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An Investigation on the Degree of Preparedness and Approaches to Attract the Needs and Expectations of Generation Z: the Case of Hilton in Budapest

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Abstract

In the 21st century Generation Z has entered the workforce as the youngest generation, with different values and beliefs as the generations prior to them which raised the question if hotels are prepared to attract the next generation of employees? This paper investigates the preparedness and approaches of Hilton Budapest to attract the needs of this new generation. Incorporating evidence from existing literature and semi structured interviews the study showcases the similarities between what Hilton offers and what the Gen Z wants and needs. It analyses the new way of looking at work of the young, their values and beliefs. With relevant data it highlights the importance of work life balance and stresses the Gen Z's need for that said balance.

Chapter 1: Introduction

1.1 Background information

As years have passed by in the 21st century, an increasing number of articles can be found on the topic of Generation Z as the future workforce and how different they are from the past generations (Dimock, 2019) and what types of different habits and needs they will possess (Tulgan, 2013). People that are categorised into Gen Z were born after 1996 until 2013 (Dangmei, 2016; Knapp et al., 2017; Schroth, 2019). This indicates that these people have reached their twenties by now and are joining the employment phase of their lives (Schroth, 2019). It has been stated by Gaidhani et al. (2019), that Generation Z is going to lead the workforce with 30% by 2020. It is significant that companies are prepared in terms of understanding the type of characteristics and preferences of Gen Z, as every generation differs from one another (Harber, 2011). Usually, all generations have clashes between each other, but helping to reduce the gap of the new Generation Z between the old generations X and Y, is the responsibility of the organisations. This paper focuses on the questions if the hospitality industry really tries to be more appealing to Generation Z and if hotels actually try to target the new generation as a labour force. Perhaps, for other industries it is slightly easier to adapt to the new generation, yet for the hospitality industry it may be challenging to implement the needed changes in order to attract Gen Z. Especially in hotels, that also have to consider, besides generational differences, the diverse international cultures, the strong hierarchies and regional differences. Therefore, the object of this study is a part of an international hotel chain and it is located in the capital city of Hungary, Budapest. The chosen hotel chain is Hilton which has only one representative hotel in the mentioned city. This fact raises the curiosity if Hilton has any special tactics to target the new working generation before they are being targeted by other, sometimes more appealing chains like The Ritz Carlton or Four Seasons. The Hilton Budapest is a suitable object to determine if the

hotel is ready to accept and fulfill these demands. In order to obtain insight into the hotel's level of preparedness in comparison to other high-end establishments, the researcher will also examine its competitive set. Additionally, to have a thorough understanding of Generation Z's requirements and desires in terms of entering the labour market, the primary concept under investigation is the values and beliefs of this generation in relation to their ideal work-life balance.

1.2 Rationale of the study

There have been several studies on the topic of Generation Z's need for technology, concerning different fields of their lives. Dangmei (2016), researched how workplaces can get prepared for the technologically native younger generation. Another study had been done on the degree of preparedness of teachers keeping up with the technological perceptions and needs of Generation Z pupils (Zilka, 2016). Yet in the hospitality industry the number of these researches is limited and they mostly focus on Generation Z as employees and how they expect the new technology at the workplace (Goh and Lee, 2018). Jaimes et al. (2019), have conducted research on the importance of technological offers in hotels for the Generation Z and how these hotels should take steps to become more technological in order to attract the Gen Z's.
However, no further study had been done from the hotels point of view, what they do and how they try to imply these preferences to entice the younger generation workforce. Further research will enhance understanding of how hotels can be prepared to the new generation's approaches, characteristics, and preferences while avoiding obstacles and differences during generational change. Furthermore, it would be also beneficial for other hotel chains to recognise where they stand in terms of implementing adjustments to have Gen Z apply for jobs. This paper would likely be the first research about the Hilton hotel in Budapest, as no other author has ever chosen this particular hotel as its subject. The outcome of the paper would then show how significant it is to be prepared for generational differences while having an international, diverse work environment and hierarchical structure.

