JOB SATISFACTION OF GENERATION Y FRONTLINE STAFF OF FIVE-STAR HOTELS IN THAILAND

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ABSTRACT

In the near future generation Y would become the majority of workers all over the world. There are many hotels which cannot maintain the valuable staff and its expense. Organizations have to spend a lot of time to train one person who may stay only for a short period. As a result, it affects many aspects of hotel such as work performance, cost, and time.

The purpose of this research is to present the job satisfaction factors that affect generation Y frontline staff in five-star hotels. Moreover, the information is collected by using literature reviews and qualitative method. The consequence of this research will be divided into two sectors that con-sist of extrinsic and intrinsic factors of job satisfaction. The result from extrinsic factors such as listen to employees' voice, training and development, benefits, skill of human resource department, and rules and regulations of hotel. On the other hand, the result from intrinsic factors such as ser-vices to customer, interpersonal skills, challenges, empowerment, and connection.

It is hoping that this research would help hospitality industry to maintain valuable staff in long-run through increase job satisfaction.

KEY WORDS: Generation Y/ Job Satisfaction/ Frontline Staff/ Hospitality Industry

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CHAPTER I
INTRODUCTION

Hospitality industry is an industry that people comes and goes as a normal issue in every organizations. Since 2009, service industry has become more than 70% of the GDP in every coun-try. Hence, the hospitality industry plays an important role in world economic development. How-ever, it is quite hard to maintain the valuable staff within the organization more than five years in hospitality industry. Thailand is also one of famous countries in Asia that attracts many tourists all over the world because of its attractions, cultures, nature, and food. These factors gain huge benefits and jobs for Thai people all year long. The scale of hospitality industry has been increasing each year along with the number of university students that graduate in Tourism and Hospitality management. Even hospitality industry could offer job in many positions but it was hard to maintain employees in the long-run as other industries especially, frontline staff that directly contact with customers. In many cases, the success of hotel brand to build the customer's loyalty it depends on frontline staff. To deal with new generation likes generation Y that has the different attitudes and perspectives is rather hard for manger. Therefore, this is significant issue to deeply understand the needs of frontline staff in new generation. It could contribute both to develop work performance and competitive advantage. Employees' satisfaction could help organization to forecast turnover rate, performance, customer satisfaction, and reduce training cost and etc.

The aims of this study is to emphasize on the job satisfaction of generation Y frontline staff of five-star hotels and to understand the needs or factors of what they really want from organiza-tions in order to maintain the valuable staff in long-run. The generation Y frontline are targeted be-cause in 2025 most employees in the world wii be transferred from Baby Boomers and generation X to generation Y. Hospitality industry is a very important industry to boost up Thai economy in recent years. Moreover, there are many students are interested to work in this industry. From these factors, hospitality industry is one of the top industry that people would like to apply for. There are many

luxury hotel alls over areas in Thailand such as Marriot, So Sofitel, Siam Kempenski, Four seasons, Dhara Dhevi, Dusit Thani, and etc. By selecting generation Y frontline staff in five stars hotel as a scope of the study and discover their needs this study would like to find new factors in job satisfaction; "Which factors that generation Y frontline in luxury hotel needs from an organiza-tion to increase job satisfaction? And how we use new factors of job satisfaction to make hospitality industry gain advantages? The context of this study will focus on five-star hotels that has full ser-vices for both international and local guests.

In the beginning, this study will gatheres job satisfaction factors in hospitality industry by collecting theories, journals, articles, and research as secondary data with reliable sources. Then, personal interviews with generation Y frontline staff who work in five starts hotel. All of the inter-viewees have a lot of experiences in term of dealing with customers face to face. These direct expe-riences would serve as primary data to be analyzed into new job satisfaction factors for generation Y frontline staff. Lastly, this study could be the answers for research questions, conclusion the re-search and provide reasonable recommendation.

CHAPTER II
LITERATURE REVIEW

To understand comprehensively the job satisfaction from generation Y frontline in hospitality industry, the literature reviews was emphasized on researches, major articles, and theories related to job satisfaction of generation Y in luxury hotels at present.

2.1 Definition of Generation Y

People of Generation Y were born around 1977 to 1994. This generation has other names as Echo Boomers and Millenniums. The word "generation Y" appeared around 276,000 results in Google search engine. In 2017, the word of generation Y increased around 563,000 results in Google as well (Pagan, 2012). The current number of generation Y is 71 millions people. The US Census estimates that in 2020, this cohort will increase around 83 million people and become the largest generation exceeding baby boomers. Generation Y is also known as optimistic, multi-tasking skills, technologically wise, and team-oriented. What makes generation Y different from other generations is their priority in personal life and work life. This generation consider three factors: salary rates, benefits, career advancement when applying for a job. Moreover, 75% of participants agreed that work-life balance and family is also important. If the organization cannot provide the opportunities they needs, they certainly look for other jobs. Recent researches found that generation Y are rather innovative and creative than passive recipients. They always search for new processes to find a better and convenience way for their duties. Generation Y tend to argue with leaders and co-workers who used old processes. Culture of generation Y organization characteristic includes six factors: "it should use innovative process of working; work should challenging; its staffs less power distance or status; work should create social interaction among staffs; individual life and work life should balanced, and; it should look after communities and societies." The requirements in hospitality are long hours, work stress, limited time for life and family. This industry

tends to lay-off staff in law season which affects security for work life. For of these issues, hospitality industry can continuously decrease job satisfaction especially in generation Y.

2.2 Job Satisfaction

Job satisfaction means "a desirable or positive thinking circumstance based on their job po-sition or job experience. And how person feel or different views about their job" (Lane & Redmond 2016). A study also found nine definitions that identify this term; overall satisfaction and could de-velop by independent person. Job satisfaction is the conclude of job expectation. It also means sum of goal or fulfilment of needs when they cut of the job. Understanding the theories of job satisfac-tion, management can help hotel improve strategies to maintain professional staff to provide best services including co-workers and leaders. One of the well-known researcher who studied this theo-ry that examined dimension factors to increase services performance was Elton Mayo. In 1927, he assumed the affect of working behaviour of staffs on services by verifying with the physical condi-tions of their jobs. He found that staff service performance increased irrespectively of the changes of their break times, working hours, rate of payment and other factors. The researcher concluded that the reason why staff's service performance increased because of the execution of social re-wards. The change of ideas of staffs was affected by the change in strategy of leaders; and that the staff recognized that their activities were observed and measured to increase job satisfaction (Bhatti & Qureshi, 2007)). Many researchers try to limit job satisfaction surpasses most of other factors in organizational behaviour research. However, job satisfaction was earlier treated as a one single re-sult. Other researcher found evidenced that job satisfaction could be treated by multi-dimension design measuring the different aspects and it depends on job characteristics. Other theorists had ex-plained the design of job satisfaction and result such as communication style, relations with co-workers, benefits and welfare, working conditions, nature of work, organization culture and poli-cies, rate of pay, promotions, security, and leadership style (Vance, 2006). Additionally, turnover, absenteeism, job performance, duty stress, leader support, recognition, working environment, work-ing hours connected characteristic also studies to forecast job satisfaction of staff.

2.3 Job Satisfaction Theories

Job satisfaction has diverse theories in literature such as hierarchy of needs, motivator-hygiene theory, and job characteristic model. All of theories tried to measure a job satisfaction in different aspects and be able to provide advantage and disadvantage relationships among diverse conceptualization.

2.3.1 Motivator-Hygiene theory

Figure 2.1 Graphical representation of Herzberg's description of satisfiers and dissatisfiers

This theory conducted by Hertzberg Mausner and Bloch-Snyderma since 1959. They tried to equip an demonstration and a cause of motivation and satisfaction in the workplace by created the factors that cause employee satisfaction and cause of job dissatisfaction. This theory is called Moti-vation-Hygiene Theory or the Two Factor Theory. The cause of satisfaction is named, "motivators" and cause of dissatisfaction, "hygiene factors". Cause of satisfaction could be classified by recogni-tion, task achievement, advancement or growth, intrinsic interest, and task responsibility. These are factors that create pleasure in staff to increase productivity. Cause of dissatisfaction could be classi-fied by supervision , company policy, salary, working condition, status, relationship with co-worker, personal life, and job security. These are factors that create negative emotions in staff to perform bad performance.

