

# **Employer Branding as a Tool to Facilitate Employee Retention**

---

Bachelor Thesis for Obtaining the Degree

Bachelor of Business Administration in

Tourism and Hospitality Management

Hotel Management

Submitted to Eva Aileen Jungwirth-Edelmann, MA

Richard Kummrow

61904204

Vienna, 31<sup>st</sup> May 2023

## **Affidavit**

I hereby affirm that this Bachelor's Thesis represents my own written work and that I have used no sources and aids other than those indicated. All passages quoted from publications or paraphrased from these sources are properly cited and attributed. In particular, I did not use any text generators or other paraphrasing tools. My thesis was not proofread.

The thesis was not submitted in the same or in a substantially similar version, not even partially, to another examination board and was not published elsewhere.

Date: 31<sup>st</sup> May 2023

## **Abstract**

**Topic:** Employer Branding as a Tool to Facilitate Employee Retention

**Name of Author:** Richard Kummrow

**Course/ Year:** 114 BBA Tourism and Hospitality Management 2023

**Pages:** 72

**Content:** The main aim of this thesis is to critically explore generational differences in terms of expectations to an employer. This should help to identify where companies can use this knowledge to create an attractive workplace that considers the needs of employees of all ages, ultimately facilitating the retention of these employees. A mixed methods approach in the form of a survey to employees and semi-structured interviews with human resources managers was chosen to collect primary data for this study.

The results show that younger and older generations differ in their mindsets. Especially the younger ones have higher access to education and more choices regarding an employer, which is why this poses an increased challenges for employers. In addition, many young people prefer more flexibility in their workplace. Hence, it is important to take this into account when creating a workplace that is appealing to all generations in order to actively contribute to the retention rate. To achieve this, it is necessary to strengthen the team spirit of the employees and to create a community in which people enjoy working. In addition, it is necessary to accompany the career path of employees as well as to offer the right benefits, which can differ between generations, to win them over in the long term. These findings ultimately suggest that while companies need to consider generational differences, they need to include all aspects in a single employer brand strategy, so that all generations feel valued and supported.

**Supervisor:** Eva Aileen Jungwirth-Edelmann, MA

## List of Figures

|  |    |
|--|----|
| Figure 1: Levels of organizational culture .....                       | 13 |
| Figure 2: Employer Brand Model .....                                   | 18 |
| Figure 3: The decision-making process .....                            | 23 |
| Figure 4: Herzberg's Two-Factor Theory .....                           | 26 |
| Figure 5: Development of labour force composition by generations ..... | 31 |
| Figure 6: Forecast of labour force composition by generations .....    | 32 |
| Figure 7: Age and Generation .....                                     | 48 |
| Figure 8: Gender .....   | 49 |
| Figure 9: Educational background .....                                 | 49 |
| Figure 10: Family status .....   | 50 |
| Figure 11: Employment Status .....                                     | 50 |
| Figure 12: Annual Income .....   | 51 |
| Figure 13: Industry .....  | 51 |
| Figure 14: Communication of employer's values and culture .....        | 66 |
| Figure 15: Employer's brand message and actual work experience .....   | 66 |
| Figure 16: What benefits do you value the most? .....                  | 68 |
| Figure 17: What benefits would you like to receive? .....              | 68 |

## List of Tables

|   |    |
|---|----|
| Table 1: Definitions of organizational reputation .....         | 15 |
| Table 2: Definitions of employee engagement .....               | 20 |
| Table 3: Explanation of the decision-making process .....       | 24 |
| Table 4: Generations and their values .....                     | 30 |
| Table 5: Survey questions about demographics .....              | 39 |
| Table 6: Survey questions about organizational culture .....    | 40 |
| Table 7: Survey questions about compensation and benefits ..... | 41 |
| Table 8: Survey question about career growth and support .....  | 41 |
| Table 9: Survey question about company reputation .....         | 41 |

|   |           |
|---|-----------|
| <b>Table 10: Survey question about company reputation .....</b>                                 | <b>41</b> |
| <b>Table 11: Survey questions about fulfillment of expectations .....</b>                       | <b>42</b> |
| <b>Table 12: Survey questions about loyalty .....</b>   | <b>43</b> |
| <b>Table 13: Survey questions about employer branding.....</b>                                  | <b>43</b> |
| <b>Table 14: Interview questions about demographics .....</b>                                   | <b>45</b> |
| <b>Table 15: Interview questions about company values and generational<br/>management .....</b> | <b>46</b> |
| <b>Table 16: Interview questions about employee loyalty .....</b>                               | <b>47</b> |
| <b>Table 17: Interview questions about employer branding .....</b>                              | <b>47</b> |
| <b>Table 18: Demographics of Interviewees.....</b>  | <b>52</b> |
| <b>Table 19: Answers to Interview question 2 .....</b>  | <b>53</b> |
| <b>Table 20: Descriptive Analysis of Company Values .....</b>                                   | <b>55</b> |
| <b>Table 21: Answers to interview question 1.....</b>   | <b>56</b> |
| <b>Table 22: Answers to interview question 3.....</b>   | <b>56</b> |
| <b>Table 23: Interview question 4.....</b>  | <b>58</b> |
| <b>Table 24: Interview question 5 .....</b>   | <b>59</b> |
| <b>Table 25: Interview question 6 .....</b>   | <b>60</b> |
| <b>Table 26: Correlation Matrix.....</b>  | <b>61</b> |
| <b>Table 27: Interview Question 7 .....</b>   | <b>62</b> |
| <b>Table 28: Descriptive analysis of loyalty .....</b>  | <b>63</b> |
| <b>Table 29: Interview Question 8 .....</b>   | <b>64</b> |
| <b>Table 30: Interview question 9 .....</b>   | <b>65</b> |
| <b>Table 31: Interview question 10 .....</b>  | <b>67</b> |
| <b>Table 32: Interview question 11 .....</b>  | <b>69</b> |
| <b>Table 33: Interview question 12 .....</b>  | <b>69</b> |

## **List of Abbreviations**

HR – Human Resources

EB – Employer Branding

## Table of Content

|   |           |
|---|-----------|
| <i>Affidavit</i> .....  | <b>2</b>  |
| <i>Abstract</i> .....   | <b>3</b>  |
| <i>List of Figures</i> .....  | <b>4</b>  |
| <i>List of Tables</i> .....   | <b>4</b>  |
| <i>List of Abbreviations</i> .....  | <b>5</b>  |
| <b>1 Introduction</b> .....   | <b>8</b>  |
| <b>1.1 Motivation and cognitive interest</b> .....  | <b>8</b>  |
| <b>1.2 Outline of the thesis: Main aim, secondary aims, research questions and hypothesis</b> ..... | <b>9</b>  |
| <b>1.3 Limitations</b> .....  | <b>10</b> |
| <b>2 Literature Review</b> .....  | <b>11</b> |
| <b>2.1 Employer Branding</b> .....  | <b>11</b> |
| 2.1.1 Practices of Employer Branding .....  | 12        |
| 2.1.2 Advantages of Employer Branding .....   | 17        |
| 2.1.3 Challenges of Employer Branding .....   | 18        |
| 2.1.4 Employer branding vs. employee engagement .....   | 20        |
| <b>2.2 Employee Loyalty</b> .....   | <b>21</b> |
| 2.2.1 Decision-making Process .....   | 22        |
| 2.2.2 Motivational and psychological factors when choosing an employer .....                        | 25        |
| 2.2.3 Employee Loyalty vs. Employer branding .....  | 27        |
| <b>2.3 Generational Management</b> .....  | <b>28</b> |
| 2.3.1 Different generations and their characteristics, values, and attitudes .....                  | 29        |
| 2.3.2 Demographic change in the labour market .....   | 31        |
| 2.3.3 Generational Management vs. Employee Loyalty .....  | 32        |
| 2.3.4 Generational Management vs. Employer Branding .....   | 33        |
| <b>3 Methodology</b> .....  | <b>34</b> |

|            |   |                  |
|------------|---|------------------|
| <b>3.1</b> | <b>Aim.....</b>   | <b>34</b>        |
| <b>3.2</b> | <b>Research Design .....</b>                                    | <b>34</b>        |
| <b>3.3</b> | <b>Unit of Analysis .....</b>                                   | <b>35</b>        |
| <b>3.4</b> | <b>Participants.....</b>  | <b>36</b>        |
| 3.4.1      | Selection Criteria.....   | 36               |
| 3.4.2      | Construction of the Questionnaire .....                         | 37               |
| 3.4.3      | Reflection of the Questionnaire .....                           | 39               |
| 3.4.4      | Construction of the Interviews .....                            | 44               |
| 3.4.5      | Reflection of the Interviews.....                               | 45               |
| <b>4</b>   | <b><i>Summary and Interpretation of Collected Data.....</i></b> | <b><i>48</i></b> |
| <b>4.1</b> | <b>Demographics .....</b>                                       | <b>48</b>        |
| <b>4.2</b> | <b>Summary and Interpretation .....</b>                         | <b>52</b>        |
| <b>5</b>   | <b><i>Conclusion .....</i></b>                                  | <b><i>71</i></b> |
|            | <b><i>Bibliography.....</i></b>                                 | <b><i>73</i></b> |
|            | <b><i>Appendices.....</i></b>                                   | <b><i>87</i></b> |
|            | <b>Appendix 1.....</b>  | <b>87</b>        |
|            | <b>Appendix 2.....</b>  | <b>93</b>        |
|            | <b>Appendix 3.....</b>  | <b>99</b>        |
|            | <b>Appendix 4.....</b>  | <b>108</b>       |

# **1 Introduction**

In this chapter, the researcher's motivation for exploring employer branding and its importance for employee retention is outlined. Further, the main aim, secondary aims as well as the research questions and hypotheses will be illuminated. Finally, the reader is given an insight into the limitations that this thesis entails.

## **1.1 Motivation and cognitive interest**

Companies need to face an increasingly competitive environment when trying to attract and keep top personnel in today's rapidly changing labour market (Goswami & Jha, 2012). Whereas in the past employees chose one employer and remained loyal to it, today the loyalty of many employees is hard to win (Kreacic et al., 2021). To counteract this problem, employer branding is considered an important measure to positively stand out as an employer. It describes measures that a company can take to present itself as a suitable and attractive employer and, above all, to stand out from its competitors (Edwards, 2010). This includes components such as perks and benefits, the company culture and its values or reputation. Those who excel in these areas are not only attractive to employees, but also strongly help to retain the current ones and strengthen their loyalty (Allen et al., 2010; Chhabra & Sharma, 2014; Davies, 2008). In this context, it is important to recognize that there are different generations with different needs and values. Especially, the emergence of younger generations, such as Millennials and Generation Z, has highlighted new opportunities but also challenges to which management strategies need to be adapted (Maloni et al., 2019). These generations are reshaping the expectations and priorities of the workforce as they place a greater focus on work-life balance, purpose-driven careers, and diversity and inclusion (Agarwal & Vaghela, 2018). To meet this challenge, companies need to develop a strong employer brand that appeals to the preferences and values of current employees of different age groups in order to make themselves attractive as an employer. This requires a deep understanding of the psychological and motivational factors that influence their decision-making process when choosing an employer.



## **1.2 Outline of the thesis: Main aim, secondary aims, research questions and hypothesis**

This thesis will explore the intersection of employer branding, generational management and psychological as well as motivational factors in the decision-making process of job seekers. In particular, it looks at how companies can use their employer brand to attract, but also retain, talented employees from different generations, considering the different needs and preferences of each group.

To enhance the overall research, process the following secondary objectives have been established:

- A definition of employer branding and detailed information about its, practices, advantages, and challenges will be provided, as well as investigating the relationship between employer branding and employee engagement.
- To provide a comprehensive understanding of employee loyalty, the decision-making model, the psychological and motivational factors that influence it and how it relates to employer branding.
- Generational management and the different generations with their characteristics will be outlined, as well as investigating how demographic changes have influenced the labour market, and how this is linked to employer branding and employee loyalty.

These aims lead to the following research questions:

- RQ1: What are the key components of a strong employer brand?
- RQ2: To what extent can organizations address the challenge of employee retention with employer branding?
- RQ3: What psychological and motivational factors influence job seeker's decision-making process when choosing an employer?
- RQ4: How do generations differ in their preferences and expectations for an employer?

These research questions will be used to answer the following hypotheses:

*Considering and prioritizing the different psychological and motivational factors of employees based in generational management will have a positive impact on retention rates.*

### **1.3 Limitations**

This research is accompanied by some potential limitations, which must be taken into account. On the one hand, the study will be conducted over a limited period of time, which may not allow a comprehensive examination of the topic. Longer-term studies that track changes over time could provide a more nuanced understanding. This time restriction does, together with resource constraints, lead to the sample size being relatively small. Only a few people from generation X and the baby Boomers participated in the survey, which means that these generations are not as representative as Generation Y and Z. Therefore, the results of this study may not be generalizable to larger population groups. In addition, only a few expert interviews will be conducted, which will not cover all industries. Even if different industries are illuminated, the answers will not relate to the whole labour market. Finally, it must be mentioned that the interpretation of the expert interviews depends on the researcher, which may conclude bias.

## **2 Literature Review**

This chapter deals with a detailed discussion of relevant literature on the topics of employer branding, employee loyalty, psychological and motivational factors in the decision-making process when choosing an employer as well as generational management. Based on peer-reviewed articles and relevant books, an overview of the current state of knowledge is provided. This allows for a deep understanding of existing research and definitions of issue-specific terms that will serve as the basis for this thesis.

### **2.1 Employer Branding**

A brand is a collection of attributes that convey values and influence to others (Swystun, 2007). It can be a name, term, or design and is considered to be one of the most valuable assets of an organization, which must be consciously built up and managed (Kotler et al., 2005). In relation to this, branding can be seen as the process of building a brand and making it unique. Branding is becoming increasingly popular by companies as a strategic means in today's economic climate and is used to differentiate products and companies from each other, which ultimately creates more value (Sokro, 2012).

In this context, a company or, to be more precise, the company as an employer can also be a brand from the perspective of an employee. The so-called employer brand is "the package of functional, economic and psychological benefits provided by employment, and identified with the employing company" (Ambler & Barrow, 1996, p.187). The benefits and attributes of the employer brand have a wide spectrum and range from economic benefits, such as financial rewards, to intrinsic rewards and the extent to which the individual needs of the employee are addressed (Edwards, 2010). It further describes the strategic approach that encompasses the entire spectrum of a company's efforts to project a positive image and reputation to its current as well as its potential employees, highlighting the reasons why top talent should move to and stay with this company (Lloyd, 2002).

If an organization wants to improve its image, meaning it wants to improve the attitude of people towards the organisation, it can be considered as employer branding (Lievens & Slaughter, 2016). It is a long-term persistent procedure to manage the perception of (potential) employees towards a particular organization (Mandhanya & Shah, 2010). Backhaus & Tikoo (2004) also mention that employer branding is used to create a recognizable and distinctive identity for an employer. The special, unique values, tailored to the company, are combined with human resources management in order to convey a special image to employees (Backhaus & Tikoo, 2004; Edwards, 2010). This image is meant to present a unique experience as an employee that one can only have if he or she is employed by this company (Sullivan, 2004). Hence, the aim of employer branding is to convey certain features and propositions that the organisation has to offer, which show that working there is a unique and exceptional task. The goal is to differentiate the employer from the competition and to provide a distinctive experience to current, but also to potential new employees (Edwards, 2010).

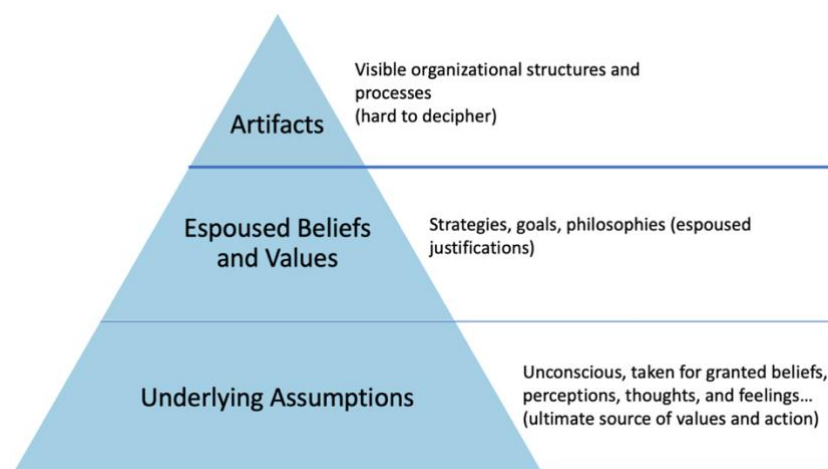
### **2.1.1 Practices of Employer Branding**

In order to be able to use employer branding as an advantage, the right strategy and implementation are of great importance. It is clear that people have a better perception of a company if they can offer a better employer brand compared to the competition (Jain & Bhatt, 2015) because it creates a positive distinction towards competitive employers (Lievens & Slaughter, 2016). To achieve this, there are several methods that need to be considered into the employer branding strategy, including company culture, image and reputation (Maheshwari et al., 2017), benefits as well as career growth (Dabirian et al., 2017). Including such factors into the strategy will help to create a clear image of what the employer brands wants to communicate (Edwards, 2010).

