah. Doesn't matter which position. Amazing. And then conversely, what would you say which qualities are lacking in today's leaders? Like broad, not only your manager.

**Interviewee P:** What I think what is lacking in a lot of leaders at this moment because we're in such a point of the time that we're in and like the generations that are like, going off now and all of the yeah, there's the main subjects now and that are like very much talked about and society. I think we have a lot of leaders at this moment that still have the old school mindset. And I think that they could adapt a little more to today's mindsets.

**Interviewer:** Yeah. Perfect. Do you see yourself so working in hospitality in the next five years?

**Interviewee P:** For my near future, if not already idea what I want to do yet. I really liked the hospitality industry, though, so I might pursue my career in the hospitality industry.

**Interviewer:** Perfect. That was the last question. Thank you so much for participating in this interview.



<b>Interviewee</b>	P
<b>Date</b>	05-11-2021
<b>Time</b>	15:22
<b>Duration of Interview</b>	21:08
<b>Type of Interview</b>	Online

**Interviewer:** The first question is, how long have you been working in the hospitality industry?

**Interviewee P:** In the hospitality industry, I have been working for 11 years. And so, I was 15.

**Interviewer:** For quite some time.

**Interviewee P:** I started working for restaurants and then was in restaurants, restaurants, restaurants, actually throughout my whole studies. I studied hotel school as well. Worked in some hotels and then now I have been working here for two years.

**Interviewer:** And can you remember why you decided to enter the hospitality industry? Was it just about the money?

**Interviewee P:** No, definitely not the money. I think that's the last reason I would work in the hospitality industry.

**Interviewer:** Hey, tips in the restaurant.

**Interviewee P:** Yeah. I just really like connecting with people and get learning with just I don't like being only behind my desk the whole time. And I think it's just very nice to have interaction during my work. So, I think that's the main reason I think I like making people feel comfortable and at home. It feels very rewarding for me.

**Interviewer:** Are you a people pleaser?

**Interviewee P:** Yes.

**Interviewer:** Okay, in your opinion, what do you think are the main obstacles the hospitality industry is facing besides COVID?

**Interviewee P:** Okay, so besides COVID?

**Interviewee P:** I would say so, speaking as if COVID wasn't there or just

**Interviewer:** Yeah, COVID didn't influence.

**Interviewee P:** Yeah. I think the main challenge that we are always dealing with is a high turnover of employees. So actually, after one year of working somewhere, most of the time the whole staff will be totally new. I have no know each other. So, I think there's a lot of money spent on training as well. And it's hard sometimes to fully bring across a brand with only new employees. And another challenge I think, for the people working there is probably their salary. Yeah. And long working hours, say the long working hours and irregular which I think for the people work there sometimes that's also the reason why there's a high turnover.

**Interviewer:** Yeah, because you need to be very flexible. And of course, you need to work, weekends. And what does purposefulness mean to you in the professional sense?

**Interviewee P:** What I would say what purposefulness, I'd say it's really feeling a sense of meaning in your work or feeling that your work actually contributes to a bigger picture makes you feel good about what you did and actually gives you the sense that what you're doing has a purpose.

**Interviewer:** And would you say you currently feel purpose within your position?

**Interviewee P:** Currently, yes, for sure. I think most things that gives me purpose as of course, I work with events and community. So, I really tried to connect people. Especially once the new students checking in our hotel, you see that they will come in very lost and after a while that they get to know each other. So, at that point, I feel there's a lot of purpose and it's also very rewarding to see that.

**Interviewer:** How is it rewarding for you?

**Interviewee P:** Well, it's rewarding to start seeing people feel more comfortable and really make it feel like their home. I also think part of that gives me a lot of sense of purpose is that over the past year we are focusing a lot of mental health. So, we need to make an actual difference in people's lives. The same as of organising, for example, different workshops or focusing one network or rebuilding the professional future of the students we have in house is something they'll take with them for the rest of their lives. That gives a lot of purpose.

**Interviewer:** And now we come to the questions you prepared in advance. Can you describe a moment where you experienced purpose in your job?

**Interviewee P:** I would say most of the time on the point I feel most purposeful is around one month after check-in. So, one month after check-in in February and one month of the check-in in September because that's when you really see people settling down. I think that's probably the most purposeful. But also, that I had to have to relate back to COVID signs I think a lot of people felt isolated in that time and with the things we could organize even though it was online or it being a small event or the one-to-one connections. I think it was very easy at that time to make that day of someone by doing something very small. So that's good.

**Interviewer:** And how was your experience with your leader during these moments?

**Interviewee P:** I think I've had I've had a couple leaders in the past year going back to the high turnover but so now we have the third General Manager in the hotel and I think it's always been very good and I think I think what the company does very well is at the moment that there is good news to share or there's positivity or you do feel a sense of purpose behind what you did is very comfortable to share that with your leader and they'll celebrate the successes the same way you do.

**Interviewer:** So, would you say having a positive atmosphere with your leader is important for you to also have a sense of purpose. Does it increase it?

**Interviewee P:** Yeah, for sure. I think I think getting the recognition you deserve, what you think you need, at that point is definitely a reason why you feel purpose. So even if you have certain kind of activities, which you necessarily don't directly see the impact of, but you get

like a good recognition from it from your leader that at that point, you're I think the sense of purpose will go up as well.

**Interviewer:** Yeah. And in your opinion what are the most important attributes a leader should have also, character traits, management style etc.

**Interviewee P:** If I really look at what I prefer as personal leadership style or overall, for everyone?

**Interviewer:** What would you prefer?

**Interviewee P:** I think it's very important for a leader to really be able to listen, so to not only push through their own opinions on what they think best but to also accept sometimes that not all the knowledge is always in one person but by listening you can create a lot more knowledge. Also, that a leader should be able to also admit to when they're maybe not right. So, to listen, to also really be involved and involved with the team that you also if you have anything personal anything something that someone really that is really comfortable to talk with that person and you feel that it's easy to share it with your leader because you don't want to be struggling with something and keeping it to yourself because that never makes the situation better. I think just having a really encouraging and motivational characters that really stand behind people and also give them the self-confidence to make their own decisions is important.

**Interviewer:** Do you think also like giving and receiving feedback is an important component?

**Interviewee P:** Yeah, 100%. I think at a certain point, especially when you have been in a job for a longer time, you always want to keep growing another point you don't get feedback anymore. It's really hard to also develop yourself on a personal level. And of course, not always nice to receive negative feedback, but it's something I found very important I also asked for at a certain point I found that I didn't get enough feedback within the company. And then once I start feeling this, I mean there's only one thing to do on this ask. So, I at that point I directly went because I have two managers at that point and I told them directly okay, I feel

like I haven't had any feedback. What can I improve? Where can I learn? So, I think it's very important for yourself, but personal development.

**Interviewer:** Did it get better now?

**Interviewee P:** 100%.

**Interviewer:** Do you get it on a regular basis?

**Interviewee P:** You usually you get it whenever you have a contract evaluation, your contract evaluation. Yeah. So that now has been like once every 11, then seven, then six months, so I would say once a half year. Now that I have a fixed contract, I'm not sure how often it is but for myself, I'll always ask for it whenever I feel it's time. Yeah.

**Interviewer:** And now conversely, can you describe a moment where you experienced little purpose in your job?

**Interviewee P:** At the moment that we had to start working from home in COVID times. I found it very hard. I think my whole job is to try and connect people and that's when COVID started. The only thing you had to do is keep distance and make sure people weren't connecting. So, it felt very contradictory. We did a lot of online events which at the beginning were working. A lot of people came but after, I mean, two months people were fed up with it. So then at that time. Of course, you still want to organize things for the students, but you're doing things without actually feeling rewarded because you're to host an online event and there'll be like two people showing up and then I'll always be like, What am I doing this for? Yeah, and that's also what I think maybe the next question is going to be about the leader.

**Interviewer:** Yeah.

**Interviewee P:** So when it comes to leadership at that point, I think and then it's also really important to give a bit more freedom to them to express because with the manager I had at the time, what I really noticed is that to sometimes be like, you'd have to have at least four events a week and you have to have this and then that gives you a sense of stress because you want to do it but you know that actually what you're doing, deep down inside it doesn't make any

sense because it's not what the students want. So, so then at those times, you could have given like a bit more freedom and a goal, and a bit more like okay, these events you host the events you think will help or whatever you think would help rather invest more money in buying stuff they can do in their kitchen for kitchen then really hosting four virtual events per week because I think we just overflowed the students with events because we had this goal set up the amount of events we had to do so that's when that that got a bit annoying and then I didn't I didn't see the motivation gone down a lot.

**Interviewer:** And they didn't talk to you neither actually about that. That is too much. And yeah, it doesn't makes sense.

**Interviewee P:** Yeah.

**Interviewer:** And how did he or she react? Did you feel supported that you were allowed?

**Interviewee P:** Yeah, I felt supported or as I mentioned before, I had two managers and they were at a point quite contradictory. So, one of them was saying I'd rather have you know, a sports events a year and it'd been a huge success and really big events, while the other one was really focused on the numbers. So, at that point, we sat down with the three of us we had a conversation and then afterwards I did. I did see it improving. Yeah.

**Interviewer:** Okay.

**Interviewee P:** And also, where the regulations getting better, and it's hard. It was hard COVID times to sometimes keep the creativity on what to do.

**Interviewer:** Yeah.

**Interviewer:** But yeah, that will come with ups and downs.

**Interviewer** What does keep you motivated?

**Interviewee P:** Money. No, for sure, I think I think salary is a is a big part of what keeps you motivated, and I think also seeing the need to actually be rewarded through money is very

important because you want to keep growing eventually. It's very nice to have a good job but you don't get yourself a mortgage with a nice job. So, I think that's important, I think what keeps me motivated is definitely a sense of freedom and just being rewarded being recognized. Whenever you do something that sometimes you have someone tell you like hey, this was super fortunate.

**Interviewer:** If would you say for you to more important to have like a positive atmosphere positive relationship, do you need a or these rewards. If you have to choose. Or a combination of both?

**Interviewee P:** I think a combination of because I think it really goes intertwined. The two of them is pretty, pretty similar as well. I don't think a leader is that good if it can't have such a good relationship with and have good recognition for your work.

**Interviewer:** Do you think your leader values you at the moment?

**Interviewee P:** Yeah, I believe so.

**Interviewer:** And what do you think are the three main values you are seeking from a leader? Like is it the understanding, autonomy, and recognition?

**Interviewee P:** Yeah, but I also believe, like that you can gain knowledge from someone is important aspects. So, I like working for someone that has a lot more experience than I do and that knows a lot more and yeah, just I think the experience aspect of that I can ease, that it can keep developing myself by also looking at the leader to get the point where you're really on the same level as your leader, but you can't but you're not growing. Then it sounds a bit boring. Yeah. Yeah.

**Interviewer:** What do you think could you need to do right now to support you better?

**Interviewee P:** Nothing much because I would really be looking at the yeah, more incentive job wise, not necessarily what my leader could do.

**Interviewer:** Okay. Then the other question around what you think are qualities that are lacking in today's leaders? Do you think they fully understood the new generation, so Generation Z, entering the job market and becoming now like step by step the leaders.

**Interviewee P:** I think if you would ask at our organisation, yes, they understand it very well. But if you would go and look more at the bit more old, classical hotels, if you look at Marriott if you look at a Hyatt that those hotels or Hilton when I work that there, they don't understand that, but I think the company we work for at the moment is doing a pretty good job and understanding that. Yeah.

**Interviewer:** I think it has also to do with the corporate values because yeah, we describe ourselves as fun, bold, and curios.

**Interviewee P:** Yeah, and it's funny because when I do the interview, yesterday, I had four interviews with intern candidates. And they always, whenever I told them was like, what is it that attracts you to the student hotel and the first thing they all mentioned all four of them. They didn't know each other, was a values.

**Interviewer:** Yeah, yeah. So apparently the corporate values are really important.

**Interviewee P:** Yeah, super. They find it super important. And they're all like, very much Gen Z.

**Interviewer:** Is there anything else you think would help me for my thesis with your candidates.

**Interviewee P:** Well, they all said like, what attracted them was the young the young vibes, the sense of freedom that they felt with the company even some of them stayed there, but others didn't. But as you can really be yourself, I think that's one of the most important, so I think we have to stay away also from the time like we all have to come dressed in TDV to, to work at a hotel. Yeah, I mean, that's not what the hotel industry is about anymore. I think people like staying in a place where people are really themselves so you can value.

**Interviewer:** Where people don't need to hide themselves.



**Interviewee P:** Yeah. I think as long as you people have to start hiding themselves, you're never going to get the best out of a person.

**Interviewer:** Weird question but do you see yourself still working in the hospitality industry in five years' time?

**Interviewee P:** Five years?

**Interviewer:** We can ask to make it three.

**Interviewee P:** No, let's keep it five. In the hospitality industry, yes, I believe so. Yeah. Anything to do with hospitality, whether it's events, I love my own hotel. I still love work. My boyfriend has a restaurant I love everything has to do with hospitality industry. So maybe I don't see I don't see myself in five years on this job anymore. Maybe yes, for this hotel chain, but not on this position. But within the hospitality industry. As long as it has a link to it. I would like it. Yeah.

**Interviewer:** Okay, is there anything you would like to add on how leaders can restore purposefulness?

**Interviewee ?** How can restored so they weren't.

**Interviewer:** Increase restore, bring back.

**Interviewee P:** Yeah. I think it's hard questions.

**Interviewer:** I think you did kind of already answer the question. I liked it that you added that the corporate values are important, and they really need to understand the Generation Z as a leader, and also yeah, I like that you said that we all should be able to express our personality.

**Interviewee P:** Yes, be able to express our personality. It's really just make sure to not don't hide the unique people you have in house.

**Interviewer:** No, this was actually the last question. Okay. Thank you so much. Anything you want to add? Or any questions?

**Interviewee P:** No.

<b>Interviewee</b>	A
<b>Date</b>	10-11-2021
<b>Time</b>	15:21
<b>Duration of Interview</b>	32:42
<b>Type of Interview</b>	Online

**Interviewer:** How long have you been working in the hospitality industry?

**Interviewee A:** I have been working in the hospitality for over three years already.

**Interviewer:** That's quite a long time. Okay. Yeah. And three years ago, why did you decide to work in this industry?

**Interviewee A:** I decided to join a hospitality industry because it's the industry that make people happy, is you get to put smiles on people's face all the time. And that's the main thing you do and you're constantly thinking of the next step. How can you take it to the next level? How can you impress them and how can you change their days? Maybe sometimes they might be like, for example, guest drowning here because you're sick or close to the hospital. They're not feeling well then, you're to have operations, but you can turn it around and brighten their day a little bit. So, it's not a lot of jobs that get to do this on a daily basis and I think hospitality is one of those.

**Interviewer:** So, for you, it's all about the people and you're really people focused and oriented and to really wow them.

**Interviewee A:** Yeah, yeah, that's, that's correct. Yeah. Well, the people.

**Interviewer:** In your opinion what are the main obstacle the hospitality industry is facing besides COVID?

**Interviewee A:** Right now?

**Interviewer:** Yeah.

**Interviewee A:** Well, I think it's a side effect of COVID but not in the sense of the money wise, but as everybody knows that a lot of professions were forced to leave the industry in the past two years or so just because there were no jobs available. And right now, we're in the recovering phase, but the quality people, there are not enough staff to work in the hospitality industry. And I think that's affect the quality of the work, not in just our hotel, but I think everywhere in the Horeca industry, that they're struggling to reach the quality that they were able to perform before because they don't have the leap the skilled labour to do it.

**Interviewer:** So, for you it's mainly the labour and the skill shortage, which in turn affects the end product of every.

**Interviewee A:** Yeah, that too and also, I think, all the investments is now being thought longer and once you mean like its investors are more or less. Are more careful when investing into hospitality products or businesses, because they see the massive fall back that no one has ever imagine a pandemic in 2020 to cause that much setback. And I think that things maybe innovations that were growing really fast before COVID. We saw a lot of innovation in the industry. Robots are new ways application to change way of life, and those things are being slowed down and setback for years to come. So that's a little bit sad, but I think that's another change that we saw. Was that the question?

**Interviewer:** Yeah. Do you also think that this hinders Generation Z to enter the industry?

**Interviewee A:** The current generation?

**Interviewer:** Yeah, so like, Generation z is like entering the industry. Also, like developing within the industry, besides, I mean, we know we have a high turnover.

**Interviewee A:** Yeah. What about us? If we are changing.

**Interviewer:** If your mind mindset regarding the hospitality industry are also changed regarding.

**Interviewee A:** Yeah. Definitely. I, also myself included, thinking that in order to thrive and maybe earn more money, because hospitality is not an industry that that we earn, has a lot of payback. It's a lot of rewarding emotionally but financially is not the industry to do it. So, I think that a lot of our generation look into more of hybrid business models, such as our company or into other businesses that have hospitality, but not pure hospitality, like a tech slash hospitality company, but because tech industry always make money even pandemic, they make even more money because everything moves into tech and I think that for our generation that interested in technology and innovation, this is the area that a lot of people had put focus on. And I've seen that as well from my classmates who have graduated that they change a few things. For example, they start studying SEO, Search Engine Optimization, something to help corporate with their business, maybe a few of them will start a business but they will run other things on the side for example. What is it called? Postal business? Is popular is gaining more popularity because people buy online stuff. So, I've seen friends who have a hotel but then also open a collier's business on the side because you have a front anyway so you can have money from something that that running in at the same time. Yeah, so I think yes, I think we are we are leaving the traditional mindset of hospitality.

**Interviewer:** Do you also feel that leadership adapted to this change already? Or are doing that currently or are still stuck in this old mindset regarding previous generations?

**Interviewee A:** That's a good question. I don't think that I can speak for all I can because for the past two years I've been working at I can say right, this hotel and we the core value is belief that we are students, we are still learning and growing. So, it was never a traditional hospitality mindset to begin with. So, we're constantly one of our values is adapting adaptive to change and I think that was before COVID. So, I'm not really used to the leadership style that is very traditional. I think that people can answer those questions better might be people who are working in a chain hotels like a traditional big chain hotel, maybe they see more change in the leadership. However, I do think that is very important that leadership, stay up to date with, the leaders have are informed about the new trends and how the new generation

would like to work and freedom we'd like to gain also in workplace, not just the freedom in hours, flexible hours, but also freedom in taking initiatives and seeing the business and that's that point of view. I think. I can say that in my company. It has always been like that.

**Interviewer:** And are in your opinion, the most important values and ethics and leadership demonstrate?

**Interviewee A:** I think fairness and honesty, those are the two things. Honesty first and then, actually it comes down in hand you cannot be fair without being honest. So, if you're not honest, and you're not being fair, so I think it's goes hand in hand. I think those are the most important ones. Yeah.

**Interviewer:** Do you also think these are the attributes for successful leaders nowadays?

**Interviewee A:** Most definitely. Yeah. I think successful leaders must be an honest leader. Yeah. Well, there are a lot of people who are dishonest and successful, but I don't think that you will have a lot of you can. You may be a leader, but you won't have a lot of followers, I think.

**Interviewer:** Yeah. And then the other way around what qualities are lacking in today's leaders? Oh, is it then dishonesty?

**Interviewee A:** No, I wouldn't say dishonesty because I think in the Netherlands in general people are honesty is a very important thing, not just in leadership but in the culture. Like people really, really value honesty. When you're not honest. They it's really frowned upon in the culture even though you're hurt someone's feelings, but they choose to be honest, but I would say what is lacking in leadership in general, not in my leaders, but what I see is being vulnerable. And that is, that means showing your emotions and being able to say, except when things are bad and it's and speaking, honesty, being vulnerable is also being honest. Speak honestly, from what you're feeling what you're seeing, for the employees to see. What is your vision because I think that traditionally speaking, leaders have to be like strong and tough and nothing can crack that person and have this face on and like nothing will affect them. But I think new leadership must be, be vulnerable be a normal person who have feeling and understands that's the most important part understand the feeling of others.

**Interviewer:** Who's towards you. Whom you're talking to.

**Interviewee A:** Yeah, yeah. And not just feeling so what the work but also towards make acknowledge your employees each and individual that okay, I understand you and it's okay to have feelings. It's not frowned upon to like to mix your emotion with work because everybody has feelings, but how do you arrange it in the in the right way. That's what I think.

**Interviewer:** And what does purposefulness mean to you in the professional sense?

**Interviewee A:** It means that I'm able to achieve a goal, whether big or small. It could be on a day-to-day basis. I would like to complete a task, but not just say I cross it off on my to do list but do it purposefully. For example, I have to handle a complaint and set a date with someone. I would do it in a way that I would approach them instead of just sending them an email, I would call them and make sure that we are aligned on the same place. I would put in that extra value to make sure that the matter that affect people is resolved in the positive way. Like not just to get rid of things and jump over the next things but and also to motivate my team and to motivate myself that's also another purpose in in my work.

**Interviewer:** Do you currently feel purposefulness?

**Interviewee A:** I do. Yeah, actually I feel like when there is someone that I can pass on what I know, and I'm able to explain something to them, and seeing that they can do it on their own. Or if I'm able to solve somebody's problem every time they every time somebody say. Oh, you're so helpful. That's when I feel very purposeful that like okay, it's not just some they're being helped by anybody, you know, but because they weren't being helped by me. They felt that I was helpful to them. And that's, that's nice to hear. To be a helpful person.

**Interviewer:** Now the question, can you describe a moment that you experienced purpose in your job?

**Interviewee A:** Yeah, I was thinking about this one for a while. I remembered there was, I was working in The Hague, and we had this girl, who was, she's the sweetest and she would always come to the reception with another with her friends.

**Interviewer:** A student?

**Interviewee A:** A student. Yeah. However, the year end and they were about to move out of the hotel to find their own apartments. She found an apartment with one of the other students, but she failed her exam. So, she has to move back home. And she couldn't stay in the apartment, that she found that a friend and she has to pass her study and go home for a year to two she couldn't. It was COVID as well. I'm not sure really sure why she couldn't stay for another year. But she felt very let down and she felt. She was devastated because all her friends were starting to second year abroad and they're sort of friends that she made memories for the whole year. And next year she won't be with them. She just would be home and watching everyone from Instagram or something. So, we made, we really want made sure that she's remembered so on her last day, we got her a cake from the reception, and we told her I don't remember what we told her, but we totally surprised her. She came down she expect something else that we totally wrote a card for her, and we asked everyone to come down to have coffee and cake with us and talk to her and that made her last day. It was very sad since it was the last day, but it made it very memorable. So, I thought that that was a moment I thought okay, it's really something when you change somebody's experience. Yeah.

**Interviewer:** And how was your experience with your leader during this moment?

**Interviewee A:** At that moment, I was empowered. I was. I was told. First of all, I'm from Thailand. And I'm not used to the leadership or working style where you just do whatever you want. But from the moment I joined the company every time I made a mistake, I was told it's okay. How are you going to fix it? Tell me how you're going to fix it. It was always emphasized on how I am going to fix the problems or find solutions rather than how did I get there in the first place. Sometimes it is just a situation somehow, I really got myself into troubles, but it was never about why did you do this? This is so bad. It was always I can say with full mouth always about how I how, I would fix it. I can tell you a funny story that I thought. So, we have a shared kitchen at the hotel, and I thought it was changed from one semester to a second semester and I read a text and I thought that all of the students have left, and we have to throw everything away and turn out like it was just a few students one or two have left and I have thrown everything away. So, there were like eight and night people who came and they have not had anything left to eat for that lunch because I had put everything

away. I panic. I was so it was I was so stressed out I ran over it luckily, I put everything in separate bag. So, I ran there. I came back I thought what do I do? I have the stuff; I just don't know in which shelf that needs to go into. So, I started categorizing everything into rice, pasta, sauce, eggs, you know, and I wrote them a note and like hey, this is a I'm so sorry. This is what happened there was a misunderstanding and then I got them lunch vouchers and then if you're missing something come to me and I will get something for you. But your stuff is there please. I'm sorry. It's not in the right shelf anymore. But even that time, which was the most stupid mistake, I was asked at that very moment. It's okay. How are you going to fix it? And that's what's the that was the mentality of the leadership that empowerments and every time I or every time I go there, and I said here's a problem and they were like, okay, so what would you like to do? So instead of giving me answers, they give me some advice. And they, for example, I have kitchens where it's unbearable. These kitchens, so many of them that are just like disgusting, but most of the time the way that got them to turn around is to eat with them and cook with them instead of punishing them. I just say let's have a pizza, but then I brought gloves so let's clean some stuff up before we eat, and I had always worked, and it slowly gets better. So, I find that empowerments really works.

**Interviewer:** And it also like for me it sounds like they really provide you with opportunity to self-develop. Yeah, really figure things out by yourself. And that's how you learn. Yeah, so you grow. Yeah, exactly. And conversely, can you describe ever

**Interviewee A:** Have I never told you the story?

**Interviewer:** No.

**Interviewee A:** Oh.

**Interviewer:** Now. Can I tell you that describe a moment very experienced little purpose in your job?

**Interviewee A:** No purpose?

**Interviewer:** Yes.



**Interviewee A:** When I was running out of things to do, and I had a feeling that my superior was also running out of things to do as well. Also, oh yeah, of course it was when COVID hits and my job description change from an operation assistant and making sure things are fun to a policeman. Every day. I had to tell people what to do on a daily basis when you come from helping whatever they need to telling them how to behave. Yeah, well, that was that was a job that I didn't sign up for. Fair enough. Nobody sign up for that unless you want to be a policeman or law enforcer. But no, I chose hospitality is completely different. And I felt that nobody understood what it was like. Management didn't understand what it was like because they are not the one who has to enforce it. Every minute of their working hours. Nobody likes that then then that's when I felt very little purpose because management didn't understand what we were going through.

**Interviewer:** How did it make you feel? That leadership doesn't care or not that they don't care.

**Interviewee A:** They care but also, what else can they do? If it made me felt like I had to think about what else can they do for me? So, I can ask them to do that because I ensure that they also would like to do something for me if they could and yeah, yeah, that's what it made me felt like that was very little purpose because it's not something not much to look forward to you coming to work and you thought, Oh my God. Today another day. I have two people being angry at me because I tell them what to do. And then you're angry at each other and it's not fun anymore.

**Interviewer:** And there's done. And the experience with your leader during this moment was done probably that you had the feeling. You have to tell them what you could do. So, you had to put the effort. Yeah, to make everything a little better at least.