2.4 Job Satisfaction In Hospitality Industry

Many researchers also tried to specific other factors like nature of work, fringe benefits, work stress, work clarity, job autonomy, turnover intentions, empowerment, personal life, and working hours as job satisfaction for hospitality industry. There was research document of job satisfaction in hospitality industry found by Smith in 1996. Different measurement had been used to measure a job satisfaction with five subsets measures including pay, promotions, working conditions, supervisor support, and co-worker.
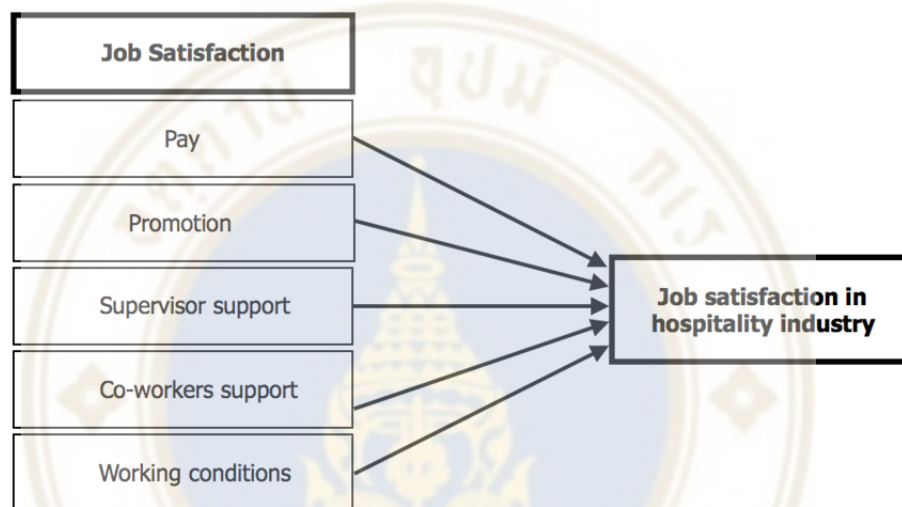
Figure 2.2 Job satisfaction research model for hospitality industry by Smith 1996

2.4.1 Pay

For this study, pay means as "money that equal which staff gain for their work to the employer" (Price, 2001, p. 606). The autonomous factor pay has been examined exten-sively in hospitality industry management research. These research found that pay was one of the most significant for job satisfaction. Other researches also found complaint about low rate of pay or different rate of pay. Even duty and work hours in the job were analogous to other staffs. Other finding supported that the significance the rate of salary influences job satisfaction as management levels. These gained who higher salaries would be more satisfied than those who had lower salaries.

2.4.2 Promotion

Promotion means as "the level of change between different status or position within organization "(Iverson & Deery, 1997, p. 73). Expertise suggested that the nature of work in hospitality industry influenced high turnover and low job satisfaction by limita-tion for career advancement. As staff who do not get promotion, they tended to leave the organiza-tion. A recent report conducted to forecast the response of promotion in the part three years studied that promotion was possible in the following three years to prove that it could increase job satisfac-tion. As a result, the job satisfaction would increase when the employee received career advance-ment opportunities in the organization. The management level should plan strategy and improve career path for staff who had high performance in order to increase their job satisfaction (Iverson and Deery (2013).

2.4.3 Supervisor support

Supervisor support means as "the level that staff perceive from leader or person who has higher power give them support, and inspirit" (Babin & Boles, 1996, p. 60). The support should include guidelines for the nature of job of each position, guideline to succeed goal. They also should provide training and opening to listen to staff's idea. Many researchers totally agreed that supervisor support is an important factor for staff job satisfaction. The investigation from frontline staffs satisfaction in hospitality industry and stud-ied has an important role to increase job satisfaction especially, when staff perceived the recogni-tion, organization policies, and the way that supervisor treat their staff.

2.4.4 Co-worker support

Co-workers means "levels of deliberation showed by colleague" (Iverson & Deery, 1997, p. 73). Many researchers in hospitality industry had counted co-worker factor when tried to examine job satisfaction. While co-worker tried to help other colleague to achieve task without their duty or their responsibility, staffs tended to appreciat and would also help others. New staffs were grateful when other colleague give extra effort to train them or willingly help. The friendly envi-ronment created job satisfaction. Some staffs did not resigning from their job because they take de-cision to co-worker were an important factor.

2.4.5 Work conditions

Work conditions means "the offer to staffs feel that they are a part of department and recognition in the workplace or organization" (Mount & Bartlett, 2002, p. 29). Work conditions in hospitality industry are quite difficult to find because of the nature of busi-ness. Frontline staffs in hospitality industry have to adjust their work schedule to organizaiton needs and often are required to work in long holiday. Three to five-star hotels have three different shifts. They operate by rotation staff shifts. This reason give less opportunity for staff to prefer work life balance. Moreover, the personal relationship and family could not be planed in advance. Customer complaints are also main factors to create bad work conditions. Frontline staffs who are often forced to work long hours and must be listen to customer complaints because of non-standard prod-uct, or miscommunication.

2.5 Drivers of Hospitality Industry Employees' Job Satisfaction

Staff is very significant issue in hospitality industry. It helps hotel to increase customer satisfaction. The most important duty of great hotel is to provide the best service to reach customer satisfaction. Therefore, staff especially in frontline position is the key person. Staff' job satisfaction can help develop the service quality and working environment.
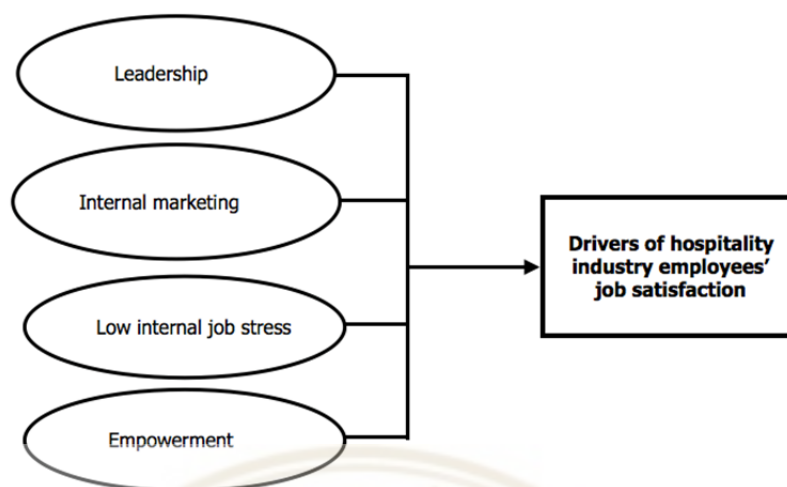
Figure 2.3 Drivers of hospitality industry employees' job satisfaction model by Tsai, Cheng and Chang 2011

2.5.1 Internal marketing

Internal marketing is a new process to deal with staff as a customer. Organizations have to find the needs of customers (their own staff) to achieve their goal. Staff can evaluate inter-nal marketing, rewarding system, training and development and internal communication. This pro-cess can help organization to acquire and maintain valuable staff through clear vision and job pur-poses. Moreover, organization also provide knowledge and skills to staff to be able to finish task. Organizations also support staff to share and create their own job and teamwork. As a result, this process can improve service quality, which increases production and organizational profits.

2.5.2 Low internal job stress

Organizations that have low internal job stress can maintain valuable staff in long-run. However, most hotels could not avoid the issue of job stress because of the nature of work. Most of the staff have to work long hours and have not time to communicate with each other. Which could affect the lack of participation in group meeting and discussion to make deci-sion, supervisor support, and increase job stress.