#### **2.1.1.1 Organizational Culture**

According to Hofstede, culture “is the collective programming of the mind that distinguishes the members of one group or category of people from others” (Hofstede, 1994, p. 6). It is a concept that has its origins in the study of ethnic and

behavioural differences between nationalities in the areas of sociology and anthropology (Wilson, 2001). However, this term was gradually introduced into the business world and it became an important point for companies (Baumgartner, 2009). The so-called organizational culture refers to the values, beliefs, attitudes, behaviours and practices that shape the way people act and interact with each other (Schein, 2004). They are reflected in all areas of an organization, such as the working environment, organizational structure, company size, and working methods (Gaddam, 2008). Lipton (1996) further states that an organization’s culture is the set of values that underpins an organization’s mission and vision and thus significantly influences the identity and brand of an organization. The culture of a company is very complex, multi-faceted and assigns many different components. Schein (2004) identified three different levels that are embedded in an organizational culture (see Figure 1). They consist of external views that are observable, such as a product or behavioural aspects, and internal views that are not directly observable, such as values and beliefs.



**Figure 1: Levels of organizational culture**

(Based on Schein, 2004, p.26)

Sengupta et al. (2015) mention that the value proposition of an organization is of paramount importance when it comes to developing and strengthening an employer brand as it is at the heart of a company and provides a clear picture of what it stands for. Gaddam (2008) supports this by stating that the values and culture of an organization are powerful means of communication, making it indispensable components of a successful employer brand. This is because the personality of an

organisation can be expressed by illuminating the guiding principles by which an organisation as a unit makes decisions (Edwards, 2010). Those who put a focus on culture create a workplace that fosters productivity, respect, a sense of inclusivity, and a welcoming atmosphere (Backhaus & Tikoo, 2004), which are aspects that people desire (Ramlall, 2004). Hence, creating and sustaining a supportive organizational culture that encourages a valuable working environment is a primary responsibility of leaders in order to have a strong employer brand (Backhaus & Tikoo, 2004). However, care must be taken to recruit and retain employees who also share the same values, so that a coherent overall picture can emerge (Kuron et al., 2015).

### **2.1.1.2 Corporate Reputation**

Another factor that has influence on an employer brand is the corporate reputation (Edwards, 2010). Lange et al. (2011) developed three different conceptualizations related to corporate reputation in order to provide a detailed description based on existing literature. These can be seen in table 1.

| <b>Conceptualization of reputation</b> | <b>Definition</b>  |
|--|--|
| Being known                            | <ul style="list-style-type: none"> <li>• “generalized awareness or visibility of the firm” (Lange et al., 2011, p. 155).</li> <li>• “the extent to which an organization is widely recognized among stakeholders in its organizational field” (Rindova et al., 2005, p. 1035).</li> <li>• the greater the awareness, the greater its reputation (Rindova et al., 2005).</li> </ul> |
| Being known for something              | <ul style="list-style-type: none"> <li>• “perceived predictability of organizational outcomes and behaviour relevant to specific audience interest” (Lange et al., 2011, p.155)</li> <li>• reputation is related to the company’s achievements and how they fulfill the needs of customers (Love &amp; Kraatz, 2009)</li> </ul>  |

|                           |   |
|---------------------------|---|
| Generalized favourability | <ul style="list-style-type: none"> <li>• “perceptions or judgements of the overall organization as good, attractive, and appropriate” (Lange et al., 2011, p. 155)</li> </ul> |
|---------------------------|---|

**Table 1: Definitions of organizational reputation**

According to Sullivan (2004) a company’s reputation plays a significant role in the employer branding strategy because it increases its credibility and strengthens the attitude of the target groups that this company is a good workplace. It is a feature that people pay attention to when people are looking for jobs and employers (Dabirian et al., 2017). Hence, individuals who are considering employment opportunities are more likely to submit an application to a specific company that has a favourable reputation (Edwards, 2010). For a successful employer branding strategy, it is important to manage the reputation of an organization to ensure that it continues to be perceived as an attractive employer (Subbarao et al., 2022). This can be done by doing advertisements, being involved in public relations or handling media requests and shareholder inquiries (Davies & Miles, 1998).

### **2.1.1.3 Compensation and benefits**

Another employer branding method are the benefits offered by a company, which may be easier to recognize at first glance, than, for instance, the organizational culture. The benefits have a wide range and can have a functional, economic or psychological value (Edwards, 2010).

The economic benefits that employees receive from work often relates to compensation with financial value. First and foremost it is about salary, but other economic benefits can also be healthcare, a monetary contribution from the company to the pension of the employee, or simply the feeling of having job security (Dabirian et al., 2017).

However, an adequate salary and financial rewards alone are not enough for employees to pursue a sustainable and persistent career and other benefits must be included in employer branding management as well (McLean et al., 1996). These cover

things that can be classified as indirect or non-cash forms of remuneration as well as preferred characteristics at work (Klonoski, 2016). For instance, many employees desire a proper work-life balance, which means that they have the possibility to combine their work with their private life, such as family or leisure without conflicts arising. (Dabirian et al., 2017). Further benefits may include leave allowances or training and development (Backhaus & Tikoo, 2004).

An example of a superior employer brand strategy in terms of compensation and benefits is provided by inventor and automotive pioneer Henry Ford. On the one hand, his employees have received more money compared to employees of other companies and, on the other hand, they have received long term benefits, which made it difficult for them to resign at all (Scott, 2016).

#### ***2.1.1.4 Career growth and Support***

The term career growth can be defined as a person's perception of career prospects, i.e. their assessment of growth and promotion opportunities within an organisation (Jans, 1989). For an employer this also means that they have to actively develop their employees and provide them with the necessary support throughout the employee life cycle (Scott, 2016). In order to do this, a company needs to identify which employees are suitable for a promotion, or which still need training or similar in order to enter a vacant position in the company (Scott, 2016). Chang (1999) also mentions that an organization needs to prioritize internal development, adequate training, and that managers are effective at giving employees guidance and career assistance.

In terms of employer branding, career growth and support is a crucial component because it influences the relationship between the company and employees (Weng & McElroy, 2012). Further, Dabirian et al. (2017) states that employees appreciate being supported by their employer and being able to develop in their job as well as in the organization as a whole. This results into having employees being committed to the company and less likely to leave (Chang, 1999). Conversely, businesses that do not offer options for professional fulfillment and development make other employer's job opportunities more appealing (Weng & McElroy, 2012). Hence, employers must make



sure that talented personnel may develop and progress inside the organization if they want to keep them (Ibrahim et al., 2018), making career growth an important aspect of employer branding.

### **2.1.2 Advantages of Employer Branding**

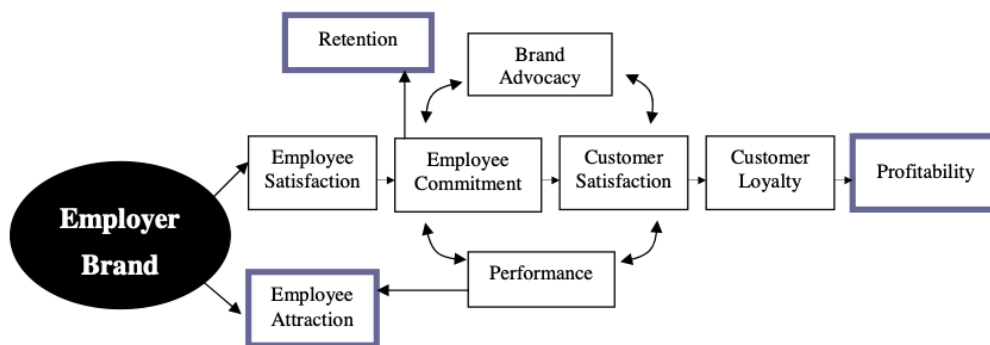
Having explained the different employer branding strategies, this chapter highlights the benefits that employer branding has when these techniques are used appropriately. Backhaus & Tikoo (2004) mention that human resources activities, such as hiring, staffing and employee development have a weak impact when performed separately from each other. However, employer branding can be used by managers in order to reconcile everything and combine it into a common strategy, which will end up having a greater impact than trying to do each activity separately (Backhaus & Tikoo, 2004).

According to Sullivan (2004) the positive outcome of effective employer branding is an increase in the company's visibility and reputation, which convinces employees, managers at other companies as well as potential new applicants that it is one of the best employers on the market. This argument is strengthened by Chhabra & Sharma (2014) who found that there is a strong relationship between a perception of a high brand image and the propensity to apply. This is due to the fact that employer branding highlights the positive characteristics of a company and serves above all as a benchmark to stand out positively from other employers (Backhaus & Tikoo, 2004).

In addition to increasing the number of applicants, employer branding also helps to bind employees to the company, as it not only improves the image to the outside world, but also takes measures to motivate, promote and retain employees (Backhaus & Tikoo, 2004; Davies, 2008; Sullivan, 2004). In this way, the turnover rate can be reduced, which has a significant impact on the financial performance of the company (Sullivan, 2004). Cascio (2006) mentioned an example to illustrate the cost of turnover rate in which he referred to an employee at Sam's Club, an American retail warehouse. According to him, the average employee earns 23,964 US dollars a year and if such an employee resigned, the cost of replacing him is about 35,943 US dollars. This means that the replacement costs are 1.5 times the annual salary, which shows that turnover

costs are very high and therefore the rate should be kept as low as possible. Keeping staff turnover low is one of the few solutions to the labour shortage that has a long-term impact (Mandhanya & Shah, 2010).

Furthermore, effective employer branding strategies have a positive impact on company productivity, and companies with fully defined strategies outperform those without (Aldousari et al., 2017). Figure 2 further demonstrates the benefits of employer branding and shows that customer satisfaction and thus firm's profitability is strengthened.



**Figure 2: Employer Brand Model**

(Katoen & Macioschek, 2007)

The model shows that a strong employer brand leads to both more applicants and more employee commitment, which in turn contributes to higher customer satisfaction and ultimately increases a company's profitability. This model is supported by Sengupta et al. (2015), who mention that employer branding contributes positively to the performance of current employees. In conclusion, it can be said that the productivity of a company is strengthened and the economic value increases as a result (Anitha, 2014).

### 2.1.3 Challenges of Employer Branding

While a strong employer brand can attract top talent and improve retention rates as well as overall organizational performance, there are also some challenges that company's need to take into account when developing and maintaining their employer brand.

First of all, it takes a lot of effort to create a coherent employer brand, both financially and in terms of time, as sometimes even a committee or team is needed that specializes in this (Gupta et al., 2014).

Furthermore, it needs to be considered that every person is different and therefore has different needs and preferences, which means that a person can start working for an organization for different reasons (Edwards, 2010). Some do it for the salary, while others start a job because it fulfills them and their life. Consequently, it may be difficult to create an employer brand that appeals to all people (Edwards, 2010). However, it is also a goal of employer branding to create a workplace that sums up all values (Edwards, 2010).

However, creating a unified culture and values can also be counterproductive against diversity management. When managers focus on creating a unified culture with shared values, the diversity of people with their different personalities, approaches and attitudes can be affected negatively, as there is no room for personal development (Edwards, 2012). Hence, if people do not apply for a job because they do not have the right values, it will contribute negatively to diversity (Edwards, 2012).

Another challenge is reputation management in relation to online employer reviews. According to Carpentier & Van Hoyer (2011), these are “evaluations posted online by current or former employees or applicants about an organization as an employer that can consist of written text, video, and/or ratings” (Carpentier & Van Hoyer, 2021, p. 2). In addition, there are various platforms on the internet where employees can leave a review, such as Kununu or Glassdoor. People have the possibility to rate a company on a five-point Likert scale in different areas, including salary, working times, training and development and culture (Dabirian et al., 2017). However, these ratings might be inaccurate because they are not mandatory for employees and participants leave a review voluntarily. This can mean that the ratings do not represent the whole workforce, but only a certain part of it, which can lead to the company being portrayed in a worse light than it actually is (Pitt et al., 2018).

### 2.1.4 Employer branding vs. employee engagement

Even though an overall picture of the benefits of employer branding has already been provided, it is important to address the employee engagement segment separately, as this is one of the most significant aspects of employer branding. Table 2 shows different definitions of employee engagement and allows for a deep illustration.

| Definition of employee engagement  | Reference                   |
|--|-----------------------------|
| “The harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances.” | Kahn, 1990, p. 694          |
| “A distinct and unique construct that consists of cognitive, emotional, and behavioural components that are associated with individual role performance.”                                    | Saks, 2006, p. 602          |
| “A positive attitude held by the employee towards the organisation and its values.”  | Robinson et al., 2004, p. 9 |

**Table 2: Definitions of employee engagement**

Hence, an engaged employee understands a company’s operation and works together as a team in order to improve performance and achieve higher organizational outcomes (Robinson et al., 2004).

According to Anitha (2014), the aspects that most influence employee engagement are a conducive and pleasant work atmosphere as well as supportive relationships between colleagues. Aldousari et al. (2017) found out that companies that have a strong employer brand are more able to create such an atmosphere. This is because organisational culture is an important tool in the employer branding strategy and helps define guidelines and principles that will impact the work environment (Itam et al., 2020).

Lastly, it is important to note that engagement is also dependent on the interaction between employer and employee, which means that organizations must actively work to engage their employees (Robinson et al., 2004). This requires a supportive

management style in which employees are listened to and respected and feel that their contribution to the company is valued (Pavlinac, 2009). In addition, employers should address what employees expect in return for their services in order to keep them motivated and engaged (Burawat, 2015).

Overall, a strong developed employer brand contributes to an improved performance of the employees due to increased engagement, which in turn improves the quality of offered services and products and thus the company's results (Aldousari et al., 2017).

## **2.2 Employee Loyalty**

In today's world of work, the problem of turnover rates is bigger than ever before. Many organizations have to deal with a turnover rate of 10% – 15% per year, which means that they have to change half of the entire workforce in a three to five year rhythm (Kuchеров & Zavyalova, 2012). Employee loyalty is therefore a topic that needs a lot of attention.

According to Backhaus & Tikoo (2004), employer loyalty can be compared to product loyalty and describes the commitment that employees show towards their organization they work at. Haughey (1993) further describes loyalty as a reaction to a particular person, group or action that is worth the investment one makes in it. With regard to work, a person or an employee can be loyal to the manager, his or her management style, team members, the job itself or to the company (Haughey, 1993).

There are two types of employee loyalty, as defined by Lipka et al. (2014). On the one hand, there are the rational-thinking people who are unwilling or unable to leave the company due to financial advantages or legal obligations, which means that they stay loyal because of the functionality provided by the employment (Lipka et al., 2014). Employees in the second category are loyal because of the emotions they associate with the company and the workplace, which means that rational thinking is absent and it is more about their inner commitment (Lipka et al., 2014).

Employee loyalty depends not only on the employee but also on the employer. To promote employee satisfaction and thus loyalty, it is important to build trust between

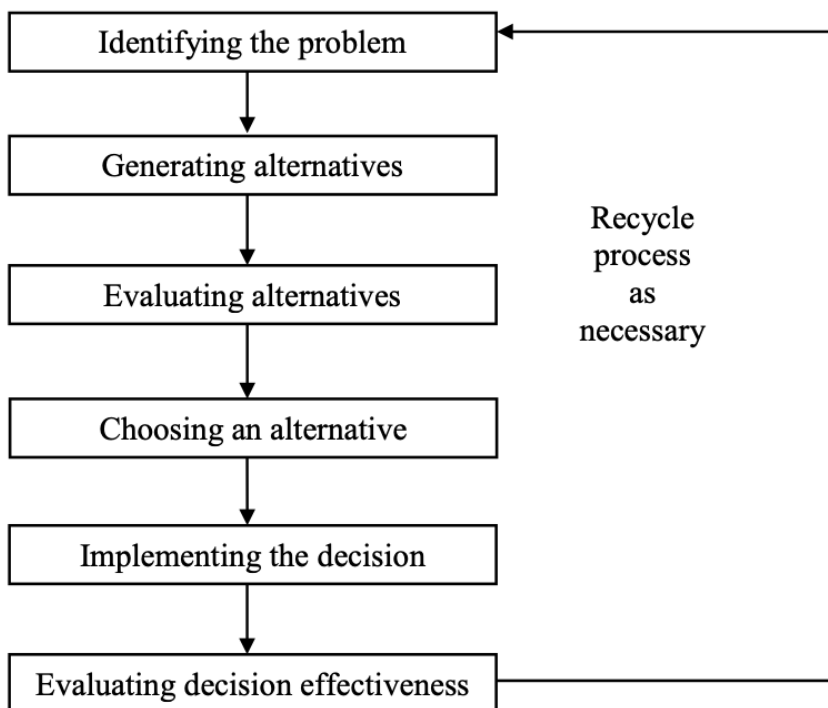
colleagues and managers (Matzler & Renzl, 2006). It is necessary for managers to know the difference between trust-building and trust-diminishing factors so that they can take appropriate measures to strengthen trust between all parties of the organization (Matzler & Renzl, 2006). In order to maintain the trust and loyalty that has been built up, it is important to have a decent feedback culture so that there is a transparent atmosphere and employees know that they are being taken care of (Haughey, 1993). However, loyalty may also depend on the employment contract and an open-ended employment contract has a greater influence on loyalty than a fixed-term employment contract (Kot-Radojewska & Timenko, 2018).