**Interviewee A:** Yeah, or I mean they understood but honestly, if you're not in the position, to exercise the to enforce the regulations, or eight hours a day, you will not get it. It could be the best leader it could be a CEO, or it could be the most caring leader. You won't get it if you don't actually get to do it. Because it's how many years? When was the last time that you have to tell people to do this. It's not in the history. 40 years ago, or 30 years ago, that's when like, you know, our top leaders, maybe they've worked for 30 years already. They never have to do this ever in that 30 years period. So how could they understand? Yeah, but maybe to what

they could have offered I think was mental support, which eventually they did. We have some coaching at the end, like a life coach. Who comes in and talk to you. But they also include given more course into how to talk to people and you know, for example, training from policeman or something like that, or when, yeah.

**Interviewer:** How to adapt.

**Interviewee A:** Yeah, how to adapt. Because those people, they have to do it every day. Yeah. So, they must have psychologically something that could be helpful.

**Interviewer:** Did you feel supported by your leadership?

**Interviewee A:** Yeah, yes and no. Yeah. Yes. When they stand up and they do it with us as well. No is when we are being punished. for not doing it.

**Interviewer:** Do you like the principle of punishment and reward?

**Interviewee A:** Principle? I like reward. I don't like punishment.

**Interviewer:** Okay. So, you would say if there's, you call it transactional leadership?

**Interviewee A:** Yeah.

**Interviewer:** If you put this in place, then you have to focus on the reward because punishment will get you anywhere. Yeah, exactly.

**Interviewee A:** I don't believe in punishment. Yeah. But I believe in rewarding. Yeah. But without punishment, you don't see the reward.

**Interviewer:** So, you need it?

**Interviewee A:** Yeah. You need both

**Interviewer:** And do you have the feeling that your leader values you?

**Interviewee A:** Yeah, very much, very much.

**Interviewer:** And do you also think that your leader understands the needs and wishes of your generation what we had before?

**Interviewee A:** Yeah, I think so. Because our leaders are not that much older than us. So, we have people that are quite similar age, and they know what we're talking about. They don't have the old traditional mindset. No but even but if you are old, you can still work into yourself, but you probably won't like it because everyone is so open minded, and you need to share similar mindset to enjoy the group. I think.

**Interviewer:** Do you think in general within your organization you have a positive relationship to all your leaders?

**Interviewee A:** Yeah, most very much. Okay. Yeah.

**Interviewer:** Does it help you with your work and the purposefulness?

**Interviewee A:** Definitely

**Interviewer:** Okay. And what are the three main values you're seeking from a leader? So, before we had honesty and fairness. Is there anything else you think, a leader currently need to have? We also have a high level of emotional intelligence like yeah, empathy.

**Interviewee A:** Yeah, yeah, that's definitely these are values or attributes or values?

**Interviewer:** Values.

**Interviewee A:** Okay. There are three items to choose.

**Interviewer:** Yeah.

**Interviewee A:** So yeah. honesty and fairness, emotional intelligence and they always put the people first. People oriented; people oriented.

**Interviewer:** Do you think it helps when the corporate values are aligned with this mindset? Or with these values?

**Interviewee A:** Of course, yeah.

**Interviewer:** Then the other way around. Does anything from the leadership side. Do you have to feeling they keep you motivated? They keep challenging you. They try to restore your purposefulness or maintain it and also, they give you room to self-develop.

**Interviewee A:** Definitely yeah. They. This can be illustrated by weekly, our one to one that I have with my manager. Yeah. Feedback and what do I need and what else do I also think that they support all of that, but it's how you how much you grow. It really depends on you as well. For example, they because when you say they have a lot of employees to look after maybe 10, 20 30 and they can't be initiating what is your next step all the time, but you can be the one who take your future in charge and say I want to improve on this and this and this. For instance, when I expressed my interest in finance, and wanted to cross training and never a second that they think like oh, maybe that's not possible. The first reaction was, maybe let's ask it as around this contact this person, see what's up, and then I reach out to a financing which all the way in Barcelona and they came to Amsterdam, and they were upset that we have to hours. Why don't we come and meet you in person. When they don't need to because they were meeting with board members and everyone for me, they really didn't need to come and see me, but they thought okay, they will take Metro from city which was 40 minutes a at the end they couldn't make it but took an Uber just so that they show up on time and be with me and talk to me, what can they do for me and what can I help them with and to make that happen? And they asked for my commitment, but honestly how they are committed is they involve so many people in the team to make it happen and when I told our manager, she was very supportive. The other manager has always been supportive, and she even said increase it to two hours. Whatever you need then then to make sure that I have all the support I need for the for, but it wouldn't have happened if I hadn't asked for it. So, I think that's important.

**Interviewer:** Do you feel that all employees within your organization get treated the same?

**Interviewee A:** I think there will be if, they show as many initiatives as possible. I don't think that they are selective and choose somebody shoot somebody down, but I can understand because it took me a while to come up with the idea. I didn't even come up from an idea myself. My colleague suggested that. Why don't you do this? And I thought, Okay, that's cool. But if I didn't have the idea, then I would nowhere at the moment, and I would feel stuck because I'm not learning something new. But there's a when there's a moment and you have to also think, what can they earn from you as well, because at the end of the company, nobody's going to waste time into training. You have to make it a win situation and until you can come up with that. Then they can do something for you. And I think that's really cool. I don't know a lot of companies will do this. So yeah.

**Interviewer:** So how would you describe the leadership style of your leader?

**Interviewee A:** The leadership style of my leader is very hands on and very practical, and very. So, is there a style or a name of the style?

**Interviewer:** No, you can just describe it.

**Interviewee A:** Okay, my direct manager is very hands on and very operational oriented, which is really great because it means that she gets what I'm going through really well. The nature of my job, she really gets it and she even though she's busy, but she really has make time to make sure that I am growing and that's a little step by step. She's really trying her best to make sure that that happens. That is the leadership style. However, I would say that my manager is very result oriented, very focused on the result, which sometimes is great, but at the same time also make some people question about the emotional side, because it was so focused because I would like to have leaders as I mentioned, people oriented but sometimes is you also need results and it's you need to balance those things. And if it's one more results oriented than people aren't done it's not good. More people oriented then result oriented also not good. Yeah. Because then but yeah, I would like to see more balance on that. But this the current leadership style is operational oriented. And what was it hands on? Yeah. Practical.

**Interviewer:** Do you see yourself working within the hospitality industry in the next five years?

**Interviewee A:** Yes, I do. Even though sometimes I feel like why. I shouldn't leave and make more money, but I enjoy it so much that I just, I just can't quit Yeah. I have every day I have some stories to tell when I go home like every day and my boyfriend ran out of, he cannot remember all the names anymore. Because it's just so gets so confusing and who is this again and again like with this person do so. And not a lot of jobs that you get there not a lot of workplaces that actually no job but places that you work that you get to tell a story fun story about your colleagues every day and laugh and it never gets boring. Yeah, never gets boring. That's the thing and then I find that really, really cool and I am really lucky thing.

**Interviewer:** This was actually the last question.

**Interviewee A:** Okay.

**Interviewer:** Is there anything you would like to add us things which need to be in my thesis?

**Interviewee A:** Need to be in your thesis?

**Interviewer:** Regarding leadership and purposefulness.

**Interviewee A:** Do you mean maybe suggestions?

**Interviewer:** Yes.

**Interviewee A:** Well, your thesis is about transactional leadership and Generation Z and contingency leadership, contingency operations, leadership. How does it affect our generation?

**Interviewer:** How can restore the purposefulness?

**Interviewee A:** Let me think carefully. I think we were discussing before the interview, but I think a lot of people are facing burnout. And it's not because they are not quality people, but I think because they lost a sense of purpose. So, I think it's a very good research to maybe take it to the next level. How can we yeah, restore the purpose and what are the other options that are innovative options. I'm sure that there are traditional options because I'm pretty sure that

this is not a super new topic that there probably are ways in the past but what else can we do going forward? Because I think that nowadays, people who have burnouts are teenagers, middle schoolers, which is the first time in the history because in the pre before generation, that is this didn't happen, because the pressure that they have to handle from social media when they're younger. So can you imagine what kind of pressure they have to handle and they're working. So, what else can we do in the future? To maybe not normalize but make them realize, or how can people live with pressure and still feel or have a healthy level of pressure, but still feel purposeful and all and thrive to find their purpose? I'm not sure if that's a suggestion.

**Interviewer:** No, I like it because I also after feeling that, especially COVID affected all of us if you're honest, all of us in a negative way. And now I think leaders really need to empathize and focus also on that you have a positive atmosphere. Everyone feels welcomed. Not left behind. It's not like you have to put them in.

**Interviewee A:** Yeah and babysit them or something. Yeah.

**Interviewer:** Really realize it was towards you. What do they need? What do they want? Yeah, how can you help?

**Interviewee A:** Yeah, can you support I think that having a positive environment want people to come to work, and when they want to come to work, they want to do the best. And when you are doing you when you're having fun, this is really easy to that's why this was out of topic, but I think that our master document, like if we make it in a way that is like you know, it's easy, so she bubble, and it's a good environment. Everyone will feel motivated then. Yeah, that's totally something else.

<b>Interviewee</b>	J
<b>Date</b>	10-11-2021
<b>Time</b>	16:06
<b>Duration of Interview</b>	25:17
<b>Type of Interview</b>	Online

**Interviewer:** How long have you been working in the hospitality industry?

**Interviewee J:** Well, I think I started when I was 12 with cleaning rooms. So, I didn't really meet guests but and then I worked in an ice cream shop. I still do when I started, I think I was 15. So, until now. How old am I? 21 years. So, nine years.

**Interviewer:** Okay, and what was the reason that you decide to work in the hospitality industry?

**Interviewee J:** My sister worked also in the hotel but then in a kitchen, so it was an easy, easy job for me to start.

**Interviewer:** Because the entry barriers were quite low or because you like to have the contact with other people?

**Interviewee J:** I really didn't want to work. My mom really pushed me to go work. And I didn't want a job. That had to do with people. So, I don't know. And my sister worked there so that's easily. I just had to call the hotel, so it is a small hotel. I said I wanted a job, and then yes sure when can you start. So, it was easy.

**Interviewer:** And as you're still working in the hospitality industry, what made you do so?

**Interviewee J:** I really liked my job at the ice cream shop. And I like to make people happy and make people enjoy the time there. Enjoy the ice cream.

**Interviewer:** So, you like that it's a bit people oriented.

**Interviewee J:** Yes. Yeah. Again, it changed a lot.



**Interviewer:** And I'm glad that it did. Okay, and now you like providing guests with a good time.

**Interviewee J:** Yes.

**Interviewer:** Then on the other hand, what do you think are the main obstacles the hospitality industry is facing right now? So not COVID. Besides COVID in the hospitality.

**Interviewee J:** I think people shortage everywhere they need people.

**Interviewer:** Yeah.

**Interviewee J:** And then I think there are enough people, but people don't want to work.

**Interviewer:** Would you say especially your generation doesn't want to work in the hospitality industry anymore?

**Interviewee J:** Yeah. Like especially room cleaning up. I don't know. I don't know anyone that's that worked in housekeeping. And that's mostly like people from the East countries from Europe. Yeah.

**Interviewer:** Can you think of any reasons why this changed?

**Interviewee J:** I don't know if it ever was like all generation at clean rooms. But yeah, better jobs that pay more.

**Interviewer:** More salary. Okay.

**Interviewee J:** For less work. It is a really hard work definitely.

**Interviewer:** No, I agree. It is a hard work definitely. And what does purposeful mean to you in a professional sense? Think of, when do you experience purposefulness in general? Is it when you clean everything on scheduled, or you managed everything on time, or you put a

smile on your guests or when you achieved goals or when you contributed to a bigger picture. I don't know increasing the revenue of the hotel or decreasing expenses?

**Interviewee J:** I think mostly when a customer is happy with what you do, when if, like, give a compliment like you cleaned the room nicely. And I'm glad that you come, and we have compliments in the office from people like notes. That's really nice to see. Yeah. And it motivates you if you had never hear something or only hear bad things that would be like demotivates.

**Interviewer:** And do you have the feeling you currently find purpose in what you're doing?

**Interviewee J:** Yeah a bit. Yeah.

**Interviewer:** Could you elaborate?

**Interviewee J:** Oh, if I currently feel purpose in what I am doing? Yeah.

**Interviewer:** I internship right now. Here in this hotel.

**Interviewee J:** Not very much. Because I am just checking rooms.

**Interviewer:** You think you didn't get challenged?

**Interviewer:** Yeah.

**Interviewee J:** You don't develop. I don't learn that much either. And sometimes it's just easy, I think. Yeah, but that's also fine. I'm fine. I'm that when I finish the internship. I'm glad that it's over. But I'm sad to leave because everyone is so nice and it's fun, but don't feel like very challenged internship. So yeah.

**Interviewer:** When you get challenged for self-development that's in general when you feel purpose within your job.

**Interviewee J:** Yes.

**Interviewer:** And do you think right now you have like, because you said that you will be said when you are leaving because you like it you like the people here also your leader

**Interviewee J:** Yeah, yeah, I like her. I think we the same a lot. We have the same vibe and the same jokes. I'm saying humour so, that's fun.

**Interviewer:** So, you have a positive relationship with her?

**Interviewee J:** Yeah.

**Interviewer:** Do you think this increases your purposefulness as well?

**Interviewee J:** Yeah. I had internships before that, like I didn't have a good relationship with my supervisor. And I couldn't like talk to her about normal stuff, only about work and it just very demotivating to go there. Everyday and.

**Interviewer:** Having a negative vibe around.

**Interviewee J:** Yeah.

**Interviewer:** Yeah, I understand that. Now the question can you describe a moment very experienced purpose in your job?

**Interviewee J:** Yes, I can. just read all right now made a game assignment about waste separation at my current hotel. I feel like this job is purposeful because I tried to have a positive influence on the environment and the hotel. Adding to that to make the surrounding of the hotel a nicer and cleaner place to be around. And also, to help a problem that occurs every day and takes a lot of time to fix every day, and hopefully solve this somehow. And with this takeaway, some of the troubles and relief for my colleagues from the workload.

**Interviewer:** Can you describe, how was your experience with your lead that you're at this moment?

**Interviewee J:** Well, she's very helpful. She gives me ideas on which topic I should pick for my assignment. She gave me the time and freedom to work on that. And it's nice that the problem is also affecting both of us. So, we both want to find a solution for that problem.

**Interviewer:** Do you like it when your leader gives you autonomy and freedom?

**Interviewee J:** Yeah, well, to certain extent, too much freedom. I need a bit of guidance.

**Interviewer:** You also want to learn something.

**Interviewee J:** Yeah.

**Interviewer:** I understand. And conversely, can you describe a moment where you experienced little purpose in your job?

**Interviewee J:** Yeah, when I was having my internship in a company that designed work clothing for a supermarket and that sort of stuff. I was doing the same thing every day, like designing clothes on the laptop from nine to five, and for three, four months. And I didn't even get used or anything. It was just for me to practice. So, I didn't like that.

**Interviewer:** So, what decreases your purposefulness, is like doing the same tasks over and over again, without any room to flourish? Or learn something new?

**Interviewee J:** Yeah, it wasn't very creative. It was just, they gave me already, it was already designed. I just had to redraw it for me to learn but it's not creative at all just learning but after a time I got the hang of it, but it still gave me the same task and it was very monotone. Yeah.

**Interviewer:** And how was your experience with your leader during this moment?

**Interviewee J:** She was very nice, but she was responsible for giving me tasks, but I felt a bit of a bother to her. We didn't talk much about personal life only about the things the drawings she made, and she gave me feedback on that. I also felt like she was doing things halfway and was happy to leave because she was quitting same time I was leaving. She was just finishing

up a job and then she was like, oh, that's just aside. I gave her the same thing every time. Like she will be fine.

**Interviewer:** So, you had a feeling for her you were more like a task as well.

**Interviewee J:** Yeah.

**Interviewer:** Which need to be done.

**Interviewee J:** Yes, done.

**Interviewer:** Would you have loved during this moment, or in this time to get more feedback from the leader? That you also have room to really express your opinion and also give her feedback about how we feel to have a more in depth talk because you said you didn't talk that much to each other.

**Interviewee J:** But I think that was mostly me because I was very shy. And to myself. Yeah. Yeah. And I lived in Dilbert for that type of the internship, and I only had one friend and I saw her maybe once a week, maybe once two weeks. So, I was not having a great time. So, I didn't talk that much, and I didn't give, I didn't ask for anything like give me a new task to do something, so I think it was mostly me.

**Interviewer:** Do you have the feeling you could have been more like proactive towards her. Hey, I want to learn this, this and this and that. Can you support me can you help me? Can you show me how? Can you teach me new things?

**Interviewee J:** Yeah. Okay to be Smart.

**Interviewer:** So, you have the feeling that your leader right now understands who you are, how you want to be treated? That she shows empathy towards you being more introverted then extroverted.

**Interviewee J:** Yeah. She also told me today, something and she says why don't you tell me that? I don't know. But so, I know I can tell her about certain stuff. So that's nice. Like it's way better than my previous experiences.

**Interviewer:** That's nice. Do you trust her?

**Interviewee J:** Yeah.

**Interviewer:** Do you think trust in your relationship is important?

**Interviewee J:** Absolutely.

**Interviewer:** Does it also help you to restore and maintain your purposefulness when you trust your leader?

**Interviewee J:** Yeah, like again. If I feel like I'm not doing anything, something I can tell her and talk with her about it. And I think we can find a better solution for that, together with my leader.

**Interviewer:** Yeah, that's good. Do you think she could also support you when you have like new suggestions and ideas? What do you want to do? In which direction you want to go? That she would help you?

**Interviewee J:** Yeah, absolutely.

**Interviewer:** And in your opinion, how would you're perfectly that looks like? Leadership style, character traits.

**Interviewee J:** I really like how my current leader is, like, she is, like, serious, but also, she's like, really fun and easy to talk to. But I know when she she's serious and has to work. And I can feel that when it's time for like fun time. So, I like, I feel like we are on the same page by something.

**Interviewer:** Yeah, you connected.

**Interviewee J:** Yeah.

**Interviewer:** Does she also work with the system of reward and punishment? Like she gives you compliments if you do it something good. But on the other hand, if you messed it up, then she gets really strict.

**Interviewee J:** No, I didn't have any experience with them. Yeah, she doesn't. I don't get compliments from her, but I also don't get punishments from her. Because I feel like I'm just doing a good job. And she is saying, oh great, that you did that, thanks.

**Interviewer:** Do you think that would help you? Because it's like also sort of a feedback.

**Interviewee J:** Yeah, it would be nice to have sometimes even if it's just a small thing, like you can do this better or that or you did this good or that good? That would be nice. Yeah.

**Interviewer:** Do you also think that these are the attributes of successful leaders?

**Interviewee J:** Yeah.

**Interviewer:** That you're really people oriented and that you focus on who is towards you. Who are you talking to. Are you more introverted, so the feedback not so direct, or are you extroverted. And you can really say, hey, this and this was wrong, but on the other hand, you still have a positive relationship. Do you think in your opinion, just makes a leader successful?

**Interviewee J:** Yeah. I feel like they have to adjust to every person, like find a way for each person to give great feedback and help them do the work better.

**Interviewer:** Do you also feel understood right now? You as Generation Z. so really the biggest workforce right now. Do you have the feeling the leaders nowadays, especially in hospitality industry, understood your new generation?

**Interviewee J:** In my experience? Yes.

**Interviewer:** Only in your experience.

**Interviewee J:** Yeah, I think so.

**Interviewer:** Yeah. Okay. And in your opinion, what are qualities lacking in today's leaders? Like maybe a low level of empathy. Or the they're more results oriented and not more people oriented and that you don't feel understood as a new generation that you were also really affected by COVID and a lot of negative feelings.

**Interviewee J:** I don't know. Maybe like we're not the same age. Like I usually go out a lot. I see my friends. I see them like every day. For like, my supervisor. She has to go home with her husband and kids and that is very different. And I love to go out and like I think that's a differentiator. I don't know. Yeah, a bit must understood on what we like. Like the students.

**Interviewer:** Also, the age difference?

**Interviewee J:** Yeah, yeah. No, that's right. Am I doing good?

**Interviewer:** You are doing very good. Do you also have the feeling that your leader values you?

**Interviewee J:** Yeah.

**Interviewer:** And appreciates you?

**Interviewee J:** Yeah.

**Interviewer:** Only the recognition could be maybe a bit better.

**Interviewee J:** Yeah. I feel like I'm useful to everyone.

**Interviewer:** But do you also have to feeling she understands you? Like you're wishes, where you want to go like also with your assignment.



**Interviewee J:** Yeah, I like that. Can I give a percentage? Like 67/ 75%. Yeah.

**Interviewer:** No, I mean, that's quite a good percentage. Okay, you have to describe your leader. What are the three main values you are seeking in a leader? Is it like empathy? Trustworthiness?

**Interviewee J:** Yeah.

**Interviewer:** And showing understanding? It's what you have to choose you can say whatever you want.

**Interviewee J:** Like easy-going. That's my and you that you can trust your leader.

**Interviewer:** You can also think about. Because you your internship is about facility management as well. What kind of manager do you want to be? For example, when I'm your employee and you're my leader, how do you want me to see you?

**Interviewee J:** Yeah. Someone that you can always come to for help. Like, or ask questions. Not like above you but more like next year like working together. To grow.

**Interviewer:** Yeah, someone which is easily approachable. Yes. I understand. Do you think that the corporate values like for example, ours, help you? Help you identify with a the organisation? Or are they important for you?

**Interviewee J:** Yeah, well, I just like that the vibe here is like international students. Open fun. I like that. That's, that's like easy to connect with for me. So yeah, I just see that.

**Interviewer:** And is there anything your manager can do right now to support you better?

**Interviewee J:** Yeah, maybe give me more feedback. That would be nice. Yeah. But if not, it's also fine. I can, I can live with both. It's great nowadays.

**Interviewer:** But it would be nice right? To get regular feedback.

**Interviewee J:** Yeah.

**Interviewer:** Okay. Do you have the feeling or the impression that all employees are treated the same? Or equally in your company? Or do you have the feeling because your housekeeping you get treated differently than I don't know front office.

**Interviewee J:** I don't think it's that bad here. I experienced worse.

**Interviewer:** But what did you experience in your other job?

**Interviewee J:** Well, I was cleaning, and we got tips like everyone should get the same, but the groups divided it. So, they gave themselves like more. So annoying, but because and then the people in the restaurant, they get more because they talk to them all the time and they see the work in, but we work just as hard only no one sees us. So, I think it's everywhere with housekeeping just like on the bottom of the hotel. If you have like, you know.

**Interviewer:** Yeah, you think so?

**Interviewee J:** Yeah. I think so.

**Interviewer:** Does it influence the way how you work? Or how you think or mentally?

**Interviewee J:** Yeah, I'm very appreciative of the housekeepers. I think they're doing so hard work. I personally couldn't do that like all day. So, I try to show them appreciation of what they do. And try to make a happier vibe and talk to them just regularly. I hope I give them the feeling that they could just get talk to me about everything.

**Interviewer:** Have you asked them once?

**Interviewee J:** No.

**Interviewee J:** And do you think, you see yourself working within the hospitality industry in five years' time?

**Interviewee J:** Yeah.

**Interviewer** Also housekeeping?

**Interviewee J:** No. That is a quick no, no. No. No, I think we'll maybe find something more challenging than checking rooms.

**Interviewer:** But still hospitality?

**Interviewee J:** Maybe.

**Interviewer:** Because meanwhile, you're extroverted and like having a lot of contact with others.

**Interviewee J:** Yeah, I like that. Working with a lot of people in a big company, maybe in like, airport or like a hospital.

**Interviewer:** Also, in a management position?

**Interviewee J:** Yeah.

**Interviewer:** Okay. And do you think your leader, manager is there any way how she can restore purposefulness within your organization? Like treating everyone the same or creating an even more positive way? Give a lot of appreciation? And compliments, like the rewards we were talking about? Is there any way she can restore your purposefulness or maintain it in another way? Within the given circumstances.

**Interviewee J:** Yeah other than give me like more feedback. Not really, I think. She's the way

**Interviewer:** That's good to hear. Do you think the organization gives your manager the autonomy to adopt his or her leadership style?

**Interviewee J:** Yes, she can hire old people. So, she's in like the boss of them.

**Interviewer:** Yeah.

**Interviewee J:** And that's nice. So, she's responsible for them, even when things not that good and when they are good.

**Interviewer:** Okay, perfect. Is there anything you would like to add? Which you think can help me with my thesis or questions? I forgot to ask or anything you want to add?

**Interviewee J:** No, I don't think no, no. Is it fine?

**Interviewer:** Yes, it is fine.

<b>Interviewee</b>	N
<b>Date</b>	11-11-2021
<b>Time</b>	14:17
<b>Duration of Interview</b>	25:18
<b>Type of Interview</b>	Online

**Interviewer:** How long have you been working in the hospitality industry?

**Interviewee N:** All together?

**Interviewer:** Yeah.

**Interviewee N:** Four years.

**Interviewer:** Four years ago, why did you decide to enter this industry?

**Interviewee N:** Um, just because I felt, I think like as a young person, it's sort of the easiest one to go into. And I think that's where most of the jobs were. So, I just sort of, yeah, decided that waitressing would be a good start

**Interviewer:** To earn money next to your school and extra studies.

**Interviewee N:** Yeah, I think it's a good part time job.

**Interviewer:** And also, like you said before, the entry barriers are quite low.

**Interviewee N:** Yeah, yeah. So, I guess. Yeah, there's quite sort of, well, the jobs that I did were quite low skilled or training on the job. So yeah.

**Interviewer:** I understand and like within the four years, what have you experienced are the main obstacles this industry is facing besides COVID?

**Interviewee N:** The whole industry?

**Interviewer:** Yeah. You can also talk from experience what you have noticed in these four years and in different restaurants.

**Interviewee N:** Okay. Yeah, I think definitely. Like, um, lack of staff is quite a big problem that I've experienced. Because I think, especially in hospitality, like the hours are, you have to work weekends and stuff and I think a lot of people just want to have nine to five which obviously you cannot have in the hospitality industry. Anything else. The industry as a whole?

**Interviewer:** Also.

**Interviewee N:** I guess, I think a lot of the time is quite low paid. So, I know that a lot of people leave because they think that the hours and stuff are not good enough. How much you get paid.

**Interviewer:** Yeah. Like there is no real balance you on the one hand, you have to be flexible. You have to work really hard for your money. But on the other hand, the money, the salaries are quite low compared to other industries.

**Interviewee N:** Yeah, it doesn't match.

**Interviewer:** And for you, what does purposefulness mean, in the professional sense?

**Interviewee N:** I think it means like getting something back so like getting fulfilment from your job. So, like that your job actually means something and provide something to society.