1.3 Aim and objectives

The aim of the study is to investigate the degree of preparedness and approaches to attract the needs and expectations of Generation Z: the case of Hilton in Budapest.
To achieve the aim above, the following objectives will be answered:

- To identify the differences between Gen Z and previous generations.
- To acknowledge the role of competitive strategy and how it helps Hilton's preparedness rate of Gen Z.
- To analyse the importance of work - life balance in order to create an appealing work environment for the future employees.

1.4 Summary of methodology

This research paper studied the goal within a constructivist worldview by attempting to comprehend the social and historical construction that led to the 21st century's hospitality expectations. Based on the entire societal perspective, an inductive technique was adopted. Aside from data observation, text and research analysis were the research techniques used to collect and build the necessary information and expertise for the primary method: interviews. To gather the relevant information and data Values Coding was adopted.

Chapter 2: Literature review

2.1 Theoretical framework

2.1.1 Generation Z: Its values, beliefs, and perceptions

Generations are defined in studies as communities or groups of people with similar habits, values, cultures and beliefs that are shaped by having the same historical periods, same events and same social identity (Mannheim, 1997). Generations are categorised according to the span of time, without any particular formula. Therefore, it is significant to mention the starting and finishing years of the particular generation the study is focusing on. In accordance with certain studies the members of Generation Z were born after 1996 until 2013 (Tari, 2011; Törőcsik et al., 2014). Often, every generation has different behaviour, values, beliefs and ways of thinking from one another. The members of Generation Z have been described as the greatest ethnically diversified and technologically advanced individuals (Peres and Mesquita 2018). Therefore, Gen Z marks the most significant generational transition in employment history. Managers, supervisors, and HR leaders within businesses face challenges regarding this generation due to the differences (Tulgan, 2013). According to Williams et al. (2010), Generation Z in terms of characteristics, lifestyle, and attitudes represents the new conservatives. This means that the members of this generation have old school values as an example of respect, trust and they are self-contained people. They have more

information and resources to make better decisions, therefore they are more confident (Dombrosky et al., 2018). Additionally, Gen Z is more financially independent compared to other generations, since they save more of the money they earn or get for Christmas or for birthdays. These individuals are better suited, less likely to take risks and get involved in violence. Thus they are usually more aware of the consequences, which is why Generation Z is more responsible. Nonetheless, they increasingly internalise their behaviour rather than expecting someone else to take care of them. Many young people from this generation accept traditional beliefs and value family unity (Williams et al., 2010). They have a more realistic outlook on their work and are more optimistic about the future (Gaidhani et al., 2019). The study of Parker and Igielnik (2020), shows how Generation Z differs from the previous generations in one or two essential aspects, but in many ways it is similar to the preceding millennial generation. For instance, members of Generation Z are racially and ethnically more diverse than any previous age group and are also predicted to be the best educated generation. They, too, are digital natives who have little, if any, memory of the world as it existed before smartphones (Poláková and Klímová, 2019). According to Rothman (2016) some studies have shown that Gen Z's brains are structurally different from previous generations. It is not about genetics but the way each generation uses their brains. Therefore, younger people respond differently to their surroundings, to the things that happen in their environment (Alruthaya et al., 2021). Hence in this age group, lectures are not the right way to get them into learning. On the other hand, this new generation tends to enjoy socialising and collaborating more than doing their work individually. Defined by Rothman (2016) Generation Z,Digital Natives or Internet Generation, is tech-savvy and prefers to communicate with others through social media rather than having face-to-face interactions. They are the first generation to be born into an interconnected and internationally connected world with constant access to the Internet (Cora, 2019). According to Wood (2013), Generation Z has a natural affinity for the virtual world because it has always existed for them. Great gains in technology devices have been made since their rising independence from youngsters to pre-teens to teenagers (e.g., cell phone capabilities, streaming video, social networks). Therefore this generation is unaffected by product obsolescence and has high expectations for the rate at which technical things get "more, smaller, and better". This perhaps makes their preferences of working environments higher, thus more difficult for companies to keep up with.