Employee loyalty can help to combat the problem of turnover rates, as loyal employees are less likely to change employers even in difficult times (Backhaus & Tikoo, 2004; Ewin, 1993). The resulting low staff turnover not only keeps recruitment costs low, but also contributes to knowledge retention. Because if many employees have to be replaced, the new ones will always have to be trained again and there are few who have many years of experience and are familiar with the company processes, which means that the general knowledge and skills are at a low level (Lipka et al., 2014). The organization would not be able to build the leaders it needs to run the business because of a lack of organizational knowledge (Schrag, 2001). However, highly developed staff is of utmost importance. According to Drucker et al. (1997), human capital is the only advantage of companies in order to outperform the competition. A company's growth can best be achieved through a very strong and continuous increase in the productivity of human resources and the development of employee's skills (Drucker et al., 1997). Therefore, employee loyalty must be promoted to ensure that employees stay with the company and contribute to sustainable development, which has a financial but also a performance impact.

### **2.2.1 Decision-making Process**

This chapter investigates the decision-making processes that influence employee's choices and commitment to their employer. Choosing an employer is often not a hasty decision, but rather a process of weighing alternatives and finally making a decision, which involve several elements. These include deciding on a career field in the first

place and the education required for it, deciding on an employer and, eventually deciding whether or not to stay (Kulcsár et al., 2020). However, a career indecisiveness and uncertainty can be regarded as a stressful condition since it involves conflicts and moral quandaries brought by internal and external factors (Argyropoulou et al., 2007). Therefore, there is a process that people go through to make decisions carefully. The decision making process describes the psychological process in which one sorts out information, weighs up between alternatives and ultimately decides on a particular decision (see Figure 3) (Harren, 1979). This model is on a rational level, which means that an individual makes a conscious decision after deliberation and is aware of the results of that specific decision (Towler & Keast, 2009)



**Figure 3: The decision-making process**

(Lunenberg, 2010)

In the following table (see Table 3) the different steps are explained in order to provide a more detailed and understandable insight.

| <b>Stage of decision-making process</b> | <b>Explanation</b>  |
|---|---|
| Identifying the problem                 | <ul style="list-style-type: none"> <li>• What is the problem and what is not? (Kepner &amp; Tregoe, 2008)</li> <li>• Identify why the problem occurred (Lunenberg, 2010)</li> </ul>   |
| Generating alternatives                 | <ul style="list-style-type: none"> <li>• Goals must be stated that the decision is intended to achieve (Lunenberg, 2010)</li> </ul>   |
| Evaluating alternatives                 | <ul style="list-style-type: none"> <li>• Is it a feasible alternative and how does it impact others? (Grant, 2018)</li> <li>• It needs to be considered that choices are influenced by others and made within a society (Savioni et al., 2022)</li> </ul> |
| Choosing alternatives                   | <ul style="list-style-type: none"> <li>• The evaluation phase has usually not eliminated all alternatives – now one must be chosen (Lunenberg, 2010)</li> </ul>   |
| Implementing decision                   | <ul style="list-style-type: none"> <li>• The individual is introduced to the new situation and needs to react to it (Harren, 1979)</li> </ul>   |
| Evaluating the decision effectiveness   | <ul style="list-style-type: none"> <li>• „Satisfaction Outcomes refer to the degree of perceived need-value satisfaction and self-actualization the person experiences in the implementation context.“ (Harren, 1979, p. 123)</li> </ul>                  |

**Table 3: Explanation of the decision-making process**

The evaluation of the decision is the most important point, because it must be shown whether the decision has solved the problem. An unsatisfactory result can be due to many reasons, for example, the problem was not properly identified or the alternatives were not evaluated correctly (Lunenberg, 2010). In case of an unsatisfactory result, the process must be started again from the beginning. The evaluation is crucial in order to identify if the needs are met and therefore, the evaluation is a continuous procedure (Lunenberg, 2010).



### **2.2.2 Motivational and psychological factors when choosing an employer**

The decision-making model when choosing an employer is influenced by numerous psychological as well as motivational factors, which will be discussed in the following chapter.

#### **Motivational factors**

According to Luthans (2011), “motivation is a process that starts with a physiological or psychological deficiency or need that activates behavior or a drive that is aimed at a goal or incentive” (p. 157). Motivational factors can be divided into intrinsic and extrinsic motivation.

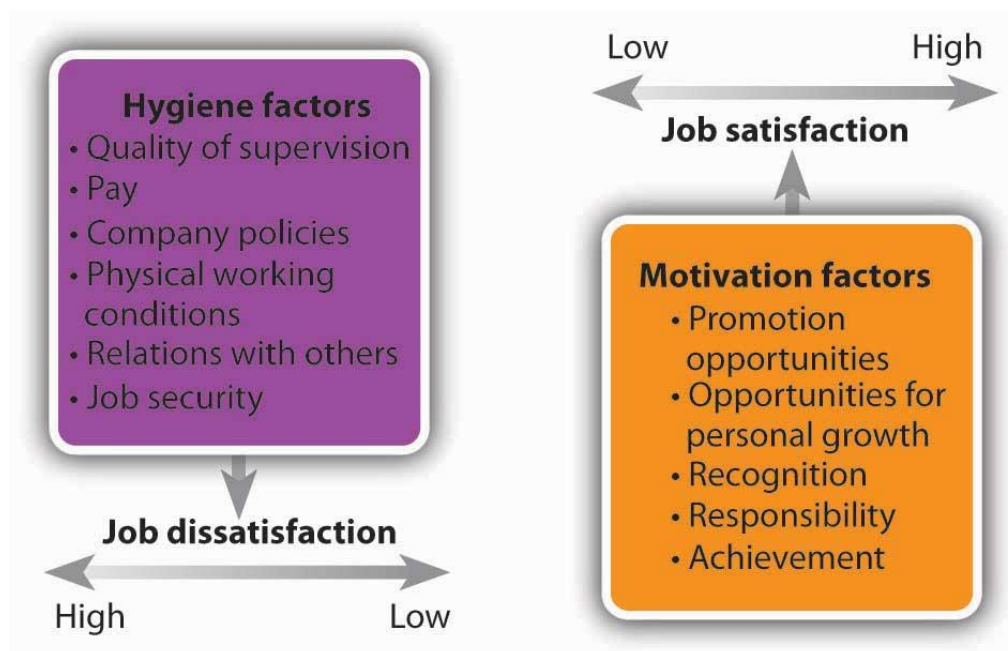
Intrinsic motivation refers to the pursuit of an activity because of its satisfaction (Ryan & Deci, 2000) and inner values, such as emotions, personality or beliefs. Translating this to the world of work, intrinsic motivation describes the joy, interest, amusement, and inspiration that one derives from the fulfilment of one’s job (Quigley & Tymon, 2006). This fulfilment can be doing the actual job, the help a person gives other people as a result or the feeling of being challenged by the tasks (Maloni et al., 2019). These feelings are the own drive for doing the work without any other factors being necessary (Quigley & Tymon, 2006). Based on intrinsic factors, people desire to work in situations that are challenging, offer development possibilities, and provide prospects for progression and growth, which is based on the interest in a certain field (Ramlall, 2004).

While intrinsic motivation is focused on what people put into their work, extrinsic motivation is about what one receives from their work, such as salary, benefits, prestige and job stability (Maloni et al., 2019). Hence, it refers to the pursuit of an activity because of the separable results and not because of the feelings one has while doing it (Ryan & Deci, 2000). Having said this, extrinsic factors that lead people to do a task can be positive, such as financial incentives, but also negative, such as the threat of pay cuts (Frey, 1997).

Employee’s requirements vary and the extent to which they act intrinsically or extrinsically depends on their personal, familial, and cultural beliefs, and is thus

influenced by educational background, the desire for a work-life balance to manage career and family, religion, or social status (Ramlall, 2004). Furthermore, external factors such as the economic or political situation can influence an individual's decision for an employer or career (Ramlall, 2004). Based on this, decision making criteria can be classified into influence by other people, material value of the work and beliefs and emotions (Auyeung & Sands, 1997).

Overall, these factors form the basis for decisions to achieve job satisfaction. Herzberg's two-factor theory (see Figure 4) describes that satisfaction and dissatisfaction of a job are not correlated. This means that one does not automatically have to be satisfied as soon as the factors that trigger dissatisfaction have been eliminated (Gordon, 2022). The model is divided into hygiene factors, which refer to extrinsic motivation and aim to avert employee dissatisfaction and motivation factors, which refer to intrinsic motivation that improve employee satisfaction (Osemeke & Adegboyega, 2017).



**Figure 4: Herzberg's Two-Factor Theory**  
(Balogh, 2015)

### **The role of psychological contracts**

An employer's values, desires and expectations are closely tied to the theory of psychological contracts. A psychological contract is "an individual's beliefs regarding the terms and conditions of a reciprocal exchange agreement between that focal person and another party" (Rousseau, 1989, p. 123). It describes the unwritten part of a contract and refers to the expectations of both employer and employee (Rousseau, 1989). Unlike a formal employment contract, which usually specifies certain working conditions such as salary, benefits and duties, a psychological contract is based on more intangible factors such as the level of trust, respect and support that the employer and employee have for each other (Edwards, 2010). This means that, for instance, the employer takes over the training and development of the employee, who in turn performs the tasks and is committed to the company (Backhaus & Tikoo, 2004; Edwards, 2010). Psychological factors therefore always play a central role in the relationship between employer and employee and influences the decisions.

### **2.2.3 Employee Loyalty vs. Employer branding**

There is a growing realisation that it may become more difficult for companies to retain employees (Allen et al., 2010). Companies that are aware of the consequences and patterns of turnover may gain a competitive advantage (Allen et al., 2010). Holbeche (2001) states that one of the reasons why employees leave a company is the lack of recognition and appreciation of their contribution to the company's performance. Hence, employees want to work in a company that supports inclusive, respectful and joyful working conditions, which is part of the organizational culture (Ramlall, 2004) and organizations with strong employer brands are able to create such a culture to give their employees a favourable working environment (Aldousari et al., 2017). To point out an example, if employees work in companies that have a strong employer brand, they would even accept a salary cut in order to work for such a company (Bussin & Mouton, 2019). This signifies a strong relationship between employer branding and employee loyalty (Chhabra & Sharma, 2014)

Furthermore, motivational, and psychological factors play an important role in the world of employer branding, because employer branding can create a working

atmosphere that supports the different values and desires of individual employees. Even though the written employment contract regulates the general relationship between the two parties, the actual relationship, which involves such psychological factors, goes beyond these written words (Edwards, 2010). Therefore, psychological contracts provide a helpful framework for thinking about what constitutes an organization's employment brand in order to make it distinctive from other employers (Edwards, 2010).

### **2.3 Generational Management**

In today's world of work, companies are increasingly faced with the challenge of meeting the needs of employees from four different generations (Mishra & Mishra, 2017). In addition, the generations represent different work values and attitudes (Ng & Parry, 2016) and therefore also have different management styles and work ethic (Anshul & Pathak, 2017). This can cause conflicts and also prevent employee productivity, especially when people from different generations work closely together (Notter, 2002).

To be able to deal with such conflict situations, it is necessary to recognize and realize that people of different ages think and act differently to be able to react to it (Notter, 2002). Then, managers need to analyse and understand the different values of each age group so they know how to respond to them in order to coordinate them effectively as a team (Cates, 2010). This enables organizations to create guiding principles that help managers and employees create a workplace that is beneficial for all (Notter, 2002).

The greatest approach to dealing with multiple generations is to make everyone feel part of a team, as this will encourage them to communicate more effectively and be more inclusive and considerate of others (Cates, 2010). In order to be effective, teams should also appreciate multiple points of view from different colleagues, promote active listening, communicate effectively to reduce ambiguities related to the tasks, share knowledge and give feedback as well as embed fun in the work (Rood, 2011). Another suggestion is that older people with more work experience and expertise may

be act as a mentor to younger people and career starters, whereas in turn the younger ones share their knowledge about the technology they grew up with (Cates, 2010).

### 2.3.1 Different generations and their characteristics, values, and attitudes

Having explained in a previous chapter that people are influenced by psychological and motivational factors in their decisions, it must be mentioned that these can arise from their experiences and values based on generational differences.

According to Berkup (2014), the term generation can refer to a cohort of individuals who share common characteristics and perspectives and who were born, raised and lived through a similar and particular time. This group is believed to have been influenced by the significant events and experiences that occurred during that time, which may have shaped their outlooks and attitudes in distinctive ways (Berkup, 2014). In addition, these groups have different work values, which refer to broad and generalized beliefs held by individuals about different aspects of work, such as salary or working conditions, as well as the outcomes of work and completed tasks, such as a sense of achievement, job satisfaction, and recognition (Lyons et al., 2009). For instance, Jain & Bhatt (2015) found out that the factors that showed significant differences between the generations were “fixed compensation, global assignment opportunities, flexible working conditions, and job security” (Jain & Bhatt, 2015, p. 641). A brief description of the generations and their birth years, core values and defining moments can be found in Table 4.

| Generation        | Birth years | Core Values   | Defining Moments                        |
|-------------------|-------------|---|---|
| Silent Generation | 1922-1945   | “Dedication, hard work, respect for authority” (Rood, 2011, p. 81)<br><br>“Patience, duty before pleasure, sacrifice” (Notter, 2002, p.3) | The Great Depression, World War II,     |
| Baby Boomers      | 1946-1964   | “Optimism, personal gratification and growth” (Rood, 2011, p.81)<br><br>Team orientation (Notter, 2002)                                   | JFK, civil rights and women’s movements |
| Generation X      | 1965-1980   | “Diversity, techno literacy, fun, informality” (Rood, 2011, p. 81)  | Space exploration, AIDS,                |

|                              |           |  |                          |
|------------------------------|-----------|--|--------------------------|
|                              |           | Thinking globally, self-reliance<br>(Notter, 2002)   |                          |
| Generation Y/<br>Millennials | 1981-1996 | “Optimism, civic duty, confidence,<br>achievement” (Rood, 2011, p. 81)<br><br>“Sociability, diversity, morality”<br>(Notter, 2002, p. 5) | Internet,<br>computers   |
| Generation Z                 | 1997-2012 | Environmentalism, sustainability,<br>diversity (Clark, 2022)   | 9/11, Great<br>Recession |

**Table 4: Generations and their values**

**Baby Boomers** are very competitive, individualistic and can be described as workaholics (Berkup, 2014). They have a high work ethic (Olson & Brescher, 2011) and many identify themselves with their work, which also makes them act according to the motto live to work (Cates, 2010). Furthermore, they are driven by their experience and their ability to exert influence (Wong et al., 2008). Since they will soon be at retirement age and at the end of their career, they can no longer be motivated with promotions (Wong et al., 2008).

**Gen Xers** are described as the generation in transition between older generations who are faithful to traditions and younger generations who embrace technology (Berkup, 2014). As they are the children of the baby boomers, who have worked a lot, they have not spent much time with their parents and are therefore self-reliant and independent (Olson & Brescher, 2011). They have a high work pace (Olson & Brescher, 2011) and value employment-related rewards over more conventional performance-related rewards (Rood, 2011).

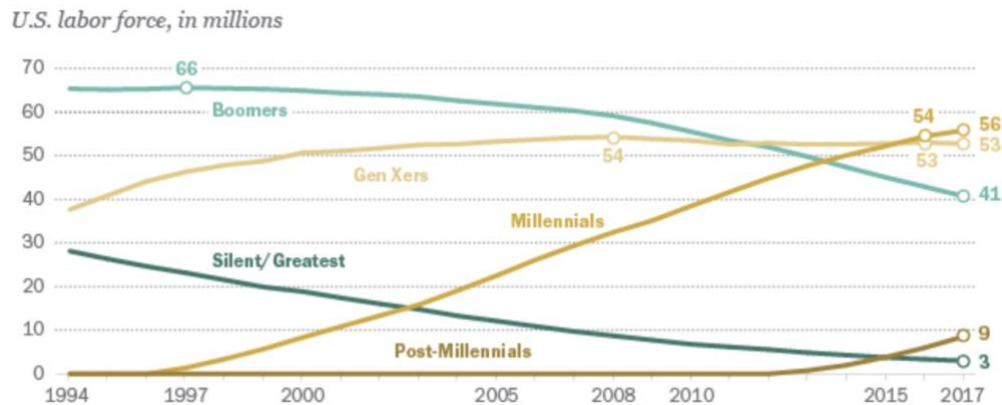
**Gen Y or Millennials** have grown up, in complete contrast to Gen Xers, under the full attention of their parents (Olson & Brescher, 2011). They are the first to have grown up with media and technology (Berkup, 2014). Thanks to significant advances in technology and education, they represent the labour force’s most educated generation and are the ones best able to cope with change, while deepening their understanding of diversity and inclusion (Olson & Brescher, 2011). Furthermore, Generation Y has a propensity to be more driven by job promotion than other generations (Wong et al., 2008) and expect them very quickly, as they are impatient (Berkup, 2014).