**Interviewer:** So, for the bigger picture meet you mean that you're aiming towards something?

**Interviewee N:** Yeah, so like purpose. Yeah, I guess that you get satisfaction from your job but also that you. Yeah, add something to society or like make a difference. It doesn't necessarily have to be like a massive difference, but like. I don't know.

**Interviewer:** Like fighting global warming.

**Interviewee N:** Yeah, cause everything but um, yeah, just sort of even like making people's days better. I guess. That is a purpose. I would say.

**Interviewer:** Would you say you're a people pleaser then?

**Interviewee N:** Yeah. I think so.

**Interviewer:** I also really like putting a smile on people's face. And then in the end when you get like a nice compliment. Yeah, it makes my day as well.

**Interviewee N:** Yeah, I think that's purpose. Definitely.

**Interviewer:** Yeah. And do you have the feeling you currently find purpose and your work?

**Interviewee N:** Yeah, I think so. I think like interacting with customers. And then yeah, like, as I said, putting a smile on someone's face and just like talking to them, and maybe if they might be having a bad day, and then like, that cup of coffee or that meal or something can make it better, which is nice.

**Interviewer:** Yeah. And would you say in your current job you're aiming for or you're contributing to the bigger picture as well?

**Interviewer:** How have you experienced this business model?

**Interviewee N:** Just in the sense that like, there is an emphasis on individuality. I think that's quite an important one for like a good business model. Because I think a lot in a lot of businesses you just have to fit in and maybe change yourself which

**Interviewer:** Hide your personality.

**Interviewee N:** That doesn't necessarily work. And then I think if you get to have your individuality it means that you enjoy your work more and then you're more likely to stay.

**Interviewer:** Do you think for you, are the corporate values then important as well?

**Interviewee N:** The what, sorry?

**Interviewer:** The corporate values.

**Interviewee N:** Oh, yeah, I would say so. Yeah, I think like if they treat their staff well, and they are staff focused, I think that's really important. Yeah.

**Interviewer:** So, you prefer working for a company, which really understood that they have to put the employees in the focus?

**Interviewee N:** Yeah, definitely. It makes you feel more valued. And then I think then you get more purpose as well, because.

**Interviewer:** And can you describe a moment where you experienced purpose in your job.

**Interviewee N:** Um, yeah, I think just like interacting with customers, and I think here I make, I've made quite a lot of like connections with customers, and I feel like especially the regulars that you see every day. I think it's nice that you can like talk about their life and you know, what's going on and like, you know, their names and you know, their orders. And I think like that's quite nice to, I feel like remembering their name and like remembering what

they study and stuff. Makes them feel valued. And then, like, making them happy, gives you purpose, I guess. Yeah, it's nice.

**Interviewer:** And how was your experience with the leader during this moment?

**Interviewee N:** Um, I guess the, I don't want to say that there was like direct contact with my leader during that moment, but I think being able to have the space to talk to customers, because I think a lot of previous jobs that I've worked in, it's very, you know, you just serve the customer and don't talk to them too much because waste time. Whereas here, I think they value. Yeah, like they value that connection with the customer. And, yeah, I think that's important. So, I guess my leader allowed me and gave me the time to make those connections. Yeah.

**Interviewer:** So, in your opinion, in order for you to experience more purposefulness your leader can support you, give you like freedom and autonomy and no micromanagement, no traditional hospitality mindset.

**Interviewee N:** Yeah, definitely.

**Interviewer:** Okay. And conversely, can you describe a moment where you experienced little purpose in your job?

**Interviewee N:** Um, I guess does it have to be my current job or previous?

**Interviewer:** No.

**Interviewee N:** Okay. I think yeah, like, as you said, the sort of micromanaging I used to have like a really micromanaging boss, who would often sort of humiliate you in front of the customer and like, always side with the customer and make you look like you're in the wrong. And that was yeah, very bad. And that made me feel like I had no purpose.

**Interviewer:** So okay, and then the next question. You would say then the relationship to your leader during these moments. are more like he treats you like you're not much worth than he or she was and yeah.



**Interviewee N:** Like inferior. Yeah, yeah.

**Interviewer:** In your opinion what are like important values and ethics that leaders should have or should demonstrate?

**Interviewee N:** Um, I think good communication, like following your opinion is good. I guess leading through example, so not just saying one thing and doing another. Being kind, I guess I'm like, compassionate, and understanding that like, your whole life isn't just your work. So, like, realizing that you have other commitments and stuff I think is important.

**Interviewer:** And like providing a healthy work life balance.

**Interviewee N:** Yeah, definitely. And yeah, just sort of how like having a good connection so that you know that if you have a problem that you feel comfortable talking to them.

**Interviewer:** So, in your opinion, the positive relationship to your leader is important. Also, to restore purposefulness, or maintain it?

**Interviewee N:** Yeah, definitely. Yeah.

**Interviewer:** Okay. And then what do you think what qualities are lacking in today's leaders? What's maybe a bit broader also regarding your generation? Do you think the leaders are prepared for you the generation which demonstrates right now the strongest workforce?

**Interviewee N:** Um, I think in my current job, they do. Definitely. What is it called? Habilitate? No, that's not a word. I cannot remember the word. Facilitate.

**Interviewer:** Facilitate, yeah.

**Interviewee N:** For my generation. Like, as I said, this sort of focus on like individuality, because I think that's a big, I think identity is becoming a very important thing in my generation. And so being able to express your identity and being very inclusive. I think it's

really important. But I know a lot of leaders who don't do that, and yeah, potentially maybe make you like not repress your identity, but the hide it. Yeah.

**Interviewer:** Hide behind rules. What do you want to deliver at the end and wear uniforms. Like this old school traditional mindset.

**Interviewee N:** Yeah, exactly. Yeah, like very homogenizing. Um, yeah, I mean, I guess I think they also my generation is potentially lazier. So, I think maybe leaders might struggle with that.

**Interviewer:** So probably, then. Probably successful leaders nowadays. Also need to be creative.

**Interviewee N: Yeah.**

**Interviewer:** Yeah. Like how can you overcome this laziness? Or do you then provide more extrinsic rewards like incentives or, I don't know, less hours for the same money as Citizen M and a 25-hour hotel chain, for example, just introduced the four-workday week?

**Interviewee N:** Yeah. Yeah, definitely. I think.

**Interviewer:** Do you think you we will be attracted by that?

**Interviewee N:** Yeah, that sounds good to me. I think, yeah. leaders should be a lot more flexible these days then. Because I think also, I think life for young people now is a lot more stressful than it used to be. And so, I think for leaders to acknowledge that and be more facilitating and flexible is very important.

**Interviewer:** I understand. We were talking about the corporate values before. Do you have the feeling you can identify yourself with your current corporate values? Do you know them?

**Interviewee N:** Yes, I think so. I actually did an online course about it, like two days ago. But um, yeah, I think yeah, I can't remember the exact words. But yeah, I think what the question was again, sorry? About the corporate values?

**Interviewer:** If you can identify yourself with them.

**Interviewee N:** Oh, yeah, I think so. I think yeah. Like this sort of emphasis on be who you want to. Yeah. And I guess also like because it's a different hotel. Obviously, I can.

**Interviewer:** You have a certain freedom.

**Interviewee N:** Yeah. And I am. Yeah, I understand that. We see what it's like to be students.

**Interviewer:** And do you feel valued by your leader?

**Interviewee N:** Yeah, definitely. I think.

**Interviewer:** Do you also, in your opinion, what are the three main values you're seeking from your leader?

**Interviewee N:** I guess Yeah. Flexibility. Compassion. And I guess loyalty maybe because I, a lot of my previous jobs like I mean, not I don't know about towards me, but I witnessed a lot of like two-face people so like, your leader would just bad mouth like the other employees which I thought was really bad.

**Interviewer:** Yeah. Okay. Do you also have the feeling you feel supported and understood right now?

**Interviewee N:** Yeah, I feel. Yeah, support.

**Interviewer:** How does your leader express that?

**Interviewee N:** Yeah. I guess Yeah. By showing like flexibility with shifts. And yeah, like I said, this sort of acknowledgment that you have other areas of your life that need attending to and having I feel like it's a very, like there's not too much hierarchy. So, it's quite sort of a flat hierarchy, which is nice. And sort of engaging on a personal level rather than just like professional. I think that's important.

**Interviewer:** Do you also get motivated by the system of punishment and reward?

**Interviewee N:** Yeah.

**Interviewer:** Do you think that motivates you?

**Interviewee N:** As in do I? Do I think that applies me or just in general?

**Interviewer:** In general. For you. Yeah.

**Interviewee N:** Yeah. I think maybe not punishment. But reward definitely. I'd say yeah, I guess I think it especially in the hospitality industry, I feel like there's a lot of jobs going so I think if my employer punished me lots, I think it would just make me leave. Yeah.

**Interviewer:** Because of the negative feelings and the toxic atmosphere.

**Interviewee N:** Yeah, definitely.

**Interviewer:** What do you think keeps you motivated? Because you said the hospitality industry is like a really hard job. The salaries are not that high. How do you overcome that?

**Interviewee N:** Yeah. Because I think, I enjoy my job. And like, I like engaging with customers. And I think especially here, like everyone's super nice, so that's really good.

**Interviewer:** So, regarding the employees, you mean?

**Interviewee N:** Yeah, the other employees and the leaders. And I think it's quite an easy environment to fit into, because I think my previous jobs were, like being integrated into the workforce was a lot harder, because it was very, like negative whereas here, I think it's a lot more open, which is nice.

**Interviewer:** That's good. Maybe not in this job right now. Because you're fairly new. Have you ever received like feedback on a regular basis from leaders?

**Interviewee N:** Ah, yeah, I used to have like appraisals.

**Interviewer:** Isn't it? Like once half a year?

**Interviewee N:** Yeah, I used to have them like every three months.

**Interviewer:** Do you think it's enough? Or would you like to receive more feedback in order to develop yourself?

**Interviewee N:** Yeah, I think, I guess, I guess maybe even sort of more not constant feedback. But I guess, you know, if you're doing something wrong, obviously being told that you're doing it wrong. But also, I think here it's quite consistent because like if you've done if you've done well, on like in the day then people say thank you and stuff, which I never really had before.

**Interviewer:** And do you think that all employees are getting treated the same. Also, regarding feedback, and the thank you the little appreciations?

**Interviewee N:** Yeah, from what I've seen here, I think, yeah. But again, in previous jobs no.

**Interviewer:** How was it in previous jobs.

**Interviewee N:** I think there were like, the people who had been there longer, well, obviously a lot closer with management and I think that was made quite clear. So, like the leaders which favour them over other people,

**Interviewer:** Ah, okay. In your previous job, then do you had the feeling that like leaders and managers have a really close relationship but don't really focused on the frontline staff?

**Interviewee N:** Yeah, I think it was sort of a mix. So, some of them were quite like integrated within the team. And then I think others wanted to maintain quite like strong hierarchy. So, some leaders were good, and others were not.

**Interviewer:** What would be your perfect management style of a leader? And how would it look like also like character traits?

**Interviewee N:** I think, yeah, as I said, sort of being flexible, being part of the team, talking with the team a lot. Not being favourites. I think a good sense of humour is always good. Being positive instead of just always focusing on like the negatives. Like being consistent, because I think a lot of the time my old bosses were just like, sometimes they'd be really nice and then other times they would just like flip and yeah, being loyal as well. I had a good point, but I can't remember what it was.

**Interviewer:** No worries. Maybe it comes back. Do you think these are also attributes of successful leaders in the future? Focusing on Generation Z of course.

**Interviewee N:** Yeah, I think so. I think like maybe a more casual approach is probably what the next generation needs, I think, because I think that's how they've been raised. Some of us are not, I wouldn't say me, but.

**Interviewer:** Do you see yourself working in the hospitality industry in five years' time?

**Interviewee N:** Five years' time?

**Interviewer:** Giving you maybe three maybe yeah.

**Interviewee N:** If I'm still studying then yes.

**Interviewer:** And have you ever considered doing it full time?

**Interviewee N:** No, I don't think that's something I want to do.

**Interviewer:** Okay. And is there anything else you want to add how your manager could restore purposefulness within your organization?

**Interviewee N:** I mean, I feel like restore is the wrong word because I feel like they already have it. But I guess to reinforce it. Yeah, just sort of I guess yeah. Maybe doing this sort of,

like getting rewards if you do really well. Or like, I guess they already do that sort of having like team building activities, and stuff like that. So, like

**Interviewer:** To enhance the relationships within the team.

**Interviewee N:** Yeah, like having, doing sort of extra-curricular stuff instead of yeah, just work but I mean, yeah. I feel like they do that.

**Interviewer:** You were talking about the rewards. Do you think you learn quicker and more efficient from punishment?

**Interviewee N:** Not punishment. Now. I'd say I learned from being told I'm doing something wrong.

**Interviewer:** By feedback?

**Interviewee N:** Yeah, constructive feedback, but I think if I'm being told it in a horrible way, then I would just shut down and get angry. Or said. But if I'm being told it in like a calm, nice way, then I think that's how I learn.

**Interviewer:** Okay. Last question, do you think that your company gives your direct manager the autonomy to adopt his or her leadership style? To certain circumstances, like new generations, new environment?

**Interviewee N:** Ah, yeah, I think so. I guess, I think it allows my leaders to express their own personalities which I think is important.

**Interviewer:** If they have the right attributes.

**Interviewee N:** Yeah. Yeah, I guess yeah, here it's good because they all have nice personalities. Yeah, I think definitely there's a lot, it seems that there's quite a lot of flexibility within the company which definitely I think it's important and I think that's something that more companies need to adopt for the future.

**Interviewer:** Amazing.

<b>Interviewee</b>	F
<b>Date</b>	13-11-2021
<b>Time</b>	10:22
<b>Duration of Interview</b>	38:00
<b>Type of Interview</b>	Online

**Interviewer:** How long have you been working in the hospitality industry?

**Interviewee F:** Yeah, well, my roots and my journey with the hospitality industry started a long time ago since, yeah, my family in Sorrento, their own store. The ones from my mother's side. So yeah, during the summer every time since I was already 12 I was already working. So yeah, I'd say now it's 2021. A lot of, I think, at least 10 years that I'm working in the hospitality industry as a part time job, but as well, for a period as a full time. Since I was only working, and I was not studying and then actually ended up studying as well as hospitality. Since basically, that's the only thing that I did in my life until 18 years old. So, I didn't have really anything else that I really was interested in or any passion for. So, I actually ended up studying and choosing the hospitality as my field of study. I feel like this Otter is transcribing good. Or are you laughing at me? I's not getting me.

**Interviewer:** No, I think so far. It understands what you're saying.

**Interviewee F:** Yeah, yeah. Okay, cool. Okay, cool.

**Interviewer:** Like 12 years ago, why did you decide to work within the hospitality industry? Only due to your family?

**Interviewee F:** Yeah, let's say since my family as well, especially my father wanted this with to teach me the value of money, let's say. Sometimes maybe having a hotel or having a business already. I don't know kids can grow up very spoiled or that you have money so you cannot have anything. So actually, my father wanted to show me as well like, where this came from. So actually, that's why I started to work in hotels. But actually, I liked it. And it was a



nice income on the side since I didn't like to ask money to my parents. And that was my possibility to actually work because yeah, because when you're 15, 16 you don't have really a lot of possibilities to go work anywhere else then hospitality since mainly is restaurant, bars and hotels. And I was actually working on the swimming pool of the hotel. So, I was like, lifeguard that as well bar. Like a bar attendee, people go and spend a little bit and so that's why I actually started mostly because of my parents, but as well because I developed a passion for people. And that's why actually then I decided as well to start this.

**Interviewer:** In your opinion, what are the main obstacles the industry is facing right now besides COVID?

**Interviewee F:** So, since I have been researching this topic as well. I can tell you a lot of topics. The hospitality industry is actually suffering from, for example, the main ones I think like, of course, a lot of money and, like yeah, the pay is not really high and working hours are crazy, especially but mainly in the operations, of course. But yeah, that that's something that also I think influences a lot the reputation of the industry, but as well, I think the waste that actually produces and sometimes, not sometimes mostly, as well, the way of how people are treated so not from the guest perspective because that is always like yeah the guest comes first. You have to make the guest happy that you can never say no actually, but that's sometimes maybe has an influence as well on the actual employees. Since sometimes the actual employer really care only about the guests. And even though maybe a request from an actual customer is making an employee I don't know, feeling in a bad way or actually it's to make the employee feeling like workers so much more. And employers don't really take action towards this. For example, hiring more people. Or having more people on the actual floor. So that means more expenses for them. So yeah, I think these are two main one. But yeah, I think the way how people are de-humanized in some ways, especially in mainly always in the operation and in some roles, like housekeeping, dishwashers, but as well waiters. I think like a lot of ways. And so yeah, I think the de-humanization of the actual workplace and yeah, I think this.

**Interviewer:** Do you think these reasons also take away the purposefulness of the job?

**Interviewee F:** Definitely. Because I think the hospitality industry in itself could be a really purposeful industry, of course, still changing the way how we structured. Because right now,

it's still really close to our mentality of shareholder primacy. So, it's not really about anything else, it's just maximizing profit. That should be more making profit in an actual sustainable way. But I think they're working towards that. However, which one was the question?

**Interviewer:** So, if this takes away the purposefulness of the work within the hospitality industry.

**Interviewee F:** Yes. So, I think definitely because it could be purposeful in its way, but however, it is about maximizing profit, therefore, not really having human values within the workplace. So not treating you're really your employees in a decent way. But as well like having a lot of impact on society or the environment in a negative way. I think definitely takes away the actual purpose of hospitality, which would be then related to people, making people happy, making that they comfortable and so actually having a positive impact in their life.

**Interviewer:** And what does purposefulness mean to you in a professional sense?

**Interviewee F:** So, in general purposefulness for me, yeah is contributing to the greater good in terms of society, people, environment. So, in the workplace, I mean, I'd see as well that, but I see since, I'm researching this topic as well. I see purposeful career that actually facilitate meaningful work within their career, meaningful work intended that you can actually contribute in a valuable way to something or someone. So it could be that with your work, with your way, with your revenue, you're being a waiter, you're actually sitting with the guests, which came to everything that you're giving them a nice experience and stuff that's already purposeful for me. However, if then, in the back, it's missing the actual support. For that actual employee or recognition for that action. What he is doing, or I don't know help from the management, whatever. This can then actually take away that purposefulness, because yeah, it's something that is not balanced in a way

**Interviewer:** Do you currently find purpose in your work?

**Interviewee F:** Currently, I'm not working in the hospitality industry anymore.

**Interviewer:** But you do HR and recruitment, right?

**Interviewee F:** Yes, it is a start-up that does training about soft skills, so I don't really consider that as hospitality. We work closely as well with hospitality industries of with hotels and stuff, but what they actually do is far different than that, however, in a way, it's still touching my life, my hospitality, attitude and my hospitality skills. I think now, what I find the purpose is actually that yeah, the mission of the start-up is to actually make professionals better in a way. So they can actually live as well happier lives and yeah, and they have made these two soft skills, which I think are so essential nowadays. And we don't really focus that much on it. Not a lot of companies focus, focus on it. So, I think, find the purpose for my job in actually the actual work that we're doing. The actual mission that we have, the actual company has something valuable in terms of contributing to actual people's life on a positive manner. And that's why even with my main my party, my job, which is only HR recruitment, so on the approval of the intern position, I still feel that I'm contributing to something valuable. So yeah, I see the purpose we have.

**Interviewer:** And can you describe a moment where you experienced purpose in your job within the hospitality industry?

**Interviewee F:** Okay, perfect. So, in general, I think mostly when I actually experience purposeful periods, but actually was supported from my whole team. And I could actually deliver a nice experience. For example, when I was working here in Amsterdam, during school in a hotel, just a waiter, so it's just really at operational level. But I think it's still very purposeful for example, yeah. Realising that with your, with your work or with your effort. You're really making an experience for guests that came to you. Really incredible and you can see that they are enjoying, they're thanking you and you're actually start to have a nice connection with them and start to really go more into depth in your actual connection. Get to know yourself, get to speak about different things to get to know the guest, where he's from, his culture. That being said, creates a personal connection in a way that if you can then make as well, that experience positive and leave something to the guests that he would remember from the night which even though is only a nice experience. I think that's when I actually experienced purpose in my past, work experiences.

**Interviewer:** And how was your experience with your leader during these moments?

**Interviewee F:** I'd say that every experience, like every moment where I experience purpose in my work. I have the actual support of my leader of my supervisor, my manager, whoever that can be. What do I mean by support? It's just not micromanaging me in a way that the what you're doing, because that means that maybe you don't trust, what they are actually doing, or that you don't trust that actually can deliver quality work, which then can make me feel that I'm not good at my work or not making something valuable. So, then he can take away that the purpose, but I think it's as well really about how to work, how you are related with your supervisor with your leader, since you got full support needs to be as well as respect between the two parts and as well clear expectations on what the supervisor actually is demanding from you. And what you need to do to actually deliver that expectations and to respect that. And yeah, and then I also think a personal connection in a way that yeah, really stand in the time as well to get to know me and not just been there. And if I do a good job, good job. That's not really recognition for me. But it's really about us getting to know me on a personal level getting to know the way how you need to behave with me because I think situational leadership, not situational leadership, the adaption of your leadership style to deep dive different situations and different people is still fundamental because we are all different and there is not one right leadership style that in depth can work with everybody but, but there are certain traits that several leadership styles now have integrated. And I think that these leaders, like these traits, for example, are empathy, inclusiveness, but as well, respect for the others. And as well actually providing the support and development for the people. So actually, been there and if I don't know anything, you can actually help me with that. Or if you see that they're interested in a topic or a certain thing, and you're an expert that you actually foster my knowledge and drive my actual curiosity need. Let me develop myself as well.

**Interviewer:** So, are these also attributes of successful leaders today?

**Interviewee F:** Well, I definitely think so. I think successful leaders nowadays and successful leaders that we serve in the past are different versions. Let's say not all of them, but in the attitude and the actual skills that these leaders have and more towards your soft skills, rather than hard skills. So really not the technical part, but really, the way how you actually need to manage people. So actually, how to relate and connect with people on any human way. And I think this is more being fostered nowadays, especially because the new generations they seek for different things. And as well, I think the managerial positions now they're being filled by the new generations. So, for example, Baby Boomers, which their more traditional way of

managing people and just telling them maybe what to do and just expecting them to do it. Not really finding maybe that intrinsic motivation within a person. And so yeah, I think it's really about nowadays, especially the soft skills so and really about the leaders actually really finding what is driving people and how they can actually foster a work environment where people can thrive together and as well to collaborate with each other. And so, it's not really anymore about really selfishness, but succeeding together as a team.

**Interviewer:** Do you think the current leaders already understood the wishes and needs from Generation Z?

**Interviewee F:** If you see the leaders of the big start-ups, I think, yes, like for example, I don't know if you see the leader of Netflix, and how he set up the actual company. It is a super flat organization. But you know, micromanaging during the free holidays anytime you want. All these things are really, really resonate with Generations Z. And so, I think, as an example, we can see these ones or as well, for example, Gorillas is another start-up, which is a delivery start-up, so it's not hospitality. But if I didn't make an example of hospitality things maybe more relevant for you for example, Zoku as a hotel. I think that's something that should see the leaders there. What they stand for that mission. I think it's all aligned in a way since I think as well. Really for a leader to express their best leadership style as well. And really allow them to be that new way of leading people so be more inclusive, be more on empathy and focus on that rather than only profit. They need to support as well from the actual corporate then from the company, which I think in the actual hospitality industry is still rather behind. Because it's still really about taller organizations, hierarchical organizations, which there is still a bit of yeah, when there is this tall organization for leaders it's also sometimes more difficult to actually implement these traits. Since also the demands that they have from their actually leaders are more oriented towards profit rather than towards people happiness, people engagement, how is the overall mood within the company. Are we being productive because people are happier or are we being productive just because our brand is Nike and so we just sell it because we don't even need to do anything there. The products they sell by themselves. And so, there are these different things. I think in hospitality industry still needs to improve, to actually then enable the actual leaders of today's to incorporate these new traits that they then can resonate with Generations Z.

**Interviewer:** So, would you say, qualities lacking in today's leaders are for example, that they still have the traditional mindset, especially within the hospitality industry?

**Interviewee F:** Yes. Unfortunately, yes.

**Interviewer:** And you were saying the values before, for you representing Generation Z, are the corporate values important to you, that they are aligned with your vision and mission, your personal one?

**Interviewee F:** I think you can end up still doing an experience, working experience in a company that doesn't align with your values and with who you are and what you stand for. But that I think is always unexperienced which is a limited, it has an expiring day so to say. If you go in a company, for example, if I go to work for Nike in this moment, and I am still going to accept an offer from them. For example, because I still think is a good experience, is good for your, is good for your career on a future perspective. But if I have to tell you that for my life and for my career path, and when I choose to work for Nike forever, I cannot tell you that because I think after one year, two years that it might be intended to what I needed from them, which is only their name on my CV. I don't need anything else from them because it's not what I'm going to be proud of, in my future to tell people that actually worked for a company that does not have a minimum impact on society on environment, and people in a positive way. But mainly on a negative way since their only purpose is maximizing profit, and with that profit, then minimizing the impact that they have on society and environment. But for me personally, what we should start to do is actually making profit in a sustainable way. Which means that then is already making profit sustainable way you don't have to actually take actions then to minimize the impact that you had on society and environment because you already don't have that impact. Because you actually align yourself with what you stand for. And you deliver as when the profits that they pay for that are aligned with your purpose. If you don't really have a purpose but your only purposes is making profit. Yeah, I can come to work for you, but I will stay there one year, two years, but then I will end up leaving and I think that's mostly what happens with a lot of hospitality graduates, which they sound like that but at the end, you know, like, yeah, I can work for Marriott. It's nice and a couple of years there but at the end I am still working for Marriott which is a company which doesn't really do anything of much than just yeah, having one extra day so we don't worship. Do you really think that there's an impact on environment? Or I don't know. Are you really providing the

support that they need to your operational level employees which they suffered a lot, maybe from mental health problems or are you providing them to support for their family. So, if they have to be so many hours that they can actually have assistance for their kids. Or I don't know, there are so many aspects that you can see about this, which just hospitality is currently not doing and this then I think, influence the actual choices of Generation Z, then working for that industry. Since as well the hospitality graduates nowadays are so versatile, they can choose really, and this also really required that the actual attitude that you get to choose any industry to go and work for. But you can also find way more purpose, when even though if you cannot find that purpose, you can find more money, more career path and more career growth. So that needs to be the balance. I think the hospitality industry people who choose it have the passion for it is more of a vocational career as well. But if that you take away from that careers from that vocational career to take away that actual purpose, which is then making people happy but then as well myself being happy, making them happy, if you don't support me actually doing that. There is no purpose anymore in the industry. It's only an industry which wants to maximize profit and they have a super negative impact on people, the society, community, and the environment. All together. And then I think these have a role that really like as well influences where the leadership styles of the actual leaders there are there. And as well the employees and then the hospitality graduates actually not choosing then the industry.