2.1.2 Competitive strategy and strategic management

Various typologies are used in the strategy profession to define organisations' general competitive strategies—how they compete in certain businesses or industries by leveraging their competitive advantage to achieve their objectives (Miles and Snow, 1978; Porter, 1980; Amoako-Gyampah and Acquaah, 2008). A hit differentiation method ought to be primarily based totally on capabilities which might be tough for competitors to imitate. Therefore, an organisation that pursues a differentiation method might also additionally try to create a completely unique picture in the minds of clients that the organisation or its merchandise are advanced to the ones of its competitors (Miller, 1986; Amoako-Gyampah and Acquaah, 2008). Strategic management is rather a recent phenomenon (Jasper and Crossan, 2012). It is an essential ideology for modern organisations, guiding them through external changes, connecting strategic thinking and analysis to corporate action (Ginter et al., 2002). It also refers to the set of managerial decisions and actions that determines a company's performance. Environmental scanning, plan formulation, strategy implementation, assessment and control are all part of this process. In order to establish and implement a new strategic direction for a company, strategic management stresses the monitoring and assessment of external possibilities and threats in light of a corporation's strengths and weaknesses (Hunger and Wheelen, 2020).

In essence, strategic management is a company's manifest plan of action for continual value creation and appropriation. It is a short- and long-term process involving both plans and actions. It must reflect the current reality of the company environment while also providing motivation for future direction, innovation, adaptability, and change (Amason and Ward, 2020).

2.1.3 Work - life balance

Work-life balance refers to an individual's belief that both their professional and personal occupations are balanced and it encourages development according to their present life's objectives (Kalliath and Brough, 2008). Additionally, a steady balance between work and life can lead to decreasing depression, anxiety and exhaustion (Sirgy and Lee, 2018). In today's world of competing obligations and commitments the phenomenon 'work-life balance' has emerged quite frequently as a key concern in the workplace (Lockwood, 2003). According to Thompson et al. (2008) long work hours and demanding working circumstances can have a negative impact on employees' health, psychological well being, and family life. Not only has this connection been shown in numerous studies (Leśna-Wierszołowicz, 2014; Sánchez-Hernández et al.,

2019; Gragnano et al., 2020), but survey data also reveals that work is more intense now than it was 10 years ago, with peer pressure being the most apparent source of this increased effort (Felstead et al., 2002). The management level and human resource professionals of companies need to have a greater understanding of how work and family interactions relate to each other, as there are more diverse family structures represented in the workforce in the new millennium (Lockwood, 2003). In accordance with Lockwood (2003), studies have typically concentrated on working men and women who are married, cohabiting, or have children. However single-earner parents, workers without children, blended families with children from previous relationships, families with joint custody arrangements, and grandparents raising their grandkids are usually not included in the research (Gragnano et al., 2020). For directing research on work-life balance, it is found that two well-established theories in the occupational stress literature are particularly pertinent. According to Kahn et al. (1964), the idea of role theory is when someone's life consists of a variety of roles, including roles within the workplace, such as a manager, and roles apart from work, for example friend or partner. Role conflict arises when two or more sets of pressures are present at the same time, making it more challenging to comply with one set. The second theory is the conservation of resources by Hobfoll (1989), which contends that stress is a response to a situation in which one is threatened by a prospective loss of resources, actually suffers a loss of resources, or fails to gain predicted resources. Combining these theories would indicate that juggling various responsibilities causes competition for limited resources, such as time and energy, which can result in stressors like job discontent or health issues. Therefore, it is significant for the organisations to create an optimal and attractive environment for the new generation to work in. It is beneficial for both sides, employees are healthier and more focused, additionally the company's turnover and accident rates are reduced and productivity / satisfaction levels are increased (Dhas, 2015).