**Gen Z's most** notable characteristics include using the internet for socializing, quick consumption, a goal-oriented behaviour and impatience (Berkup, 2014). They are also not as focused on work in general and, for example, do not insist on promotions as much as Gen Y does (Maloni et al., 2019). In addition, they have a short attention span (Berkup, 2014).

### 2.3.2 Demographic change in the labour market

This chapter outlines the demographic change and its influence on the labor market in order to illustrate how the workforce has changed and will look like in the future.

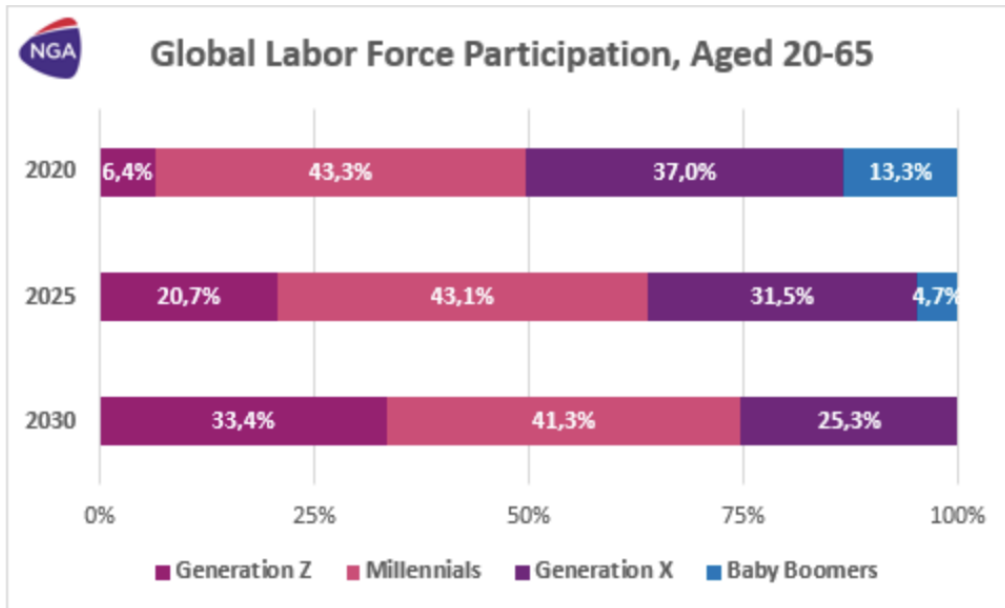
Over the course of the last fifty years in the United States, there have been significant and noteworthy shifts in the composition of the labour force with regards to a number of key demographic factors, including age (Mennuni, 2019). The labour force change and composition by the different generations can be seen in Figure 5.



**Figure 5: Development of labour force composition by generations**

(Fry, 2018)

As can be seen from the graphs, the majority of the labour force in the US in 2017 is made up of Boomers, Generation Y and Generation X. Generation Z had only just entered the labour market and accounts for 5.6%. However, Figure 6 shows that the share of Generation Z is growing and will account for about one third worldwide in 2030.



**Figure 6: Forecast of labour force composition by generations**

(Lettink, 2019)

Currently, a significant shift is happening in the structure of the labor force as the baby boomers are in the process of retiring (Şerban & Aceleanu, 2015) and generation Z is getting more and more involved in the labor market (see Figure 6). The retirement of the baby boomers has a major impact on the organizations as they may face difficulties in maintaining an efficient workforce due to the possibility of a decrease in the available labor pool and greater mobility of younger workers (Stevens, 2010). Therefore, it is important that the knowledge from the baby boomers is carried over to the younger, new workforce so it can be retained (Stevens, 2010).

### **2.3.3 Generational Management vs. Employee Loyalty**

It has become more challenging to retain employees over a prolonged period of time due to broader social trends. This is mainly due to the fact that many organizations have stopped offering pension plans, which has caused younger workers to view the idea of working for a single employer for their entire career as unappealing and unexciting (Stein & Christiansen, 2010). Different generations of workers may have different attitudes, values and expectations when it comes to their career and workplace (Jain & Bhatt, 2015). By recognising and considering the different perspectives and priorities of their employees, employers can build a culture of trust,



respect and commitment that fosters loyalty among employees of any generation (Cates, 2010).

#### **2.3.4 Generational Management vs. Employer Branding**

Irrespective of the generation they belong to, employees tend to react positively if their job is engaging, they receive fair pay, have access to learning and career advancement opportunities, work with like-minded colleagues, trust their immediate supervisor, and have competent leaders at the top (Deal et al., 2010). Yet, everyone's perception of an employer brand is different and varies between different demographic factors, including age (Jain & Bhatt, 2015). There are three primary areas, where generational differences are observed: work ethic, adapting to change, and views on organizational hierarchy (Rood, 2011). Therefore, the focus for managers needs to be on comprehending their employees' perspectives to lead and guide them effectively (Rood, 2011) by applying the various techniques of employer branding.

To summarize, this literature review has provided a solid knowledge base for the next chapters of this thesis by highlighting the different practices of employer branding, the importance of employee loyalty and the challenges of generational management.

### **3 Methodology**

In this chapter, the main aim of the thesis is taken up again at the beginning and briefly described. The methodology is designed to give the reader a detailed insight into the research methods, techniques and procedures used to collect and analyse primary data. It describes why a mixed methodology was chosen and the selection criteria of the participants in both the survey and the interviews. It also explains the questionnaire development for the survey as well as the construction of the expert interviews.

#### **3.1 Aim**

The aim of this thesis is to identify the challenges for successful employer branding by considering different generations and their attitudes as well as different motivational factors. Further, it will show how organizations can use their employer branding strategies to retain their employees and facilitate employee loyalty.

#### **3.2 Research Design**

According to Creswell (2009), there are three ways to collect primary data: a quantitative, qualitative or mixed methods approach. A quantitative research approach is a method that involves the process of collecting and analysing numerical data. The main objectives of the quantitative method are to validate facts, produce estimates or identify relationships (Hair et al., 2021). Typically, structured research tools such as surveys, questionnaires and experiments are used to collect data from a large sample of participants, which can represent a whole population. The collected data is then analysed using statistical techniques in order to identify specific patterns and relationships between different variables (Hair et al., 2021). Since the data are collected from a large sample, they can be generalised to the whole population (Hair et al., 2021). In contrast, goals of a qualitative methods include the discovery of new ideas, the preliminary understanding of relationships as well as the understanding of social processes (Hair et al., 2021). This type of research is used to explore and describe complex phenomena that cannot be easily quantified or measured. Data is therefore collected through non-standardized methods, such as interviews, focus

groups or observations. The analysis is not done on a statistical level but is based on content analysis and interpretation in order to identify patterns and themes. The sample size is small, which limits the research's ability to generalise the results. Lastly, there is the mixed methods procedure, which includes characteristics of both quantitative and qualitative procedures in one single study (Creswell, 2009). In this approach, both numerical and narrative data are collected and analysed to gain a more comprehensive understanding of a research question or topic. The quantitative component helps to collect numerical data, which is analysed to determine patterns and relationships, while the qualitative component can be used to obtain detailed data that might support or reject the numerical findings (Creswell, 2009).

In order to gain primary data for this study, a mixed-method approach will be conducted. The justification for this is that these methods allow the researcher to get a deeper and more nuanced insight into the topic of employer branding, as one can use the strengths of both quantitative and qualitative methods. Furthermore, comparing the results of the different methods can make the findings more valid (Creswell, 2009). A questionnaire addressed to employees is used to carry out the quantitative methodology. To collect qualitative data, interviews will be conducted with experienced people from the human resources and employer branding sectors. This mixed method allows to capture the perceptions of the general public as well as the perceptions of managers in creating their employer branding structures.

### **3.3 Unit of Analysis**

The term unit of analysis is used in research methodology, which refers to the entity or object being studied in a research and the level at which data is collected and analysed (Dolma, 2010). It must be carefully chosen as it has a direct impact on the research (Silverman & Solmon, 1998). Sometimes the unit of analysis is quite obvious, but in complex studies it requires a thorough investigation to define it since in principle everything can be such (Dolma, 2010). In order to specify them precisely, they can be divided into four different levels, namely the individual, the group, the organisational and finally the level of social artefacts and social interaction (Dolma, 2010). Individuals are very common and can be, for instance, employees, students,

political party members, etc. (Dolma, 2010). Several individuals together can be classified as a group, another level of analysis, which include student groups, work teams, families, etc. (Dolma, 2010). The next level refers to organisations, which are the union of several groups together, such as schools, colleges, companies or businesses (Dolma, 2010). The last level does not include individual persons or an association of several persons per se but refers to the products created by these persons. Examples for social artifacts are books, songs, scientific articles or findings, or laws, whereas social interactions may include wars, strikes or professional advice (Dolma, 2010).

In this thesis there are three main different units of analysis which are on different levels. The first one is the questionnaire that was developed for this thesis. It based on the social artifact level, as it has been developed by the researcher and is used to collect and analyse perceptions of different individuals. This leads to the next unit of analysis, which are the participants of the questionnaire itself. As the individuals are divided into different generational groups to find out how they differ in expectations of an employer, this unit is at group level. Finally, the interview partners are another unit of analysis. They can be considered at the individual level, but since they represent the organization and the organization's employer branding strategies, this unit of analysis can refer to the organizational level as well.

### **3.4 Participants**

Survey participants are recruited through online tools and social media, such as LinkedIn, Instagram and WhatsApp. Participants can also forward the survey so that everyone is invited to participate in it. The survey was set up via google forms and takes about 5-10 minutes to complete.

#### **3.4.1 Selection Criteria**

For the quantitative component, inclusion criteria are people of all ages, as the study is about identifying the expectations and perceptions of different generations towards employers. However, there are no specific requirements to complete the survey. It is preferred if the participant is currently working, as questions about satisfaction and

loyalty to the current job and employer are asked. However, it is not an exclusion criterion if the participant is not working, as they can still answer some questions regardless of the current employment status.

For the qualitative component, the interviewees must hold a current position in human resources or employer branding, as perceptions of employer branding strategies from the employer's perspective are to be investigated. They should already have relevant professional experience in order to be able to report on their experiences and make meaningful statements. In addition, people from different positions and industries are interviewed in order to be able to capture a broader, more representative spectrum and identify possible differences between industries.

#### **3.4.2 Construction of the Questionnaire**

One of the first steps of a survey design involves deciding what kind of questions to include. These can be either open questions, where the participant can answer with their own words, or closed questions, where answer options are given and the participant has to choose one or more (Krosnick & Presser, 2018). Many closed questions include a Likert scale as an answer option, on which respondents have to indicate how much they agree or disagree with a series of statements on a topic (Hair et al., 2021). However, when selecting scale questions, care must be taken not to ask double-barrelled questions (i.e. they contain more than one verb or construct) so that the question is not ambiguous and is easier to understand and answer (Hair et al., 2021). In addition, a decision should still be made on the order of the question. The questions should be structured in such a way that the easy questions are asked at the beginning, questions on one topic are in the same group and sensitive questions are at the end (Krosnick & Presser, 2018).

The questionnaire for this thesis contains a total of 33 questions. These consist largely of closed questions requiring participants to give their answer on a five-point Likert scale, with the exception of the demographic question. In addition, there are two open questions that the respondent must answer himself/herself in a few words. The survey can be found in Appendix 1.

The first section relates to seven demographic questions to find out a little about the participant's background and characteristics, which provides a better understanding of the sample. In addition, these types of questions allow the researcher to analyse whether there are differences in responses based on demographic characteristics, particularly between generations. These questions are deliberately asked at the beginning of the survey, as they are often easy to answer and do not require much thought. This allows the participant to familiarise themselves with the survey and become more comfortable with the process.

The second section contains twelve questions about expectations to an employer in order to find out which aspects are most important for employees or potential employees in the future. Various company values and benefits are listed, to which the participant must give the most appropriate answer on a five-point Likert scale. The answer options range from “strongly disagree” to “disagree” to “neutral” to “agree” to “strongly agree”. The Likert Scale was chosen because it is easy to use and understand, which also allows participants to give consistency in their answers. It also allows the researcher to analyse the answers more easily, as the results are highly comparable through given answer options.

The third section of the questionnaire involves ten questions on fulfillment of expectations and loyalty towards the employer. The purpose of these questions is to find out whether expectations of the employer are fulfilled or not and to what extent this is related to loyalty towards an organisation. These are also closed questions, which are to be answered on a five-point Likert scale, with the same answer options as in section 2. However, there is the additional answer option "not applicable" in case the participant is unemployed and therefore cannot answer questions about his/her employer and organization.

The last part is about employer branding in general and includes four questions that address how employees perceive their organization's employer branding strategies. Two of them are also close ended questions, while the other two are open ended questions in which the participants themselves must give a few keywords about their expectations of their employer.

### 3.4.3 Reflection of the Questionnaire

The data collection took place from 4<sup>th</sup> to 18<sup>th</sup> May 2023 and a total of 111 people have participated in the survey, in which the following questions were asked.

#### The first section: Demographic questions

The first section contains demographic questions to learn about the background of the respondents and to better describe the sample of the population.

| Question Block 1: Demographic Questions   |
|---|
| <b>Q 1: Please indicate your year of birth.</b>                                   |
| <b>Q 2: What gender do you identify as?</b>                                       |
| <b>Q 3: What is your highest degree or level of education you have completed?</b> |
| <b>Q 4: How many children do you have?</b>  |
| <b>Q 5: What is your current employment status?</b>                               |
| <b>Q 6: What is your annual income?</b>   |
| <b>Q 7: What field do you work in?</b>  |

**Table 5: Survey questions about demographics**

The year of birth is a very important question so that the researcher can break down the participants' responses by age group to identify generational differences between the results. The answer options are therefore also graded by years, classifying the Baby Boomer, X, Y and Z generation. In addition, the participant is asked how many children he or she has. This serves to find out whether the family situation has an influence on the preference for work-life balance or other criteria. Further, some questions are asked about the employment situation. It is important to know the employment status of the participant as this may influence the answers to the questions and some questions can only be answered if he or she is currently employed. Moreover, it is asked how much the person earns, as the salary can have an influence on job satisfaction and attachment to a company. Lastly, the field the participant works in is asked in order to find out which industries are represented in the sample.

The second section: Questions about Company values

These questions aim to find out what participants expect from an employer. It is important to know which aspects employees of different generations pay attention to in order to be able to respond to all of them and to create a workplace that supports the needs of each of them. The different aspects are based on the employer branding practices that emerged from the literature review, i.e., organizational culture, company reputation, compensation and benefits as well as career growth and support. In addition, one question is asked about motivational factors.

**Organizational culture:**

| Question Block 2: Company Values         |
|--|
| Q 11: Cultural diversity in the company  |
| Q 12: Appreciation and recognition       |
| Q 13: Flat hierarchies                   |
| Q 17: Balanced work climate              |
| Q 18: Company Values I can identify with |

**Table 6: Survey questions about organizational culture**

As organisational culture is very complex and multifaceted, five different aspects have been chosen, which cover different areas of the construct and on which the participants have to give their opinion. Corporate culture can have a significant impact on job satisfaction and loyalty, as it is a manifest part of every working life and working practices. It is therefore important to ask how important employees consider culture to be and, above all, which aspects are important in order to create an improving working environment for employees.

**Compensation and benefits:**

| Question Block 2: Company Values |
|----------------------------------|
| Q 8: Promotion of mental health  |
| Q 9: Work-Life balance           |



**Q 10: Offer of a 4-day week**

**Q 15: Competitive salary**

**Table 7: Survey questions about compensation and benefits**

Similar to the company culture, there also different benefits that an employee can expect. As an economic benefit or compensation, the participant is asked whether a competitive salary is important to him or her. In addition, contemporary benefits have been selected, such as a four-day week.

**Career growth and support:**

**Question Block 2: Company Values**

**Q 16: Career growth and support**

**Table 8: Survey question about career growth and support**

Asking employees about their expectations in terms of professional development and support makes it possible to determine the importance of these aspects. In this way, companies can gain valuable insights that help them make informed decisions about internal succession planning.