**Interviewer:** You were talking about the money and extrinsic rewards. Do you think you get motivated by the system of punishment and reward?

**Interviewee F:** No. Not really. I think that it's an old, old tool, like model close to the traditional way of managing. So yeah, you didn't do this good, I punish you. You did this good; I reward you. I don't think that that's any more about that. I think it's really about letting employees grow, making mistakes, of course, always in a limited way, but still allow that room for that. And then just give them space to think with their own head and have an impact on the company. I think corporations a lot especially.

**Interviewer:** So, you rather have a leader with whom you have like a positive relationship, providing you support empathy, like everything you mentioned before?

**Interviewee F:** Definitely, definitely, I think that will make me way happier with my work. But as well with what I am doing. But as well make me understand more in a way if my actual work is valuable or is contributing to something or not. If you are not really having the support from your leader then you're just end up hating your work. Even if you actually like it. Even if your job has purpose. You're not going to find that purpose anymore or like the purpose that you actually find it found the need, it's gone because of your leader at one point.

**Interviewer:** Okay, then conversely. Can you describe a moment very experienced little purpose in your job?

**Interviewee F:** Daily purpose you mean?

**Interviewer:** Little purpose.

**Interviewee F:** Ah little purpose. I'd say yeah. See when I was just told what to do. Not really an input or ask for an opinion about it. Or maybe just being told in a way you know, like, yeah, we need to do this now because of this. Not really explain the reason why we are doing something rather just my leader come to me and say, now you got to do this now. Okay, but why? Like, why is something explained me the reason so I can also understand, and I can even make a better work, be more productive. If you just want me to produce something because you want to, but you don't really want to motivate me for that. Find the drive that actually pushes me to do that in a more positive way in a more productive way. But you expect me to do that just because I'm there and I'm working. That's not the way how a team functions and how you make your employees then thrive and actually work as well if you're not there, checking them at the end. Because that's what you need to be able to do as a leader. Empower your people as well to work and to be productive because they actually want to be not because you are there behind them. And they're scared, because yeah, if they're not going to do what they want, what they need to do, you're going to punish them. That's not really working anymore. Because generally, especially Generations Z which is the new generation that is entering the workforce is different. As when Generation Y which was before that was already starting to be different. But we are even more because if you come to us and you tell us just to do something is that you have to do this. I think nine people on 10 are going to ask you why are going to tell you. This is not the way of like me or if you say these three times, like this way they're going to end up leaving the place.



**Interviewer:** So, your experience with your leader during these moments was like he or she didn't give you room for self-development. You didn't have the feeling you can grow, you can flourish, no autonomy, no responsibility more than micromanaging style.

**Interviewee F:** Yeah. I think there are consequences as well clearly that micromanaging perspective of your employees. Because you're micromanaging perspective as well does not really letting your employees grow well or understand for themselves. And you don't really care about that. You just care about the employees that do their work, and that should not be it. You should also enable your employees to be the best version of themselves at one point. And so, they have to grow, and at one point they're going to leave the company because they need to do their experiences that you just need to support them and wish them good luck. But it's not like these unfortunately nowadays.

**Interviewer:** Did you feel valued by your leader?

**Interviewee F:** In this moment or in general?

**Interviewer:** In general.

**Interviewee F:** Sometimes. To be honest, I have different leaders that actually inspire me in a way on the way of actually leading people. And yeah, I think when a leader is passing in away, he's already, they're already accomplishing their work. Because if I get inspired by you and what you're doing, it means that you're doing something good. Something that is positive because if you are pushing me to do actually like to do better also because of me because I see what you're doing is great and I want to live up to the expectations and to your standards. So, I'm going to also try to do more and to be better, to be more productive. And so, I think, yeah. In general. I think this is really something that I needed to feel to be like support by leaders in my career.

**Interviewer:** And could you describe the leadership style of one of the leaders you said before that? Who inspired you? What did they do?

**Interviewee F:** Yeah, I think. I think it's really about. I think it's still about empathy. So really about putting leader, putting himself in the shoes of the employees. Understanding the situation as well that may be the context of it. And really, so really, as well, touching that human side of the work perspective as well. Which I think really, it's something that having empathy really, really enables that. Because you need to understand what as well an employee is going through, if he has problems at all, or whatever it can be happening. And if you don't actually try to do that, and not trying to understand at least that why maybe influence it as well, maybe the performances of the actual employees, and you don't want to actually try to find a way of how you can actually help that employee, even though just speaking with them and having a discussion with them confronting and understanding what's happening and how you can be of support to them, or if you can be of support to them in any ways. I think that's something really important.

**Interviewer:** If you have to choose what are the three main values, you're seeking from your leader? Empathy?

**Interviewee F:** I have also this question in my interview. I definitely say empathy, knowledge because if I have a leader there but does not really have the knowledge.

**Interviewer:** So, you don't learn anything from him or her.

**Interviewee F:** Yeah, you know, or like, yeah, you can be empathetic, but you can be a lot of things, but then if you actually have the knowledge to be there, the expertise and you cannot live up that. Then for me, it's difficult to actually follow you as a leader. Because I see that you cannot really be a leader. And the third one would be transparency. Because I like that my leaders are real you know, I don't care about chit chat. You can be direct with me I don't care. It's fine. It's just, of course you always need to do it in a respectful way that definitely, but you can be direct with me. You can be honest, I just want honesty, I just want truth. If something is happening within the company, I want, I want honesty. I want to know if I don't know your leaders don't have to do something because of these. You come to me, and you tell me that they have to do something because of these and these and keeping that transparent and open like that I think can really help the actual relation as well within the people and then really create a stronger bond as well. A lot stronger respect as well for the person because you see actually that they keeping you updated, they're being honest with you. They're not really

trying to trick you into doing something just because you need to do that whatever. So, I think that are probably the most important values for a leader.

**Interviewer:** Is it for you also important that all the employees doesn't matter which position, housekeeping, frontline employees, management will be treated the same?

**Interviewee F:** Yeah. I don't see why a manager should be treated different from a dishwasher. They are still two people. They are still working there both of them. They're doing their task; they're having their salary. Is not because one is higher than the other that this should be treated in a better way. Of course, salary, wages are different. I don't say that. That should be the same, but on a human perspective on how you actually behave with people and actually you treat them and what's actually required from them, I think should be on the same because otherwise then you start to see act of jealousy, act of people being, not disrespectful towards management, but being far away from management. Like management is shit or like really care about me and stuff. You don't want that. You want that your employees have a positive perspective of your management because then as well when they have a positive perspective of the actual company that they are in. But if that doesn't happen, that all that things that are currently happening without the hospitality industry will keep on actually that happened.

**Interviewer:** Do you see yourself working in the hospitality industry in five years' time?

**Interviewee F:** What can I tell you. I wanted to work in the hospitality industry for all my life. To be honest. My ambition was to, my ambition, my dream actually, was to open a hotel and then make it a chain of hotels around Europe. So, it was a really big ambition but always really related to the hospitality. Nowadays, if I got to tell you that I want to work in hospitality industry, my future. I cannot tell you that to be honest. Because I started to experience other industries as well. Started to see the career growth that you like career opportunities that you can have there and the actual working hours that you have. And you can still be purposeful. So, you can still have that contact with people and you're still contributing to something in a valuable way. So, to be honest, if the hospitality industry doesn't really make a big change, because now they're trying. I think they're on the direction but it's still minimal. What they're trying to do is really not enough. So, yeah, maybe in a

chain like Zoku, or something that is really living up to what they are and what they stand for. I think I want to see myself working in hospitality industry in five years, but neither in ten.

**Interviewer:** What would you say is the most important step for leaders to tackle in order to restore purposefulness within the hospitality industry?

**Interviewee F:** I have a weird perspective about this, but I think that change is slow but can always happen and can always start from the lower and bottom lines. I think that if leaders actually at one point should start to, we start to actually not imposed but actually off pose themselves to certain decisions or having more powers when in the actual organization and not only giving that to shareholders, so them being only yeah, upon that is actually only making what the shareholders want at the end because that's what usually happen. I think that could change it. So, I think as well really. I think it's really about changing the corporate goal in the hospitality industry and really putting the stakeholder perspective at the centre and really, yeah, stakeholder perspective. So, it is really about the employees, communities, society, environment. Which career growth we are offering to our employees. How we are letting them, how we are engaging them, how we are making sure that they are happy. And if the leaders are actually involved in that and provide actual possibilities to bring ideas and not only being there. No, I have to do this because we have to make shareholders happy, and we have to make profit and numbers for them. I think that could be a big help for leaders. Actually, then making changes, because I think the new generations leader, I think they're trying they want to, but especially hospitality industry, it's really challenging because it's so hierarchical and traditional industry which is still so close to the shareholder primacy perspective. Then that's still an issue currently.

**Interviewer:** That was the last question, or do you want, is there anything you want to add?

**Interviewee F:** No, I think we extensively. I don't know covered the topic you wanted to cover. I'm not sure which attributes now the contingency leadership has. I hope that I gave you some answers that are related to the traits. Because I don't really have knowledge of contingency, but I think it's also about that since that's the most logic leadership style that works, usually, so yeah.

<b>Interviewee</b>	D
<b>Date</b>	16-11-2021
<b>Time</b>	14:23
<b>Duration of Interview</b>	30:07
<b>Type of Interview</b>	Online

**Interviewer:** How long have you been working in the hospitality industry?

**Interviewee D:** Um, yeah, basically since I was 14 years old. Because my parents, they have a restaurant back in Germany. And so ever since I was old enough to help. I helped

**Interviewer:** Oh really? So, with 14 years you started working part-time.

**Interviewee D:** Yes. And it was not really part-time officially. It was more or less, just helping where my mom wanted me and then I was doing it.

**Interviewer:** Oh, nice. So, this was the reason, 10 years ago that you have decided to start in this industry?

**Interviewee D:** Yes. Indeed.

**Interviewer:** And in your opinion, what are currently, besides COVID, the main obstacles the hotel industry is facing.

**Interviewee D:** The main obstacles are lack of staff in general. Due to COVID a lot of people have left the industry and commenced their career in different industries and since yeah, the working conditions but also the wages are fairly poor in hospitality industry. Only in my opinion. A little amount of those people who have left the industry are actually coming back and decide to work in hospitality industry again. That is in my opinion.

**Interviewer:** Do you see that the current leaders still haven't realized the change also within the generation, so Generation Z, is now actually, represents the biggest workforce at the moment and they have still the traditional mindset, so they don't adapt and therefore, less and less people start working in the industry.

**Interviewee D:** I definitely see that. I noticed that within myself, for instance, that I have different needs compared to, for instance, the generation before us, the generations before us.

**Interviewer:** The Millennials?

**Interviewee D:** The Millennials, for instance, indeed. Needs that I have for instances that would really need to feel needed at a job where I'm currently working. I would like to come to work every single day progress and learn new things, rather than just working as a matter of working and as a matter of, yeah. Basically.

**Interviewer:** Finishing all the tasks and at the end of the day.

**Interviewee D:** Indeed, I would rather really go to work and with a different mindset. That I learn every single day something new. That is just very important to me, and I noticed that also with my, with my friends who are the same age as me.

**Interviewer:** Would you say, would you describe this as your purposefulness? That the job provides you room for growth, self-development, you want to flourish? You really want to feel needed and rewarded and recognized and appreciated?

**Interviewee D:** Yes, 100%. That is, that is basically what I see. Why is it a purpose because otherwise what you, what you only do is you just get up, go to work and do things for eight hours that you're not enjoying, or that you're not enjoying, basically, yes. And then you just leave again, and you have not really made any difference within your own life but also within the company that you're working. So, I think that it's valuable for both for the company that you're working in, but also for yourself, obviously, to get this empowerment to get this involvement, to get training externally internally, and then to be a better worker the next day you come in basically.

**Interviewer:** And a better version of yourself?

**Interviewee D:** Excuse me?

**Interviewer:** And a better version of yourself?

**Interviewee D:** A better version of yourself. Of course, as well. Yeah.

**Interviewer:** Do you currently find purpose within your job?

**Interviewee D:** At the moment to be frank, not at all. If you'd like me to elaborate more.

**Interviewer:** Yes, please.

**Interviewee D:** At the moment I am also interning as an Assistant General Manager within a hotel, small boutique hotel here in Amsterdam. The position was promised as a management position where basically I would have different responsibilities, drive different projects, etc. However, also due to the lack of staff, I'm mainly involved in operational tasks and therefore see, unfortunately, slim to no involvement within any managerial project or aspects of the entire property and hotel. So, I literally just go into work every single day and I just fight fires every single day. But there is no room for growth at the moment. Simply because there is no time. But also, because the time is not being made for myself.

**Interviewer:** What does that mean?

**Interviewee D:** I think that if a leader or if my manager or my leader would recognize and would see me struggling, not struggling but would see me coming in every single day and just preparing breakfast for instance. And he sees that, then I would expect that after a month, latest he would recognize that I have not been, I've not been employed or hired in order to prepare breakfast but rather to really drive this hotel, really to improve this hotel and set it up as a hotel as it's supposed to be rather than just coming into operational tasks every single day.

**Interviewer:** Yeah. Can you describe a moment where you experience purpose in your job?

**Interviewee D:** In my current job or in my career in general?

**Interviewer:** In general.

**Interviewee D:** Yeah. In general. That was when I was working in Ireland. It was, I was working in a luxurious hotel at the cocktail bar. It was a leading Hotels of the World property. And every single, every once in a while some anonymous ghost testers would come to the hotel and basically test you for certain standards. We were expecting those testers to come in. I was lucky one night, that I got the chance to actually serve those testers without knowing it. And I actually achieved a score of 100% which is quite rare, especially in F&B. And that was basically the result of a really well operating team but also of a manager who would give us trainings every single week. He would get in external people from different distilleries for instance, tell us about different products. We were really well equipped with knowledge but also skills and that on a on a weekly basis, basically. So yeah, I was actually just lucky that I was the one serving the testers and score 100% because I'm certain that my colleagues would have also scored 100%. Just because we were so well equipped with trainings and with knowledge and skills that this whole team was just functioning really, really well. And I really felt the purpose amongst the team basically, that we could only achieve this as a unity, rather than the achievement of just one very, very highly skilled worker. So even though I was serving them, and I got the 100% and the appreciation for it, I know 100% that without the people in the back or people preparing the cocktails for instance. This would have not been able to do, we would have been.

**Interviewer:** And how was your experience with your leader during this moment?

**Interviewee D:** It was very positive when we got the results us as a bar team, we would gather basically in our back of house, and we would open a bottle of very nice champagne and we had a small celebration. We were very appreciative. And him especially as well, not just towards me because as I mentioned, was more team effort than the one, the effort from a single person. So, it was so we had just a really good vibe. And we were already done discussing further steps basically how we can even further improve this. To go even beyond the 100%. That was just a really cool feeling. And doesn't matter if you were a server or if you were the head mixologist, you would get equal opportunities to share your thoughts and your ideas. And that's just something that I really appreciate it because I was just only a small full-time server basically. But still I feel I felt needed, and I felt appreciated. And that was very good for me.



**Interviewer:** And then conversely, can you describe a moment where you experienced little purpose in your job?

**Interviewee D:** Yeah, as I mentioned before, I think I would have to say that this is currently the case. I think that for the tasks that I'm currently doing in my position, I am overqualified and, therefore, I just don't really feel respected and needed. And I actually feel a bit abused, to be honest. And that is just very mentally draining at the moment. Because I just feel like that I can do more than what I am at the moment. Giving the responsibilities for and that's just very frustrating for me at the moment.

**Interviewer:** And what would you say, what is your current relationship to your leader?

**Interviewee D:** I would say it is friendly but very distance, distant. I personally think that he knows the way that I'm struggling, the way that I'm thinking. But I don't want to say that he doesn't care but he is probably a bit afraid at this point to also ask me how I'm feeling and asked me how I'm doing because he would know my response and therefore, he's just not asking. And yeah, this just really stresses me a lot to be honest.

**Interviewer:** But do you think you have a positive relationship with him or would you rather like you said describe it as distant and that he avoids you because.

**Interviewee D:** It is positive in a friendly way, but it is very superficial. So, it is more like a how's everything going at the moment. How's your weekend, and then he would already leave again kind of and sit in his in his office and then would sometimes not even see him for like three or four days in a row. So, it's very superficial, but when we see us, it is respectful. It is positive. But in general, it's there's a bit of a gap between us.

**Interviewer:** What do you think, what qualities are lacking in today's leaders?

**Interviewee D:** Empathy. I think empathy is the biggest thing, just really putting yourself in someone else's shoes and really understand okay, where is that guy coming from? And where does he want one to go? By the means of this job. Because as I said before already, personally, I don't just start a job. I start a job I start a specific job in order to gain specific skills which I need in order to get where I want to be. And that's something I think that leaders

nowadays really need to understand that someone specifically came to my company because he has something in mind that he would like to learn, and he would like to take away from it in order to get where he wants to go one day. So, it's we're marking, we're shifting a little bit away from, I have a job and rather to, I have this job at the moment in order to have the career one day, that I would like to make. Like a building block towards the career.

**Interviewer:** Yeah, I understand what you mean. And do you have the feeling that your current leader is more results oriented than people oriented?

**Interviewee D:** Yes, 100%. 100%. Very result oriented I mean, very, very money and revenue driven.

**Interviewer:** And besides empathy, what are the most important attributes of successful leaders? Also, character traits, leadership style.

**Interviewee D:** It is yeah, for sure. For sure empathy, as I mentioned. If I may think about this for a second. It is, in my opinion also, a big thing is also in my opinion, just in knowledge sharing. That a leader does not keep knowledge to himself, and that he does not see his subordinates as a threat. I think that sometimes, especially in hospitality industry, leaders are afraid of sharing their knowledge with subordinates because they're afraid that one day they would grow bigger than them. And that's just something that I'm very, very allergic to. I would really like someone to share his knowledge with me because then I think just as a company as a whole, we can grow. And that's just very important.

**Interviewer:** And do you think in your organisation, every employee is treated the same?

**Interviewee D:** In my current organisation, I would say that everyone is treated equally, but not equally in a good way.

**Interviewer:** What does that mean?

**Interviewee D:** That means that everyone on, and I'm just counting myself now, more to the operational workers rather than to the managers to be honest, in my own, in my own mind, and I would say that us, we are just being kind of left alone and do your operations. And that's

it. And it's not being done really. We're not being really asked about our input about how we are really, really feeling about the job. So, us we are treated equally, but equally, yeah, neglected kind of. And there is one manager that our owner, General Manager is really, really close with. So actually, I think that if I may correct my first statement, I actually think that there is actually one employee that has been benefited benefiting.

**Interviewer:** So, you don't think that your current leader values you?

**Interviewer:** No.

**Interviewer:** Do you think he understands the wishes and needs of your generation? The current one?

**Interviewee D:** No, I don't think so.

**Interviewer:** What could he or she do better in order to support you? In order to support yourself development and the growth you're seeking?

**Interviewee D:** I think what would have been very helpful at the beginning of the internship that we. Or even before I signed the contract that we really sit down, and we talk about our expectations and about clearly defining the role that I would have. Just because, of course, you receive a job description, but that is very vague, most of the time and especially in hospitality industry. Never really just what is written in your job description. So, I think just having a meeting at the beginning of your internship, maybe even before that starts where you to discuss your expectations where you want to go, what do you want to learn. We set clear goals. I think that is something that could help that just all those things are aligned.

**Interviewer:** And in what does, you what keeps you motivated?

**Interviewee D:** What keeps me motivated?

**Interviewer:** Not only in your position right now because I think that's not possible anymore.

**Interviewee D:** What keeps me motivated is actually the goal that I have that one day I would like to own my own property and own my own hotel. And therefore, I yeah, I try to learn every single day something new in order to know how to set up my own business one day, and even if that's operational wise, I mean, I can still learn things about the operation, about let's just say about how to put amenities into rooms and what people really desire in terms of amenities. So that's something that I can still take away from right now. But still, I would have imagined to be learning more at this point, but that's yeah.

**Interviewer:** Do you also get motivated by the principle of punishment and reward?

**Interviewee D:** To get motivated?

**Interviewer:** Yeah. Do you like the principle in general?

**Interviewee D:** I like a culture or strive in a culture where you're allowed to make mistakes and to make faults. Basically, I don't like the idea of punishments in that case. Because I feel like you must be allowed to make mistakes in order to learn from them. So, like a positive mistake culture, something that I, that I like. But at the same time, rewards also do motivate me. So, I don't like the idea of punishments, but I like the idea of talking about mistakes. Really having an open culture there. That no one is afraid of sharing and admitting their mistakes. At the same time, also there must be some kind of reward system in order to be willing to go the extra mile.

**Interviewer:** Is having a positive relationship to your leader important to you?

**Interviewee D:** It is important to me, yeah. It is actually highly important to me. Because yeah, if we perform well as a, as a department, for instance, then you will be the first one to know. And if you have a positive relationship, in my opinion, then it's more likely that he would share the credits with his entire team, rather than just saying that but I'm the manager behind the success. So that's definitely something.

**Interviewer:** Do you get regular feedback from the leader?

**Interviewee D:** No.

**Interviewer:** Would you love to? Or do you wish to have regular feedback?

**Interviewee D:** I would like to have more regular face to face, one to one meetings. Yeah.  
100%

**Interviewer:** Yeah. Do you see yourself working within the hospitality industry in five years' time?

**Interviewee D:** Unfortunately, yes.

**Interviewer:** One last question. Do you have the feeling that your company gives your manager the autonomy to adapt his or her leadership style to the circumstances?

**Interviewee D:** Sorry, could you repeat the question?

**Interviewer:** Does your company give your manager the autonomy to adopt his or her leadership style to the circumstances? So maybe like that the corporate values are aligned, that leaders really can express themselves and also like adapt to future generations, to before COVID, post COVID that they really have to freedom.

**Interviewee D:** I think it's a different question. That's a difficult question in my context, just because the hotel that I'm working in just opened up and we don't really have those strong culture, corporate values.

**Interviewer:** Do you have them in general?

**Interviewee D:** We have like something written down, but it's not being, it's not really being taken into consideration every single day, on a daily basis. So, I'm struggling a little bit. Sorry about that.

**Interviewer:** Don't worry about that. Do you have anything else you want to share, or you want to add?

**Interviewee D:** No.

**Interviewer:** Okay.

<b>Interviewee</b>	N
<b>Date</b>	16-11-2021
<b>Time</b>	17:28
<b>Duration of Interview</b>	30:55
<b>Type of Interview</b>	Online

**Interviewer:** How long have you been working within the hospitality industry?

**Interviewee N:** Seven years.

**Interviewer:** And seven years ago, why did you decide to work within the hospitality industry?

**Interviewee N:** I saw more money compared to what I could work at that time.

**Interviewer:** So, for you, it was like a low entry barrier and on the same side, it was easy to make money?

**Interviewee N:** In a way, yes, but I also get connected to it more easily than other things.

**Interviewer:** How come? Do you like working with people?

**Interviewee N:** I enjoy food, drinks and the whole experience as a guest myself. So, I was curious about it. And the more I got into it, I find it more passionate.

**Interviewer:** So, you would describe yourself right now that you're passionate about the hospitality industry?

**Interviewee N:** Definitely.

**Interviewer:** And, in your opinion, what are the main obstacles the industry is facing besides COVID?

**Interviewee N:** The general idea would be that the industry is facing people of all kinds of them, every kind, every nationalities. It's a kind of a very diverse work, where you work with people in different ages, customers and all sorts of workers. I would say it's facing the challenges of organizing a group of people good working together. They face how to work out the food costs compared to the profit. How to maintain all those things. And the one of the things they focus on is how to upgrade customer experience, I would say,

**Interviewer:** Do you think it's possible to be money driven but on the other hand, like also not to lose to focus on the employees? Who at the end, deliver the customer experience?

**Interviewee N:** I think focusing on your employees is your money driving attitude.

**Interviewer:** Do you think that the current leaders are doing a good job regarding that?

**Interviewee N:** I've seen some places that do, I have seen some places that don't, and the result also come quite fast as well. If I said money driven attitude, I mean the employees then that's also seen on the market.

**Interviewer:** And you said you'd have seen some places where they did a good job. How did the leader in these positions act? Or in what way did he or she do a good job?

**Interviewee N:** Great question. I would say first thing is they knew how to treat people not as workers but as a team, as team players, as the stars of the story in a way and they took it seriously and they will listen to feedbacks, complaints, problems, personal problems and everything making the person feeling worthy and as part of a bigger play or something. And therefore, they got the trust back and they got the person to give back as it was his family business or its own.

**Interviewer:** And then the other way round, what did the leaders do wrong?

**Interviewee N:** Yeah. I've had also quite a lot of leaders. Wrong or different ways but what I can remember is the one that he well, sometimes a leader wants to do his job so properly, that they focus about all the way in the middle and what they can aggression on and the frustration on your employees is something that eventually will work. And at some point, I said, enough is enough.

**Interviewer:** Well, what are qualities lacking in today's leaders?

**Interviewee N:** Quite a few I would say. Communication that would be the first one. Learning people and learn how to drive them as a team, as a group, as a whole. And also, I would say they can brave decisions or actions regarding the strategy about how to deal with challenges.

**Interviewer:** What about empathy?

**Interviewee N:** Empathy is about people, so some people have it some. Most people have it less. I believe it's more, it's important to have it more in the industry, first by the staff to the staff and to the management part. So, it can go eventually to the guests themselves. That will very much enjoy it.

**Interviewer:** And then on the other hand, what are for your important values, character traits, leadership styles for successful leaders at the moment Or not at the moment, nowadays.

**Interviewee N:** Okay. Okay. I think one of the things is to be flexible and to be able to adjust to situations and challenges and well learn your weaknesses and your strongest, strongest points. Collaborate with them, not against them. And, yeah, I think, I think being able to stay innovative and not rest and say that it's. It's something that keeps always improving.

**Interviewer:** And do you have the feeling that the leaders nowadays understood the new generation, so your generation, Generation Z which represents at the moment, the largest workforce?