2.2 Existing Empirical Research

2.2.1. Generation Z's preferences and habits at work

In the study of Peres and Mesquita (2018), it is stated that organisations are facing challenges due to Gen Z entering the workforce with preferences and characteristics businesses are not used to. The study of Peres and Mesquita (2018), tries to entirely understand Generation Z. The authors applied two types of primary research tools, questionnaires and focus groups. The questionnaire was posted online and it was also sent to acquaintances of the authors; it consisted of 18 questions about experiences at the workplace, the relationship with leaders, the level of communication and the preferred training and factors that would make them loyal to a company. In total 596 Gen Z individuals filled out the questionnaire from seven different countries (Kosovo, Czech Republic, Hungary, Poland, Portugal, Spain, United Kingdom). 62% of the respondents were female. The same questions were asked from the participants in the focus groups; the need for focus groups was to go deeper into the understandings of each answer. The findings showed that the most preferred ways of training were: experiential learning, team practice and field visit. Surprisingly, Generation Z's most favoured way to communicate at the workplace was face-to-face then email and telephone. Generation Z is ready to move to another country for work, although work is important for them, they do not want it to consume all of their time, therefore they prefer to have a balanced work and personal life. As their preference for working environment includes respect, mutual appreciation, creativity, transparency and flexibility. They like to work with a closer generation due to finding the common ground easier with them.
Additionally, they are not fond of hierarchies although having a boss who is part of the team and motivates, supports the subordinates could be a deciding factor of accepting a binding job offer. However, there are some limitations to this study. The responders' professional experience was less than 3 months, which might be too less to make assumptions of what is the best working environment fit for Gen Z. Additionally, the majority of the participants' were born in 1998, therefore it might not be equitable to generalise the results.

2.2.2 Strategy formulation system

It is still controversial if strategic management should be formalised but it is seen as a helpful organisational tool (Angkasuvana, 2005). Many empirical studies (Ansoff et al. 1970; Gershefski 1970; Herold 1972; Karger and Malik 1975; Miller and Cardinal 1994; Phillips 1996; Andersen 2000; Harrison 2003) found that strategic planning was positively associated with firm performance, and that firms that used it outperformed those who didn't. Small businesses fail due to a lack of planning, according to Sexton and Van Auken (1985) and Bracker and Pearson (1986) (Angkasuvana, 2005). On the other hand, according to Angkasuvana (2005) several studies proved the opposite and there was no significant connection between the strategic management and the income of the establishment.

2.3.3 The need for a balanced work-life environment

Individuals' definition of quality of life tends to be based on the balance between work and time available for hobbies, personal responsibilities and rejuvenation (Mazerolle and Goodman, 2013). The study of Allen (2001) explores the need for supportive working environments and the perception of employees regarding which extent their companies would go to provide work-life balance possibilities. There were a total of 522 participants in the online survey of this particular study. Work-family conflict, supervisor support, benefit availability and use, job satisfaction, organisational commitment and turnover rates factors were all measured by the questionnaire. Employees who consider their company to be less supportive reported more work-family conflict, lower job satisfaction, lower organisational commitment, and higher turnover rates than those who viewed the organisation to be more supportive. Additionally, employees find supervisory support and understanding a core element in increasing job satisfaction and organisational commitment. Although, according to the survey, employees mostly valued flexible working options due to having a greater control over their work/nonwork balance. Therefore it is safe to say that the most successful way for organisations to create a supportive working environment is to provide flexible working hours and trained supervisors in order for employees to perform better, not reach the burn out stage rapidly and keep the turnover rate down. The limitation of the study of Allen (2001) is that in some cases, employees do not know about the benefits and support their organisation offers them. On the other hand, the study of Umene-Nakano et al. (2013), also highlights the negative impacts on not having the correct environment for working. The study was conducted in Japan, having 704 psychiatrists participating in the questionnaires. Employees often experience emotional exhaustion, depersonalisation and low levels of personal accomplishments. As a result the study suggests, emotional support from the organisation's side should be used in order to mitigate these negative factors on the employees. The limitations to this study are that the respondents are from the same occupation and the data cannot be generalised to everyone.

Chapter 3: Methodology

3.1 Research design

This research paper investigated the aim within a constructivist worldview by trying to understand the social and historical construction leading up to the 21st century's hospitality expectations. Creswell (2014) researched that social constructivists are convinced that individuals are looking for the general meaning of the world they exist in. Therefore these individuals can be best questioned with open-ended questions. The used research design will be qualitative and inductive, considering the worldview. Qualitative approach (rather known as "inductive") is focusing on the understanding of people's opinion on certain problems concerning social issues, by interpreting the meaning of the data (Creswell, 2014). The general inductive technique offers a clear, basic method for drawing conclusions in the context of targeted assessment questions, even though it is not as effective as some other analytical strategies for theory or model creation. A general inductive approach to qualitative data analysis is probably less difficult for many evaluators to use than other methods (Thomas, 2006). The inductive research approach was chosen based on the overall social view on the topic, meaning that the researcher wished to come to a conclusion based on the individual's answers and experiences.