2.5.3 Leadership

A leader is a person who leads team and is a key factor to achieve organization goal. A good leader has to have multi-skills such as relation management with subordinate, fast response with orgainization strategy, sharing information, empathy, bring new innovation, be able to reach maximum performance of subordinate and etc. However, it is quite hard to meet the same demand with both leader and subordinate especially in hotel chains in Asia. Therefore, this is the big chal-lenge of organisation to select the right leader to subordinate, in order to create job satisfaction. Transformation leadership is a good choice in recent year for hospitality industry than transactional leadership likes the old world. Employee likes to follow, trust, respect, and loyal to this type of leader. Transformation leadership could encourage, inspire, create mutual benefits, and individual cares.

2.5.4 Empowerment

Many observers in hospitality industry note that the best tools that organization should give to their staff is power. Staff should have power to decide by them-selves own along with their knowledge about product. Most hotels do not truly empower Many ho-tels in Asia, have rules that staff have to follow in making-decision. Conversely, great hotels trust that staff are ready to hep guests without delay, likes and the Ritz-Cartons. As result, the perfor-mance of staff and customer satisfaction greatly increase and decrease.

2.6 Conclusion

From the literature review of job satisfaction in both famous theory and specific model in hospitality industr: Motivator-Hygiene theory, Job Characteristics model, Job satisfaction research model by Smith 1996, and Drivers of hospitality industry employees' job satisfaction model by Tsai, Cheng and Chang 2011, I would likes to summarize all of the theories into model in figure 2.4 as below;
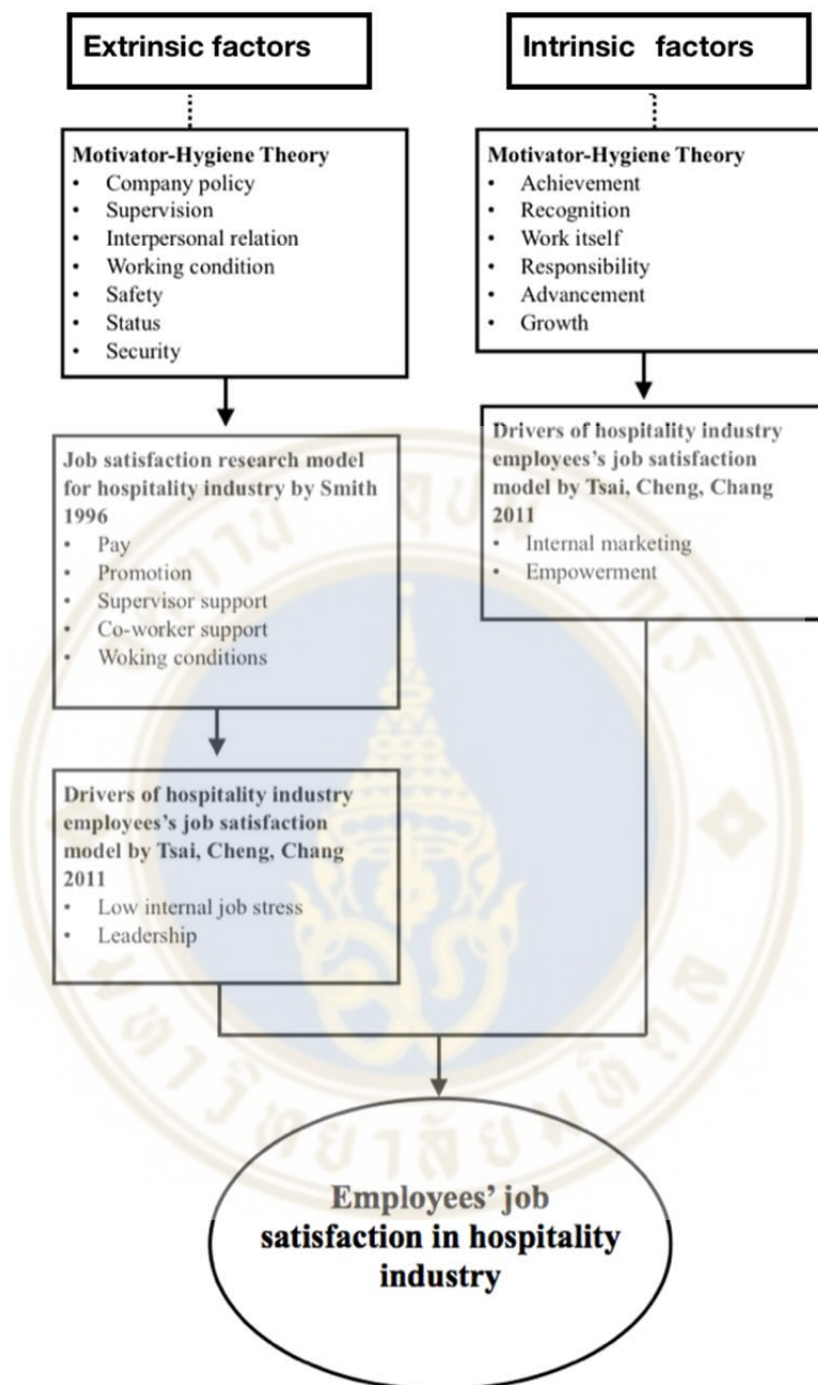
Figure 2.4 Employees' job satisfaction factor in hospitality industry

Therefore, in my research I would like to mention all of the factors from four theories that I had studied to create my own model. All of the factors can be grouped into intrinsic factors and extrinsic factors as a hypothesis that could enhance job satisfaction

of generation Y frontline in five-star hotels. I would include some overlapping factors into one factor in my research as model in figure 2.5 below;

Extrinsic factors	Extrinsic factors
• Company policy • Supervision • Interpersonal relation • Working condition • Safety • Status • Security • Pay • Promotion • Supervisor support • Co-worker support • Low internal job stress • Leadership	• Achievement • Recognition • Work itself • Responsibility • Advancement • Growth • Empowerment

Job satisfaction of generation Y frontline of five-star hotels in Thailand

Figure 2.5 Research model of Job satisfaction of generation Y frontline staff of five-star hotels in Thailand

CHAPTER III
METHODOLOGY

3.1 Primary Data Collection Method

This research has examined and analyzed literature reviews as a secondary data on chapter II that enhance reliable information in term of staff job satisfaction ideological. However, this research still needs concrete examples that indicate job satisfaction of generation Y frontline staff of five-star hotels in Thailand. Hence, the actual experience from generation Y workers who work in five-star hotels could help author to answer along with tangible explanation to the research question. Qualitative research is one way to collect primarily data. It is used to collect the ideals, attitudes, opinions, and motivations. It could find the in-dept information that answers the hypotheses or research model. Qualitative research data collections normally use interviews as a first method (Austin, 2015). Moreover, the author would provide her own information from her 4-year study in hospitality's management as well as internship program for six months at five-start hotels in Bangkok. These background could help the author to understand the nature of hospitality working style and could analyze collected data.

3.2 Interview method

Most data found in this research come from interviews. This method could enhance to collect in-dept information from general question to intense answer .

3.2.1 Sample selection

In this research, these weer 7 interviewees. These samples are generation Y staff of five-start hotels in Thailand. They have actual experience of dealing with local and international guests. All of the interviewees were considered frontline staff samples. These 7 samples might be in different positions but their main duty is to serve guest face-to-face. The reason to use five-star hotels in Thailand because these organizations

are high quality-standard hotels that deal with many types of guests such as business men, actors, actresses, billionaires, from private and public organizations, local and international tourists, and etc. Among those 7 interviewees, 4 out of them are front officer from different hotels including 1 spa receptionist and 3 front receptionists. The 3 remainder 5 out of the samples are banquet attendants who work in F&B and events department. All of the generation Y samples have had experience of frontline positions in five-star hotels at least for 1 year up to maximum 2 years.