**Company reputation:**

**Question Block 2: Company Values**

**Q 19: Strong reputation of the company**

**Table 9: Survey question about company reputation**

This is asked to find out how important the respondent considers the employer's reputation to be. If the importance is rated as very high, it could be an indication that companies need strong recruitment management as this might be necessary to attract and retain top talent.

**Intrinsic motivation:**

**Question Block 2: Company Values**

**Q 14: Meaningful work**

**Table 10: Survey question about company reputation**

Finally, an aspect was chosen which is not directly related to company values and employer branding practices, but to a motivational factor. With this question, the researcher wants to find out whether employees prefer to have work and tasks that are meaningful and fulfilling or whether this plays a rather subordinate role. Knowing the extent to which the work should be meaningful can help to know how to design workplaces to pursue this desire.

The third section: Questions about Employee Loyalty and Satisfaction

This part of the questionnaire contains three two constructs which are measured with several questions. These three constructs are the fulfillment of expectations and employee loyalty.

**Fulfillment of expectations:**

| Question Block 3: Employee Loyalty  |
|---|
| <b>Q 20: I am happy with my salary.</b>   |
| <b>Q 22: My workplace feels like a family.</b>                                      |
| <b>Q 23: I identify with the values of my company.</b>                              |
| <b>Q 24: I see a clear path for career growth within the company.</b>               |
| <b>Q 25: My job gives me the flexibility to meet the needs of my personal life.</b> |
| <b>Q 26: I feel that my employer takes my wished and expectations into account.</b> |

**Table 11: Survey questions about fulfillment of expectations**

This block of questions aims to find out to what extent the employees' expectations are met. They relate to the aspects that were asked in section 2, such as company culture or work-life balance. The last question aims to find out in general whether the participants feel that their employer takes their wishes into account and whether these are fulfilled. These questions are intended to provide insight into whether the expectations actually match the real job experience or whether there are differences between these factors. This may indicate whether job satisfaction and loyalty are related to these aspects being met or not.

**Loyalty:**

| Question Block 3: Employee Loyalty  |
|---|
| <b>Q 21: I would turn down other jobs with more pay in order to stay with my company.</b>                   |
| <b>Q 27: I would switch to another employer if he did not take my wished and expectations into account.</b> |
| <b>Q 28: Overall, I feel loyal to my employer.</b>  |
| <b>Q 29: I can recommend my organization as a great place to work.</b>                                      |

**Table 12: Survey questions about loyalty**

These questions are designed to measure the loyalty of employees. The first two questions aim to find out whether the participant would prefer other employers if they seem more attractive in the eyes of the participant in terms of salary and other expectations. The other two questions relate to the participant's own perception of loyalty, which might be influenced by the factors that are listed in the construct of job satisfaction and fulfillment of expectations. It is mandatory to measure loyalty to find out which factors have an influence on it and how managers can use the knowledge to promote loyalty.

The fourth section: Questions about employer branding

The last part of the questionnaire contains questions about employer branding in general.

| Question Block 4: Employer Branding   |
|---|
| <b>Q 30: To what extent does your employer's brand message align with the actual employee experience?</b> |
| <b>Q 31: How well does your employer communicate its values and culture to employees?</b>                 |
| <b>Q 32: What benefits or perks do you value most about your employer?</b>                                |
| <b>Q 33: What benefits or advantages would you like to receive from your employer?</b>                    |

**Table 13: Survey questions about employer branding**

The first questions aims to find whether the employer's branding efforts accurately reflect the day-to-day reality of working for the company. Since corporate culture is a very manifest aspect in the work life, the second question can help to find out how well companies communicate their values to their employees. Finally, participants were asked to indicate which benefits they value and would still like to receive from their employer. This helps the researcher to understand which benefits are most important to employees as well as benefits that are still missing in the employer brand of current organizations. These valuable insights add further benefits that need to be embedded in employer branding strategies in order to attract and retain employees.

#### **3.4.4 Construction of the Interviews**

With an interview, researchers can obtain more detailed information and data about a specific topic than with a survey (Adams & Cox, 2008). It can be defined as an interactive process in which a person asks questions in order to obtain certain information about the other person (Adhabi & Anozie, 2017).

For this thesis, the researcher will follow the guidelines of a semi-structured interview. In this type of interview, there is a pre-planned flow and structure of questions that will be asked, but the interviewer is allowed to deviate a little from this if necessary to gain as much information as possible from the interview (Adams & Cox, 2008). It is important to note that the more structured an interview is, the more difficult it is to get into a conversational flow where the interviewer can share their relevant knowledge on a topic (Adams & Cox, 2008). However, an interview that is not structured at all is more difficult to analyse and, above all, to compare, as they can differ greatly (Adams & Cox, 2008). Therefore, a semi-structured interview seems to be the best solution for the qualitative research part of this thesis.

The interview consists of twelve questions and is divided into four parts, which are similar to those of the questionnaire. The first section includes demographic questions to learn about the interviewee's background and his or her relevant professional experience. The second part of the interview includes questions about company values and generational management. It asks how the companies perceive and characterise generational differences. They are also asked about their opinion on how

challenging a multi-generational workplace can be and what they do to support this mixed work group. The third part of the interview, which consists of three questions, aims to explore the importance of loyalty for companies. In addition, it asks what companies do to strengthen loyalty and how they act when employees express dissatisfaction at work. The last section consists of four questions and is about employer branding. It asks what benefits it can have for companies and what they have already done to create a strong employer brand.

### 3.4.5 Reflection of the Interviews

A total of 3 interviews were conducted, in the period 15-22 May 2023. These lasted between 16 and 27 minutes, during which the following questions were asked.

| Question Block 1: Demographics                                      |
|---|
| <b>Q 1: What gender do you identify as?</b>                         |
| <b>Q 2: What industry do you work in?</b>                           |
| <b>Q 3: What is your current position?</b>                          |
| <b>Q 4: How many years of experience do you have in this field?</b> |
| <b>Q 5: How long have you been with your current company?</b>       |

**Table 14: Interview questions about demographics**

These five questions serve to familiarise the respondent with the interview and at the same time to find out relevant information about their respective backgrounds. As with the survey, the industry in which the respondent works is asked in order to find out how representative the interviews are. Furthermore, experience in the current position as well as in the general field of human resources/employer branding is asked for in order to assess professional skills.

| Question Block 2: Company Values & Generational Management   |
|--|
| <p><b>Q 1: Which of the following do you offer in your company:</b></p> <ul style="list-style-type: none"> <li>○ Promotion of mental health</li> <li>○ Work-Life Balance</li> <li>○ Offer of a 4-day week</li> <li>○ Cultural Diversity</li> <li>○ Appreciation and Recognition</li> <li>○ Flat hierarchies</li> <li>○ Career growth and support</li> <li>○ Balanced Work climate</li> </ul> |
| <p><b>Q 2: How do you define the different generations in your workforce and what are some key characteristics that define each of them?</b></p>   |
| <p><b>Q 3: Do you believe that your employee's expectations of you as an employer differ between generations and how?</b></p>  |
| <p><b>Q 4: How do you think generational differences impact the workplace, and what challenges do you see arising from these differences?</b></p>  |
| <p><b>Q 5: What strategies does your company use to ensure that employees of different generations feel valued and supported in the workplace?</b></p>   |

**Table 15: Interview questions about company values and generational management**

This block is about company values and generational management. The first question serves to find out which aspects (the same as from the questionnaire) the respondents offer to the employees and to what extent this matches or differs with the answers from the questionnaire. The second question asks about the different generations' own perceptions in order to create a basis of understanding on which to build the next questions. These aim to get an insight into the strategy of generational management and information on how the differences between the generations are perceived in the company and what challenges this brings.

| Question Block 3: Employee Loyalty   |
|--|
| <p><b>Q 6: How do you define employee loyalty within your organization and how valuable is it for your organization?</b></p> |
| <p><b>Q 7: What efforts do you make to foster employee loyalty within your organization?</b></p>                             |

**Q 8: How do you handle situations when employees express dissatisfaction or consider leaving the organization?**

**Table 16: Interview questions about employee loyalty**

These questions aim to gain insight into the importance of employee loyalty in the eyes of the companies. Question 6 aims to find out how respondents define loyalty and how important it is for the company, in order to get background information on what is connected with the topic. Question 7 is intended to show the researcher what measures companies already take or could take to strengthen loyalty within the company. The last question of this block is about disloyalty in order to find out how managers handle situations when employees consider to leave the company.

**Question Block 4: Employer Branding**

**Q 9: What benefits does employer branding have in your view?**

**Q 10: What steps has your company taken to establish and maintain a strong employer brand? How do you create a great place to work for your employees?**

**Q 11: Are there benefits you currently do not offer your employees but which might be of interest to them?**

**Q 12: How do you approach generational differences when developing your employer branding strategies?**

**Table 17: Interview questions about employer branding**

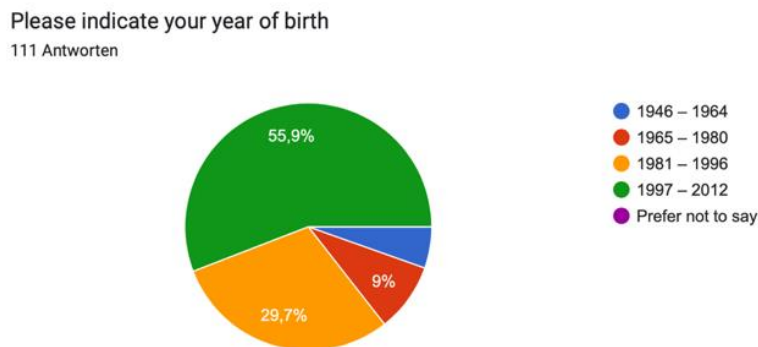
The last section asks the interviewees about their employer branding strategies. Question 9 aims to explain the meaning of employer branding in their eyes in order to get information on what employer branding can be used for and what benefits it brings. Question 10 is intended to shed light on the employer branding strategy and processes of the company. In addition, factors that make up a strong employer brand are to be identified. The aim of question 11 is to find out whether the experts' answers correspond to what the employees stated in the questionnaire and how they further develop the benefits in this way. Question 12 links employer branding and generational management to find out how generations have been or will be taken into account in the employer branding strategy.

## 4 Summary and Interpretation of Collected Data

This chapter presents a comprehensive summary and interpretation of the data collected for this research study. Over a period of 15 days, 111 responses were collected to obtain quantitative data. Three interviews were conducted to obtain qualitative data, which took place between 15 and 22 May.

### 4.1 Demographics

This section identifies the demographics to describe the sample of the survey participants.

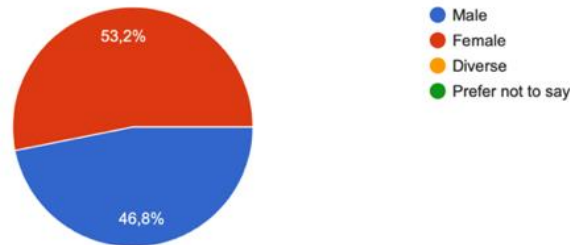


**Figure 7: Age and Generation**

Figure 7 shows the sample divided into age groups and generations. Generation Z includes everyone between 1997 and 2012; Generation Y/Millennials between 1981 and 1996; Generation X between 1965 and 1980 and Baby Boomers between 1946 and 1964. More than half of the participants represent Generation Z. With 33 answers (30%), Gen Y/Millennials are the second most represented. Both Generation X and the baby boomers are rather poorly represented. It must therefore be taken into account that the results are based more on the viewpoints of younger people. In addition, some answers are broken down by generation. Therefore, it must also be considered that the answers of Generation X are not as representative and valid as those of Generation Y and Z.



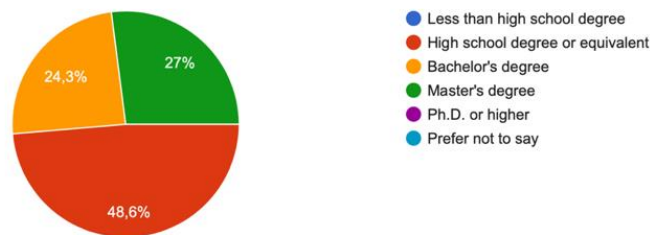
What gender do you identify as?  
111 Antworten



**Figure 8: Gender**

Figure 8 represents the gender of all participants. The responses are 53% from women and 47% from men. This means that they are almost equally distributed, making the sample population fairly equally representative in terms of gender.

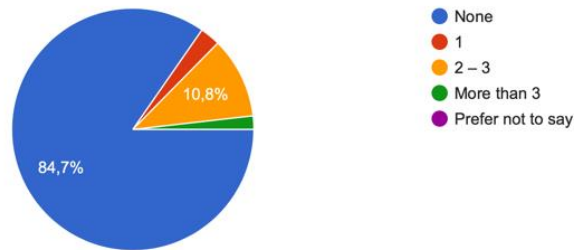
What is the highest degree or level of education you have completed?  
111 Antworten



**Figure 9: Educational background**

Almost half of the respondents have a high school degree or equivalent, while the other half is almost evenly split between Bachelor's and Master's graduates. Neither people with a Ph.D. nor those who still go to school have answered this survey, which means that that many have already enjoyed a high level of education.

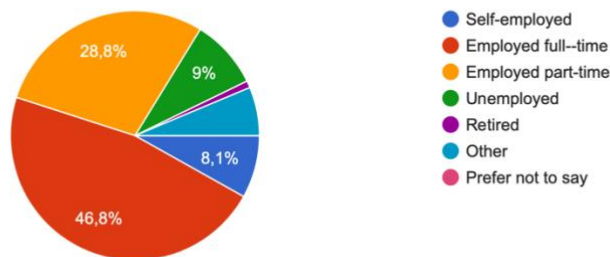
How many children do you have?  
111 Antworten



**Figure 10: Family status**

Only 15% of respondents said they had children, which means that the survey should be viewed mainly through the eyes of people without children. Therefore, the rest of the study will not examine whether the family situation has an influence on how the participants responded.

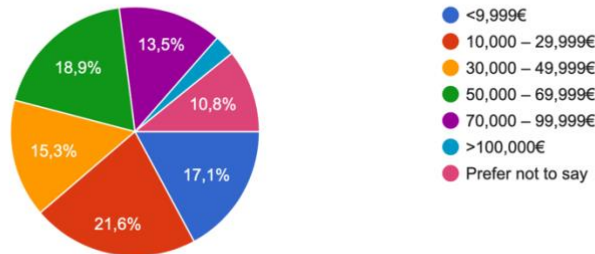
What is your current employment status?  
111 Antworten



**Figure 11: Employment Status**

76% of the respondents are employed (either full-time or part-time), while the remaining quarter is either self-employed, unemployed, retired or something else. This shows that the majority of the participants are employees or people that have work experience, which means that most participants can already judge from their own experience when they have to answer questions about their employer or general expectations from an employer.

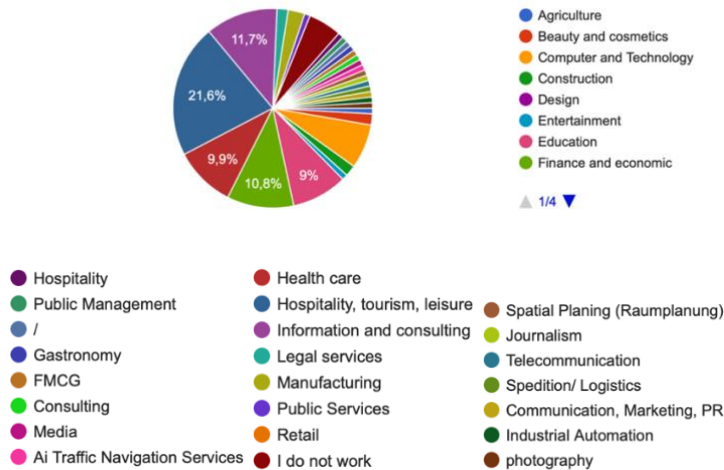
What is your annual income?  
111 Antworten



**Figure 12: Annual Income**

The annual incomes are fairly evenly distributed, but most answers are between €10,000 and €29,999. However, it must be taken into account that part-time workers receive less on average than full-time workers. Since each income class is moderately represented (except for >€100,000), the sample represents the workforce very well without getting only the perspective of one income class.

What field do you work in?  
111 Antworten



**Figure 13: Industry**

The most represented industries are hospitality, information and consulting, health care, finance and economics as well as education. These make up just over 60% of the sample overall, which means that the responses mainly represent these industries with different conditions. It is important to note that these are very contrasting industries, which in turn represents the population on a wide spectrum.

| Respondent                   | Ines Spiessberger  | Anonymous  | Kathrin Stockhammer                |
|------------------------------|--|--|------------------------------------|
| Gender                       | Female   | Female   | Female                             |
| Age                          | 40   | 33   | 35                                 |
| Industry                     | Hospitality  | Insurance  | System Gastronomy                  |
| Position                     | Area Director of Human Resources for Austria, Italy, Czech Republic, Hungary | Recruiting Talent Management and Employer Branding | Employer Branding Lead for Austria |
| Years of relevant experience | 13   | 10   | 6                                  |
| Years at company             | 5  | 4  | 6                                  |

**Table 18: Demographics of Interviewees**

Table 14 shows the demographic information about the respondents of the interviews for the qualitative component. In total, three interviews were conducted. The different interviewees operate in different industries as well as different positions in order to give perceptions from different perspectives. Furthermore, all of them have several years of relevant professional experience in the field of human resources or employer branding, which means they can draw on well-founded knowledge and experience. Finally, it is also important to mention that the interviewees are employed in their companies for several years, so they know the company well and can explain internal processes. The transcripts of the interviews can be found in Appendices 2 to 4.