Considering the aim, its social aspects and contextual connections to business within hospitality the chosen research design was a case study design. Case study research entails examining a case in a current relevant setting or context (Yin, 2009; Creswell, 2013). Despite the assertion made by Stake (2005) that choosing what to examine rather than using a methodology constitutes case study research. According to Creswell (2013) case study research is a qualitative method in which the researcher investigates one or more contemporary, real-world bounded systems over time using extensive, in-depth data collection from a variety of sources (such as observations, interviews, audiovisual material, documents, and reports), and then presents a case description and case themes. The idea here is to identify a situation that can be limited or characterized inside a set of boundaries, such as a certain location and time. Case study researchers typically examine ongoing, real-world instances so they may acquire reliable information that won't be lost to time. In accordance with Yin (2003), Denzin and Lincoln (2018) the ideal method of study is when questions about how or why are being asked, when the researcher has limited control over what will happen, and when the subject of interest is a current phenomenon in a real-world setting. Case study research has been used widely across disciplines, including operations research, business management, political science, social work, and health services research (Gray,2014). In this research the researcher mostly focused on the business management segment as that one is the most accurate within the aims connection to hospitality and hotel management. According to Altinay and Paraskevas (2008) one can use one or more hospitality businesses as a case study (or studies) in the research to go deeper into your chosen subject, but for instance in this paper the researcher put the emphasis on just one exact

hotel in order to get as much information on that case as possible and from a variety of angles and contexts from hotel and participant perspective. A case study of a corporation or in this case a hotel is typically created with the use of company records and papers (brochures, reports, meeting minutes, memos, etc.), key informant interviews, operations and meeting observation, as well as company artifacts. Utilizing a variety of sources will improve the validity and dependability of the data and, by extension, the study (Altinay and Paraskevas,2008). In respect to Creswell, Hanson,Plano Clark and Morales (2007) the case study was concluded with a general analysis of the lessons the researcher took away from examining the instances. The significance of the case was interpreted by the researcher, whether that interpretation results from learning about the case's problem (an instrumental case) or from learning about an unusual circumstance (an intrinsic case). As indicated by Lincoln and Guba (1985), the researcher reported the case's lessons acquired in the final interpretative step.

3.2 Sample and data collection

In order to get the best outlook on the topic the target population was divided into two groups. From one side the researcher looked into the bigger group, the Generation Z workforce. These people could be already employed in the hotel or they might be just optional candidates or people interested in the offers of the hotel. The used sampling technique was snowball sampling, according to Taherdoost(2017) a strategy that employs a few cases to persuade other cases to participate in the study and so boost sample size. This strategy works best in tiny groups that are challenging to reach because they are closed-off. The researcher's case was especially requiring this kind of method due to the extended options within the target population. As for the data collection, the most suitable method was a focus group, which is a research methodology that gathers data through discussion in groups about a subject that the researcher has chosen (Morgan, 1996) Besides data observation, text and research analysis were the research methods which will help to find and develop the needed information and knowledge to the main method: interviews. The interviews were for the hotel workers (Gen Z and other generations separately)in advance to get a closer and more precise outlook on their offerings to the targeted group.

The other group was the HR department or the hiring people. Within this smaller group the researcher seeked to look for the important information on the recruitment criteria, if there was any preparedness for the needs of the Generation Z. The used method was purposive or judgmental sampling. According to Taherdoost (2017) this is a method in which specific contexts, people, or events are chosen on purpose in order to reveal crucial knowledge that cannot be learned from other options (Maxwell, 1996;Taherdoost, 2017).