Table 3.1 Interviewee list

Interviewee	Position	Age	Workplace	Experience	Gender
A	Spa reception	24	Bangkok	1.2	Female
B	Front reception	24	Chiang Mai	1.3	Male
C	Front reception	24	Bangkok	1.9	Male
D	Front reception	24	Bangkok	2	Female
E	Executive lounge reception	24	Bangkok	2	Female
F	Service attendance	24	Bangkok	1.3	Male
G	Concierge	26	Bangkok	1.6	Male

3.2.2 Development open-ended questions

To find out the job satisfaction factor of generation Y frontline staff in five-star hotels in different aspects, the open-ended questions allow all of interviewees to feel free to share their own experiences. A list of open-ended questions is conducted in order to find the intrinsic and extrinsic factors in job satisfaction of frontline staff as in the table below.

Table 3.2 Open-ended question list

Finding Factors	Interview Questions
Intrinsic and Extrinsic Factor	What responsibility in the job that you really like ? Why? (please explain)
Intrinsic and Extrinsic Factor	If you can change one thing about your job, what would you change ? Why? (please explain)
Intrinsic and Extrinsic Factor	Do you have to sacrifice anything from your current job? If yes, what is it and Why ?
Intrinsic and Extrinsic Factor	What is positive and or negative of your organization? Why?(please explain)
Intrinsic and Extrinsic Factor	Currently, are there any factors that your organization can motivate you ? And what factors do you want them to do more in the future ? Why? (please explain)
Intrinsic and Extrinsic Factor	Why did you choose this job? (what were your expectations?) After you have been doing this job for a while, did it meet your expectations? (why, or why not)?
Intrinsic and Extrinsic Factor	What is the meaning of success for you?

3.2.3 Development probing questions

To ensure that author could answer the research question with reliable data, developing the open-ended questions is very important. Open-ended questions is allow interviewee to feel free to answer. The most advantage of this kind of method is the interviewer could find more details than his expectation. The interview conducted by using two-way communication is face-to-face interview. The interviewer could ask for more explanation and example to go deeper into the answer.

3.2.4 Conduct the interview

The best way to get the real useful answer is to have right conversation style while interviewing. All of respondents would give the interview face-to-face at their house or anyplace that is convenient for them. Interviewees feel more relax and

comfortable to give information. Interviewees might share motivations, behaviors and attitudes that you do not know before. Interviewer would be able to learn from action, emotion, facial expression and tone of voice as well. Each interviewee would take approximately 30-40 minutes including introduction and probing each question. The last step was gathering all of the information and analyze the data by grouping the answers into intrinsic and extrinsic factors to summarize into conclusion chapter.

3.3 Research Framework

The data were collected from personal interview, the conclusion part of this research is divided into 2 parts consisting of primary data based on intrinsic and extrinsic factors. The relationship of job satisfaction of different factor would be related to frontline generation Y staff as show in the research framework below.
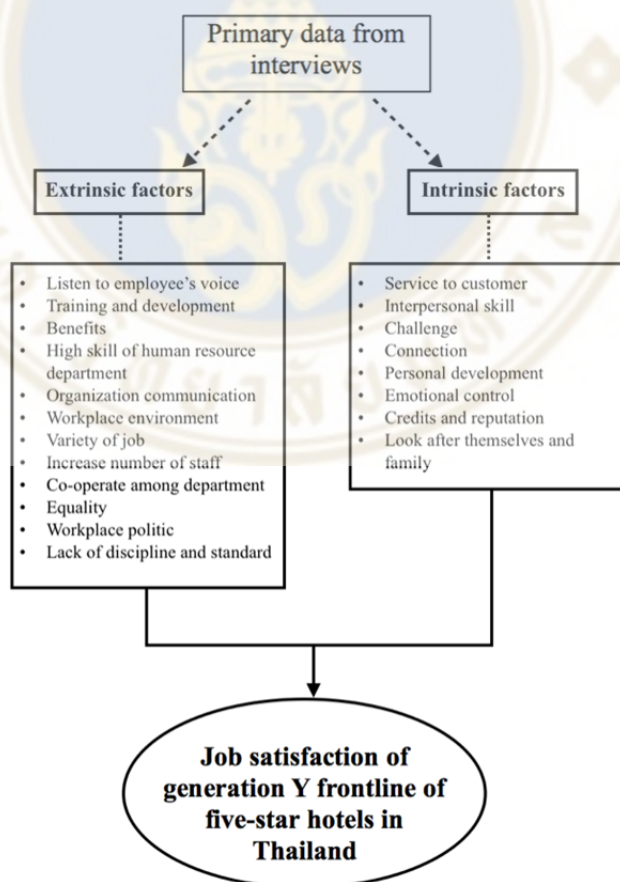
Figure 3.1 Research framework

CHAPTER IV

DATA ANALYSIS AND RESULTS

After conducting qualitative in-depth interview, the conclusion of data found from sample interviewees and interview questions are analyzed and divided into motivating and demotivating factors based on frontline staff in five-stars hotels. Each question has details as follows;

4.1 Factors That Motivate Employees At Work

4.1.1 Frontline responsibilities that generation Y prefers

The conversation starts with this question about the responsibility in frontline position that they really like. Author wants to find out their needs and ideals of this kind of job: why they applied for it. Therefore, it can help to find out the extrinsic or intrinsic factors to reach their job satisfaction. The answers can be categorized into factors as follow;

4.1.1.1 Services to customer

Most of the interviewees loved to service people. They preferred to see guest happy, so this reason made them happy as well. Even though they had face many complaints, they love to solve problems for customers satisfaction. One of the interviewees, Ms. A said that "Though it is not my responsibility, I would help to see the guest smile. Because the aims of the hotel is to create most memorable moments for guests" Other support was Mr.B. He told that "front position is the person who can help guest the most. Even though that complaint is not about us, we have to help. It is not about responsibility, but I want them to have a wonderful time" Moreover, Mr.C who has to service VIP guests said that "I stay in the five-star hotels wheres guest pay more than ten thousands bath per night to stay with us. Therefore, I have to do my job beyond guests' demand. Their compliment can help me to be a better front reception"

These evidences supported that main factors of frontline generation Y's preference in their responsibility is they like to service.

4.1.1.2 Interpersonal skills

Many interviewees like frontline position because they could develop interpersonal skills. They have to meet new people and share new experiences. There are five interviewee s who answered so. Ms.D said that "I liked this job because our hotel is unique. I have to take time about fifteen minutes in check-in process. I am not only a receptionist. But I have also to be their friend and speculate their demand before I say something." Another opinion was from Ms.E, she told that "Most of the guests are well educated. I have to use the proper way to communicate and understand people" In addition, Mr.F said that "In one day I have to face many types of guests such as Chinese, Indian, American, European. They have different styles and demands. I have to choose how to talk to them. Moreover, when I work in this position longer. I know how I should interact with them"

This is the other reason that Generation Y like this position because they can improve themselves.

4.1.1.3 Challenges

All of the samples are energetic people. They always want to explore and learn new things. Occasionally, they get bored easily and they want to overcome every problem. All of the interviewees answer this factor in the same direction. They feel really excited and challenged every day to work as in this frontline position. According to Mr.G said that "I loves this job because I cannot predict anything within one day. In the morning, I face an Indian guest that had a problem with massages. In the afternoon, an Australian guest complaint about the afternoon tea. And before I left my shift, I got to request from a German couple because the husband wanted to surprise his wife" Therefore, all of the interviewees told many different stories that came from the different guests. This is the reason why they love to do the frontline position.

From these answer it shows that frontline position are satisfied with this position because they love to service guest, improve their interpersonal skills and this position is also challenging.

4.1.2 Positive issue in organization

This question focuses on positive issues. All of issue are show the satisfaction factor that frontline employee prefer in organization. The answer of positive can categorize into factors as follow;

4.1.2.1 Listen to employee's voices

Many interviewees like their organization because their organization listen to employees' comments. Mr.C said that "As my hotel has opened for only three years, somethings did not go well like employee's meal. At first, they provided only 2 meals per day with set menu. After the employee comments that we want three meals with variety of food. Of course, our hotel do that" Other supports was Ms.D. She told that "My hotel loves sharing all ideas with everyone. For example, my hotel wants to impress guests when check in and out. Manager would conduct a meeting to gather dealing from employees because we are in the position that interact with guest"

Therefore, listen to employee's voice is a good way for organization to do in order to make employees happy.