## 4.2 Summary and Interpretation

This chapter will critically describe and analyze the results of both the questionnaire and the interviews. The results are presented with the help of graphs and tables.

|                |   |
|----------------|---|
| <b>Q 2:</b>    | <b>How do you define the different generations in your workforce and what are some key characteristics that define each of them?</b>  |
| <b>Resp. 1</b> | „Well, there's the global generation differentiation between X, Y, baby boomers and so on [...] and we have them all. [...] And how I would define it, it very much depends. You have to look at every single [...] generation, you would need to look at it differently. |

|            |  |
|------------|--|
| Resp.<br>2 | Well our definition is actually based on models. Like baby boomers and gen X, Y, Z.  |
| Resp.<br>3 | <ul style="list-style-type: none"> <li>• the Generation X, you have the older ones, who are already closer to the baby boomers, and for me it is the generation “everything was better in the past”. Older people of Generation X are willing to change their positions within the company.</li> <li>• The Millennials, for me they are the workaholics.</li> <li>• Generation Z is what is now coming up, they are our interns in the essence. You can tell they have very high expectations of the labour market. Sometimes you feel a bit of overestimation.</li> </ul> |

**Table 19: Answers to Interview question 2**

This question was designed to find out how managers define the generations and their characteristics. All interviewees indicated that they use the global models and divide their workforce into baby boomers and Generation X, Y and Z. In the context of generational characteristics, one expert mentioned that Generation X has the opinion that everything was better in the past. They were active during the economic boom and benefited from large turnovers. Generation Y, in contrast to X, has had the advantage of much education and is therefore also called workaholics. They have sought the best employers so they can present an outstanding CV. Finally, Generation X is the new generation entering the labour market. They have very high expectations of the labour market and sometimes overestimate themselves, which is partly due to the shortage of skilled workers and Covid. In addition, one expert mentioned that the media are shaping the generations more and more and that the younger ones, who grew up with technology, have easier access to everything, in contrast to the older ones.

The experts use models from the literature in order to define the generations, which makes it consistent for all and easy to compare. Much of what the experts say is consistent with the literature found for this thesis. Olson & Bresche (2011) also mention that Gen Y is the most educated generation, seeking for good jobs and promotions. However, there is not much literature on Gen Z so far, so new insights could be gained which enriches the current state of the literature.

Descriptives

|                              | Year of birth | N  | Mean | Median | SD   |
|------------------------------|---------------|----|------|--------|------|
| Promotion of mental health   | 1946 – 1964   | 6  | 3.67 | 3.50   | 0.82 |
|                              | 1965 – 1980   | 10 | 4.10 | 4.00   | 0.88 |
|                              | 1981 – 1996   | 33 | 4.06 | 4      | 0.70 |
|                              | 1997 – 2012   | 62 | 4.21 | 4.00   | 0.70 |
| Work Life Balance            | 1946 – 1964   | 6  | 4.00 | 4.00   | 0.89 |
|                              | 1965 – 1980   | 10 | 3.50 | 3.50   | 1.18 |
|                              | 1981 – 1996   | 33 | 4.36 | 4      | 0.82 |
|                              | 1997 – 2012   | 62 | 4.42 | 4.50   | 0.64 |
| 4-day week                   | 1946 – 1964   | 6  | 3.17 | 3.00   | 1.33 |
|                              | 1965 – 1980   | 10 | 2.30 | 2.00   | 0.95 |
|                              | 1981 – 1996   | 33 | 3.15 | 3      | 1.12 |
|                              | 1997 – 2012   | 62 | 3.00 | 3.00   | 1.17 |
| Cultural Diversity           | 1946 – 1964   | 6  | 3.83 | 4.00   | 0.75 |
|                              | 1965 – 1980   | 10 | 3.90 | 4.00   | 0.74 |
|                              | 1981 – 1996   | 33 | 3.55 | 3      | 0.79 |
|                              | 1997 – 2012   | 62 | 3.69 | 4.00   | 1.08 |
| Appreciation and Recognition | 1946 – 1964   | 6  | 4.00 | 4.00   | 0.89 |
|                              | 1965 – 1980   | 10 | 4.20 | 4.00   | 0.63 |
|                              | 1981 – 1996   | 33 | 4.24 | 4      | 0.87 |
|                              | 1997 – 2012   | 62 | 4.66 | 5.00   | 0.57 |
| Flat hierarchies             | 1946 – 1964   | 6  | 3.17 | 3.00   | 0.75 |
|                              | 1965 – 1980   | 10 | 3.10 | 3.00   | 0.88 |
|                              | 1981 – 1996   | 33 | 3.73 | 4      | 0.91 |
|                              | 1997 – 2012   | 62 | 3.74 | 4.00   | 0.96 |
| Meaningful work              | 1946 – 1964   | 6  | 3.67 | 4.00   | 1.03 |
|                              | 1965 – 1980   | 10 | 4.00 | 4.00   | 0.94 |
|                              | 1981 – 1996   | 33 | 4.21 | 4      | 0.93 |
|                              | 1997 – 2012   | 62 | 4.35 | 4.50   | 0.79 |
| Competitive salary           | 1946 – 1964   | 6  | 3.67 | 4.00   | 1.51 |
|                              | 1965 – 1980   | 10 | 3.60 | 4.00   | 0.52 |
|                              | 1981 – 1996   | 33 | 4.09 | 4      | 0.88 |
|                              | 1997 – 2012   | 62 | 3.98 | 4.00   | 0.97 |
| Career growth and support    | 1946 – 1964   | 6  | 3.50 | 4.00   | 1.38 |

Descriptives

|                                    | Year of birth | N  | Mean | Median | SD   |
|------------------------------------|---------------|----|------|--------|------|
|                                    | 1965 – 1980   | 10 | 3.90 | 4.00   | 0.57 |
|                                    | 1981 – 1996   | 33 | 4.24 | 4      | 0.87 |
|                                    | 1997 – 2012   | 62 | 4.44 | 5.00   | 0.72 |
| Balanced Work climate              | 1946 – 1964   | 6  | 3.83 | 4.00   | 0.75 |
|                                    | 1965 – 1980   | 10 | 4.00 | 4.00   | 0.47 |
|                                    | 1981 – 1996   | 33 | 4.30 | 4      | 0.85 |
|                                    | 1997 – 2012   | 62 | 4.37 | 4.50   | 0.73 |
| Company Values I can identify with | 1946 – 1964   | 6  | 3.83 | 4.00   | 0.75 |
|                                    | 1965 – 1980   | 10 | 4.20 | 4.00   | 0.63 |
|                                    | 1981 – 1996   | 33 | 4.00 | 4      | 1.09 |
|                                    | 1997 – 2012   | 62 | 4.10 | 4.00   | 0.94 |
| Strong Reputation of the company   | 1946 – 1964   | 6  | 3.33 | 3.50   | 0.82 |
|                                    | 1965 – 1980   | 10 | 3.80 | 4.00   | 0.79 |
|                                    | 1981 – 1996   | 33 | 3.45 | 3      | 0.97 |
|                                    | 1997 – 2012   | 62 | 3.56 | 4.00   | 0.97 |

**Table 20: Descriptive Analysis of Company Values**

Table 15 shows the descriptive results of the section “Company Values” in which the participants had to indicate which of the aspects they expect from an employer. The results are broken down by the different age groups and hence by generations in order to identify possible differences in their preferences.

The five aspects that Generation Z agreed with most often are appreciation and recognition (mean= 4.66), work-life balance (mean=4.42), career growth and support (mean=4.44), balanced work climate (mean=4.37) and meaningful work (mean=4.35). All values show a positive level of agreement.

The five aspects that Generation Y/Millennials agreed with most are work-life balance (mean=4.36), balanced work climate (mean=4.3), career growth and support (mean=4.24), appreciation and recognition (mean=4.24) and meaningful work (mean=4.21). All values show a positive level of agreement.

The five aspects that Generation X agreed with most are company values with which they identify (mean=4.2), appreciation and recognition (mean=4.20), promotion of mental health (mean=4.1), meaningful work (mean=4.00) and a balanced work climate (mean=4.00). All values show a positive level of agreement.

The aspect that has received the least agreement from all generations is the 4-day week with mean values between 2.30 and 3.13. With a mean value of 2.30, Generation X shows a moderate level of disagreement, while the other generations have a rather neutral attitude. With mean values between 3 and 4 for all generations, a strong reputation of the company, flat hierarchies and cultural diversity are aspects that show only a moderate level of agreement.

| Q 1: What oft the following do you offer in your company? |  |
|---|--|
| Resp. 1   | Yes: Promotion of mental health, work-life balance, a 4-day week, cultural diversity, appreciation and recognition, flat hierarchies, career growth and support, balanced work climate                 |
| Resp. 2   | Yes: Promotion of mental health, work-life balance, cultural diversity, appreciation and recognition, flat hierarchies, career growth and support, balanced work climate<br>No: a 4-day week (not yet) |
| Resp. 3   | Yes: Promotion of mental health, work-life balance, cultural diversity, appreciation and recognition, flat hierarchies, career growth and support, balanced work climate<br>No: a 4-day week (not yet) |

**Table 21: Answers to interview question 1**

| Q 3: Do you believe that your employee's expectations of you as an employer differ between generations and how? |   |
|---|---|
| Resp. 1   | Yes, definitely. The generation that is entering the workforce right now has a completely different mindsets than the older generations.  |
| Resp. 2   | Yes, I think so. Especially when you look at like the gen Z now and like compare it with baby boomer generation, for example, I think it's just kind of obvious that it's happening because these generations just really had a different kind of environment growing up.<br>So, I think people start to think again that they want to have like maybe more free time, more flexibility, but also don't want to lose the security of having a job and actually being able to afford your day-to-day life. |
| Resp.3  | So, there are a few things that I think are great for everyone. I think you can never go wrong with something like leisure and salary. What is different is, for example, I see that the Gen Z prefer to travel publicly, whereas the older ones prefer to have a parking space or a travel cost supplement.  |

**Table 22: Answers to interview question 3**



These two questions were asked to find out whether the companies offer their employees the aspects mentioned in the questionnaire, but also to identify any other possible differences that the experts may find between the generations. Almost all aspects are offered by the employers. Only the 4-day week is not yet established in two companies, but it could possibly be introduced in the future. Furthermore, all interviewees stated that they notice differences in the expectations of the different generations. For example, Boomers did not have numerous options in terms of choosing an employer back then, whereas the new generation with the necessary qualifications can choose where they want to work. Moreover, when it comes to personal factors, Generation Z prefers to use public transport, while older people still prefer a parking space or a subsidy for travel costs. However, there are also things that are attractive to all generations and where there are no differences. For instance, people in general are starting to want a sense of job security again.

The results thus indicate that the expectations of the employees are in line with what the employers claim to offer. However, according to the experts there are other characteristics that each generation brings with it. For organizations, this means that they need to understand and adapt to the different expectations of their multi-generational workforce, which will increasingly change as people from GenZ enter the labour market. As the younger generation has more possibilities to choose an employer, it is especially important to address their expectations. Work-life balance needs to be promoted more, as this is a feature that younger people prefer more than GenX. Not offering this as an employer could mean that people of this generation choose another one. In addition, the example of means of transport shows that generations differ in this area and therefore benefits must also be adapted to address everyone.

As suggested in the literature, it is necessary to analyze and understand how generations differ in their preferences and needs (Cates, 2010; Notter, 2002). Hence, one can state that it is crucial for companies to recognise and consider these different needs in order to create a workplace that meets the expectations of the different generations, although there are also some things that are the same for all generations.

|                |   |
|----------------|---|
| <b>Q 4:</b>    | <b>How do you think generational differences impact the workplace, and what challenges do you see arising from these differences?</b>   |
| <b>Resp. 1</b> | For the old generation, it was clear to work on a 40-hour workweek level, but the younger generation is not willing to do that anymore. That's why we have an increased amount of staff members now.  |
| <b>Resp. 2</b> | When you look at the baby boomers now, a lot of them are going to retire within the next years. And it's a big problem in Austria in general that we know of, that a lot of our workforce actually is going to retire in like a few years.<br>We have very flexible work hours, for example. But with the flexibilities also, there is coming more difficulties when it comes to communication, for example, and in some jobs, it's just not really possible.     |
| <b>Resp. 3</b> | Yes, I keep observing the way in which we communicate with each other. Older employees often can't communicate with the way that interns do.<br>I have the feeling that older employees often have the feeling that the younger ones are disrespectful.<br>I think it always depends on how you get involved as a team or as a leader on your employees and how you communicate with each other and how open you are to go away from your own habits and open up. |

**Table 23: Interview question 4**

The fact that each generation has different expectations also poses some challenges for companies. The younger generation, for example, is no longer willing to work 40 hours a week, but only works part-time, whereas this used to be out of the question for the older generation. In addition, there are also communication problems, both in terms of work because of the flexibility that the employer wants to allow workers, and on a personal level because of the different characteristics of the generations. In addition, the Baby Boomers will retire in a few years, which will shape the labor force significantly.

The results of the fourth interview question show that the characteristics and expectations of the different generations have an impact on the workplace. On the one hand, fundamental challenges can arise from the character circumstances, but also when trying to consider the wishes, such as more flexibility. This can be a catalyst for conflicts as stated by Notter (2002). In addition, a large part of the labor force will have to be replaced due to retirement of the Baby Boomers. Therefore, it must be ensured that the knowledge is transferred to the younger ones in order to retain it (Stevens, 2010).

Overall, the generational differences can create challenges that are related to flexibility, work hours and communication. This makes it necessary to be aware of

their different attitudes to comprehend their actions and avoid conflicts between generational groups.

|                |  |
|----------------|--|
| <b>Q 5:</b>    | <b>What strategies does your company use to ensure that employees of different generations feel valued and supported in the workplace?</b>   |
| <b>Resp. 1</b> | For example, we did a survey together with Deloitte. It is paid by the Austrian government to look at the different generations to see how diverse you are as a company and if you are in a certain field not kind of diverse enough and what can you do to attract also different generations.<br>And for us, it was very important to work with a third company, because when you work in a, for our example, in a hotel in a certain position, you get so narrow-minded after a while that you don't see possible options that you are not taking into account. |
| <b>Resp. 2</b> | I think we're really kind of in the transition right now of the whole work environment and some of the expectations are clashing, of course and others are very easy actually to follow probably. So, I think it will be important to be more on the individual level rather than having one system for all the people because it's also not really what diversity is about.   |
| <b>Resp. 3</b> | We try to offer attractive benefits. We try to address all possible things to the different generations.<br>There are contributions to births, marriages, partnerships. So simply everything that is equally there.  |

**Table 24: Interview question 5**

As stated by the experts, possible strategies to make each generation feel valued and supported are to work with third parties and to conduct surveys to get other perspectives as well as to offer some benefits that target both the whole workforce and the different generations. This indicates that it is important to recognize individual differences rather than implementing a one-size-fits-all system because this presupposes diversity.

The answers of the interviewees show that there are some benefits and measures that work the same for all generations, however not everything can always be generalized, and each person must be dealt with individually. So, sometimes there is the need to go one step further than just looking at each generation, because there can also be differences within them. This means that sometimes it is not enough to address different generations, but these generations need to be broken down to individual level to support each one in the workplace.

According to the literature, it is important to make each individual feel part of the team and to be considerate towards all in order to deal with generational (Cates,

2010). To achieve this, one expert stated that it is helpful to be more open to others and leave own habits behind (see table 23), in order to engage with people of different generations and thus characters.