**Interviewee N:** I think the leaders of the past or the past few generations, I was able to understand my generation in a way but first of all, it's okay because we are the new leaders



coming up after them. And while I believe that even though there are gaps in the communication between those generations, eventually they outweigh. So, some people do make it. Some people having more hard time to understand our generation and our perspective of things. Which could be very different from theirs. But sometimes it's possible to still collaborate and more than that, learn from each other. So, the older generation would teach about mistakes and the new generation would go for innovation.

**Interviewer:** And you representing Generation Z, what are you looking for within the leader?

**Interviewee N:** Again, I'm not too sure about what my generation says. But one thing I think, I bring with my generation is that well, leaders and employees are not like a one-sided deal, which means it's, you need them, and they need you. So, it's more of a collaboration. It is more than I hire you or I fire you. And I think the more of this current generation, whether it's the older one or the newer one, if they could adjust more to that perspective, the fact that people working for you for money doesn't mean that it's something you shouldn't be grateful for. And is that the only thing they work for. Would actually get them more, get them together? Yeah, I don't know if I was clear enough.

**Interviewer:** Yeah, no, I understand what you mean. Yeah, definitely. And what does purposeful mean, purposefulness mean to you in a professional sense?

**Interviewee N:** That is a great question, which I love to answer. What I love about Horeca is the communication with people. The interaction, especially I see as a as an important goal when I receive a guest, group of guests, in a difficult situation or vibes and then when they leave, they leave better, happier, more satisfied, and sometime laughing and promising they'll come back and talk about the coming back part but the fact that you made someone's day and could be on that day, maybe 200 people say so. That's something I do see in the industry.

**Interviewer:** And do you currently find purpose within your job?

**Interviewee N:** Very much. Yes. It is a destiny.

**Interviewer:** Can you maybe describe a moment where your experience purpose in your job? Yeah.

**Interviewee N:** Two or three years ago, we had guests that we could not satisfy them. They didn't like food; they had some issues. It was really bad, and they almost left unhappy. And it was a very said situation where I just didn't want to leave it as it is, even though it happened for the reasons, and it was both of us parts in it. But eventually, I tried something brave, and I offered the lady of the couple to choose a song for the music in the restaurant, which was all full at the moment, at that moment. And she has chosen a song and right after the song started her and her husband started dancing in the middle of the restaurant which was a sweet way to leave that experience of them and ours from that, from that, yeah, that part so.

**Interviewer:** And how was your experience with your leader during this moment?

**Interviewee N:** I had different kinds of leaders. At the moment, I'm a leader myself, which I find purposeful.

**Interviewer:** I mean during the moment of that.

**Interviewee N:** Ah, of that moment. Yeah. Yeah. Yeah. All the time. I was specifically that I had. It was very interesting because he knew nothing about the job. While he knew not enough about Horeca, not as much as I did. But he knew how to manage people. So, we had some challenges on the practicality of working but as long as I could deliver the job in the final result, that result doesn't matter what way I chose differently. It was accepted. So, I appreciated his leadership for it for that.

**Interviewer:** So, you liked it because he actually gave you room, for you to make the decision. Autonomy, responsibility?

**Interviewee N:** Yeah freedom and understanding that it was my job for the good and for the bad and for the decisions as well.

**Interviewer:** And conversely, can you describe a moment where you experienced little purpose in your job?

**Interviewee N:** Little purpose as less purpose?

**Interviewer:** Yeah.

**Interviewee N:** Less?

**Interviewer:** Very, very little.

**Interviewee N:** Last year, about last year, yeah last year. At the time I was quitting Horeca for the first time after those six and a half years. Because I understood how we can just give energy back in a way, but it also takes a lot of yours and your focus as well. In a way I felt like I was just working instead of living my life or following my other passions or my interest. And I felt like I needed to quit. The reason of and the speed of it, to look at things differently and the thanks to that I have learned about weekends and how good they feel like.

**Interviewer:** You would say you experience little purpose when the job is getting too much. Like you don't have a work life balance anymore?

**Interviewee N:** When I didn't know how to prioritise things and how to also keep the bubble separate as its private life and work and the emotions and everything that goes with. But I am stilling loving it.

**Interviewer:** And during this moment, how was your experience with your leader?

**Interviewee N:** It was a bit more challenging; we had a bit less understanding but we had respect for each other. So eventually we could say okay, that's the time to say goodbye. And then later on. We will meet again. But for that point, it was a bit challenging. It took some communication, and also disagreements. Some about payments or about other things. As it was all respected, it was it was properly done.

**Interviewer:** Okay, so you see actually left because the relationship to your leader at that time was not that good?

**Interviewee N:** No, that was just a side effect. I mean, the reason I left is because I felt I'm stuck at a place or like, I'm not really fulfilling myself in other ways of like, other ways of creation instead of just working.

**Interviewer:** And was there room for self-development and growth?

**Interviewee N:** There was. I just could not be there or see that at the time because it's also very, I will say overwhelming, but the industry can distract you quite fast and deeply.

**Interviewer:** Yeah, also regarding your mental health. I think you have to be careful.

**Interviewee N:** Yeah. mental and physical health.

**Interviewer:** And did you have the feeling that your leader actually values you?

**Interviewee N:** Well, I think there were sometimes where I felt loose and maybe also have been, and sometimes a bit the opposite. So not, I was using them but for as long as it was respect. It was. it was okay. But I had some other leaders where I felt used, and it wasn't communicated well. Then I decided to quit or something.

**Interviewer:** So far, did you most of the time, feel understood by your leader?

**Interviewee N:** Again, the question?

**Interviewer:** So far, most of the time, do you feel supported and understood by your leader? Or was it only like what we were talking before a bit money driven and they lost the focus on the people?

**Interviewee N:** I think, I think a lot of people, a lot of leaders in Horeca also have to focus about money, but the main troubles were not usually related to that. It was, it was when there was not enough respect or place for different opinions as a whole. I just felt it sometimes and sometimes more, sometimes less and also with that specific one that I was talking before, but yeah, in general. It's also. I think it goes up and down. Everyone has sometimes where they feel.

**Interviewer:** And if you have to choose what are three main values, you're seeking from your leader. You have to choose. Describe your perfect leader.

**Interviewee N:** Yeah, that's also self-test. I think a great leader is a great listener. As the first thing. A great leader also should have, in a way big balls and like to go for what he goes for, even if it could lead to an accident sometime and to take the leadership in hand. Whether you fall with it or not. And the last one I would say connect with the people you work with. Build a team that is not just workers, but a real team, maybe a family.

**Interviewer:** And also, regarding Generation Z. Do you feel the current leaders understand the wishes and needs of your generation?

**Interviewee N:** A good question because I think also of my generation, but I also think of the younger generation than mine, which I also interact with. And I think there are still gaps between my generation and other generations are also the only ones a bit I would say sometime less disciplined just as they had different perspectives when they grew up. There are still differences, but there's still a common language I would say. There's always more place for understanding.

**Interviewer:** And what could your manager do to support you better? Give you room for improvement and room for making mistakes and self-growth?

**Interviewee N:** Listening more, throwing you. With a safe gap, throwing you to the water was to fall and complimenting you when you succeed or fail but learn from it.

**Interviewer:** Do you get motivated by the principle of punishment and reward?

**Interviewee N:** I think sometimes it's necessary, but it's different for everyone. So, it shouldn't be something general to everyone, but it should be more specifically treated for staff in while holding a positive attitude and purpose for it. So not revenge or something but improvement.

**Interviewer:** So, the focus should be more on the rewards and not on the punishment because you need to make mistakes in order to learn from them.

**Interviewee N:** Yeah, I would say making mistakes is part of the learning. So, I think mistakes should not be but mistakes when they are not. Well, when they're being taking the responsibility for it, that's where. I wouldn't say punishment is necessary but a different kind of learning. So, if someone if a staff member is repeating the mistake not because it doesn't understand why it's a mistake, or what is that but because of other purposes like not caring too much, or I wouldn't say laziness but not seeing the importance of it. And there are different ways of punishments of course, no violence included.

**Interviewer:** And do you have the feeling, also regarding your past in the hospitality industry, do get employees treated equally. For example, does an intern get treated the same way as a manager or a full-time employee?

**Interviewee N:** I think that would be the most problematic things or issues in the industry at the moment, which is also not only for the moment for the past seven years and more than that, which is sometimes it gets a lot of ego inside of it, but from the other way, you could still find people that are at different positions feeling connected as equal. So, I think it goes really bad and every position comes with a big ego. And then therefore it's steps of that and therefore nobody feels equal. It's exactly the opposite. Everybody makes it equals doesn't matter what you because while you're just working, different position, but it's for the same purpose, for the same job. And personally, I think one of the most important staff members in restaurants operation is the washing dishes and the kitchen staff and they actually starts from the bottom instead of the top.

**Interviewer:** You as a restaurant manager currently, how do you treat your employees? What would you say is important for you?

**Interviewee N:** Like my family. I think there are responsibility with it. I try to make them; I make sure they are comfortable and feeling safe. First of all. I also always want to make sure that they're feeling satisfied also by the payment and everything and I would rather have someone saying, look, we do not have a budget to hire you for what you want, but we don't want to hire people that feel underpaid, and we want to feel like you get paid, you get what

you what you give in a way. I think, I try to work on communication with my staff and I understand each one needs different kind of training and different kind of approach to different situations. It is still challenging, but as long as we keep respect and communication for all sides, then usually it works.

**Interviewer:** And is it important for you that you have a positive relationship with all of your employees?

**Interviewee N:** It is financially important, first of all, but also in general something I can say about Horeca is some people do it, some people don't but it's also possible to leave all of your jobs in Horeca, which usually are quite a lot more than a nine to five jobs for long term because you move from different places. Keeping a good relationship with your managers or staff is beneficial for all sides. And usually, I would suggest it.

**Interviewer:** And what do you think about feedback? Is it important for you to give feedback on a regular basis?

**Interviewee N:** I think feedback should come from both sides. So, I think staff are the ones to give feedback about the management and the treatment and other things. Feedback of course is important for the purpose of learning. It's also important to know how to give feedback and how to make sure that you get what you want from it and not just the telling part of it. But yeah, feedback is an important part.

**Interviewer:** And do you think the organization's within Horeca do actually provide their leaders with a lot of autonomy to adjust the leadership styles like to the new , to new circumstances, to post COVID, to whatsoever?

**Interviewee N:** What do you mean by autonomy?

**Interviewer:** To give them room that the leaders can adapt the leadership styles actually. Or do you think still a lot of organizations have the traditional mindset so like we did it five years ago, we still need to do it because it was kind of successful.

**Interviewee N:** I think a lot depends upon the age of the people of the leaders. Because they really worked by that. So, the younger generations, for sure, more hippie style and more innovative and like more. Okay, let's do a vegan shop now and they are more. They're more they're bolder to do those things eventually work compared to the older ones that do it in the old-fashioned way. Just because they are used to it for so many years. And it's sometimes, well mostly working for them. And the ones that can't make it either before, either they adjust but yeah, that's also part of it.

**Interviewer:** And do you see yourself working within the hospitality industry in five years' time?

**Interviewee N:** I see myself working not only in the hospitality industry, but I see it for more than that. Maybe to elaborate, but definitely not the only one. Especially because I love my weekends.

**Interviewer:** Okay, is there anything else you want to elaborate on how leaders can restore purposefulness within the Horeca?

**Interviewee N:** Well, something I think in general; I could not relate only to the industry. That is, if any leader at any kind of job and especially in the hospitality industry, if they could understand that. Well. The whole process is about people and it's all about the communication. So, the salary isn't the problem, the conditions aren't the real deal. I mean, they're important, but the main thing that matters whether two people work together for a long time and if it's called successful, it's because of the communication and the fact that it comes with a price that you have to be flexible and understand the other situation of each one. But humans have great power and especially in Horeca. If leaders would acknowledge more of the power of the human, doesn't matter if it's a dishwasher, server or a manager and would give them more freedom to actually fall and develop from there. It would be beneficial for the business, for the people, and for the guests, and for everyone around. And as a proof for that I think what I learned from Horeca is that doesn't matter what happened with a guest if he had hair in his food, if he overpaid, if it was the worst experience ever. It's still up to the server to leave him with a smile. It's more than possible. Therefore, it is so, how powerful each role can be in, in spot and that's an important thing that I would advise any people who are working in the industry and outside of it.



**Interviewer:** That you really understand who stands, is standing towards you and you really treat them yeah, what they deserve and really take care of them. Look after them. Yep. I agree.

**Interviewee N:** But I also would add to that it's important also to take people through the process and so show them why you're doing what you're doing and what's the purpose of it and that managing it's not about the money, they get paid. Well not only about it. And people come in, people coming out. Their experience is being made in that place that you spend in time and when you show them the steps, they will find their own ways to bring to the same result and better than that from their personal perspective and efforts.

**Interviewer:** Yeah, you're right. Yeah.

<b>Interviewee</b>	R
<b>Date</b>	18-11-2021
<b>Time</b>	17:51
<b>Duration of Interview</b>	32:20
<b>Type of Interview</b>	Online

**Interviewer:** How long have you been working within the hospitality industry?

**Interviewee R:** Since I was 16.

**Interviewer:** 16. Okay. And why did you decide to work within the hospitality industry?

**Interviewee R:** Well, I'm from the south of Portugal and we live a lot from tourism. So, it's a very easy job to get in the summer. As your first job as well to start in a restaurant, in a bar, in a hotel. So, I started as a normal waiter, and then I went to a bar and then I went to a reception, and I went to the waiter again and then I went to a reception, and I went to reservations.

**Interviewer:** Okay, why did you actually choose reservations?

**Interviewee R:** Well, I needed an internship and I saw that this was open, like this vacancy was open, so I thought it would be good because I never tried to be like I never did reservation. I only did front office, so it wouldn't be good to have a different perspective.

**Interviewer:** So, your initial thought was the low entry barriers and the demand for staff.

**Interviewee R:** Yeah, basically.

**Interviewer:** And what do you think are the main obstacles the hospitality industry is facing at the moment, besides COVID?

**Interviewee R:** Well, I never check the question. I don't know. It's, I think it's an industry that, like the whole hospitality adapts according to what is happening in the world. Sometimes better, sometimes worse. But at the end of the day, it is something that, even with COVID people require. People need it. Do you know what I mean?

**Interviewer:** Yes. And are there any obstacles, like the difficulties for the industry right now?

**Interviewee R:** Its difficulties. Like with the Corona or without Corona.

**Interviewer:** Without. It's only about your opinion so you can say whatever you want to say.

**Interviewee R:** The obstacles about the industry, like the hospitality. Well, to be honest, I really don't know. Like, I think because I've worked in a lot of companies and I have different perspectives from a lot of companies, but it's because of the company not like the industry itself.

**Interviewer:** And do you have, are you facing right now obstacles within your company?

**Interviewee R:** This company?

**Interviewer:** Yeah.

**Interviewee R:** Well, to be honest, because it's a , it's a bigger company. I worked in small company. Actually, I like going bigger and bigger. So, like right now, like in my department, the only difficulty or obstacle that we have would be more like the communication in all the departments because it's a lot of hotels. And we do the reservations for all the 15 hotels. So sometimes it's hard to like because we want to because the goal is to give the best customer service ever. And sometimes the guest sees that we are not, we are not having a good communication. And that's a difficulty, that it's hard to work on because we're always trying to improve but it's at the end of the day, it's hard.

**Interviewer:** Do you also think the communication to your leader is lacking?

**Interviewee R:** Yeah, I like, I have the best leaders ever. I have to say, my job actually, like everything that I do is actually very well motivated, because of my leaders, I would say.

**Interviewer:** How come? Could you elaborate on that?

**Interviewee R:** Well, they I will actually already reply to a bit of your question.

**Interviewer:** Okay. We can also skip the question if you want and then just dive into the questions you prepared? Like can you describe a moment where you experienced purposefulness within your job?

**Interviewee R:** Okay, so for that question, I would say that the purpose that I had in my job was like when I actually like, again, the customer service when you see that the customer is actually satisfied that you were helping them. And sometimes when they especially they call me or they send an email, and they say I want specifically to speak to you. Because they feel, they feel like treat, even though sometimes it's like I cannot do anything. They really feel that I'm trying and that's for them. It's the best. They feel like at home. They feel a connection.

**Interviewer:** So, for you, purposefulness in general is when you feel the recognition and appreciation?

**Interviewee R:** In a way, yes. Like I don't like to because at the end of the day, I'm selling rooms. I'm selling. I'm selling this. Like it's a business, but at the end of the day, I'm also helping and that's the part that I'm trying to focus like, I really want to help because some people were like, especially in the Netherlands, it's so hard to find accommodation. So, like when they see that we really try to help them to get a room or something. They really feel appreciated, and they really like sometimes we like they feel like yeah, like they even send us an email like thank you so much for everything we really wanted to say thank you for everything throughout the process and that at the end of the day, what motivates me.

**Interviewer:** Is there anything else that increases your purpose, in that professional sense?

**Interviewee R:** In the company?

**Interviewer:** No in general in general in the hospitality industry?

**Interviewee R:** Well, I'm always like, I always want to learn more and more. So, like, be like when I see like these big challenges. I want to do them so that's also a bit of my like, my own like goal with this.

**Interviewer:** So, for you, purposefulness is like I already said before recognition, appreciation also room for self-development and that the company provides you with growth opportunities.

**Interviewee R:** Yeah, exactly. Exactly.

**Interviewer:** And do you currently find purpose within your job?

**Interviewee R:** Yeah, I would say so. Yeah.

**Interviewer:** This interview is totally confidential. So, no one will know that it's you.

**Interviewee R:** No, that is okay. I do. I do. I do.

**Interviewer:** Okay, and going back to the moment, which provided you with purposefulness, how was the experience with you needed during this moment?

**Interviewee R:** Well, to be honest, our job is a bit of, we're very, they give us the free will to, they trust us in a way. You know what I mean? They act, or they actually trust I don't know. But they do as they trust us. And then we, we always try because they have so much trust in us. Like it's not, like please do that. And you feel that they're always checking every single thing. It's not like that. So, we feel this trust like you can do whatever, you know, like, we trust you. And then personally, me like I feel like the need to like instead of giving them like 100% giving them 150. You know what I mean? Because it's like.

**Interviewer:** No, I totally understand that. So, you would say when the leader trusts you, gives you autonomy, and responsibility instead of micromanaging every task you're doing. You actually, this motivates you to really go the extra mile also for your job.

**Interviewee R:** Yep. A lot.

**Interviewer:** And then, conversely, can you describe a moment where you experienced little purpose in your job?

**Interviewee R:** Well, I would say it's like, you know, when you were in school, and you're like, you're finishing a duty. I also, I finished hospitality management. I did also hospitality management and there was some courses there were some things that you really feel like I will never need this in my life. I will never like, what's the purpose about this. And the little purpose that I feel in my job, it's similar as that because like, there's this little thing. There's this little tasks that you need to check that you need to do that you feel like this is not going anywhere, but like at the end of the day, it's it adds up and then you need to do the whole thing. But answering all that question like to regarding to my leaders, I would say that like they, the way they approach us, is like they would be our parents, you know, like they're always playing like to even when they see that we are like super bored with this. Like we want to do this. They go to us, and they go like are you okay? Do you want to talk? Is there anything else in your personal life? Like they, you know, it's like family environment that like you do because you really want to, not because you have to.

**Interviewer:** So, would you say the relationship to your leaders is very positive.

**Interviewee R:** Yeah. Very positive.

**Interviewer:** And I'm hearing right now, from what you're saying is for you, the main values you're seeking from a leader is empathy.

**Interviewee R:** Yeah.

**Interviewer:** That they really treat everyone differently because it depends on who's standing in front of you. Like for example, you want responsibility and autonomy, other people need more guidance, and you have the feeling that your leaders really acknowledged that?

**Interviewee R:** Yeah, completely. And, like because even when you feel like you're doing things that you don't see the purpose of it, they don't tell you that it's important. They may, they show you that it's important, you know what I mean?

**Interviewer:** Yeah, they demonstrate it.

**Interviewee R:** Yeah, exactly. Like, they are like, they can also say like, yeah, I know like this really like, boring. Like, I really feel like you feel so.

**Interviewer:** They are honest.

**Interviewee R:** Yeah, exactly. They're completely transparent and you really feel like yeah, like it's, it's really, really nice. It makes, it makes you like even on the low days. You want to work because you don't want to work for a leader that is just a boss. Because a good leader is someone that actually goes with you and does the same job. Not like okay, I'm two, three levels above you, like I'm not going to do that, you do that. You know, they're not like that. They're always like, if, if something happens, they will do it, you know, like, it's not like yeah, just it's not my responsibility or something because at the end is their responsibility.

**Interviewer:** It's really nice to hear. Did you say your leaders even though they are like, on the hierarchy, like way higher than you are. Do they still maintain the hands-on attitude? And they don't say like, okay, you're the intern right now. You have to do that.

**Interviewer:** So, they really didn't. No, no, yeah, no, no. I never felt like when I was an intern, I would never felt that. This. This is like I'm feeling less from others. I absolutely felt that I was exactly the same. I was just getting less paid.

**Interviewer:** Nice. I like that they treat everyone like equally.

**Interviewee R:** Yeah, they do. They do. I feel very appreciated. I met a few people that they were also interns, but they couldn't do a lot of tasks because they were interns. And that's a bit of sad, you know, that's the responsibility that your leaders don't give you because you're an intern. That what's the what's the point you're a person and that's what I like about my leaders because they treat us as individuals not as role or whatsoever.

**Interviewer:** Do you think it's also like the whole company, like the company values, being conscious, fun, bold. Can you identify yourself with our company values?

**Interviewee R:** A bit, a bit. A bit a bit. I would say that. To be honest, like, it is. I like, they really like to show that they're diverse. Company. And it's true. At some points. Yeah, at some point.

**Interviewer:** Elaborate on that please.

**Interviewee R:** Okay, so um, I am here since March, and I can count with one hand the people that like because they have a lot of foreign people. I don't know if you're Dutch or not. But okay, you see, I'm not also not Dutch. And like they have a lot of foreign people in the company, and they like to show that yeah, we are very diverse company, but at the end of the day, like I can count with one hand, how many foreign people are in very high positions, you know what I mean?

**Interviewer:** Yeah, I think I know.

**Interviewee R:** Because like, if you go to see like, really like the people that are really there, they're all Dutch. So, what kind of diversity are we going to show? That we have gay people and black people and Asian people? That's not diverse.

**Interviewer:** I actually have never noticed, but here it's the same.

**Interviewee R:** Sorry?

**Interviewer:** I've actually never know this but in West it's the same.

**Interviewee R:** Yeah, I know, I lived in West, I know that very, very well and I know all the ,because I work with all the hotels. I know that it's a bit like in all of them.

**Interviewer:** That's good to know. But in general, you feel really valued by your leader?

**Interviewee R:** Yeah.

**Interviewer:** Okay. And do you also have the feeling that your leader understands you and supports you wishes and needs. Especially you represent Generation Z like the current strongest workforce in the market.

**Interviewee R:** Yeah, I do think so. I do think so. Because they are, they're always asking me for my opinions and advice, and this is again, why I feel very appreciated because I feel that my voice is actually heard. So, yeah, at the end of the day, something good because I work in a lot of companies that you cannot, you don't even talk to your leaders. You know, they got someone that then talks to you or something and you never have the opportunity to actually feel that you might improve, that you might grow.

**Interviewer:** Would you say providing you with room of self-development, growth are among other things, what we had before the most important values you're seeking in the leader?

**Interviewee R:** Yep. Yeah, I would say so. I would say so.

**Interviewer:** Do you get motivated by the principle of punishment and reward.

**Interviewee R:** Sorry, could you repeat the question?



**Interviewer:** Yeah. Do you get motivated from the principle of punishment and reward as well? Like you do something.

**Interviewee R:** I know what you mean. Well, punishment, it depends on the punishment. They never actually told me like, whenever they told me that I did something wrong. They, I could see that they were really like, trying to say very, like nicely like, like, imagine that I would, I would do something very bad. And they would do like hey, I just saw this. I understand why you thought this way, or you went this way. But you have to do this, this, this and this and that you know. And I mean, a reward of course, especially if it's money, nowadays, we need that. So, it's always welcome. But yeah.

**Interviewer:** It's so funny. Every other interviewee, I asked this question they said yeah, rewards are always nice, especially the money. Okay, Generation Z is really money driven, good to know.

**Interviewee R:** Well, especially if you live in Amsterdam, like housing is very expensive.

**Interviewer:** Don't get me started. Okay, if you have to choose, would you say you rather prefer reward and punishment but punishment like the way you described it or having like a positive relationship with your leader or the combination of both? What would be a perfect leadership style?

**Interviewee R:** I would say the combination of both. No second thoughts because at the end of the day, life is a balance, so you need to have both negative and positive parts. How you learn if you never fail or if they never tell you that you fail or if they never like, like I know the things I know today, because I messed up a lot of times, you know, but that's how you learn and that's how you like move on and yeah.

**Interviewer:** Okay, okay, are there any other character traits you're looking for in a leader?

**Interviewee R:** Another what, sorry?

**Interviewer:** Character traits.

**Interviewee R:** I don't know. I think that I like the way they are. I would say that I don't know like, I like the way they work. And I also have two leaders. And they're like, they're like the Ying and Yang. So, like you know, like, it's good sometimes when you have to, to be honest. I think that you should always have two because you like you know, somethings you have to go to them to this one and then other things have to go to the other one. And yeah.

**Interviewer:** So, you also like experienced leaders, from whom you actually can learn something? Like they are more experienced, and they have more knowledge than you and they can share it with you. Also, to enhance self-development and growth.

**Interviewee R:** Yeah, yeah, definitely. Definitely.

**Interviewer:** Do you think these are also like the attributes of successful leaders now and in the future regarding your generation?

**Interviewee R:** I didn't get it.

**Interviewer:** To be a successful leader. I think, it really, from in my opinion it depends on the employees. Someone needs transparency. Another person needs really like a strong leader who is more like a role model. Another person needs a lot of empathy because he or she is introverted. And in your opinion, regarding Generation Z, what do you think makes a leader successful?

**Interviewee R:** For me, I think that it would be empathy. Like on top of it, but then I don't know what word I should use for this but like when they. When they also know the boundaries you know, they make, they make the boundaries, but in a good way, not in a bad way. You have you have some leaders that you never know if they're going to respond, to you bad or good. And that's bad. You know, that's a bit too much. They might have empathy, but they show too much of their emotional problems to you. And they're like, they're bad and just like, they are going to respond you bad. And that's wrong. So, I like when a leader tells you like, hey, this is not the way. Like I understand why you're saying like, you see the empathy coming again, but as again, making the boundary like you should do this way and not the other way around. But try to explain to you and demonstrate you, not just and not just like, say that you're wrong, or like, just tell you like do this way like to show you. Like how to do

it. Because at the end of the day, a good employee is only a good employee, if there's a good leader behind it.