4.1.2.2 Training and development

Training and development are the factors that organizations should do to improve their own employees. Moreover, it could help to upgrade work performance as well as some new skills for employees. All of interviewees love this factor in their organization. Ms.A said that "My hotel conduct a lot of training from HR department. The training that I like most is language. My hotel provides many Chinese, Japanese, English, and Korean teachers for employees. We learn all of the languages that they offer. I can understand more languages and talk to guest easily and I also can use this skill in the future" Mr.F also mentioned that "My hotel allows employee to choose which training program we like and find the trainer for us. Even though I am in frontline position but our department want to learn how to made a cocktail. Organization also conducts cross-training for us to hotels bar"

Thus, positive factors from training could encourage Generation Y.

4.1.2.3 Benefits

This factor is the foundation for every hotel employee prefer in all interviews. Hotels provide meals, discount, free laundry, service charge, and bonus. Ms.A said that "Even though I work ten hours per day but I get more benefits than other

industries. While other employees get only salary and bonus but I also get these two things including service charge and salary. Moreover, I also get discount if I want to use any service in my hotel chain. If I cannot work in five-star hotel I could not afford such luxury" In addition, Mr.C said that "My hotel also provides BTS free card to employees (with limited cost). I do not have to spend my salary for transportation cost because my hotel connected to BTS Phrom-Phong station. I save more than one thousand bath per month"

This factor could support that person who work in the hospitality industry could obtain the special benefits from their organization.

4.1.2.4 High skill of human resource department

Human resource department is the person who find the right colleague for employees. They play the main role in order to help organization increase work performance. Two out of seven interviewees like their hotel human resource department. Human resource department could select the right employees to work with them. Mr.C said that "I have to thank human resource department. They can choose the right employees to work within the organization. All of my colleague are in the same generation. We have same lifestyle, attitudes and working style.We can travel, hang out as friends together. " Then, Ms.D said that "Front department in my hotel is so fantastic. HR hire new generation people in the organization. I fee like I can work more easily because we talk the same language. It can help to make my work flow" These evidence show that human resource department could help employees to work more easily by selecting the right person in organization.

4.1.2.5 Rules and regulations of hotel

Rules and regulations are factors that create the peaceful workplace. All of employees have to follow the direction that organization has already set. Two out of seven interviewees mentioned about hotel concepts. They like their hotel because it is not old traditional hotel rules. It is fun, unique, fabulous and not fussy. Ms.D said that "I love my hotel because they allow the freedom for dressing. Everyone can put the red lipstick, red nails, and blond hair. I am sure that it is rare to find this kind of hotel" In addition, Mr.G said that "I am so lucky that I can work in this hotel. They allow us to do everything even tattoo. They only consider our work. If you can work well, they do not have problems with your appearance"

The comments show that employees prefer the organization to rather focus on work performance more than the appearance of employees.

4.1.2.6 Organization communication

Communication could help organization keep in touch with employees. It also helps organization to announce their needs and directions that employees should follow. All of interviewees mention the positive factors about hotel communication. It is a good way to update all information and inform employees in advance. For example, Mr.B said that "Every quarter my hotel have conduct a big meeting for all employee. The executive level would tell us about the profits, directions and strategies that they decided to use. Moreover, they also informed us about whated they want and how we have to do. These help us to know the organization's news update"

Therefore, it would be beneficial a lot if organization keep communicate with employees. It will help employees to understand hotel direction and follow the right track.

4.1.2.7 Empowerment

All of interviews have same answer that their organizations allow them to make decision. They can use maximum power in their position. If anything os beyond their power, the superior would solve the problem for them to prevent conflicts. Mr.B said that "My manager allows me to make decision on my own. I faced one case that guest came from India. She wanted a massage. After that she complaint about her back pain, so I decided not to charge for massage and gave her some complimentary" In additional comments, Ms.E said that "I used to face one guest. She ordered coffee from our hotel but she was so upset because our barista made wrong oder and she waited for too long. I had to deal with her and offered extra complimentary and calmed her down"

Empowerment is the important factor that affects the job satisfaction. It makes employees feel like they have right and power to decide on their own.

4.1.2.8 Workplace environment

All of the interviewees prefer their workplace environment and location a lot which can be divided into urban and country side areas. Mr.B said that "I love my workplace environment a lot. I breathe fresh air and see green trees that make

me feel relax. It is hard to find the beautiful view like this in other workplace" On the other hand, Mr.G said that "After I finish my work I have many places to relax with my friends. My hotel is located in the business area in Bangkok which means it is so convenient to go anywhere. I can see both wonderful morning and night view in Bangkok. It helps me to bring my energy back" Therefore, workplace environment also can enhance mood of employees that affects job satisfaction.

All of the answers showed the positive and negative aspects of organization. In term of positive, organization should keep going and increase more alternatives.

4.1.3 Organization motivation factors

This question focuses on motivation factor that organization currently do and employees want them to do more in the future. This question could help author list the job satisfaction that help organization to increase employee's job satisfaction. The answer can be categorized into factors as follow;

4.1.3.1 Variety of job

All of the interviewees agree with this factor because of the nature of employee in hospitality industry. People who work in this industry can get bored easily. They need to learn new things. Therefore, hotel always have rotation permed for all of employees. Ms.E said that "I prefer that my hotel always have cross-functional training. Even though I work in frontline position, I still want to know other functions as well. I have opportunities to work in many departments. I also can adapt their woking styles in front department as well" Moreover, Mr.F said that "In one day I have to face many new problems from guests and among departments. Sometimes I want to work in the different function to learn new ideas and working style. Even though it is a short time, I can escape from my main position; it helps to get my energy back"

Hence, These comments support that generation Y frontline want to learn new things all the time.

4.1.3.2 Increase salary

Salary is the main factor that employee concern before applying their job. However, some people could not choose everything they want. All of the interviewees also mentioned about salary as well. Employees in hospitality industry

have to work longer hour than other industries. This makes them need high salary. Mr.B said that "I work in the biggest five-star hotel in Chiang Mai but my salary is too low when compared to four-star hotel. I think if hotel want to keep old employees, they have to increase salary. Hotels did not pay for over time but in one day we work more than ten hours" Moreover, Ms.E also said that "I think service charge and salary are different. Hotel could not think that they pay lower our salary because we got service charge more than eighteen thousands per mouth. If I have to work extra hour with the same salary, hotel should pay for over time as well"

This evidence supported that salaries still the main factor that employees need and it affects job satisfaction.

4.1.3.3 Promotion

All of the interviewees strongly agreed that promotion is the big factor to motivate them. Everyone promotion growth for their future. Ms.A said that "I am the person who is satisfied with co-workers, workplace, and guests. However, my hotel prefers to promote person who stay with hotel for a long time. I feel I cannot do anything to get promotion. And I do not wait until I am old enough to get promotion. I would leave this hotel within one year if I do not get promotion" In addition Mr.G, said that "I need promotion to an executive level when the position is available but, they already selected the person to replace from the head quarter. I think that this is a wrong idea"

From evidence showed that the one of the best way to increase job satisfaction is promotion. Employee would see their future in the organization.

4.1.3.4 Increase number of staff

All of the interviewees also said in the same way about increasing the number of staff could motivate them to work and not resign from organization. Ms.D said that "I think many times to resign from the hotel because I have to work extra two or three hours per day. The number of staff is not fit with the responsibility of work. Many times there are guests that are upset because they wait for too long" Other supports, Mr.G said that "I think the number of staff can affect work performance. I used to face three guests at the same time who complained different things. I have to ask co-workers to stay longer to help me. I think it would be better if hotel increases the number of staff to deal with the job"

Therefore, to increase the number of employees could help to reduce work load which also increase work performance and job satisfaction at the sam time.