Hence, one can state that by obtaining external expertise and taking an individualized approach, companies can create an environment where employees feel valued and supported. In addition, it is important for a supportive environment that managers are open to all team members so that everyone can feel part of a team.

| Q 6: How do you define employee loyalty within your organization and how valuable is it for your organization? |   |
|--|---|
| Resp. 1  | Very valuable because when you look at the cost aspect, staff members who are not loyal to a company tend to switch more often, turnover rises, that costs a company a lot of money in terms of training, in terms of replacement and so on and so on. So, loyalty for me is if you really feel attached to a company, not just because you have a good salary but also because benefits are the right place, because you have a work place where you like to go to, where you feel comfortable, where your personal values are respected.                    |
| Resp. 2  | I would define it as people who like to work for our company, who really share the values of the company and also maybe go through tough times with the company. I wouldn't even define it in years to be honest, because even if you say after a few years, okay, I feel like I need something new and the company can't give it to me and then maybe come back in the future, that also shows loyalty. So, I would definitely pay more attention to the aspects, to share the values, like talk positively about the company, like be kind of an ambassador |
| Resp. 3  | Loyalty is totally valuable. I would probably define it as a duration of affiliation. Let's put it this way, you notice with every employee of ours, whether he is passionate about the McDonald's brand or not. And if he is passionate about it, he stays longer. And the people who stay longer than 3-4 years are the ones who stay in the company for a long time.   |

**Table 25: Interview question 6**

All interviewees agreed that employee loyalty is a valuable component of an organization and can be defined as the passion and commitment the employee has. Furthermore, one expert additionally mentions that she would also define it in years and if a certain annual mark is exceeded, then the probability is high that the employee will stay with the company for a longer period of time. Lastly, it is mentioned that loyal employees should represent the same values and are also a kind of an ambassador. Therefore, it can be said that loyalty is defined as a feeling of attachment and commitment to a company, which is not only conditioned by salary, but also by other factors such as the right benefits and the working environment.

Although some argue that loyalty can also be based purely on the functional benefits of the job (Lipka et al., 2014), the experts associate emotional commitment to the job and to the company with loyalty. However, the literature also defines employee loyalty as commitment and considers it as an important means of avoiding turnover (Backhaus & Tikoo, 2004). This in turn is confirmed by an expert who says that disloyal employees change employers more often, which costs a company more since they need to be replaced.

Hence, one can state that employee loyalty, which primarily involves a sense of belonging to the company, is an indispensable component in order to have a high human capital.

Correlation Matrix

|   |                | LOY1 - # | LOY2 - # |
|---|----------------|----------|----------|
| I am happy with my salary   | Spearman's rho | 0.48     | 0.48     |
|   | p-value        | < .001   | < .001   |
| My workplace feels like a family                                      | Spearman's rho | 0.33     | 0.38     |
|   | p-value        | < .001   | < .001   |
| I identify with the values of my company                              | Spearman's rho | 0.48     | 0.55     |
|   | p-value        | < .001   | < .001   |
| I see a clear career path for career growth within my company         | Spearman's rho | 0.46     | 0.42     |
|   | p-value        | < .001   | < .001   |
| My job gives me the flexibility to meet the needs of my personal life | Spearman's rho | 0.27     | 0.45     |
|   | p-value        | 0.004    | < .001   |
| I feel that my employer takes my wishes and expectations into account | Spearman's rho | 0.42     | 0.57     |
|   | p-value        | < .001   | < .001   |

Note. H<sub>a</sub> is positive correlation

**Table 26: Correlation Matrix**

A Shapiro-Wilk test was conducted on all variables measuring the construct “fulfillment of expectations” as well as the variables “LOY1 - #” (Overall, I feel loyal to my employer) and “LOY2 - #” (I can recommend my company as a great place to work). The results showed that none of them followed a normal distribution pattern. Therefore, a Spearman’s rank correlation was conducted in order evaluate the relationship between the fulfillment of expectations and employee loyalty. The results can be found in table 26. All variables from the construct “fulfillment of expectations” show a significant positive relationship with the variables “LOY1 - #” and “LOY2 - #”, which is indicated by the p-value <0.001. The only p value that is not <0.001 is that of “My job gives me the flexibility to meet the needs of my personal life” and “LOY1 - #”. However, the p-value of 0.004 is below 0.05 and thus also indicates a positive correlation.

| Q 7: What efforts do you make to foster employee loyalty within your organization? |  |
|--|--|
| Resp. 1  | Yeah, for example to offer transfer.   |
| Resp. 2  | I would say the real focus for that would be on career development and personal development. We have the talent management programs and evaluations that we have yearly. And also with personal development, we are trying to really have a career more defined as development, also as developing in other fields of expertise or other business areas rather than only in the hierarchy. |
| Resp. 3  | Yes, we have regular team events, we have Christmas parties, we have deck kitchens that are used extensively. I think it's these casual get-togethers that bring us together.  |

**Table 27: Interview Question 7**

Companies use different measures to foster loyalty, such as career and personal development or various events to weld the teams together. The expert from the hospitality industry also offers transfers to maintain loyalty within the hotel chain in case an employee wants to go elsewhere.

Through the survey it was found that there is a significant positive relationship between feeling loyal to one's employer and having a clear career path in the company. This finding is in line with the statement of the expert, who focuses on career development to promote employee loyalty. Additionally, there is a positive relationship between feeling loyal to one's employer and the workplace feeling like a family. This is also reflected in the statement of an expert, who believes that team events, connections, and social interactions are the key to employee loyalty.

Furthermore, there is a positive relationship between the variables of the construct "meeting expectations" and "I can recommend my employer as a good place to work". As mentioned earlier, one of the definitions of loyalty by the experts is that employees act as ambassadors. When companies promote loyalty and employees talk positively about the company in return, it is a win-win situation for both sides.

The literature states that, in order to foster employee loyalty, it is necessary to build trust between employees and managers (Matzler & Renzl, 2006). In addition, career growth and support is an important measure for shaping the relationship between employee and employer (Weng & McElroy, 2012) and for increasing employee loyalty to the company (Chang, 1999), which goes hand in hand with the opinion of the second expert.

Since both the literature and the interviewees state that employee loyalty is valuable, it is mandatory that companies support this. There are different possibilities to do so and a combination of these can contribute to a supportive and engaging work environment, which fosters employee loyalty. However, it is important to note that the effectiveness of these strategies may vary, depending on the employee's preferences and the overall company culture as transfers, for example, are more common in hotels than in other companies.

|          | Descriptives |      |        |      | Shapiro-Wilk |       |
|----------|--------------|------|--------|------|--------------|-------|
|          | N            | Mean | Median | SD   | W            | p     |
| LOY3 - # | 102          | 3.01 | 3.00   | 1.11 | 0.90         | <.001 |
| LOY4 - # | 98           | 3.54 | 4.00   | 1.11 | 0.87         | <.001 |

**Table 28: Descriptive analysis of loyalty**

Table 28 shows the results of the other two questionnaire items that measure the construct employee loyalty. With a mean value of 3.01 "LOY3 - #" (I would turn down other jobs with more pay to stay with my company) the participants have a neutral attitude towards the statement. The mean value of "LOY4 - #" (I would switch to another company if it did not take my wishes and expectations into account) is a little higher at 3.54, but the median is 4, which means that this statement can be assumed to have a moderate level of agreement.

|                |   |
|----------------|---|
| <b>Q 8:</b>    | <b>How do you handle situations when employees express dissatisfaction or consider leaving the organization?</b>  |
| <b>Resp. 1</b> | So, for us it is very important to understand where we need to adapt internally and also to have a feeling why staff members are leaving. [...] That's why we have exit interviews to really get the feeling of why they decide to leave.   |
| <b>Resp. 2</b> | What we always do, that's like a standard process, is that they have an exit interview with us. [...]<br>So, if someone is raising concerns about working here or certain situations and I would say it's always dependent on... is it the salary and we really can't do anything or is it about the work environment, manager or the team.<br>If it's really good people and we also see that they're like in our talent program and everything then it's definitely we put more focus on trying to find the conversation and find the reasons and find a solution together with the employee.   |
| <b>Resp. 3</b> | So, most of the time, dissatisfactions have something to do with one or more other people being involved. So, either you are not satisfied with the field of work or with the manager, employee relationship or so on. So, mostly these are human aspects. And then we just have an open ear for discreet treatment and try to provide solutions. But also, for example, the topic of benefits or something. I've already said it to you, with us, the Generation X, that's the generation "things were better in the past". So, we used to have, in addition to the flats in Felden, we also had flats for skiing and we had an Advent calendar for all children and these things were erased over time. Then the voices of the long-term employees became louder. They said, yes, but it used to be better in the past. And that's why we made a big investment in benefits for the employees |

**Table 29: Interview Question 8**

Should it happen that an employee wants to leave the company, exit interviews can help to find out the reasons behind that. It is a method that is used by all experts. According to them, dissatisfaction often occurs in the interpersonal level, such as work relationships or leadership issues, so that solutions are sought in this area.

The survey revealed a neutral attitude of the participants in terms leaving the company for a better salary. In contrast, the survey participants agreed that they would be willing to change companies if their current one did not consider their expectations. This indicates that the survey participants did not show a strong inclination to leave their company just for a better salary. However, they show willingness to change companies if their current employer did not meet their expectations. This suggests that while salary may not be the main reason for switching, participants value having their expectations considered and met by the employer. This finding underpins the importance of responding to employees' expectations and creating a positive work environment to retain talent. Moreover, this goes hand in hand with the expert opinions stating that it is not only the salary that makes people want to change jobs.



Understanding the reasons behind employee dissatisfaction and turnover is a crucial element in the field of loyalty. These do not have to be just about salary, which is why exit interviews need to be used to find out the reasons and make internal adjustments to facilitate an enhancing workplace.

| <b>Q 9: What benefits does employer branding have in your view?</b> |   |
|---|---|
| <b>Resp. 1</b>  | It is something that is very very important to us. Something that always needs adaptation, something that needs to be reviewed continuously. What do I get out of a company? What do I put into a company? All those criteria change so fast that we need to adapt constantly. And it is one of our most important things too look at in HR.  |
| <b>Resp. 2</b>  | A lot. I mean first of all it's really giving you the opportunity to position yourself as an employer for different target groups. I think that's also kind of a key aspect to really understand and also define who is your target group in also different business areas.   |
| <b>Resp. 3</b>  | First of all, it is about achieving a degree of familiarity as a company, so that enough employees want to work with you. The other thing is of course that we as McDonald's have a reputation. So as a brand we are cool, but as an employer we are definitely not cool. And that's where we want to start in the employer branding and just want to try to make us attractive as an employer for the people out there who already have very pre-made decisions. |

**Table 30: Interview question 9**

According to the experts, employer branding is an important tool to raise the visibility of a company and make oneself attractive as an employer. Moreover, it is constantly evolving and something that needs to be worked on all the time.

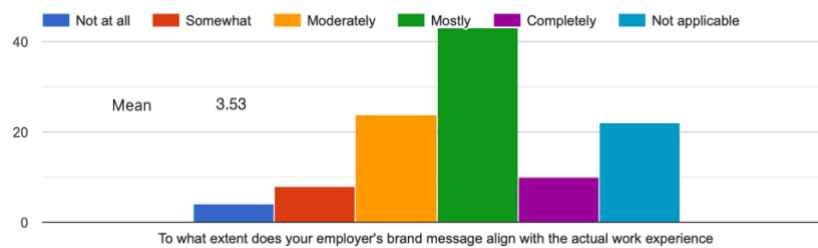
While one expert already mentioned that employer branding and employee loyalty are strongly linked, two experts focused on external employer branding and explained how they can use it to become better known and attract more applicants. This shows that employer branding is a very broad topic that can be used for many things. However, there is room for improvement for using employer branding as a tool to address internal employees.

The benefits of employer branding mentioned above are supported by Sullivan (2004), who claims that it is a means to get more visible and by Subbarao et al. (2022), mentioning that reputation management is a crucial element in the employer branding strategy.



**Figure 14: Communication of employer's values and culture**

Figure 14 shows how employees perceive the communication of the employer's values and culture. With a mean of 3.63, there is a tendency to agree that the values are communicated well. With 44%, most have rated it good, while 18% have rated it excellent, which means that two thirds have answered this question positively. 21% answered it with average, while 14% indicated the communication of values as poor and 2% as very poor.



**Figure 15: Employer's brand message and actual work experience**

Participants were asked to what extent the brand message that the employer communicates to its employees corresponds to the actual work experience. With a mean value of 3.53 there is a slight approach to an agreement of this statement. Yet, with 48% most of the participants answered with mostly. However, more people answered N/A, which could mean that fewer people understood the question, or they do not perceive an employer brand message from their company.

|                |   |
|----------------|---|
| <b>Q 10:</b>   | <b>What steps has your company taken to establish and maintain a strong employer brand?</b>   |
| <b>Resp. 1</b> | From a Hyatt perspective we just introduced our employee value proposition, where we take care of all different kinds of areas. But looking at a local perspective, we are constantly improving in benefits, when it comes to salaries...   |
| <b>Resp. 2</b> | Well, I think steps that we've taken like kind of in the beginning of course you're looking for what are the standard websites you should be visible at, like karriere.at is a very big platform for talk advertisements, so we do have an employer page there. We are very visible on Kununu and also answer the comments there. And it's always like the contents we kind of try to target towards our target group and also of course try to transport our values there and make that visible. |

|                |  |
|----------------|--|
| <b>Resp. 3</b> | We have this year for the first time, or actually at the end of last year, introduced a 360-degree campaign in TV, radio, out of home advertising, print and so on. In general, we are in a happy position that we have a good advertising budget and of course we use it. It's been running since November 2022 and has brought us a lot of attention, I have to say. |
|----------------|--|

**Table 31: Interview question 10**

In establishing a strong employer brand, a lot of emphasis is placed on visibility and reputation again. Advertising campaigns or online websites are used to raise more awareness. However, it also seen as important to establish an employee value proposition, convey the company values and offer benefits.

The survey revealed that most participants consider the communication of their employer's values to be good, yet some have indicated it as deficient. However, as identification with the values of the company is an important point for many survey participants (see figure 15) it is necessary for organizations to have a clear strategy on how they want to communicate the values and how to embed them into the employer brand. Hence, attention must therefore also be paid to internal employees when developing a strong employer brand. Some experts already do this, but others use employer branding mainly externally for potential employees.

Nevertheless, all the aspects mentioned from the experts can be found in the employer branding practices from the literature review, namely the corporate reputation (Edwards, 2010), benefits (Edwards, 2010) or a value proposition (Sengupta et al., 2015). One aspect that did not occur in the literature review is investing in advertising and 360-degree campaigns, which can be a useful tool to get attention. However, it must be taken into account that this is again a tool to address external people and is less likely to appeal to internal employees.

Overall, there are differences between the experts and that some focus on the external and others on the internal strategies for establishing a strong employer brand. In order for the communication of the employer's corporate values to increase, the focus must be directed more towards internal employees. In this way, the actual work experience can coincide with the employer's brand message.



|                |   |
|----------------|---|
| <b>Q 11:</b>   | <b>Are there benefits you currently do not offer your employees but which might be of interest to them?</b>   |
| <b>Resp. 1</b> | We are constantly adapting our benefits but I'm sure there are benefits that we are not aware of that staff members might be interested in. But that's why we always try to have a very open communication with our staff members to really ask them, is there anything that you can think of?  |
| <b>Resp. 2</b> | I think the probably biggest point there is that we're not really offering at least not in a broad sense the "Öffi" ticket, like the job ticket for all employees.  |
| <b>Resp. 3</b> | We are actually always asking what are the things that could be interesting. Yes, planned for this year is an inflation adjustment of our vouchers, so when it comes to food vouchers, because things are just getting more and more expensive. For example, we also had a cost-of-living bonus last year. It's more economic or globalisation issues, inflation and electromobility. |

**Table 32: Interview question 11**

Two experts mention that they are always working on the benefits and also actively ask their staff what they would like to have. These include a free ticket for public transport or a cost-of-living bonus to counteract the high inflation of recent times. This is also in line with the results of the survey, in which the participants mentioned they would like to receive a free public transport ticket. In addition, the employees also want subsidies for food, which is also a criterion that one expert mentions to be optimised in the future. This shows that the HR experts get in touch with their employees to find out how they can still adapt and improve their benefits since many of the benefits mentioned by the experts were also mentioned in the survey.

|                |   |
|----------------|---|
| <b>Q 12:</b>   | <b>How do you approach generational differences when developing your employer branding strategies?</b>  |
| <b>Resp. 1</b> | I think you need to include all of them. I think you don't need differentiation between every different generation, but you need to include kind of the aspects of each generation and put it together to form employer branding strategy.  |
| <b>Resp. 2</b> | that's also of course the generational difference there because for some young people I also heard them say you know like OK I would be happy with less salary but I wants to have more free time so I'm OK with part time for example you know and for other people who are have been working in this field for a longer who are like experts it's probably more the salary  |
| <b>Resp. 3</b> | So, we have now specifically addressed the GenZ in our campaign. So, we do think that there should be different addresses, also with the channels we use, we address directly. We are currently launching a new TikTok campaign. Employees of ours are now becoming our TikTok ambassadors. And that's where it should really go to the GenZ. Facebook advertising is more addresses to the elderly. For the older target groups, we work a lot with job platforms. |

**Table 33: Interview question 12**

To develop an effective employer branding strategy, it is important to consider the aspects of each generation without focusing too much on differentiation. It is true

that there are differences between generations, e.g., younger people put more emphasis on free time and older professionals put more emphasis on salary, however they should be incorporated into one single employer brand. Yet, when it comes to addressing external people with brand campaigns, one must consider that different generations are reached through different channels.