3.3 Data analysis

Most qualitative researchers use coding as a method of analysis both during and after data collection, since coding is analysis (Miles & Huberman, 1994, p. 56). A term or brief phrase that symbolically provides a summative, salient, essence-capturing, and/or evocative feature for a part of language-based or visual data is referred to as a "code" in qualitative research. The information can be found in journals, documents, drawings, artifacts, photographs, videos, Internet sites, e-mail correspondence, literature, and so on. It can also include the transcripts of interviews and participant observation field notes. The amount of data that needs to be coded during the First Cycle coding procedures can be as small as one word or as large as a complete page of text or a stream of moving images. The components that are coded in Second Cycle coding methods can be the same units, longer passages of text, analytic notes regarding the data, or even a reconfiguration of the codes that have already been established.

3.4 Ethical issues

The most important ethical issue that needed to be taken into consideration while conducting a research paper was to avoid plagiarism. Citing and referencing should always be done according to the given referencing guide in order to avoid using information as our own, which is not ethical. The other important issue was keeping the identity of the participants confidential. Anonymity was key, especially in cases where the data is based on the society and requires interviewing people. This paper also had to consider the potential harm that participants may step back from the contract which could result in limited or lack of data.

3.5 Limitations

The limitation of the case study resides in the limitation of the size of the sample, the researcher originally intended to interview people from both Generation Z and other generations in different fields such as HR and recruitment, however after reaching out to the candidates it became clear that the number of the possible candidates is very limited. Most of the participants had short, on point answers to the questions which could have led to limited data.

Chapter 4: Findings

The following chapter includes the analysis of the findings built around three core linked with the research objectives: differences between Generation Z and previous generations, appealing competitive strategy and the importance of work - life balance. All done based on the aim of the research which was to investigate the degree of preparedness and approaches to attract the needs and expectations of Generation Z. The case of Hilton in Budapest.

4.1 Differences between Generation Z and previous generations

The following section showcases the generational differences in Hilton Budapest. As well as concentrates on the main value and belief differences that the other generations live by. Figure 1. highlights how Gen Z employees describe the values that are important to them and they believe that are not the same as for previous generations.

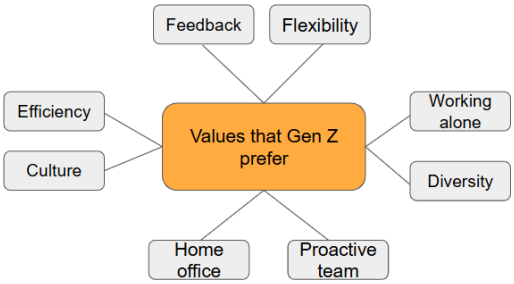

Figure 1. Values that Gen Z prefer

Figure 1. reflects on the several values that Generation Z believes to have differently from the generations before them. Among the mentioned values there are a few that stand out. For example Generation Z values flexibility, efficiency and feedback. Moreover they value diversity, the culture of the workplace as well as their peers especially within a proactive team.
Participant A: "I think Generation Z craves feedback much more, and flexibility in the workplace (such as remote work) is extremely important to us."
Taking a look at Figure 2., it contemplates the idea of what the new generation feel the biggest differences are between them and their coworkers from previous generations.

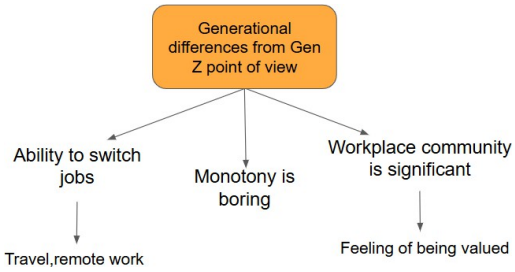

Figure 2. Generational differences from Gen Z point of view

Participant A: "I think that gen Z are more likely to quit a job after 2-3 years, however other generations are likely to stay in one place for years and get retired."
Participant C: " … being a valuable member who is able to manage duties alone and working on different projects, because our generation does not like the monotony."
Participant A: "From my perspective, the workplace community also plays a significant role in our daily lives."
Figure 2. shows the main differences Generation Z believes to have from people of other generations in regards to work life. The generation of today does not like to stay in the same job for a long period of time like before, monotony is not anymore tolerated by them and the community they have at work, their peers have become more important.
As these values and differences were brought up, the following happened:
Participant C: "As far as I am concerned, Hilton tries to make the working space comfortable to those who are from Gen Z by employing more from younger generations."
Participant A: "They even won the World's Best Workplaces award last year."