4.1.3.5 Working hours

Working hours is one of the big factor that all interviewees agree that should be as secheduled. Mr.C said that "Be the front position I have to come early compare to other positions. I have to grooming myself before so I want to finish my work on time as well. I already work for ten hours why I have to stay longer for two or three hours" In addition, Ms.E told that "I want to finish my work on time. I work hard all day long why I have to stay longer. I do not appreciate the person who stays over time. I think that employees should be more effective within working hours"

From comments, it shows that punctuality is important and it helps employees to take enough rest.

4.1.3.6 Organization outing

Organization outing is the activity that allows all employees to get to know each other. Six out of seven interviewees agreed that organization outing helped to motivate them. It also can help employees to boost their energy and become refresh again. Ms.A "I like that our hotel always has outing and celebration to make employees feel that we are parts of the hotel. It makes me my hotel more and more every time that they conduct activities like this. I can see the unity among employees" Moreover, Mr.F also said that "Organization outing helps me to know more new people. Sometimes we have issues of misunderstanding each other. This kind of event also can help everyone to talk and create good relationship in the future. It also helps to increase work flow as well"

These evidence showed that relationship could help employees to increase work flow and recognition in organization.

All of answers showed that all of these factors that organization could motivate their employees to increase job satisfaction.

4.1.4 Expectation when apply in frontline position

This interview question needs to know the expectation of employees when they decided to apply for frontline position. And after they work in this position for a

while whether, they met that expectation. If organization could answer their expectation it means the organization could create job satisfaction. The answer can categorized into factors as follow;

4.1.4.1 Connection

Connection can help people to do things easily. Four out of seven interviewees mention that they want to create connection. As hospitality industry is the industry that always deals with people. It would be beneficial if employees could get help in anyways in the future. Mr.F said that "In one day I have to service many guests and work with many people. I cannot know my future. One day I might be needs some help from those people" In addition, Mr.G told that "In the future I want to be a business owner. Even I came to get an experience in hotel but connection is also most important factor as well. I might need some help from my former co-workers or my guests one day. It is really good if you get always help and support from people"

From comments, it shows that frontline position seek for connection for their own future.

4.1.4.2 Personal development

Everyone wants to develop themselves all the time. To get rid of their weak points that. All of the interviewees agree that they want to improve themselves. There are many factors that they expected in different way. Ms.D said that "In the future I want to move to United States. My problem is communication skills in English language. Now, my performance is not enough to go there. I work in front position because I want to improve my weakness and get the better job in United States" Ms.E also said that "In the future I still want to work in this industry but I want to be a hotel general manager. I know that my current performance is not enough. I want to learn and know more details about hotel. And front position is the position closest to customers. It would be beneficial to know guest demands and set the hotel direction"

Therefore, this factor depends on personal issues that can create job satisfaction.

4.1.4.3 Emotional control

Emotional intelligent is so important in hospitality industry. In this industry, employees could not be mad to guest. They have to be polite and pay more attention. Five out of seven interviewees are concern about their emotional control. This

factor is not easy, people have to be trained and control themselves. Mr.C said that "I used to be a person who said bad words to people. I do not care if what I say is fact. I was always mad if anyone made mistake. After I graduated I know that it would be bad if I do not fix it. Therefore, a lot of work pressure in first position could help me to be a better person. I could not complains. I have to be more patient and reasonable" Mr.F also supported that "I am a person who get mad easily. I come from a good family and no one reject me. I know this is bad for my future in the business world. I have to control my emotion when I work in front position. I have to face with moody and bad guests but I can do nothing"

As the comments showed that hospitality industry could help to improve EQ of employee in may situations.

4.1.4.4 Credits and reputation

It would be beneficial if people could work in the good reputation organization. Employees could use this point as a reference in the future to guarantee their performance. All of the interviewees expected that they would get credit and reputation from working in the five-star hotels. Mr.C said that "I know that my job is hard and I have to sacrifice many things. But the reason that I am patient is the word "Hotel C" This hotel can guarantee me as a high quality employee if want to work in other hotels on even do my mom's business" In addition, Mr.F said that "I did not graduate in hospitality management but I love to work in this industry. I have to be patient to get my credits from hotel F, if I want to change to other hotels in the future. This hotel is one of the highest quality hotel in Sathorn area"

These evidence showed that credibility is also important for employees to choose workplace.

All of the answers showed that all of these factors of the organization could motivate their employees to increase job satisfaction.

4.1.5 Meaning of being successful

The last question focuses on the success of sample interviewees' life. As the meaning for success of each person might be different, so what are the factors that make them feel successful after applied in frontline position. The answer can be categorized into factors as follow;

Look after themselves and family: In Thai culture, all of the interviewees said in the same way that they want to have the ability to look after their family. Mr.C said that "I came from low income family in Nan province. I also have my little sister that is studying in high school. My parent is a farmer. I see my parents work hard to send me and my sister to school. My success means my parent could rest and do not have to work any more" In addition, Ms.D said that "Now, I am half successful. I could take care of myself but still use some of my parent's money. My dad lives in German because he has to work and send money back to me and mom. My fully success is I could bring my family back together and look after them with my own money in Thailand" Moreover, Mr.F also said that "My family do not have problems in term of money because we already have our own business. But I am the big brother who has two little brothers. I have to be a role model for them. I want to be successful and take care of my parents when they get older. I think that this is the responsibility for everyone who still has parents"

This answers showed that if employees could look after themselves and there families it could motivate them and increases job satisfaction.

4.2 Factors That Demotivate Employees At Work

4.2.1 Dissatisfaction factors that generation Y frontline want to change

Second interview question is to find the dissatisfaction factor or weak points in their job. Author needs to know what factors that interviewees want to change about their job. This kind of question can help find out the factors that made frontline staff uncomfortable. It can help management level to create better work processes and better staff performance. Therefore, all of the factor can increase job satisfaction. The answer can be categorized into factors as follow;

4.2.1.1 Lack of co-operate among departments

Co-operation between department is very important to make work flow. It also helps to improve work performance and save time for employees. Two interviewees answer that they wanted to change the cooperation among departments. As Ms.A said that "In my department always there conflict are among front receptionist. Most of the time guests will call the spa reception because they thought this is the front

receptions. Some guests called wrong number, I am willing to transfer guest's call to the front reception. However, front reception always rejected because they said they were too busy. Many guests have to complained with us because they do not know how to talk with front receptions" Another supports Mr.C, said that "VIP guests always have high demand. When sale department receive the special requests from guests, they always forgot to tell us. For example, our welcome drink is lemonade. Some guests did not drink it because they have lemon allergy. This case can create a big problem for hotel if guest drink it"

These answer showed that co-operation among departments could be the factor that increase job satisfaction.

4.2.1.2 Unfair treatment

There are two interviewees mentioned about equality in workplace. Mr.B said that "My hotel tends to promote people because they stay in the hotel for long. Hotel should look at the performance of workers rather than how long they have worked here. As I have been working for more than one year. I received a lot of compliment and I also can increase sell. Other employees only follow job description but they got promotion because they have worked for three years" Ms.D also talked about this factor as well. She said that "Hotel should have the same standard for everyone. As the guest elevator is not allowed for employees. Sometimes some employees use guest elevator without getting warning. When almost audits times employees will got warning if we use guest elevator"

These comments show that equality is also important factor to make employees satisfied.

4.2.1.3 Negative of politics in the workplace

Three out of seven interviewees are uncomfortable with politics in their workplace. Many times when they were new comers, they also though about resigning from the hotel. Ms.E, Mr.F, and Mr.G also told about the same thing because all of them faced both politics within their department and from other deferment. They are many employees gossip and want to gather partisan as much a they can. For example, Mr.G told that "At the end of this year one person will get promotion the be a supervisor. Some employees did not like him, so if this person get promotion all of them would

resign from the hotel. I feel stressed because I have to act in the middle path way. I want to work here without conflict"

Therefore, workplace politics could affect frontline's job satisfaction.

All of answers showed that frontline receptionist want to change three factors to increase job satisfaction including co-operation among departments, equality, and workplace politics.