**Interviewer:** I agree. Yeah, I agree.

**Interviewee R:** I also would add that this company, the first time that I ever had. It's funny that we have Friday drinks, it's a good concept. So, I think that that helped a lot in all our relationships because after 5:30pm, we leave all our work behind, and we start to drink and to enjoy and to play games. And we also have a thing that they implemented, like we always have a meeting on Friday, which when each one of us will talk about the week. If we have any questions, if something happens, share thoughts, whatever, but we always play a game before. Always. It's like a way to like, relax a bit and enjoy a bit. You know, like when you even if you're like, you're having a very stressful week. And your bosses know about this, and you know about this and the way that they have to like to relax you a bit and to enjoy laughing together. It's to make this, make this game and then after the game then we started to talk about our week, but we are already like relax you know. Like we really like we laughed already like with this. So, I think that helps a lot. They do have a lot of things that they implemented and to work our relationship so it's always better and always like Friday drinks. It's like, no one gets super wasted. But it helps them because like I mean, it's a chill moment that you would have with your friends or with your family or whatsoever. But you have with your bosses, with you leaders, with your team. And I think that's an important thing, like you're not mixing up work and personal thing, but you're just having that little moment once a week at the end of the week, that makes you like yeah, like and then you actually like sometimes you get to know your leaders, you know, more like a person,

**Interviewer:** This strengthen the relationship between, let's say followers and leaders in my opinion, if they really invest their time in getting to know the employees, like you said, it's a fun activity. You have a positive relationship with your leader you strengthen this relationship during having like nice drinks, and the outcome is only better than before.

**Interviewee R:** I think, I think that if I think that when they work for a better relationship, you and you see that and you feel that you can appreciate it and you want to do more. Everyone feels the same. So, I think that the better way I also studied this in school. Like the

better way to actually get more results. It's going directly to the employee, you know, like, because we are not machines at the end of the day so.

**Interviewer:** Totally agree. Nothing to add. Do you see yourself working within the hospitality industry in the next five years?

**Interviewee R:** Oh, I don't know. Maybe.

**Interviewer:** Why are you doubting?

**Interviewee R:** Maybe is because, especially for me, like hospitality industry. I am always striving for more. So, like if I don't get the more, I will probably like try a different thing you know, because I already know this. So yeah, like I feel that at some point you need to grow a bit to also like motivated yourself and

**Interviewer:** Find your purpose.

**Interviewee R:** Exactly. Exactly. Because at the end of the day, we are young. So, I don't want to be a reservation agent for the rest of my life.

**Interviewer:** I see, I see and then one of last questions do you have some qualities in mind that are lacking in today's leaders?

**Interviewee R:** Qualities of my leaders?

**Interviewer:** That are lacking?

**Interviewee R:** Oh, of my leaders?

**Interviewer:** Or in general. In the hospitality leaders. Does not need to be your leaders exactly.

**Interviewee R:** Okay. I think sometimes, especially if it's a small hospitality business, if it's a small restaurant, if it's a small hotel. Sometimes there's more pressure on it. There's not that

much empathy. And there's only room for results, not relationship and communication. You know what I mean? When I think that because I started as like I was working already in small companies, and I really feel the difference. I also feel a bit of a difference from my country to this country.

**Interviewer:** So, no, I know what you mean. Like when the organization doesn't give you leader the autonomy to really adapt to the situation and to express his or her preferred leadership style or what he or she has in mind. What's the right thing, then you're only result driven and really like money driven then you stop focusing on the employees which we just had, are in turn.

**Interviewee R:** Completely, completely, completely.

**Interviewer:** Okay, is there anything you want to add how managers can restore purposefulness within the hospitality industry?

**Interviewee R:** Well, I think that it's really important that the management don't forget that we're all people here, and we're all working for them but for ourselves.

**Interviewer:** What do you mean?

**Interviewee R:** Like, like, wait, because I mean, no one works because oh, yeah, I really, I really like to work. I would, I would not even get paid. I just want to work you know. Like, I don't want to bring the money again, of course, but at the end of the day, no one works for free. That's like, that's how societies build nowadays. So, I think that it's really, it's really important that they really work on their relationships within their work. Like employees and leaders and everything. I think that in order to have better results, we need to go to the source. And like if the employees the one that is in contact with the problem, maybe it's not really the things that we are selling, maybe it's how we are selling, you know, and people are too focused nowadays, still sometime, and like, okay, maybe it's the product, maybe it's a product that people don't want to but before the product, especially in hospitality, we have like, again, the customer service, and there's, there's a lack in that, you know, like there's something lacking. And I think that's if they focus more on that, I would, it would get better and better.

**Interviewer:** You mean really focused on the employees?

**Interviewee R:** Yeah, especially speaking like in Portugal, which is the country that I'm from. They're very like, they just want results. They don't, they don't even try to make you feel comfortable. They don't think that that's necessary. Because there's a lot of people actually looking for jobs. So, if you don't get your things done, or if you don't give 100%, we just fire you and we get another person that is really, really wants to work, you know. And I feel that in Portugal in the jobs that I had, it was a bit like that. Okay, here I had, like in Portugal, I had way more experience then here because I only worked here in that company in the Netherlands. So, it's not really balanced in my idea, but so far, it's that's here, they're trying to go into big companies. So, they're trying really to, to appreciate and to give the work something you know, like, I don't know, this purposefulness.

**Interviewer:** It was it was perfect.

**Interviewee R:** Okay, super.

<b>Interviewee</b>	K
<b>Date</b>	22-11-2021
<b>Time</b>	14:37
<b>Duration of Interview</b>	27:39
<b>Type of Interview</b>	Online

**Interviewer:** How long have you been working in the hospitality industry?

**Interviewee K:** On and off entirely. It has been three years. Starting with some internships, having part time jobs and finishing my internship and working as a full-time employee at the hotel.

**Interviewer:** And like a couple of years ago, why did you decide to work in the hospitality industry?

**Interviewee :** I really like the interaction with the people. I'm a people-oriented person. And I believe this gives me energy and motivation to grow within the industry. And at the same time, it's an industry that can combine the business aspect as well as the connection with the people.

**Interviewer:** And in your opinion, what are the main obstacles this industry is facing right now? Besides COVID?

**Interviewee K:** The main obstacles?

**Interviewer:** Yeah.

**Interviewee K:** I think is the, most of the employees are not paid enough in order to, to earn a living, a good quality living. Therefore, they're trying to find other options in other industries with less hours, working like normal hours, nine to five and having a better work life balance.

**Interviewer:** Okay, and you're naming all of these, like really important things, and what keeps you in this industry? Is it only about the people?

**Interviewee K:** Yeah, I would say it's the people and also the energy that the company gives to all the employees. And don't get me wrong, but this is created by the employees in my opinion, not by the company. A company has a foundation but at the same time, the employees are the ones that create the environment, the nice and welcoming environment, in any company. And as I've said, I'm a people-oriented person. I couldn't be just behind the desk. And that's one of the main reasons that keeps me in the hospitality industry.

**Interviewer:** Do you also think your job, your current job gives you purposefulness?

**Interviewee K:** Yeah. If I wouldn't feel this purposefulness in my job, I think I wouldn't be here because at this age, at the age of 25. You really need to find a purpose of your life and at the same time finding like what you like, professional wise, career wise. It's most important to give you drive and motivation to work for it and develop your skills and excel in the industry.

**Interviewer:** And what does purposefulness mean to you in a professional sense? Is it what you just said? Or you said it in the beginning, that the people really gives you purpose when you let's say serve them and keeps you motivated.

**Interviewee K:** In the case of hospitality people from both sides' guests, but also guests, potential customers or and also the managers give me this purpose. For example, working as a sales intern gave me, gave me like the purpose of serving like I found the purpose from serving the guests in arranging accommodation for a lot of international students, and making them feel comfortable and more welcomed in the city of Amsterdam. But at the same time, I felt the purpose from my managers by achieving the targets that were said before starting my position as a sales intern.

**Interviewer:** So yeah, in your opinion, a hospitality leader is responsible for actually increasing their employee's purposefulness?

**Interviewee K:** Yeah, it's the most important in my opinion. Because if, if you're, if you're leader doesn't give you their freedom and doesn't show you that trust then you have less motivation, less motivation to work and be as efficient as possible for a company.

**Interviewer:** Would you say giving autonomy, responsibility and trust to the employees are the most important values a leader should demonstrate?

**Interviewee K:** From professional wise giving the autonomy, it might be it gives a lot of purpose for an employee but at the same time, depends on the on the scale of autonomy you give to an employee and how new employees are in the company but also sympathy is really important. If you if you show sympathy to your employee and understanding and be understanding towards them. I think you give them more like you create the more interconnection with your employee and then these gives bigger purpose for the employee to work for someone that is not just a manager, but you know him, you know who he is, you know who she is and then you know, you work for someone, and you work for something to improve something within the company.

**Interviewer:** So, would you say that the relational leadership , so really focusing on the relationship from employee and leader is in your opinion, the best leadership style? You can apply at the moment?



**Interviewee K:** In my opinion, yes, when it comes to also my cultural background. I think coming from a Mediterranean country, relations, starting with the family are really important and building a really strong relationship in your environment. And in this case, the work environment makes me feel more comfortable make me, makes me feel more welcome and my opinion I can be more efficient at work.

**Interviewer:** And can you describe a moment where you experienced purpose in your job?

**Interviewee K:** Sorry?

**Interviewer:** Can you describe a moment where you experienced purpose in your job?

**Interviewee K:** When we set the goals from the beginning of my internship with my managers regarding the occupancy of the hotel for the new academic year, when it comes to the student accommodation, and I really felt this purposefulness when we, when we manage, when we manage as a team and let's say me because I was responsible, I was responsible, one responsible for that, to achieve that our targets for the new academic year, and they created a small party to celebrate my achievement within the company.

**Interviewer:** And how was your experience with your leader during this moment?

**Interviewee K:** Really appreciated the fact that she made a small speech for me regarding my eagerness throughout that time and my motivation to work hard, and she gave me a heads up in front of everyone. And that made me feel really confident about the work I've done throughout this period.

**Interviewer:** And conversely, can you describe a moment where you experienced little purpose in your job?

**Interviewee K:** Yes. Especially as an intern, you're assigned in a specific department. And in my case, I really wanted to learn as much as possible in the, in the sales and commercial side of the hospitality. However, at one point when we were nearly booked, my manager was giving me day tasks that had not much to do with my interests. And I felt that I didn't have so

much purpose in the company and I felt kind of useless. Since I, they wouldn't, they wouldn't use my skills in the everyday operation of the hotel.

**Interviewer:** So, you would say your purposefulness decreases when you have like a monotonous work. Like you do every day the same task, there's no room for self-improvement. There's no room for growth.

**Interviewee K:** It is not about doing every day the same task but tasks that do not build up on something. So, I felt like I was just doing some daily tasks that would come up every day. And that would not serve something, that would not serve any value for me. I wouldn't develop any skill by doing these tasks.

**Interviewer:** And how was your experience with your leader during this moment?

**Interviewee K:** During our, the weekly meeting, we had, I had to, I had the opportunity to bring up this topic. And she was she was understanding, she showed empathy. And the next. The next week we tried to create a more like concrete plan of what tasks I would be assigned to in order also to feel like I improve, and I learned some new skills

**Interviewer:** So, you would say first this happened, which decreased the purposefulness but then when you like had a one-on-one conversation with your leader, she was really understanding open minded should empathy.

**Interviewee K:** Yes, yes, exactly.

**Interviewer:** Okay. Do you think in general that the current leaders understand your generation, so Generation Z?

**Interviewee K:** The current leaders depends also on the age of the current leaders because being from my Generation Z there's some leaders that we have a bigger age and generation gap. However, the younger the leaders are, the more understanding they are towards the new generation. And the they can relate more to our goals or to our setbacks that we have throughout our professional career.

**Interviewer:** And do you have the feeling that your leader right now values you and your work?

**Interviewee K:** Can you repeat please?

**Interviewer:** Does your current leader value you?

**Interviewer:** Yeah. I believe that he really appreciates me, and I can see it from the everyday operations. He gives me the freedom, he gives me the freedom to operate by myself, but at the same at the same time he shows understanding when I, when I need to, to focus me to shift my focus on something else.

**Interviewer:** Okay. Are you also familiar with the principle of punishment and reward

**Interviewee K:** Yes.

**Interviewer:** What do you think about that? Do you think it's like an old school leadership style, or do you think current leaders can implement it somehow or like in a new way in order to increase your purposefulness?

**Interviewee K:** I believe it depends on the extent of this leadership is used. Because when it comes to punishment, for example, like the employees will feel afraid of making a mistake, because she or he will be punished, but because you learn from your mistakes, but at the same time, if you need to set some limits in your company. They need to know to what extent they can take something, like the employees can take something and just set the limits for positive and negative for the employees. And when it comes to reward of course, it's important, it's an extra motivator for them to work harder, but my opinion as soon as you feel confident with, as soon as you feel welcomed and confident within an organization, the money comes second.

**Interviewer:** So, you actually think that this leadership style can increase purposefulness, like applied it in the right way?

**Interviewee K:** Yes.

**Interviewer:** And what about the relational leadership style? Do you think it's more important for you to have like, let's say less salary, however, a positive environment within your company and a positive relationship to your leader? Because in the beginning, you said like relationships are really important for you.

**Interviewee K:** Yeah, yeah, exactly. So, I feel like, the closer, the stronger the bond I have with my colleagues, the more dedication I would show in my organisation that I work with, and the more loyalty towards my managers.

**Interviewer:** Is this also something that keeps you motivated?

**Interviewee K:** Certainly.

**Interviewer:** Is there anything your leader at the moment, what he or she can do to support you even better? Or to support your purposefulness?

**Interviewee K:** Maybe keeping track of the, of my development throughout time and see exactly how, how I have evolved from the beginning to now. I would really like my leader to focus on the gaps and the gaps that I have and not really on them. Of course, like it's nice to show some appreciation towards your employees. But for me, it would be more important if we focus on my weaknesses and improve them for since I'm a new in the labour market. And I would love to, I would love to improve my soft and technical skills in general.

**Interviewer:** Do you think this is like a quality lacking in today's leaders that they lose track of every single employee because for example, right now, a lot of leaders are busy with the results that they really achieve all the results. They are results oriented, also probably due to COVID. Do you think they kind of lose track of the employees?

**Interviewee K:** Yes, to a certain extent, you're totally right. But I also believe it's a current situation that put so much pressure on the managers and leaders in general to keep the company surviving, especially in the hospitality industry. And you kind of lose this human touch within this every day, everyday operations.

**Interviewer:** Do you think there are any other quality lacking in today's leaders besides that?

**Interviewee K:** I would say it's more like a virtue, is the patience.

**Interviewer:** Okay.

**Interviewee K:** Patience, because a lot of our leaders are also part of this generation that they were just forcing yourself to you know, grow and getting really high position at a young age. But patience is something that you gain throughout the years of experience of working experience. And this would help them also be more understanding towards their employees, even more understanding.

**Interviewer:** And do you have the feeling that all employees are treated equally in your company?

**Interviewee K:** Yes. Totally.

**Interviewer:** If you have to choose what's your perfect leadership style?

**Interviewee K:** Relational. Yeah, yeah.

**Interviewer:** Or you can also say a combination of both.

**Interviewee K:** Relational and the transactional with focused on rewards.

**Interviewer:** Do you see yourself working within the hospitality industry in five years' time?

**Interviewee K:** Yeah, yeah. As I said, this work gives me energy. So, gives me energy to wake up every morning and go to work. And, of course, it's something that I want to, this energy is something I want to keep for the rest of my professional career.

**Interviewer:** And is there anything else you want to add how your manager can restore purposefulness within your organization?

**Interviewee K:** You covered everything.

**Interviewer:** Oh, just one last question. What about feedback do you get regular feedback from a leader?

**Interviewee K:** Once every two weeks. Not in, not in, not planned let's say. It's just officially like feedback now. At the moment.

**Interviewer:** Are you seeking regular feedback?

**Interviewee K:** Yeah, at the same time, we have so much, I feel now, I have so much autonomy that I can't like, I can't have regular feedback from my manager.

**Interviewer:** Do you think autonomy and having responsibility also increases your purposefulness?

**Interviewee K:** Yeah.

**Interviewer:** And your current leader, you said provides you with autonomy and responsibility.

**Interviewee K:** Yeah.

**Interviewer:** Oh. Can you identify yourself with your organization's corporate values? Do you think they are important for you?

**Interviewee K:** Yes, at this stage of my life I think the values of the company of being fun, playful, bold. It's something that represents me.

**Interviewer:** You and your generation?

**Interviewee K:** Yeah, exactly. And I can't talk for the future. But at the moment, yeah, it's something that represents me 100%.

**Interviewer:** So, do you think that Generation Z that currently the strongest workforce in the market gets attracted by like these modern corporate values?

**Interviewee K:** So, it's first, it's something that will first catch your attention, but it's not a company to manage to keep this employee for long term within its organization.

**Interviewer:** Perfect, thank you so much.

<b>Interviewee</b>	B
<b>Date</b>	23-11-2021
<b>Time</b>	15:15
<b>Duration of Interview</b>	30:24
<b>Type of Interview</b>	Online

**Interviewer:** How long have you been working in the hospitality industry?

**Interviewee B:** Now it's over nine years. Because I started when I was 15.

**Interviewer:** And nine years ago, when you were 15, why did you decide to enter the industry?

**Interviewee B:** Well, my grandfather had a restaurant. He still does. And like in Hungary, you can start working when you are 15. So, that was like, in my family, like, you have to start working. It was no question. Not just because of money, but just because to learn to be responsible, you know, and like that was the easiest job to get working in my grandfather's restaurant.

**Interviewer:** Would you say in general, the barriers, the entry barriers for the hospitality industry are quite low, so it's easy to make money.

**Interviewee B:** Yeah, I mean, actually, officially, like I was not supposed to be working as a waiter yet because you can't sell alcohol when you're under 18. But I was doing that and it's

like, you can't work after midnight, and I was doing that as well. But yeah, especially in Hungary. Yeah. Yeah, it's quite easy, and it's like the most you can make at that age. Yeah.

**Interviewer:** Would you also say one of the reasons was to work with people?

**Interviewee B:** Definitely. I'm really a people person. Yeah. 100%. But it was also, it was also really in my case, it's a special case because it was just like, so easy to get, like, there was no question if I will get the job or not.

**Interviewer:** And we were talking before about that topic. as well. What do you think are the main obstacles this industry is facing at the moment besides COVID?

**Interviewee B:** Oh, right now?

**Interviewer:** Yeah. Or in general, what have you experienced in the last years? Challenges? Obstacles? Disadvantages?

**Interviewee B:** Oh, that is a really good question that's. I have to. Yeah, I have to think about that. Because I feel like it's quite. like especially. like before COVID. I think it was quite a kind of, like, easy industry. Like I feel like it wasn't really in danger.

**Interviewer:** Yeah.

**Interviewee B:** So, I didn't, I never really felt like I but, uh, now I actually only COVID was the one which like, made me question. Now after moving back from Berlin if I would want to come back to this industry because I just thought, now it's kind of an industry where you can lose your job from one day to another. I think that's the biggest issue.

**Interviewer:** It's not that stable anymore.

**Interviewee B:** No. And like, nobody can promise you stability. Like I would understand if there were people because for me, it's easier because it's student job, which is part time thing. But I would understand if people did this full time that they wouldn't want to come back now because they lost everything. Two years ago.



**Interviewer:** And why do you think they don't come back?

**Interviewee B:** I feel like because they were facing, I'm just assuming, but I would just say people were faced with such trauma. And they might have found something during these two years, during COVID something else which is like oh, okay, I won't lose this even if there is another virus in a few years again. So, I would understand if some people chose stability over like, because who would have thought something like this never happened to anyone? No, it's like, I think, yeah, I think people are like, entering a new reality.

**Interviewer:** So, in your opinion, it's like the people left due to COVID and they don't come back to the industry.

**Interviewee B:** Yeah.

**Interviewer:** Because they are frightened that this pandemic will happen again in the future.

**Interviewee B:** I think a lot of people don't come back because they are afraid, but I also think a lot of people just found something during and they're still doing that. They stayed in that. Yeah.

**Interviewer:** So maybe one of the obstacles the industry is facing right now is the labour shortage.

**Interviewee B:** Yeah, yeah.

**Interviewer:** And now a totally different question. Now, what does purposefulness mean to you in a professional sense?

**Interviewee B:** I guess. In a professional sense, it's like.

**Interviewer:** In the hospitality industry.

**Interviewee B:** In the hospitality industry, but I think I can say this now in general, it's just in terms of like, purposefulness is when you want to go to work and not just have to go to work. Which is like in other professions, I had that but in hospitality for me, it's really just I have. Like, I'm not doing this because I like it. I'm not doing it because I'm interested in it. I'm doing it because it's easy for me. I had to get a job when I moved to the Netherlands five years ago. And since I already had over three years' experience in hospitality it was easier to get a hospitality job. So, I just always went with it. Yeah, I keep coming back because it's just so easy to get.

**Interviewer:** Especially now. There are so many vacancies open

**Interviewee B:** Especially now with, there is such a shortage and like such huge experience I have it's like. Yeah, it's really easy.

**Interviewer:** And what would you say you. You said for you purposefulness is when you want to work, not that you have to work? When do you want to work? What needs to happen?

**Interviewee B:** This is happens when I feel like what I'm doing makes a difference in something I'm interested in. Yeah. So, it's like, it's also kind of like, I always say this example I don't really have much motivation anymore to study and I really want to work because when I do a school project, it doesn't make a difference. It is to stare imaginary something. And after already being in my industry, which is different from hospitality, but just like being in my industry for one and a half years. I was like okay, every single decision I make has impact on the entire industry. So, I'm like, okay, this is really exciting. And then I'm like, Okay, let's do this.

**Interviewer:** Yeah, then you get motivated.

**Interviewee B:** So much more. Yeah, much more motivated. But with hospitality it's just a bit like monotone. It's a bit monotone and it's just like, I understand if you have, if you have interest in hospitality, but I personally also have this because my grandfather has a restaurant as I said, and my dad is also a chef and now he also has a restaurant. And a lot of people in my family wants to be in the hospitality industry. And because like I have so much response, so much background in the hospital industry. I feel like there's always this like scared that I

might end up in the hospitality industry. So, I'm like, I have like a huge resentment that I never, I always really. I always really want to make sure that I'm not invested too much in this industry, so I don't end up.

**Interviewer:** Okay. However, can you describe a moment where we experienced purpose in your job, in the hospitality industry?

**Interviewee B:** I think there were definitely one. I think, for example, it's like a bit of selfish but definitely every time I start somewhere, you want to make a good impression. So, then there is definitely purpose because I like to establish myself everywhere I work. So, I would say like, I would say, especially the first time when I started working. Actually, I say were like, just again. Yeah, like in the other hotel, which is just like so high end, super expensive place, you know, like, Hugo Boss outfits for everyone and it was really like, a different world from like, my grandfather's pub in Budapest. Yeah. So that I was be like, okay, I really was like, I really felt proud for working there. So, then I definitely had like a purpose. I wanted to prove that I belong there.

**Interviewer:** And how was your experience with your leader during this time?

**Interviewee B:** During that, during that time, was really nice because like when you show such motivation, then it's perceived well, and then there is a good communication and I also think, for example, starting here thanks to my motivation at the very beginning I managed to have a really good relationship with my manager here. And that has always been the most important part of hospitality for me. Because I for example, at my previous hotel, I worked there for over three years. I already had fixed contracts. And one month after I got that contract, the manager left. And I have to say that I, it took me a long time to like her, but she grew on me, and I grew on her, and then the management change and it was just no going back.

**Interviewer.** So, for you in order to restore and increase your purposefulness. You're really looking for a leader with whom you're having a positive relation.

**Interviewee B:** Yes, yes. I need to have a good relationship with the leader definitely. Like not just a professional but more where it feels like that, like, we don't need to be friends. Like

we don't need to go out after work. Yeah, it feels like because when, it's just such on an unprofessional level. There's also there is a lack of respect, and I can't handle that.

**Interviewer:** Yeah. So, for you, you need purposeful, positive, and respectful relationships, which are not like only on a professional level, like a bit more in depth.

**Interviewee B:** Yeah, but it feels like that the person respects me also as another human being not just one of the employees.

**Interviewer:** Yeah. It's not a one-way street.

**Interviewee B:** Exactly. Yeah.

**Interviewer:** And conversely, can you describe a moment where you experienced little purpose in your job?

**Interviewee B:** I guess, for example, oh, that was terrible. I worked in another hotel, as a waiter as well, in their restaurant upstairs. And then they also have a club in their basement. And they asked me one time to host it because I can be really extravagant, and so it will, I would look good in the door. But it was an empty night. So, I spent from 11 pm to 7am in the morning, just sitting by myself, so there was definitely a lack of purpose. I just didn't understand what I am doing there and why I'm there.

**Interviewer:** they wanted to have there.

**Interviewee B:** Yeah, it's like, it's usually, I experienced the lack of purpose is when I feel like there is nothing to do.

**Interviewer:** Yeah, you're just there to be there.

**Interviewee B:** Yeah, yeah.

**Interviewer:** Okay. I understand, and can you? How was your experience with you leader during this moment?

**Interviewee B:** During that moment, yeah, it was also when actually like it was not nice. I felt like I was not understood by my leader. I felt like I am just an employee but it's like, nobody cares what the circumstances are there. So, you need to do. Yeah. Yeah, I felt like there was a lack of understanding, there was a lack of communication, which made it even worse. Like if it would have been acknowledged how terrible the situation is. I would have gotten through it easier. Yeah, but.

**Interviewer:** You really felt like no one appreciates you.

**Interviewee B:** Yeah.

**Interviewer:** No recognition for what you did. That you were there for eight hours not doing anything, but by your manager you did not feel supported and understood. Yeah.

**Interviewee B:** It's just like, sitting in front, at the door over the night, like over the course of the whole night. I feel like that's a big thing. Even if you don't do anything that's like, even just like thanks for staying awake. Yeah. But no, there was zero of that. I'm like, Why did I even do it?