4.2 Appealing competitive strategy

Within this section the researcher's findings of the Hilton Budapest's strategy will be analysed. The below figure (Figure 3.) contemplates the offers Hilton can make to the future employees which is mostly aligning with the Generation Z values hence the competitive strategy targeting them can be beneficial.

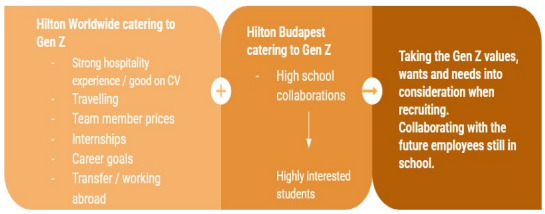

Figure 3. Hilton offerings towards Gen Z

Figure 3. shows the offerings that are targeting all employees (Generation Z included) which are very much catering to the needs, wants and values of the new generation. To highlight the main points, the available internships are helping students to start their career and Hilton can promise a career to them in the future. Furthermore they give the ability to explore the world through work via transfers or working abroad which is a great opportunity for all ages but especially appealing to Gen Z.
Participant C: "Working for a company as big as Hilton gives us a lot of possibilities regarding our future: travelling to other countries, working abroad and giving the possibility of having a strong experience in the hospitality industry."
Participant B: "… looks good in CV, traveling worldwide on team member price"
Participant A: "I believe that the Hilton brand is globally recognized, which is why students show a great deal of interest, both in terms of internships and future career goals. Hilton Budapest has been collaborating with a high school for several years, and we work together on joint projects every year."
As indicated by Participant A, Hilton Budapest itself has been in collaboration with a high school which is a kind of competitive strategy that can be highly beneficial in the future.

4.3 Importance of work life balance

The below section's analysis is regarding the importance of the work - life balance and the values and beliefs of the Z generation towards it. Figure 4. indicates the main beliefs when it comes to work life balance: the importance of the balance, finding the golden mean and being fulfilled in both work and personal life.

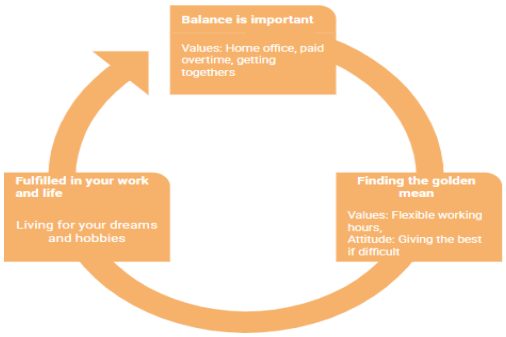

Figure 4. Beliefs and values of work- life balance

The above figure shows how important it is to find the balance in life and keep it in order to keep up the best work one can give. The main values Gen Z connect to work - life balance are flexibility - in the hours, in the workplace such as home office. Getting together with family and friends is one of the biggest values.
Participant C: "Work and life balance should be a well balanced definition, where you have the opportunity to be fulfilled in your work and in your (family) life as well. Where you have time for living for your dreams and hobbies, however, you still have time for working in full swing." "... as a woman from gen Z, work-life balance matters the most in my life. It turns out to be difficult giving your best at work and at home as well. Myself, as a maximalist person, I struggle a lot finding the golden mean between the two. As I look at my generation, I think they also care a lot about this balance."
Figure 4. and Participant C highlights the main reasons behind the importance for the balance in life which is important to employees of all generations.
Participant A: "For me work life balance means that even if I had to work overtime, you can slide it over or it will be paid. Also, 1-2 home office a week, where you can work, but at the same time you can start a washing machine or just run to arrange your duties. It's also very important if you live far from your workplace so you don't have to travel a lot."
Indicated by Participant A remote work can be a very great way of ensuring a healthy work - life balance. Which Hilton does take into consideration.