4.2.2 Factors that generation Y have to sacrifice for frontline position

Third question is to find out the factor that interviewee have to sacrifice to work in frontline position. As the frontline position have to work as a shift, so it might have some factors that they dislike. Therefore, if organization could compromise or reduce some of these factors, it could help frontline employees to stay in the organization longer. The answer can be categorized into factors as follow;

4.2.2.1 Personal life interrupted

Personal life is also the important factor for employee. They should have time to spend with family that could help them to boost up energy. All of interviewees response this factor in the same way. They have to sacrifice personal life for work in frontline position. For example, Ms.A, said that "I cannot off on weekend because hotel has a lot of customers. I cannot do any activities with my family, friends, and lover. Moreover, If the employee who attends in the different shift was sick, I have to work 2 shifts to replace them" In addition, Mr.G has to work in night shift for two months. He said that "I cannot plan anything in my life. Even though I have already planned, most of the time I have to cancel it. For example, I have a plan to make merit for my grandmother at 12 p.m. with family. My shift finished on 8 a.m but I have to work over time for three hours. Therefore, I cannot go with my family" From comments, we would see that personal life is another significant factor to make employees satisfied with their work.

4.2.2.2 Health problems

Health factor is also mentioned by all interviewees. As frontline employees have to work as a shift, sometimes they stop working in the morning or night shift. This reason affects their health system a lot. Moreover, frontline position have to

stand all the times. This make them have problems with legs. Mr.B said that "My legs feel so hurt many times. I have to soak my feet in the warm water to reduce inflammation. Even though my boss told me to sit but how can we do that. I always have to greet guests" Moreover, Mr.G told that "Everyday, I have to bend down to talk with guests. This make my back hurt. I have pains and aches"

The evidence supports that healthiness could enhance job satisfaction.

All of the answers showed that frontline position have to scarified these factors. Therefore, if organization could decrease these two factors. It could help to increase job satisfaction.

4.2.3 Negative Issue in Organization

This question focuses on negative issue of organization. Author needs to find the negative sides of the organization. This factor is the point that organizations have to improve to meet the staff satisfaction. The answer of negative issues can be categorized into factors as follow;

Lack of disciplines and standard: Most of interviewees have agreed that their hotels lack disciplines and standard. Mr.C told that "My hotel is five-stat hotel that has many chains all over the world. But this chain in Bangkok, Thailand is the chain that gets most complaints compared to other chains. The head quarter should provide the same clear standard as other chains to make us know what we have to do to meet the guest demands. This is important because every chain uses the ranking system to pay for bonus" Another supports, Ms.D said that "Even though our hotel has close relationship and open-mind to each other but this is also the weakness as well. As Thai people when they have close relationship with word "Kreng Jai" would be the barrier to speak it out when others do something wrong"

These comments show that Thai culture as a collectivism could affect the job satisfaction as well.

The answers showed that negative factors also should be minimized to increase employee's satisfaction.

4.3 Comparison of Primary Data

After collecting data and analyzing primary data, it can grouping into extrinsic and intrinsic factors of employee's job satisfaction as shown in table 4.1:

Table 4.1 Summary of extrinsic and intrinsic employee's job satisfaction factors from primary data and literature reviews

Extrinsic factor	
Secondary data	**Primary data**
1. Company policy	1. Listen to employee's voice
2. Supervision	2. Training and development
3. Interpersonal relation	3. Benefits
4. Working conditions	4. High skill of human resource department
5. Safety	5. Rules and regulations of hotel
6. Status	6. Organization communication
7. Security	7. Workplace environment
8. Pay	8. Increase salary
9. Promotion	9. Promotion
10. Supervisor support	10. Increase number of staff
11. Co-worker support	11. Working hours
12. Low internal job stress	12. Organization outing
13. Leadership	13. Lack of co-operate among department
	14. Unfair treatment
	15. Negative of politics in the workplace
	16. Personal life interrupted
	17. Health problems
	18. Lack of discipline and standard
	19. Credits and reputation
	20. Look after themselves and family

Table 4.1 Summary of extrinsic and intrinsic employee's job satisfaction factors from primary data and literature reviews (cont.)

Intrinsic factor	
Secondary data	**Primary data**
1. Achievement	1. Variety of job
2. Recognition	2. Service to customer
3. Work itself	3. Interpersonal skill
4. Responsibility	4. Challenge
5. Advancement	5. Empowerment
6. Growth	6. Connection
7. Empowerment	7. Personal development
	8. Emotional control

According to the table, author could say that most of the factors assuming from both methods are quite different. There are only some factors that overlap but some factors were found from literature review or in-dept interviews. Therefore, the final chapter would categorize together, combine and explain in the last chapter, Chapter V. As this research has already mentioned about limitation of study methods, author decided to combine two study methods for this research. The literature review could gain more theories and logical support the job satisfaction factor. However, only this method could lack update information and real experience from generation Y. As the limitations of the qualitative research method and time, author could interview only few samples. The samples are from the different organizations and experiences. Therefore, this study could find different stories, attitudes, ideas, and experiences that make this research more reliable.

CHAPTER V

RECOMMENDATION AND CONCLUSION

5.1 Conclusion

After gathering and analyzing both information from literature review and in-dept interview, author could summarize the different job satisfaction of generation Y frontline. Primary and litera-ture reviews, author was able to categorize all factors into extrinsic and intrinsic that could enhance generation Y job satisfaction. Therefore, it could be summarize in figure 5.1 below:
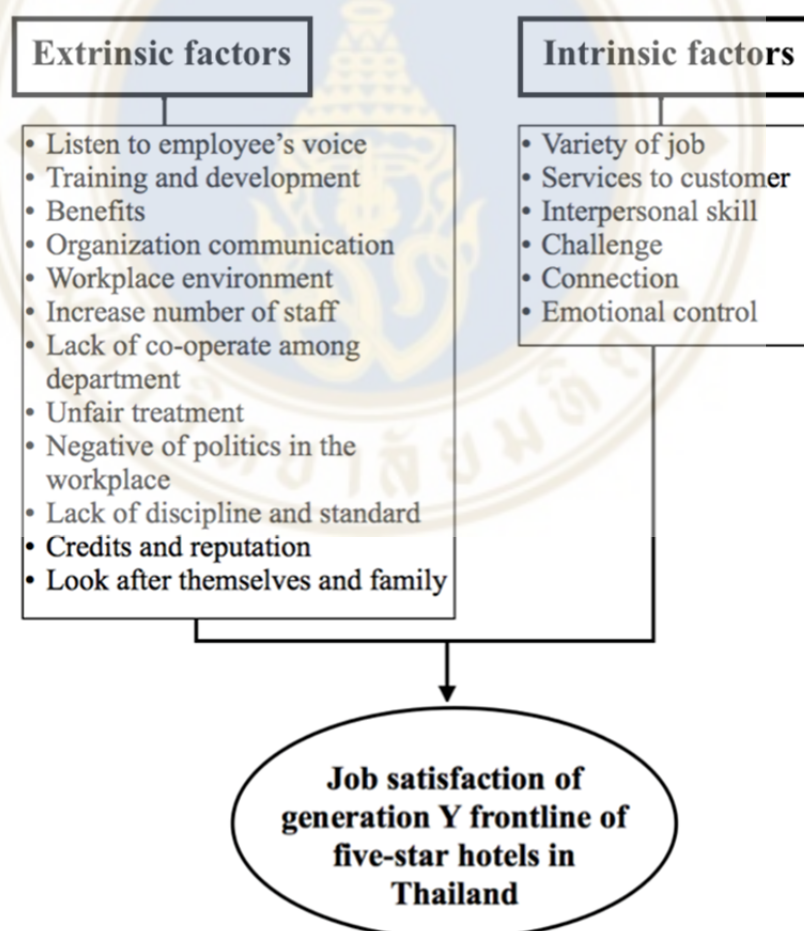

Figure 5.1 Job satisfaction factors that affect generation Y frontline of five-star hotels in Thailand

5.2 Recommendation

According to the conclusion that we gained from this research, author could summarize (by collecting data and analyzing) all of factors that could affect job satisfaction of generation Y front-line, Hospitality industry in Thailand could gain more advantage if they recruit generation Y in frontline position. The recommendations in this research would help to increase job satisfaction by applying both extrinsic and intrinsic factors with generation Y frontline in five-stars hotels. The recommendation consists of five items. Three out of four items link with extrinsic factors that could motivate physically of frontline staff. One intrinsic factor also could motivate inside the mind. The recommended extrinsic and intrinsic factors are as follow:

5.2.1 Increase recruitment standard in human resource department

At present there are many generation Y work in frontline position. Human resource depart-ment is the first stage that face new candidates. This department should know whether staff and new candidate are matching or not. They cannot just pick up a person to fill in the available position because it could affect current staff in one department. Even though human resource department know this reason, there are only some hotel concern about this issue and success in recruitment pro-cess.