**Interviewer:** Yeah, I understand. Do you now have the feeling that your leader values you?

**Interviewee B:** Definitely I feel like I have, because right now, if I'm being honest right now, there is a big problem that a lot of times it is really quiet. Yeah. So, there's a lack of purpose. There is a lot of standing around, sitting around. Yeah.

**Interviewer:** What does your leader do at the moment to overcome this?

**Interviewee B:** I'm not sure like I, I'm not sure what's being done to overcome it, but I just^, I do have the feeling that it's being recognized. And it, that they want to change it. So, I don't feel alone in the situation. If you know, what I mean. Like, and I definitely feel like I have a really good relationship with my leader at the moment. So, I don't mind pushing through these moments because I have respect and I feel like not sure where else I could get such nice like, leader and relationship.

**Interviewer:** So, you think even though your job right now is not the purposeful, you stay in the company, and you do the job because you have quite a good relationship with your leader.

**Interviewee B:** Yes. A positive, purposeful relationship.

**Interviewer:** And that's how you push through?

**Interviewee B:** Yeah, yeah. I think that's like for me, the way the, for me my relationship with my leader is the most important aspect of, of a part time job because it's really just like, it's I know, it's not what I want to do in the future. I know it's not; I'm not doing it to learn something. So, it's really just like, something I need to do and then the only thing what really matters is for me is truly the relationship with the leader because that's the only thing I can control and I can change but like, the rest is okay. I accept it.

**Interviewer:** Do you know the principle of punishment and reward?

**Interviewee B:** No.

**Interviewer:** It's like a certain leadership style as well. It's really based on these two principles. And if you do something good, you get rewarded, I don't know something intrinsic, extrinsic, more money whatsoever. But on the same side, if you do something wrong, you get the punishment. Have you ever experienced this leadership style?

**Interviewee B:** I definitely never have been rewarded.

**Interviewer:** Would you think, this increase, would increase your purposefulness as well? If you get rewarded for what you do?

**Interviewee B:** I'm not sure because I don't know if I can bring up now my other job where I had the. I've never was rewarded. But I was a lot of time, like the fashion industry is a really stressful industry. So, I was a lot of time punished. And I thought it was unfair, but it was a really interesting actually, in contrast that in there I didn't have a good relationship with my leader at one point but there I had such purpose in the job that it didn't matter for me my

relationship with my leader. Whereas here it does. But so that I always thought I don't want to be rewarded, but I also don't want to be punished. Yeah. So, I don't think, I don't need anyone to tell me that I do so well. But I know, I'm bringing my best. And I know I'm trying my best and if I make a mistake that's different, but just like in general, just always being punished. I don't think that's motivating.

**Interviewer:** Yeah. What about if you combine having a positive relationship with your leader plus getting rewards, it does not need to be money but also like compliments more recognition and appreciation and less punishment?

**Interviewee B:** I mean, I would definitely that I would, I would love but I always just think like, like I would of course love to hear it. Yeah. If I do something well,

**Interviewer:** But it doesn't keep you motivated?

**Interviewee B:** But I feel like in this word I've grown into like, it's not something you asked for.

**Interviewer:** Okay. And do you have the feeling that your current leader understands the wishes and needs of your generation? So, Generations Z?

**Interviewee B:** That I understand what of my generation?

**Interviewer:** Does your current leader understand the wishes and needs for your generation? Do you think they adapt their leadership style?

**Interviewee B:** I would say so. Yeah. I definitely like if, like I. This question makes me. I never felt like, oh, you are so old or something or like oh, it's such an older generation thing. I feel like there is like, yeah, I feel like what's really important in like the Gen Z, it's like the individual freedom and the expression of self and those things are being respected and definitely, I can be myself at work. So, which has never, not always been the case at other places. So, I would say yes, definitely. The way is of my generation being respected. Yeah.

**Interviewer:** And what would you say are the three main values you're seeking in a leader?

**Interviewee B:** I would say respect, order, because I myself am really messy. Yeah. So, I need the leader to be organized because I am messy, but I also get extremely annoyed by messiness. So, I need someone to do it for me. Because if the system is messy, and I am messy it is just, how are we going to get out of this. Yeah. So, I would say order, respect, and the third one I would say.

**Interviewer:** Treating all employees individual?

**Interviewee B:** Yeah, just like yeah, just taking the time to like, yeah, true. That we are all different. Yes. Everyone needs to be led differently as well. So, that one leadership style won't work on the whole team.

**Interviewer:** Amazing. And do you think your currently leader supports and understands you?

**Interviewee B:** Yeah. 100%.

**Interviewer:** Is there anything he or she could even do better to understand that support you?

**Interviewee B:** I actually think right now, I'm being understood the most out of my whole team. So, I think my leader right now could do better in understanding the rest of the team sometimes, I would say, but I am in a lucky position where I feel like I'm being understood and respected fully.

**Interviewer:** Does that also keep you motivated?

**Interviewee B:** Yeah, definitely.

**Interviewer:** Okay. And what about feedback, do you think regular feedback on how your performance is, is important for you?

**Interviewee B:** I think yes. And I think I like that's something I actually know that you mentioned, I might miss. I haven't really received feedback since I work at my current place.



And I think it can make me bit go off the rails sometimes because now I'm just like, so full of myself. I'm like, Oh, I'm doing everything perfect, but of course not. So constructive criticism would maybe be good. Yeah.

**Interviewer:** Yeah. Do you have the feeling that your perfect leader does he or she need to have certain character traits? Or what do you think are attributes of successful leaders?

**Interviewee B:** I mean, definitely being a people person. And definitely not like a good attitude, like not presenting yourself as someone above. Because at the end, we are all the same human beings you are just there to oversee everything but not to. Not like nobody is better than anybody. It's just, a leader is necessary for order but not because you are so much better or something. Yeah. And so, I think that's important for the leader to also know and to treat that employees equally yeah

**Interviewer:** Yeah, not like put yourself on a podesta and you're the employees you have to work.

**Interviewee B:** At my previous hotel that was a big issue. I had a lot of in my over three years. I had a lot of friends becoming supervisors from waiters, like people who worked full time. Because like I never did because I for me, it was always just a part time job. So, I didn't have an ambition to grow, but a lot of my friends became supervisors and almost all the time then the friendship kind of died because all these people like changed after becoming supervisors, like they had a sense of authority and like, like it truly felt like that. The power made them go crazy or something like they were not the same person as they were as just waiters.

**Interviewer:** And do you see yourself working in the hospitality industry in five years' time?

**Interviewee B:** No, I really hope not. I really hope this is my last year in hospitality.

**Interviewer:** Okay. Okay, last one, is there anything you want to add how your manager can restore purposefulness within your organization? Regarding your generation?

**Interviewee B:** Um I think at a lot of places right now the problem is, not necessarily where I work now, but like in general hospitality, is to respect everyone's individual's self-expressions. I think if they want more Gen Z to work in hospitality, then they need to really broaden their minds and just let people be who they are, and then more people will do it. I know that one of the reasons I'm staying here is because I can keep my nails. No one ever said anything about it. And that's a big, big reason for me to not even consider another job.

**Interviewer:** And here in this company, for example, they don't have this traditional mindset of hospitality. Like you don't really have to wear a uniform okay in the restaurant, like only the shirt, but you can wear piercings, wear nail polish.

**Interviewee B:** Yeah, that makes sense. Also, for the people to see who the waiter is, that makes sense for me, actually. But just in general, like just respecting and knowing that we don't like, it's not so black and white anymore. And definitely that's a lot, that's an issue that a lot of places. For example, in the other hotel, there were no uniforms, but then all of a sudden, every time what I was wearing was never good. So, I was like, I cannot do anything with this. You need to have exact rules. And they also always said you need to have rules for both genders the same rules. I am not going to do something just because of my gender. And like you can't say anyone can wear anything they want. But what you are wearing is too much. I can't do anything with the comment too much. You know what I mean. So yeah, I think that's for the future like we are growing towards where people are being told on the internet and just like people are learning to respect themselves more and there's a much, there's much more space for self-expression. So, if we're not going to let we're going to work at a place where it's not being respected.

**Interviewer:** Do you think the corporate values are also important to do that?

**Interviewee B:** Yeah, yeah. Yeah. I mean, if you want to get Generation Z to work for you, yeah. Start adapting. Yeah.

**Interviewer:** So, that the leaders also understand what they are aiming for?

**Interviewee B:** Yeah. Just so people don't have to feel like just to work for you. They have to give up a part of themselves.

**Interviewer:** Yeah. That was the last question.

**Interviewee B:** Nice. Nice questions, actually. Nice conversation.

<b>Interviewee</b>	J
<b>Date</b>	26-11-2021
<b>Time</b>	09:02
<b>Duration of Interview</b>	30:38
<b>Type of Interview</b>	Online

**Interviewer:** How long have you been working in the hospitality industry?

**Interviewee J:** That would be approximately ten years. Well, no, I've been working at retail as well for free. So, seven years.

**Interviewer:** And seven years ago, why did you decide to enter this industry?

**Interviewee J:** I loved cooking. As a kid, I used to love cooking. Yeah. And my first job was in the kitchen. It was, I was helping in the kitchen, helping the chef's making carpaccio in the restaurant. And that's kind of how I love the star thing.

**Interviewer:** If I may ask, why don't you work in the kitchen then anymore?

**Interviewee J:** As I said, I love cooking but perhaps I had an unlucky boss. I had a Gordon Ramsay type of boss as the first chef that I encountered. I really didn't get to learn anything. I just had to do the same thing every night. Made the make the same dish every night. So that and as a 15-year-old guy, boy, that was quite demanding, and I worked a lot of hours, and I would work from ten the morning to eleven an evening. So, I thought if this is, what's working in the kitchen is like, I'd rather be a home cook, a good home cook than a professional cook.

**Interviewer:** And so, I think yeah, right now we are already talking about purposefulness, because for me, it sounds like that you didn't have any purpose during this job.

**Interviewee J:** No, not really. It was purely a summer job. I didn't start this job to begin any meaningful career. It was just something I wanted to try out. But yeah, eventually the restaurant was short staffed in the front of the service. Which meant that the cooks sometimes in busy moments had to run out their food. And this is kind of how I got to know the service side of it and changed my path. Back to front of house.

**Interviewer:** Would you currently say the hospitality industry is still facing a labour shortage?

**Interviewee J:** Most definitely. Yeah. No doubt about it.

**Interviewer:** And are there any other obstacles in your opinion, which need to be overcome?

**Interviewee J:** Yes, I actually think it's not only labour shortage, but also definitely people with skills that are lacking. I've been noticing that just. I have a lot of friends in hospitality industry. I do a hospitality management education program as well. I just see people around me leave the industry to never return or returning. Definitely. It's those people that really are good at what they do. They take their skills and go to a I don't know to the IT sector or something completely different finance. Anything actually but hospitality. Yeah.

**Interviewer:** As I think your friends are also generation Z most probably.

**Interviewee J:** Yeah.

**Interviewer:** Do you also have the feeling that less and less of your generation start working within the hospitality because the reputation. We all know about labour and skill shortage is going down.

**Interviewee J:** Yeah, no, I definitely think. Sorry, what was the question again?

**Interviewer:** That more and more friends of you like Generation Z, don't start working within the hospitality industry. So, from the beginning onwards, they already look for other jobs in other sectors.

**Interviewee J:** Oh, definitely. Yeah. Yeah. When I was younger, it was kind of a usual for people to have their first job in the hospitality. I was one of the few ones actually of my friends, but I'm seeing that younger than me as well. People are just not working in hospitality anymore. And I've read in the news that actually the Dutch educational programs, the MBO programs, they had a decline of around 70 to 75% in applications.

**Interviewer:** Oh, I did not know that. That's huge.

**Interviewee J:** Yes,

**Interviewer:** 70 to 75%.

**Interviewee J:** I have that score for you if you'd like. But yeah, yeah, that is crazy. So, people aren't planning to enter the market either. So that that is kind of a big thing, in my opinion.

**Interviewer:** Do you also think it's because of a lack of purposefulness? Because we all know, hospitality is all about working. Not a lot of money. Like you said sometimes still, leaders really don't support self-development and growth and only use you to cover labour and skill shortage. What else? Yeah.

**Interviewee J:** Yes, I would like to think that people work for purposefulness. But yeah, I think it's mostly related to monetary issues that it just doesn't pay enough. And maybe stress that's also a big factor.

**Interviewer:** And what does purposefulness mean to you in a professional sense?

**Interviewee J:** Stress to me. I always tried to see two different kinds of stress, like emotional stress. People definitely experienced in every other industry as well, but I think in hospitality, definitely the physical stress is there as well because you have irregular working hours. If you're working on the floor, you can be staying all day and if you're unlucky gets incredibly

busy. And you're running like crazy. And, but definitely for me purposefulness is also a very big motivator and demotivator as well.

**Interviewer:** How would you describe purposefulness? So just to give you an example, for me, it's for example, I want to contribute to something. It doesn't need to be like the big goal of fighting climate change or whatsoever, but I want to make like a difference. Meaning more revenue within the company. More mental health among the employees really want to contribute to something. What does it mean for you?

**Interviewee J:** Now it's similar definitely for me, purpose, I take purpose out of my job, as in creating a customer journey. To me it's really about the first moment this guest walks in. It has to be wow. And they just love their whole experience there. To me, it doesn't matter if this is a very low budget hotel, camping style thing or a luxurious hotel

**Interviewer:** At the Dam square.

**Interviewee J:** Yes, exactly. Yeah, I just find the purpose in making the people experience something that really exceeds their expectations. And if that works for just one person, they I think I've reached my purpose that day.

**Interviewer:** And do you currently find purpose in your work?

**Interviewee J:** Yes, currently, yes. Yeah. Yeah.

**Interviewer:** And now the questions I sent you beforehand, can you describe a moment where you experienced purpose in your job?

**Interviewee J:** Okay, so, yeah, and at the beginning of my work, I kept switching between management and bar. I love working in the bar because it gave me this opportunity to change really first-hand the or may be experienced, the guest has. So, in the beginning, this gave me purpose. I really enjoyed that. But then I switched around departments like two days here, two days there, and these really didn't allow me to start up anything, anywhere. I really wasn't in a bar enough. To create loyalty to people or really get to the next level. And I was certainly not enough in management to create any meaningful task or anything, tried to come up with

anything purposeful. Such as a new experience or anything. It was just, I just felt like I was being put anywhere to fill gaps.

**Interviewer:** Yeah. Okay, so now this is the moment you felt a little purpose, right?

**Interviewee J:** Yeah. Oh, yeah. So.

**Interviewer:** No, no, no, we can do it the other way round.

**Interviewee J:** This was when I felt little purpose but now actually, I've been taken out of out of the stressful situation switching and now I'm only in the, only a management and here I finally have chance to really build something, and I've got my boss and she really sat with me. And she says like, hey, you're doing a good job, and I think you're doing great, and I want you to take on these extra tasks. And she gave me the freedom to really come up with anything and I think that's going quite well as. She's showing faith in me. I get to dictate my own day, but still, yeah, I have the feeling that they really trust me and have faith that I deliver and that that gives me the feeling of purpose currently.

**Interviewer:** And would you then say the experience with your leader in your moments of purposefulness is that you really feel recognized and appreciated in your work? That he or she gives you also the responsibility and autonomy what you're looking for probably as a management intern.

**Interviewer:** Yes, that that is on the dock. Yeah. Recognition. Definitely.

**Interviewer:** In your opinion, are these, also the most important values of successful leaders today?

**Interviewer:** In my opinion, yes.

**Interviewer:** Could you summarize them? What are for you the most important ones?

**Interviewee J:** So, this is for me, I definitely see colleagues around me that do not share these opinions. But summarize, what do you want me to summarize?

**Interviewer:** The most important attributes of successful leaders today in your opinion which doesn't need to be like in general, just about you.

**Interviewee J:** For me, I think being inspirational, trustworthy. And yeah, just a, just an example to others.

**Interviewer:** Yeah, leading by example.

**Interviewee J:** Yeah, yeah, that's definitely. Everybody should feel comfortable to speak with you. And really and also see that you do not only talk to talk but also walk to walk that you. Yeah, you. You help where necessary, but you also have the power to kind of steer the ship to a certain direction if necessary. To me that's a really important so yeah, kindness, fairness, inspirational.

**Interviewer:** This sounds for me that it is very important to have a positive relationship with your leader.

**Interviewee J:** Yes, definitely.

**Interviewer:** And then before you were talking about the time when you felt more like a gap filler and you had a lack of purpose, and could you please elaborate on how your experience with your leader was during these moments? So, in the beginning of your internship.

**Interviewee J:** Okay, yes, so this was actually not with my leader but the overseeing boss. When I started, I applied directly to the boss of the hotel. Yeah. Luckily, somehow, I came, I got in, and I definitely applied as a management, General Management intern. They created this for me. But then all of a sudden, I was in the bar for three months. And I really didn't get to see the boss a lot. He is not around, he has more of a mentor type of role, but I really didn't get the chance to meet him or anything. But I knew that he would notice me being in bar and it kind of felt like he did not care. And it really made me feel like okay, so this is a small company, but it's actually the distance is very big that there's no acknowledgement there's no like hey, why are you in the bar so often? Because this is not what I hired him for. But no



recognition. or very little, at least. I wasn't even sure he knew my name the first three months. That's that.

**Interviewer:** Yeah. No, I really understand what you mean. Do you think that these attributes are lacking in today's leaders? That they are also maybe post COVID or okay, now we actually go back to COVID. So, result driven to overcome the decrease in revenue that they really lose track of their employees, how they are feeling, how they are doing, what they actually do and contribute to the company.

**Interviewee J:** Well, I think just like a lot of hospitality businesses in this day and age with Corona, some of them definitely forgot about team spirit and employees. The demand was just too intense. The employee supply was just too little. Everybody in our, in our hotel, or business had to work 120% every day. But also, in other businesses. I hear the same thing. And definitely some employee satisfaction and employee health and happiness is lost during the way.

**Interviewer:** Maybe also one of the points why the employees who left the industry will never come back.

**Interviewee J:** Yeah, I think so. Yeah.

**Interviewer:** Do you actually think that leaders at the moment understand the wishes and needs of your generation. Like we were saying before, you're the strongest workforce in the market.

**Interviewee J:** Yeah.

**Interviewer:** And do you think they understand what you what you're looking for?

**Interviewee J:** So, in my, in my case, the team is quite young. So, I do think that they have the same goal and know what is changed from, how it used to be. So, but I definitely think the older generation which is there as well. Really doesn't not really know, just quite yet or maybe they know but they really don't want to understand or.

**Interviewer:** So, I am saying that like the older leaders still have this traditional mindset. However, the young leaders when they're already at the top, understood that there, that there is a change in the market, and also in the mindsets.

**Interviewee J:** Yeah, I think I can't tell for sure if they actively knew this, but definitely it felt like it. Okay. I definitely felt difference in leadership style.

**Interviewer:** Do you do you feel valued by your leader?

**Interviewee J:** At the moment? Yeah.

**Interviewer:** Nice. And regarding my experience in hospitality, I had the feeling a lot of leaders in my previous hotel, were leading by the principle of punishment and reward. Like when you do something good, you get recognition, maybe an incentive. And on the other hand, when you did something wrong, they were really mad with you. Are you familiar with this principle as well?

**Interviewee J:** I definitely am familiar with the principle. It's going to sound very lame, but actually I'm not, I haven't experienced it just yet. I haven't experienced any negative location where I was reprimanded for something. Maybe I will in the future. There's definitely stories in my business of people bearing and being reprimanded. Quite severely, it might be too big of a dramatic word, but it definitely exists still, that people are being punished and rewarded if they did good just in a very old-fashioned way. Yeah.

**Interviewer:** And would you get motivated by this principle? Or do you think this would increase your purpose within the hospitality industry, if your leader actually leads with this leadership style?

**Interviewee J:** I love, I love working in the hospitality and I really do it for the passion but eventually, I do also have to pay rent and there is definitely also a monetary benefit that I would like to see coming and an appreciation that I would like to see coming. So, if that would be staying away. I would eventually also make a decision maybe.

**Interviewer:** Okay, can you describe your perfect leadership style? Is it then like you have a positive relationship with your leader combined with the principle of punishment and reward but with focus on reward to get an incentive, and like maybe more appreciation?

**Interviewee J:** So, I have to describe my perfect leaders.

**Interviewer:** Yeah.

**Interviewee J:** Okay. Yeah. So, as I said, my perfect leader is the one I would strive to be and as somebody that really done their, made the miles in the industry, they know what they're talking about. They're so inspirational. They have to be fair. I don't care for somebody that's really nice. I mean, you don't have to be nice and like all your things and you just have to be fair and treat people with respect. I believe in a very flat organization style. I don't really like the hierarchy, although I do respect it. So, I would, yeah. And together with just occasional emotional like compliments and like, hey, you're doing a good job. How are you feeling like what can we do better? Just a constant, you know, discussion, like how are we doing in the company and.

**Interviewer:** To also get feedback from the frontline employees.

**Interviewee J:** Yes, and eventually also, maybe once a year or something or in a phase some extra benefits like monetary benefits or something just to show extra appreciation.

**Interviewer:** And do you currently feel supported and understood by a leader?

**Interviewee J:** Well, understood. In what way do you mean understood?

**Interviewer:** In order to what you are looking for. If you for example, would tell them hey, I feel like a gap filler. That's not why I'm here because when you do an internship, you sacrifice money in order to learn something. Do you think they will understand it?

**Interviewee J:** I think they definitely understood, and I definitely let them know that I felt this way. And they have let me know that they understood. But then again, I let this, I let this

know after just one month and I was working in a bar for almost three months. There was definitely also a willing. I did definitely or blindness to the. to the problem.

**Interviewer:** What could they have done to support you even better. Or not even to support you better.

**Interviewee J:** Well, they could have been earlier and more. They were honest. And we're saying like hey, we just are really just have too little staff we really need you in the bar. But they really weren't transparent. How long this would be for and after a while it would really be feel like I'm just going to be in the bar the whole time. And then from one day to the other stuff just completely changed around. They said like, hey, I was unaware of this change coming. I was still really a bit annoyed about it. But they said like, hey, we took you out of the bar completely and you're now going to be doing what you need to do full time. So, this was an unexpected, but welcome, change. Yeah.

**Interviewer:** And your leaders, what can they do to restore your purposefulness within your organization?

**Interviewee J:** I think transparency is a big factor. It's not that they aren't transparent. They just don't tell. It's just not clearly communicated to staff or at all.

**Interviewer:** So, communication is also like a really important factor.

**Interviewee J:** Definitely, yes. There's not really like, secrets or anything but you will get answers if you ask. I feel like that could be more of a proactive approach to management, to management's job to kind of create this environment of communication.

**Interviewer:** Yeah, totally. And is there anything else you want to add on what can be done to attract your generation? What do leaders need to recognize to attract your generation or to reinforce purposefulness within the industry? Is there anything you have in mind?

**Interviewee J:** Well, it's just a mix of everything that we've been discussing so far. I guess. It's being fair, it's being but definitely communication is such a huge deal. In my opinion to a good operating business. And I think communicating to your staff, asking how are you? Are

you doing fine? Obviously, you can't make everybody happy all the time and people are going to have complaints and that's going to be always going to be a thing, but people need to feel heard, at least, and that that often helps.

**Interviewer:** Yeah, no, that's true. Do you see yourself working in the hospitality industry in five years' time?

**Interviewee J:** Yes.

**Interviewer:** Good. Okay. This was actually my last question. The rest have already covered.

## 8.7. NVIVO Codes

Name	Description
Lack of Purposefulness	
Micromanagement	
Monotonous Work	
No Challenges	
No Communication	
No Equality	
No Self-Development	
No Trust	
Relational Leadership	
Empowerment	
Leading by Example	
Motivation	
Responsibility	

Name	Description
Sharing Experience	
Sharing information	
Support	
Transparency	
Ethical Behaviour	
Fairness	
Honesty	
Openness	
Respect	
Trust	
Inclusion	
Fairness	
People-Oriented	
Empathy	
Compassion	
Emotional Support	
Feedback	
Freedom	
Patience	
Positive Relationship	
Process Oriented	

Name	Description
Autonomy	
Responsibility	
Purposefulness	
Make Meaning	
Switching between relational and transactional leadership	
Flexibility	
Innovation	
Open Communication	
Transactional Leadership	
Punishment	
No Acknowledgement	
Rewards	
Extrinsic Rewards	
Bonus	
Money	
Public Recognition	
Intrinsic Rewards	
Acknowledgement	
Appreciation	
Personal Growth	

Name	Description
Pride	
Self-Development	

## 8.8. Mind Map





## 8.9. Workshop Evaluation Form 1

WORKSHOP EVALUATION FORM	
DO YOU THINK A WORKSHOP IS NEEDED? (1 = STRONGLY AGREE- 5 = STRONGLY DISAGREE)	
1 2 3 4 5	
WHICH TOPICS OR ASPECTS OF THE WORKSHOP WILL BE MOST INTERESTING OR USEFUL TO YOU?	
WILL THE WORKSHOP BE APPLICABLE TO YOUR WORK?	
IF NOT, WHY?	
WILL A WORKSHOP HELP YOU AND YOUR LEADERSHIP STYLE?	
YES	NO
IF NOT, WHY?	
WILL YOU INCORPORATE LEARNED KNOWLEDGE INTO YOUR LEADERSHIP STYLE?	
FURTHER COMMENTS OR SUGGESTIONS:	

## 8.10. Workshop Evaluation Form 2

WORKSHOP EVALUATION FORM			
WHAT IS YOUR OVERALL ASSESSMENT OF THE EVENT? (1 = INSUFFICIENT - 5 = EXCELLENT)			
<div>1   2   3   4   5</div>			
WHICH TOPICS OR ASPECTS OF THE WORKSHOP DID YOU FIND MOST INTERESTING OR USEFUL?			
<div></div>			
DID THE WORKSHOP ACHIEVE THE PROGRAMME OBJECTIVES?			
IF NOT, WHY?			
<div></div>			
KNOWLEDGE AND INFORMATION GAINED FROM PARTICIPATION AT THIS EVENT?			
MET YOUR EXPECTATIONS		YES	NO
SOMEHOW			
APPLICABLE IN MY WORK			
DEFINITELY	MOSTLY	SOMEHOW	NOT AT ALL
HOW DO YOU THINK THE WORKSHOP COULD HAVE BEEN MADE MORE EFFECTIVE?			
<div></div>			
FURTHER COMMENS OR SUGGESTIONS:			
<div></div>			

## 8.11. Presentation for Workshop

Developing and implementing a contingency leadership style to support Generation Z's purposefulness within the hospitality industry.



