

Vorlage Abstract (engl.)

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Title: Generation Z as Workforce in Family-Run Hospitality Businesses: The Influence of Employer Brand Attributes on Their Intention to Apply	

Abstract:

The aim of this Master's thesis was to examine which instrumental and symbolic employer brand attributes of family-run hotel businesses influence the application intentions of Generation Z. The background of the study lies in the ongoing skilled labor shortage, which results from a complex interplay of demographic, generational, structural, and communicative challenges, as well as the negative employer image of the hospitality industry and the characteristic weaknesses of family-run businesses. As the retirement of the baby boomer generation progresses, Generation Z, with its idealistic expectations of the workplace, is increasingly moving into the focus of strategic personnel planning. Family-run hotel businesses are therefore faced with the task of strategically aligning their employer branding with the needs of this target group in order to sustainably foster their application intentions.

A conceptual replication of key scales from the original study by Arijs et al. (2018) was conducted. However, the focus of the analysis and interpretation was placed on the results of the present study and their contextual relevance. Data collection was carried out through an anonymous, standardized online questionnaire. The target group of the survey was Generation Z, represented by a sample of students enrolled in business-related degree programs at the University of Innsbruck or Management Center Innsbruck. The sample was obtained through a non-probabilistic sampling procedure, combining convenience and snowball sampling. A total of 204 cleaned data sets were included in the analysis. To test the hypotheses, descriptive statistics and primarily hierarchical multiple regression analyses were employed.

Out of the nine employer attributes examined, advancement opportunities, trustworthiness, and compensation emerged as significant factors influencing the application intentions of Generation Z. The subsequent set of recommendations aims to provide guidance on how family-run hotel businesses can strategically strengthen these application-relevant attributes within their employer brand in order to increase their appeal to Generation Z. The recommendation catalogue includes practical measures such as visually structured career paths, regularly scheduled development meetings with new goal-setting agreements, and individually tailored bonus models.

Another key finding relates to the perception of employer attributes in connection with the term "family-run." The analysis showed that none of the attributes were rated negatively. This suggests that the term evokes predominantly positive or neutral associations. It is therefore recommended to actively incorporate the term into recruitment messages in order to distinguish oneself from chain hotels and convey a genuine image of a family-oriented corporate culture.

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