Therefore, human resource department of five-star hotels in Thailand should be more con-cerned and pay more attention to recruitment process in order to select the right person into organi-zation. For example, most of frontline staff is generation Y, so this department should restrict age or conduct attitude test. These criteria would help new and old staff work well together and decrease conflicts. According to this research, hotel that human resource department could select the right person could create the job satisfaction to employees and increase work performance.

5.2.2 Increase cross functional training

As frontline department has to deal with many functions because they are the first people that face with guest demand. This research also found that low co-operation among departments could create conflicts between staff and decrease work performance. Sometimes there are misun-derstanding among department that create crack between staff. Therefore, hotel should increase cross functional training because every department

has to work together. Hotels should sent some of employees to learn working process and problems in other department that they often deal with. This method would help both department to understand each other and decrease conflicts. Moreo-ver, both departments still tried their best to support and help solving problem to each other.

5.2.3 Enforce disciplines and standard in the workplace

In five-start hotels the discipline and standard is already set from the head quarter. As a ho-tel chain, there is no reason to postpone or avoid the disciplines. However, this study indicated that as a Thai culture so "Kreng Jai" is a big barrier. It is hard for staff to complain or give feedback to co-workers. They have to tolerate with the same mistakes and face the same problems all the time. This reason also affects the reputation of hotels as well. If there are many complaints from guest, it could affect staff directly. This can increase job stress.

Therefore, hotel should be strict with their own disciplines and standard. They should make staff feel equal. They should create the organization culture that separate personal issues from work issues. Hotels have to make staff see that everyone have to follow the same thing in order to achieve the goal. They should also have clear punishment if there are someone breaking the discipline and standard. This reason would make staff understand and follow the same direction.

5.2.4 Enhance connection activity

As generation Y is the generation that prefer to work in group. They mostly concern with relationship and connection. One factor that was found by both research methods is relationship. Staff want to have the activity that could bring everyone together. They want to get along with each other. Because in the hospitality industry it is really hard to find the same free time. Staff feel tired after the long shift that they have to work. Therefore, organization outing or monthly celebration could help staff feel refresh and relax after hard work. Moreover, this kind of connection activity should help employee to have a chance to talk to each other. It might have some misunderstanding or conflicts among co-worker. They could use this event to re-build a good relationship again.

5.3 Limitation

However, this research also have the limitation in many aspects that could not represent the data for all research area.

Firstly, this research was limited by time. As the author have the deadline to do this research within three months. Therefore, if author has more time to do research and collect data , this re-search would be better.

Second, sample profile is one of limitation in this research as well. This research conduct only for one generation and one position. It would be better if this research could include more generations and positions that work in hospitality industry.

Lastly, another limitation was sample size. This research needs to understand specific topic but author could conduct in-dept interviews with 7 participants. But there are huge amount of gen-eration Y frontline staff in five-star hotels. The result must be clearer and more concrete if author could conduct more participants.
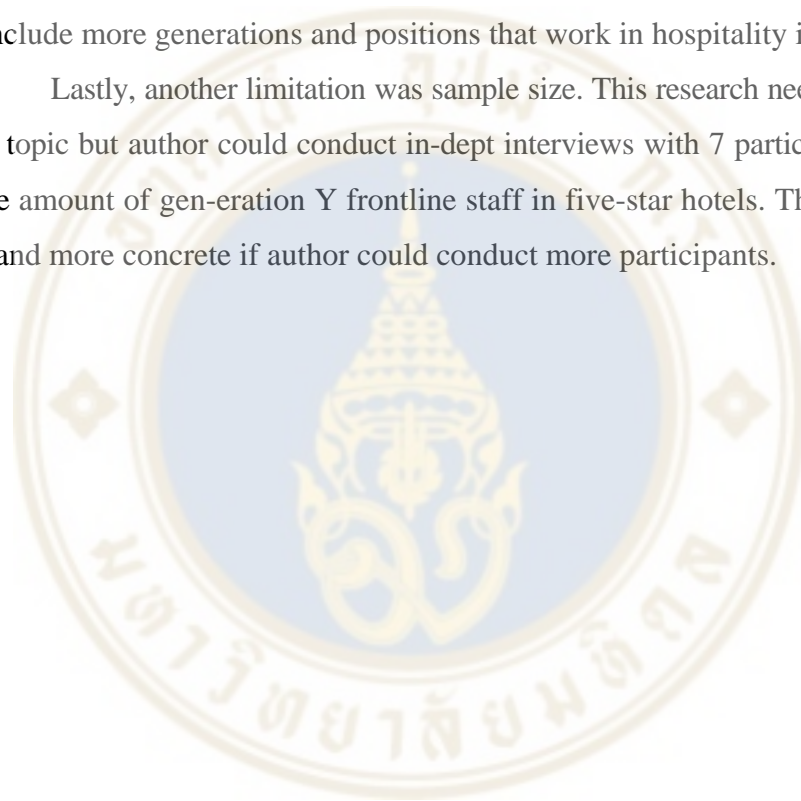
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APPENDICES

Appendix A: Interview questions

Question1	What responsibility in the job that you really like ? Why?(please explain)						
Interviewee	A	B	C	D	E	F	G
Answer	Services to customer	Challenge	Challenge	Challenge	Services to customer	Services to customer	Interpersonal skill

Question2	If you can change one thing about your job, what would you change ? Why? (please explain)						
Interviewee	A	B	C	D	E	F	G
Answer	Clear task	Number of staff	Politic in workplace	Communication flow	Time management	Co-operate among departments	Information flow

Question3	Do you have to sacrifice anything from your current job? If yes, what is it and Why ?						
Interviewee	A	B	C	D	E	F	G
Answer	Health and Personal life interrupted	Health and Personal life interrupted	Health and Personal life interrupted	Health and Personal life interrupted	Health and Personal life interrupted	Health and Personal life interrupted	Health and Personal life interrupted

Question4	What is positive and or negative of your organization? Why?(please explain)						
Interviewee	A	B	C	D	E	F	G
Answer - Positive	Employee feedback	Training and Development	Empowerment	Benefits	Human resource department	Hotel policy	Organization communication
Answer - Negative	Discipline and Standard	Unfair treatment	Politics in the workplace	Personal life interrupted	Health problems	Discipline and Standard	Co-operate among departments

Question5	Currently, are there any factors that your organization can motivate you ? And what factors do you want them to do more in the future ? Why? (please explain)						
Interviewee	A	B	C	D	E	F	G
Answer	Increase salary	Working hours	Increase salary	Organization outing	Promotion	Promotion	Number of staff

Question6	Why did you choose this job? (what were your expectations?) After you have been doing this job for a while, did it meet your expectations? (why, or why not)?						
Interviewee	A	B	C	D	E	F	G
Answer	Personal development	Credits and reputation	Credits and reputation	Emotion control	Personal development	Credits and reputation	Personal development

Question7	What is the meaning of success for you?						
Interviewee	A	B	C	D	E	F	G
Answer	Look after themselves and Family	Look after themselves and Family	Look after themselves and Family	Look after themselves and Family	Look after themselves and Family	Look after themselves and Family	Look after themselves and Family