Chapter 5: Discussion

5.1 Differences between Generation Z and previous generations

As researched by Peres and Mesquita (2018) every generation has its own values and beliefs which differ from generation to generation. Generation Z happens to be the greatest ethnically diverse generation. According to Rothman (2016) studies have shown that Gen Z's use their brains differently from previous generations which again comes a new way of thinking. Therefore, the reaction of these individuals is different, both to the environment and the workload (Alruthaya et al., 2021). This new generation is much more dependent on socializing and tends to find more joy in team efforts and collaborations.
As Figure 1. shows the values do differ from the generations before as the younger employees happen to be more concerned with the flexibility at the workplace, they are in need of constant feedback and they require a proactive team along themselves to give the best they can. However independent work and alone time are still valuable to the members of the new generations. The new ways of working and the different work ethic of the younger employees created different values from the older generations. To highlight some of

those, home office is important to Generation Z as they get to stay comfortable while working.

5.2 Role of competitive strategy and how it helps Hilton's preparedness rate of Gen Z

Competitive strategy or with modern words, strategic management is a company's explicit plan of action for ongoing value generation and appropriation. It is a short- and long-term process that includes both planning and execution. It must represent the current realities of the business environment while also giving incentive for future directions, innovation, flexibility, and change (Amason and Ward, 2020). It also refers to the collection of managerial decisions and activities that affect a company's success (Hunger and Wheelen, 2020). This process includes environmental scanning, plan design, strategic implementation, assessment, and control. In order to define and implement a new strategic direction for a firm, strategic management highlights the monitoring and assessment of external opportunities and threats in light of a corporation's strengths and shortcomings (Hunger and Wheelen, 2020).

Analysing the findings, Figure 3. showcases the strategy Hilton might use to attract the younger generation. The values that are important to the Z generation, discussed in the previous section, are quite present in what Hilton has to offer to its employees. With or without meaning to bring in the workforce of the new and younger generation Hilton has what the potential employees are looking for and it is a great strategic move. The offerings of Hilton such as working abroad, transferring or having access to discounted team member prices are all appealing to Gen Z which can be a factor that draws them to Hilton.

5.3 Importance of work - life balance

Work - life balance plays a crucial role in every working person's life. Without proper balance one can easily exhaust themselves, burn out or even become depressed (Sirgy and Lee, 2018). Figure 4. very well indicates that balance can have different levels as well, the better a person can understand the balance they need, the more can be done to achieve it. Values are highly connected to this balance as well.

Generation Z of Hilton Budapest collectively agreed that work life balance is crucial for them. Having time to do what one loves, spending time with friends and family is the most important thing one can do outside of work.

According to a study conducted by Allen (2001) employees who believe their employer is less supportive reported greater work-family conflict, worse job satisfaction, lower organizational commitment, and higher turnover rates than those who thought the organization was more helpful.

Participant C: "From my point of view, Hilton is flexible with those who are not only working people, but also who have family."

The above interview answer piece supports Allen (2001), as the participant who is coming from a supported workplace feels the difference between being flexible and human towards others and understanding their need for balance which leads to a higher job satisfaction.

Chapter 6: Conclusion

This paper desired to investigate the degree of preparedness and approaches to attract the needs and expectations of Generation Z in the case of Hilton in Budapest. The objectives were to understand the differences between Generation Z and the other older generations, to acknowledge the role of competitive strategy and to analyse the importance of work - life balance. Based on the analysed data on Hilton Budapest, the researcher understood that the Generation Z employees are thinking differently from the previous generations which leads to a new way of creating a comfortable working environment for them. Understanding their values is crucial as they do give voice to their needs. Hilton Budapest as a company is strategically in a leading position for attracting Generation Z employees with their flexible and employee supportive offerings. Furthermore the work life balance is highly supported in ways that are catering to the beliefs and values of the new and young employees. The findings revealed that the Hilton Budapest is prepared to a high extent to welcome the Gen Z workforce and already collaborates with high schools to work together with the younger generation. This study contributes to the current literature by giving different views on the Z generation as a working generation. For future research study, the researcher would thoroughly analyse the HR and management side of the Hilton Budapest for more accurate data and information. Due to limitations this paper could not analyse any information from the management.

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