1

You may wonder why you should reconsider  
your leadership style..  
After all, it has always worked out pretty  
well, hasn't it?



2

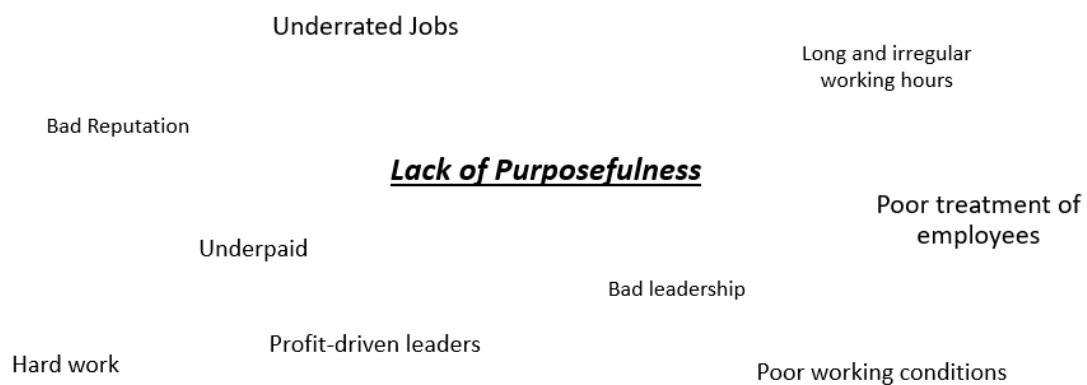
## NO, that is evidently not the case!

Here are some *shocking* numbers:

- Only **47%** of hospitality graduates are still working in the sector after 6 months.
- After 5,5 years, only **35%** are left.
- **29.1%** of hospitality graduates leave the industry within ten years
- Resulting in an actual turnover of **48%** to **70%**
- Employment in leisure and hospitality has declined by **2.8 million** jobs or **16.8%** since February 2020

3

Named reasons why employees leave the hospitality industry and why new generations, such as Generation Z, refuse to enter:

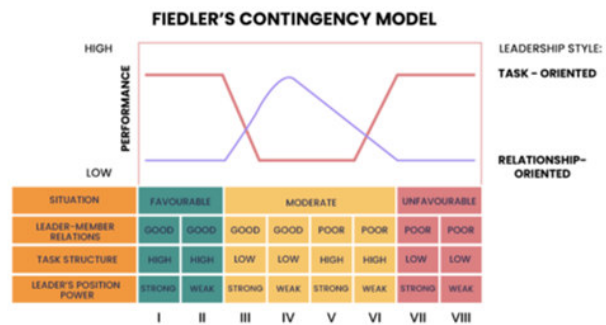


4

## What is contingency leadership?

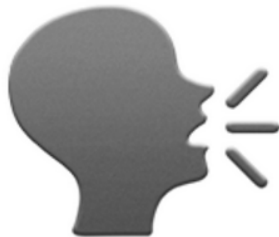
Contingency theory considers leadership as a dynamic interaction between a number of contextual variables such as the leader, the followers, the task situation, the environment, etc. Being situational in nature, the leadership style adapts frequently as occasions arise to do so (Fiedler, 1978).

Source: Fiedler, F.E., 1978 The Contingency Model and the Dynamics of the Leadership Process. In: Berkowitz, L., (ed.) Advances in Experimental Social Psychology. Academic Press., pp. 59-112.



5

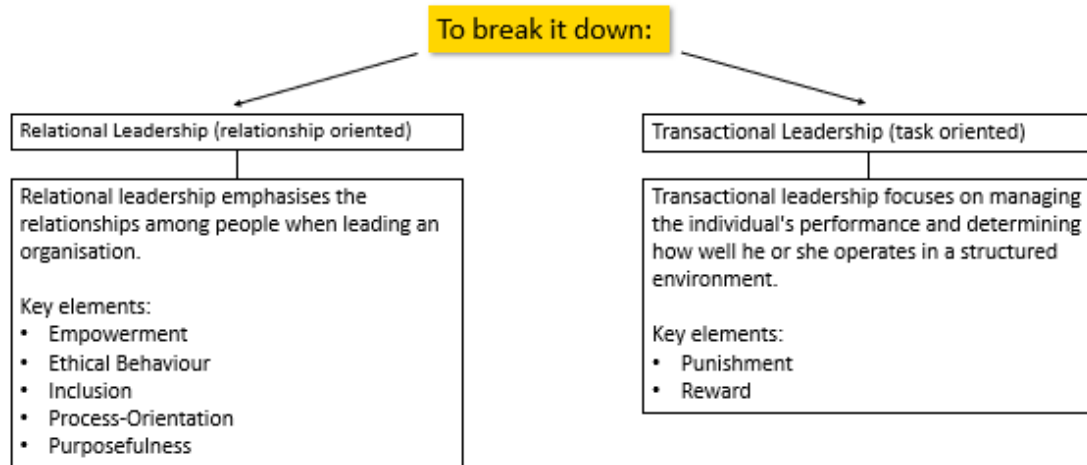
Here somewhat simplified..



The contingency theory starts by saying "it depends" as the solution to any leadership problem depends on the internal and external factors acting on the situation.

The essential element of this theory is that there are different leadership styles for different situations.

6



7

### A Tip!

Generation Z describes itself as a money-oriented generation. They are now in a phase of life where money is becoming an essential factor in developing and coping with the ever-increasing cost of living and are striving for a high-quality life. Therefore, spend the money on your existing employees by giving them rewards instead of investing in recruiting and training new employees due to a high turnover. However, drop the punishment, as Generation Z has a negative view of it and sees it as detrimental!

*Other values that Generation Z seeks in a leader: **empathy** and **trust**, and they prefer leaders who are aware that they are the most racially and ethnically diverse generation and adapt their leadership style accordingly.*



8

## First exercise: Contingency theory leadership style self-assessment

Let's see where your strengths lie!  
Please take a form and fill it out during the next 15 minutes.

**SELF-ASSESSMENT 12.2**

**WHAT IS YOUR LEADERSHIP STYLE?**

The following questionnaire will help you to assess your leadership style. Read each item and think about how often you engage in the described behavior. Indicate your response to each item by circling one of the five numbers to the right of each item: 1 = never, 2 = seldom, 3 = occasionally, 4 = often, 5 = always. We will discuss the results of this questionnaire later in the chapter.

	Never	Seldom	Occasionally	Often	Always
1. Tells group members what they are supposed to do	1	2	3	4	5
2. Acts friendly with members of the group	1	2	3	4	5
3. Sets standards of performance for group members	1	2	3	4	5
4. Helps others to feel comfortable in the group	1	2	3	4	5
5. Makes suggestions about how to solve problems	1	2	3	4	5
6. Responds favorably to suggestions made by others	1	2	3	4	5
7. Maintains his or her perspective close to others	1	2	3	4	5
8. Teases others lightly	1	2	3	4	5
9. Develops a plan of action for the group	1	2	3	4	5
10. Behaves in a predictable manner toward group members	1	2	3	4	5
11. Defines role responsibilities for each group member	1	2	3	4	5
12. Communicates warmly with group members	1	2	3	4	5
13. Clarifies his or her own role within the group	1	2	3	4	5
14. Shows concern for the personal well-being of others	1	2	3	4	5
15. Provides a plan for how the work is to be done	1	2	3	4	5
16. Shows flexibility in making decisions	1	2	3	4	5
17. Provides others with what is requested of the group	1	2	3	4	5
18. Discusses thoughts and feelings to group members	1	2	3	4	5
19. Encourages group members to do quality work	1	2	3	4	5
20. Helps group members to get along	1	2	3	4	5

**Scoring**

The style questionnaire is designed to measure two major types of leadership behavior: task orientation and relationship orientation. Score the questionnaire by first summing the responses on the odd-numbered items. This is your task score. Then sum the responses on the even-numbered items; this is your relationship score. We discuss the question of leadership style later in the chapter.

Total scores: Task \_\_\_\_\_ Relationship \_\_\_\_\_

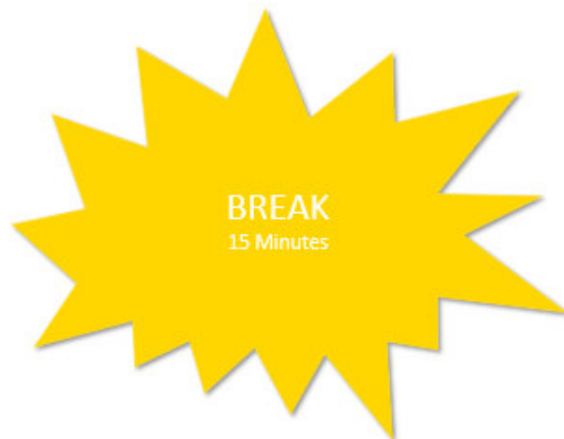
**Interpretation**

45-50 Very high  
40-44 High  
35-39 Moderately high  
30-34 Moderately low  
25-29 Low  
20-24 Very low

Source: Northouse, P. G. (2013). *Leadership: Theory and practice* (6th ed.). Thousand Oaks, CA: Sage Publications, Inc. p. 126

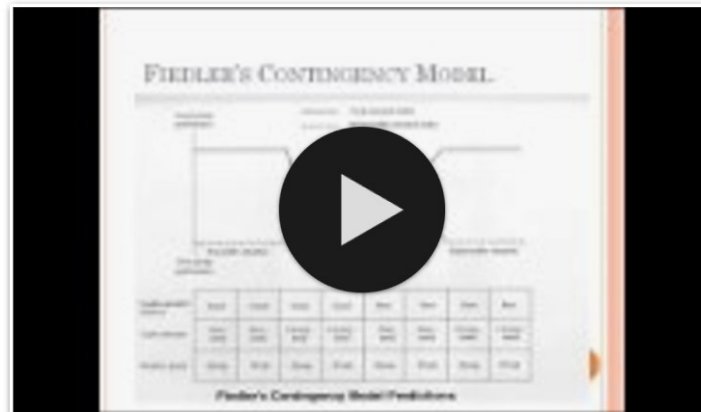
Source: Northouse, P.G. (2013). *Leadership: Theory and practice* (6th ed.). Thousand Oaks, CA: Sage Publications, Inc. p. 126

9



10

This video provides an introduction to contingency leadership in a straightforward and easily understandable way.



Source: <https://www.youtube.com/watch?v=Cxh-yeRlBFw>

11

#### Strengths of Contingency Leadership

- Supports Generation Z's purposefulness.
- Ample empirical research supports this approach.
- Extends the perspective of leadership to include the context.
- Leaders are not expected to be effective in all situations.
- Has a predictive element that can help develop leadership profiles for specific contexts.
- Focused on the concept of adaptability.
- Increases ability to align employees with the leaders.
- Combines leadership approaches in the best possible way.

#### Critiques of Contingency Leadership

- Does not explain why certain styles are more effective in certain contexts.
- Lack of flexibility as Fiedler assumed that a person's natural leadership style is fixed.
- Applying the theory in practice is complex and requires an assessment of the leadership style as well as the leader-member relationships and task structure.
- Does not explain how to deal with inconsistencies between leadership style and context.

12



## Second exercise:



### Least Preferred Co-Worker Scale

Pleasant	8	7	6	5	4	3	2	1	Unpleasant
Friendly	8	7	6	5	4	3	2	1	Unfriendly
Rejecting	1	2	3	4	5	6	7	8	Accepting
Tense	1	2	3	4	5	6	7	8	Relaxed
Distant	1	2	3	4	5	6	7	8	Close
Cold	1	2	3	4	5	6	7	8	Warm
Supportive	8	7	6	5	4	3	2	1	Hostile
Boring	1	2	3	4	5	6	7	8	Interesting
Quarrelsome	1	2	3	4	5	6	7	8	Harmonious
Gloomy	1	2	3	4	5	6	7	8	Cheerful
Open	8	7	6	5	4	3	2	1	Guarded
Backbiting	1	2	3	4	5	6	7	8	Loyal
Untrustworthy	1	2	3	4	5	6	7	8	Trustworthy
Considerate	8	7	6	5	4	3	2	1	Inconsiderate
Nasty	1	2	3	4	5	6	7	8	Nice
Agreeable	1	2	3	4	5	6	7	8	Disagreeable
Insincere	1	2	3	4	5	6	7	8	Sincere
Kind	8	7	6	5	4	3	2	1	Unkind

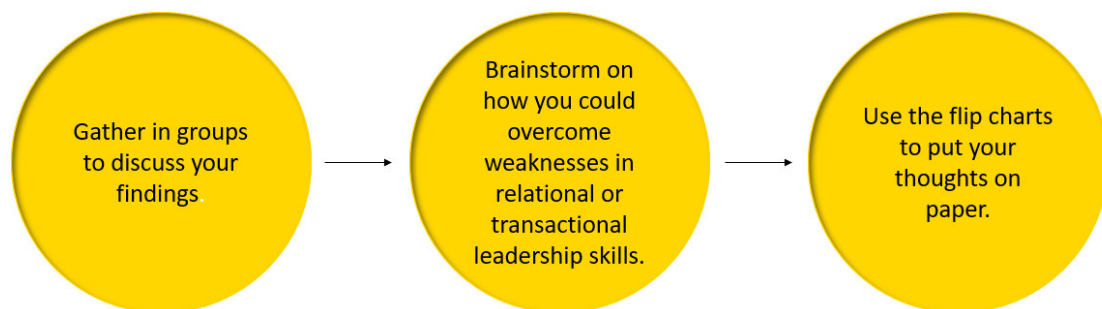
#### Scoring

- >72 Relationship
- 65-71 Mixed
- <64 Task

Please take the new form and also fill it out in the next 15 minutes. Afterwards we compare both of your results.

13

## Group Work



14

### Case study:

Dorothy, Rose, and Blanche are three managers at the Golden Girls Art Gallery. The Gallery itself is in the bustling metropolis of Miami and is expanding to meet the demands of new aged clients. As part of this expansion, one of the managers will be chosen to oversee the new wing of the gallery, which will feature interactive art studios, classes for aspiring artists taught by gallery staff, and a rotating display of modern art collections in various mediums that are brought in by the numerous curators that work at the gallery. This position will require the manager to oversee the complex task of designing new interactive studios every month (which requires a complete redesign of the space), managing the gallery staff that will be teaching art classes (all of whom specialize in different mediums and have varying schedules), and finally working with the museum curators that fall under other departments to coordinate the acquisition of new and modern art collections to the gallery one per quarter. While it is not a promotion in pay, it is a promotion in title and whichever manager is chosen would likely be the frontrunner for gallery director in the future and as such Dorothy, Rose and Blanche all very much want the position. The gallery director, Sophia, has a difficult decision to make each of the managers brings something to the table.

After consulting with a friend, who specializes in leadership styles and management, Sophia has decided she will lean on Contingency Theory in order to determine which manager is the best fit for this situation, tasks, and the personnel she will have working under her. Sophia takes several weeks to make her decision. She uses this time to observe, assess and review each of the three managers strengths. Part of Sophia's assessment of the three managers is to ask them a series of questions in which they rate a colleague with whom they have had difficulty working in the past. During this assessment, Sophia learns that Dorothy is motivated by relationships, Blanche is motivated by tasks and Rose can be motivated by either tasks or relationships. In observing each of these managers, Sophia has also noticed that Blanche tends to be more forward and focuses on what needs to be accomplished in a given day, which can come across as rude and aligns with the assessment given. Dorothy is very kind to everyone and wants to keep everyone happy, while Rose is a mix of keeping those who work for her happy and getting the job done. Sophia knows that it is important to consider how much each candidate has control over her subordinates and that there are a few ways to determine this. First, Sophia wants to be sure that whomever she chooses will have a strong and positive relationship with her subordinates. Next, it is important to Sophia that the leader also be able to provide detailed descriptions of work tasks and create standard operating procedures, both of which will ensure that the tasks are being completed well by subordinates. And lastly, Sophia desires the new leader of this wing to be able to provide incentives for quality work and discipline when necessary. While this is a tall order, Sophia feels confident that at least one of her managers can fill this role well. In the end, Sophia chooses Rose. Sophia feels that Rose is the best suited manager to take on this role because she is able to build strong relationships with those whom she works. Since this position requires coordinating many different staff members schedules, preferences, and abilities, along with the ability to work with other museum staff that would not report directly to this person, it was extremely important to Sophia that whomever she choose could handle this well. Because another big component of this position is ensuring that specific tasks are completed on very set schedules, someone who can be task oriented was highly desirable. These were the top two criteria for Sophia and Rose fit both very well.

Source: Palmer, V. and de Jesus, P., 2018, Contingency Theory Case Study - PSY 532 Psychological Foundations of Leadership (Mastrianni) - Confluence Available at: <https://wikispaces.psu.edu/display/PSY532/Contingency+Theory+Case+Study> (Accessed 14 February 2022).

15

It is academically proven that a contingency approach to leadership supports Generation Z's purposefulness in the hospitality industry.  
So, let's do this! 💪

*"The magic trick is to switch between transactional and relational leadership styles" ;)*

Source: Sabrina Weiss, 2022

16

## Something to remember...

People will forget what you said,  
people will forget how you said it,  
but people will never forget how you made them feel

-Maya Angelou



17



PowerPoint.pptx

## 8.12. Dissemination Moments

**Lois Wijma**

an mich; Lucas

16:53 (vor 2 Stunden)



Hi Sabrina,

Thank you so much for sharing the content of the workshop on contingency leadership.

We really appreciate all the hard work you put into this! It looks very promising and we will try to incorporate this into future leadership workshops.

Have a great day! ☀️

### THE STUDENT HOTEL

Lois Wijma | Assistant Hotel Manager ⚡  
The Student Hotel Amsterdam West

T: +31 20 760 4000

E: [lois.wijma@thestudenthotel.com](mailto:lois.wijma@thestudenthotel.com)

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Unauthorized use, diffusion, communication, forwarding or copy of the information included in this e-mail (including attachments) in whole or in part is prohibited.

**From:** Learning <[learning@thestudenthotel.com](mailto:learning@thestudenthotel.com)>  
**Sent:** Thursday, September 16, 2021 10:13 AM  
**Subject:** Thanks for Joining the Emotional Intelligence WS!

Hi There Festival Go-ers,

We loved having you at the Emotional Intelligence Workshops yesterday!

To follow up on the event, we wanted to share the slides of the workshop.

Also, in case you haven't already, please fill in the [feedback survey](#). We would really appreciate getting to know how you experienced the event.

Thanks a lot and enjoy the rest of this summer festival!

Stay curious.

#### PowerPoint Presentation

learning@thestudenthotel.com

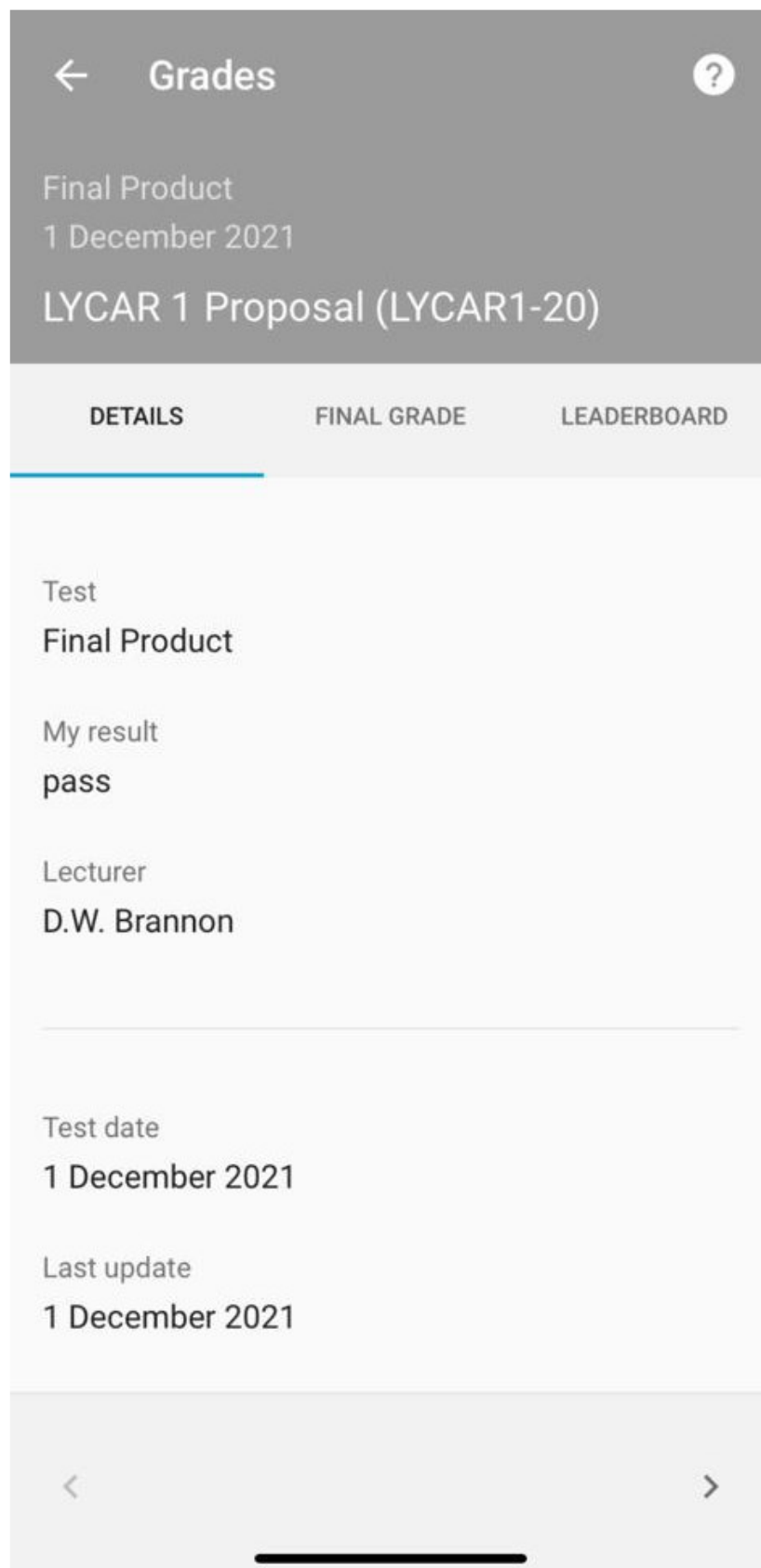
#### PowerPoint Presentation

Dear Leadership and Development Team,

As discussed in the previous email, please find attached the PowerPoint presentation I created for a leadership workshop on 'How can contingency leadership support Generation Z's purposefulness within the hospitality industry?'.  
I look forward to hearing your thoughts on this.

Rich text editor toolbar: Undo, Redo, Font Family (Sans Serif), Font Size (12), Bold, Italic, Underline, Text Color, Background Color, Bulleted List, Numbered List, Indentation.

## 9. PROOF OF PASSED LYCAR PROPOSAL



## 10. CLIENT EVALUATION FORM



Lombarts, AALM, Dr.

Do, 03.02.2022 15:57



An: Sabrina Weiß

Cc: Brannon, DW, Dr.; Lycar Office

Dear Sabrina,

I regret to inform you that due to illness, I will be working reduced hours for the coming period.

Both the Lycar office and your coach have been informed.

Therefore, I will not be able to review your report.

I do feel sorry for this but hope you understand.

I wish you the best of luck with the final touches.

Kind regards

Angelique

PS on a note from Lycar office: You can waive the official evaluation, but are urged to evaluate your work with any relevant stakeholder.

## 11. DATA MANAGEMENT

An: Sabrina Weiß

Dear Sabrina Weiß,

This is an automatic delivery message to notify you that a new file has been uploaded.

Name : Sabrina Weiß

Student Number : 791835

Email : 791835@hotelschool.nl

LYCar Coach : Dr DW Brannon

Research Number : 2022-469

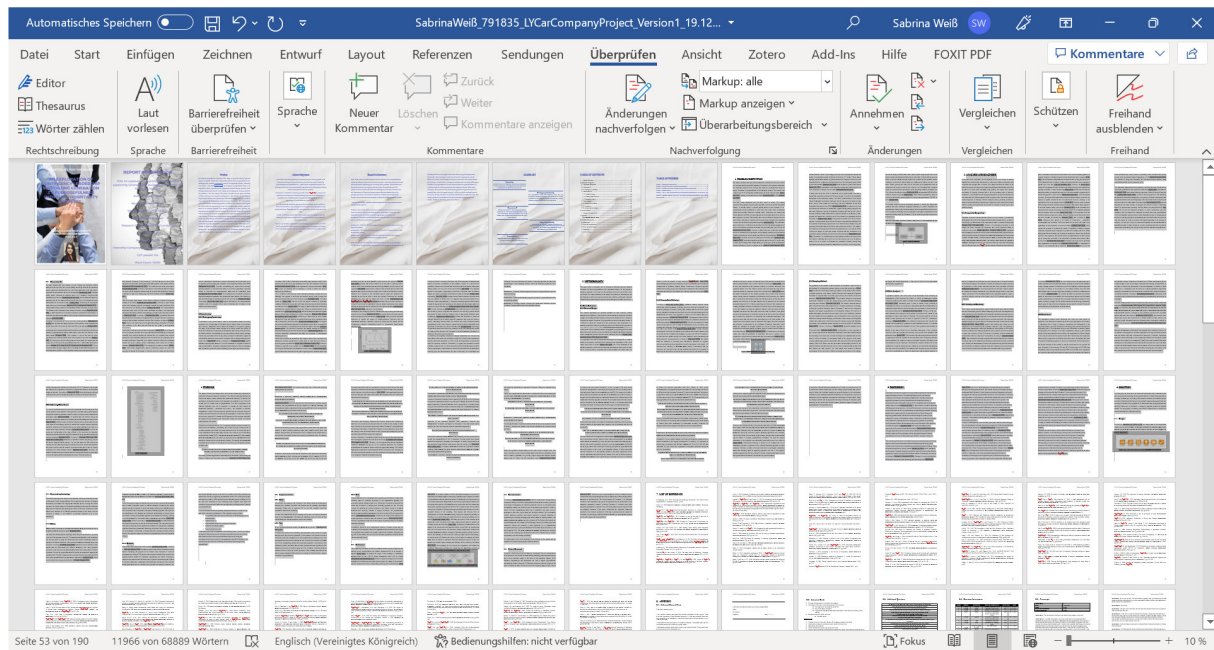
We kindly request you to forward this email to your LYCar coach as evidence that your data files have been uploaded securely.

Thank You.

[Antworten](#)

[Weiterleiten](#)

## 12. PROOF OF WORDCOUNT



Wordcount: 11966