Although it is not necessary to distinguish between generations according to one expert, it is crucial to know the characteristics and preferences of each generation. This information should be used to develop one coherent strategy that includes aspects of each generation and appeals to everyone.

The literature explains that there are criteria that appeal to all regardless of generation (Deal et al., 2010). However, perceptions of an employer brand may also differ due to generational differences that need to be understood in order to incorporate them into a common workplace (Rood, 2011).

While it is important to recognize how generations can differ, these differences should be addressed together with a single coherent employer brand strategy rather than differently to create a common workplace that includes all employees of each generation. However, when it comes to finding new employees, the generations need to be addressed differently as they can be reached differently through various platforms.

## 5 Conclusion

The primary objective of this thesis is to investigate employer branding, generational management and employee loyalty, and to gather relevant data to shed light on this topic. In particular, it aims to find out how managers can use their employer branding strategies to foster the loyalty among employees of all ages. To achieve this, a rigorous data collection methodology was employed, which included a quantitative component in form of a questionnaire as well as a qualitative component in the form of expert interviews.

The results revealed that generations, i.e. Baby Boomers, Generation X, Generation Y and Generation Z differ in terms of their expectations to an employer as well as characteristics. Especially the younger people have more possibilities in terms of education and choosing an employer compared to people of older generations. Furthermore, communication problems and misunderstandings can arise between different generations which are based on their characteristics and different environments they grew up in. This highlights the importance to be aware of different generations and their attitudes in order to recognize all kind of perceptions that are based on their experiences and personal values. It should also be noted that the workforce is changing due to the retirement of the baby boomers and GenZ people entering the labour market. This generational shift must be taken into account, as the demands of the workforce on employers are changing as a result. Since the aim of this thesis is to find out whether employer branding can be used as a tool to facilitate employee retention, it is necessary to know whether and to what extent loyalty is valuable for companies. The results show that it is a crucial element because a low turnover rate, which is connected with employee loyalty, has less costs for a company as less needs to be spend on recruiting and training of new employees. To foster loyalty, it is important to engage with the employee's life path in the company and to offer him or her personal and professional development. In addition, the team spirit is a significant contribution to employees feeling good and committed to their job. This is what both the experts and the participants of the survey say. Finally, it is important to mention the benefits of employer branding and how it can be used to address generational differences in order to create an attractive workplace for

everyone. Even though employer branding can be used a lot to create a positive image to the outside world and increase visibility, there are measures to involve internal employees into the employer brand. However, the survey revealed that some employees do not feel that the actual work experience aligns with the employer brand message. Companies must therefore develop strategies to project the image they convey to the outside world to their employees. It is also important to constantly analyze which benefits are offered to employees and which adjustments are necessary, depending on external factors such as inflation or individual employee needs. In this way, companies remain attractive as an employer.

One of the research questions was to find out what key components a strong employer brand involves. This can be answered by the fact that a high visibility and reputation, a meaningful employee value proposition and the right benefits for employees are important factors to establish a strong employer brand. Furthermore, this research has found out that employer branding and employee retention are connected with each other, since practices in this area can facilitate employee loyalty. In order to be able to address everyone with the employer brand, it is important to know what employees look for in an employer, among others also between age groups. These findings serve as answers for the research questions and again point to the hypothesis.

*Considering and prioritizing the different psychological and motivational factors of employees based in generational management will have a positive impact on retention rates.*

A combination of primary and secondary data was used to explore and study this hypothesis. The results show that there are various measures in connection with employer branding to strengthen loyalty. However, a measure does not have to appeal to all generations. It is therefore important to recognize the differences yet embed them in one common employer brand strategy rather than creating one strategy for each generation. This is how all generations can be involved in the workplace in which they are supported. The hypothesis can thus be proven for the most part.



## Bibliography

- Adams, A., & Cox, A. L. (2008). *Questionnaires, in-depth interviews and focus groups*.  
Cambridge University Press.  
[http://oro.open.ac.uk/11909/1/9780521870122c02\\_p17-34.pdf](http://oro.open.ac.uk/11909/1/9780521870122c02_p17-34.pdf)
- Adhabi, E., & Anozie, C. B. (2017). Literature review for the type of interview in  
qualitative research. *International Journal of Education*, 9(3), 86–97.
- Agarwal, H., & Vaghela, P. (2018). *Work values of Gen Z: Bridging the gap to the next  
generation*. 1, 26.
- Aldousari, A. A., Robertson, A., Yajid, M. S. A., & Ahmed, Z. U. (2017). Impact of  
employer branding on organization's performance. *Journal of Transnational  
Management*, 22(3), 153–170.  
<https://doi.org/10.1080/15475778.2017.1335125>
- Allen, D., Bryant, P., & Vardaman, J. M. (2010). Retaining Talent: Replacing  
Misconceptions With Evidence-Based Strategies. *Academy of Management  
Perspectives*, 24(2), 48–64. <https://doi.org/10.5465/AMP.2010.51827775>
- Ambler, T., & Barrow, S. (1996). The employer brand. *The Journal of Brand  
Management*, 4(3). [https://employerbrandingpratico.it/wp-  
content/uploads/2022/02/The-employer-brand\\_Tim-Ambler-and-Simon-  
Barrow.pdf](https://employerbrandingpratico.it/wp-content/uploads/2022/02/The-employer-brand_Tim-Ambler-and-Simon-Barrow.pdf)
- Anitha, J. (2014). Determinants of employee engagement and their impact on  
employee performance. *International Journal of Productivity and  
Performance Management*, 63(3), 308–323. [https://doi.org/10.1108/IJPPM-  
01-2013-0008](https://doi.org/10.1108/IJPPM-01-2013-0008)

Anshul, A., & Pathak, P. (2017). Managing a Multi-Generational workforce: A Review.

*SMS Journal of Entrepreneurship & Innovation*, 4(1), 62–70.

Argyropoulou, E. P., Sidiropoulou-Dimakakou, D., & Besevegis, E. G. (2007).

Generalized Self-Efficacy, Coping, Career Indecision, and Vocational Choices of Senior High School Students in Greece: Implications for Career Guidance Practitioners. *Journal of Career Development*, 33(4), 316–337.

<https://doi.org/10.1177/0894845307300412>

Auyeung, P., & Sands, J. (1997). Factors influencing accounting students' career

choice: A cross-cultural validation study. *Accounting Education*, 6(1), 13–23.

<https://doi.org/10.1080/096392897331596>

Backhaus, K., & Tikoo, S. (2004). Conceptualizing and researching employer branding.

*Career Development International*, 9(5), 501–517.

<https://doi.org/10.1108/13620430410550754>

Balogh, L. (2015). *Sport—Culture—Sports Culture*.

<https://doi.org/10.13140/RG.2.1.3637.5120>

Baumgartner, R. J. (2009). Organizational culture and leadership: Preconditions for

the development of a sustainable corporation. *Sustainable Development*,

17(2), 102–113. <https://doi.org/10.1002/sd.405>

Berkup, S. B. (2014). Working with generations X and Y in generation Z period:

Management of different generations in business life. *Mediterranean Journal*

*of Social Sciences*, 5(19), 218. <https://doi.org/10.5901/mjss.2014.v5n19p218>

Burawat, P. (2015). The relationships among perceived employer branding, employee

engagement and employee expectation in service industry. *International*

*Business Management*, 9(4), 554–559.

- Bussin, M., & Mouton, H. (2019). Effectiveness of employer branding on staff retention and compensation expectations. *South African Journal of Economic and Management Sciences*, 22, 1–8.
- Carpentier, M., & Van Hoye, G. (2021). Managing organizational attractiveness after a negative employer review: Company response strategies and review consensus. *European Journal of Work and Organizational Psychology*, 30(2), 274–291. <https://doi.org/10.1080/1359432X.2020.1718748>
- Cascio, W. F. (2006). The economic impact of employee behaviors on organizational performance. *California Management Review*, 48(4), 41–59.
- Cates, S. V. (2010). Generational Management in Corporate America: The differences and Challenges in Management of Four generations of Working Adults. *Chinese Business Review*, 9(8). <http://www.davidpublisher.com/Public/uploads/Contribute/5563d7990aa69.pdf>
- Chang, E. (1999). Career commitment as a complex moderator of organizational commitment and turnover intention. *Human Relations*, 52(10), 1257–1278.
- Chhabra, N. L., & Sharma, S. (2014). Employer branding: Strategy for improving employer attractiveness. *International Journal of Organizational Analysis*, 22(1), 48–60. <https://doi.org/10.1108/IJOA-09-2011-0513>
- Clark, S. (2022, August 1). Do Your Brand's Values Align With Those of Gen Z. *CMSWIRE*. <https://www.cmswire.com/customer-experience/do-your-brands-values-align-with-those-of-gen-z/>
- Creswell, J. W. (2009). *Research Design: Qualitative, Quantitative, and Mixed methods Approach* (3rd ed.). SAGE Publications.

- Dabirian, A., Kietzmann, J., & Diba, H. (2017). A great place to work!? Understanding crowdsourced employer branding. *Business Horizons*, 60(2), 197–205. <https://doi.org/10.1016/j.bushor.2016.11.005>
- Davies, G. (2008). Employer Branding and its influence on managers. *European Journal of Marketing*, 42(5), 667–681. <https://doi.org/10.1108/03090560810862570>
- Davies, G., & Miles, L. (1998). Reputation Management: Theory versus Practice. *Corporate Reputation Review*, 2(1), 16–27. <https://doi.org/10.1057/palgrave.crr.1540064>
- Deal, J. J., Altman, D. G., & Rogelberg, S. G. (2010). Millennials at Work: What We Know and What We Need to Do (If Anything). *Journal of Business and Psychology*, 25(2), 191–199. <https://doi.org/10.1007/s10869-010-9177-2>
- Dolma, S. (2010). The central role of the unit of analysis concept in research design. *İstanbul Üniversitesi İşletme Fakültesi Dergisi*, 39(1), 169–174.
- Drucker, P. F., Dyson, E., Handy, C., Saffo, P., & Senge, P. M. (1997). Looking ahead: Implications of the Present. *Harvard Business Review*, 75(5), 18–32.
- Edwards, M. R. (2010). An integrative review of employer branding and OB theory. *Personnel Review*, 1(1), 5–23. <https://doi.org/10.1108/00483481011012809>
- Edwards, M. R. (2012). Employer branding: Developments and challenges. *Managing Human Resources: Human Resource Management in Transition*, 389–410.
- Ewin, R. E. (1993). Corporate Loyalty: Its Objects and Its Grounds. *Journal of Business Ethics*, 12(5), 387–396.
- Frey, B. S. (1997). On the relationship between intrinsic and extrinsic work motivation. *International Journal of Industrial Organization*, 15(4), 427–439.

- Fry, R. (2018, April 11). Millennials are the largest generation in the U.S. labor force. *Pew Research Center*. <https://www.pewresearch.org/fact-tank/2018/04/11/millennials-largest-generation-us-labor-force/>
- Gaddam, S. (2008). Modeling Employer Branding Communication: The Softer Aspect of HR Marketing Management. *ICFAI Journal of Soft Skills*, 2(1), 45–55.
- Gordon, J. (2022, April 8). What is Herzberg's Two-Factor Theory? *The Business Professor*. [https://thebusinessprofessor.com/en\\_US/management-leadership-organizational-behavior/herzburg-two-factor-theory-defined](https://thebusinessprofessor.com/en_US/management-leadership-organizational-behavior/herzburg-two-factor-theory-defined)
- Goswami, B. K., & Jha, S. (2012). Attrition issues and retention challenges of employees. *International Journal of Scientific & Engineering Research*, 3(4).
- Grant, R. (2018). *Contemporary Strategy Analysis* (tenth). Wiley & Sons. [https://www.homeworkforyou.com/static\\_media/uploadedfiles/Contemporary%20Strategy%20Analysis%20-%20Robert%20M.%20Grant.pdf](https://www.homeworkforyou.com/static_media/uploadedfiles/Contemporary%20Strategy%20Analysis%20-%20Robert%20M.%20Grant.pdf)
- Gupta, P., Patti, R., & Marwah, S. (2014). Employer Branding: A Descriptive Study. *International Journal of Economic and Management Strategy*, 4(1), 1–10.
- Hair, J. F., Ortinau, D. J., & Harrison, D. E. (2021). *Essentials of Marketing Research* (5th edition). Mc Graw Hill Education.
- Harren, V. A. (1979). A model of career decision making for college students. *Journal of Vocational Behavior*, 14(2), 119–133.
- Haughey, J. C. (1993). Does Loyalty in the Workplace have a Future? *Business Ethics Quarterly*, 3(1), 1–16. Cambridge Core. <https://doi.org/10.2307/3857378>
- Hofstede, G. (1994). *Cultures and Organizations: Software of the Mind*. HarperCollinsBusiness.

- Holbeche, L. (2001). *Aligning Human Resources and Business Strategy* (1st ed.).  
Routledge.
- Ibrahim, N. S., Hashim, J., & Rahman, R. A. (2018). The impact of employer branding and career growth on talent retention: The mediating role of recruitment practices in the Malaysian public sector. *International Journal of Academic Research in Business and Social Sciences*, 8(6), 1034–1039.
- Itam, U., Misra, S., & Anjum, H. (2020). HRD indicators and branding practices: A viewpoint on the employer brand building process. *European Journal of Training and Development*, 44(6/7), 675–694. <https://doi.org/10.1108/EJTD-05-2019-0072>
- Jain, N., & Bhatt, P. (2015). Employment preferences of job applicants: Unfolding employer branding determinants. *Journal of Management Development*, 34(6), 634–652. <https://doi.org/10.1108/JMD-09-2013-0106>
- Jans, N. A. (1989). Organizational commitment, career factors and career/life stage. *Journal of Organizational Behavior*, 10(3), 247–266. <https://doi.org/10.1002/job.4030100305>
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692–724.
- Katoen, R. J., & Macioschek, A. (2007). *Employer Branding and Talent-Relationship-Management- Improving the Organizational Recruitment Approach* [UMEA University]. <http://www.diva-portal.org/smash/get/diva2:140446/fulltext01.pdf>

Kepner, C. H., & Tregoe, B. B. (2008). *The New Rational Manager*. Kepner-Tregoe, Inc.

<https://www.scribd.com/document/484048989/THE-NEW-RATIONAL-MANAGER-AN-UPDATED-EDIT-pdf#>

Klonoski, R. (2016). Defining employee benefits: A managerial perspective.

*International Journal of Human Resource Studies*, 6(2), 52–72.

Kotler, P., Wong, V., Saunders, J., & Armstrong, G. (2005). *Principles of Marketing* (4th ed.). Pearson Education.

Kot-Radojewska, M., & Timenko, I. V. (2018). Employee loyalty to the organization in the context of the form of employment. *Oeconomia Copernicana*, 9(3), 511–527.

Kreacic, A., Uribe, L., & Luong, S. (2021, November 16). Employee loyalty is declining.

Here's how to build it back. *World Economic Forum*.  
<https://www.weforum.org/agenda/2021/11/employee-loyalty-declining-how-to-build-it-back/>

Krosnick, J. A., & Presser, S. (2018). Questionnaire design. *The Palgrave Handbook of Survey Research*, 439–455.

Kulcsár, V., Dobrean, A., & Gati, I. (2020). Challenges and difficulties in career decision making: Their causes, and their effects on the process and the decision.

*Journal of Vocational Behavior*, 116, 103346.  
<https://doi.org/10.1016/j.jvb.2019.103346>

Kuron, L. K. J., Lyons, S. T., Schweitzer, L., & Ng, E. S. W. (2015). Millennials' work values: Differences across the school to work transition. *Personnel Review*, 44(6), 991–1009. <https://doi.org/10.1108/PR-01-2014-0024>

- Lange, D., Lee, P. M., & Dai, Y. (2011). Organizational reputation: A review. *Journal of Management*, 37(1), 153–184. <https://doi.org/10.1177/0149206310390963>
- Lettink, A. (2019, September 17). *No, Millennials will NOT be 75% of the Workforce in 2025 (or ever)!* <https://www.linkedin.com/pulse/millennials-75-workforce-2025-ever-anita-lettink/>
- Lievens, F., & Slaughter, J. E. (2016). Employer Image and Employer Branding: What We Know and What We Need to Know. *Annual Review of Organizational Psychology and Organizational Behavior*, 3(3), 121–139. <https://doi.org/10.1146/annurev-orgpsych-041015-062501>
- Lipka, A., Waszczak, S., & Winnicka-Wejs, A. (2014). Loyalty and Workaholism in the Methods of Human Capital Evaluation (in) an Organization—A Comparative Study. *Journal of Economics & Management*, 17. [http://cejsh.icm.edu.pl/cejsh/element/bwmeta1.element.desklight-c00cd341-7870-4a95-b3d8-aced1b18803d/c/2\\_Lipka\\_Waszczak\\_Winnicka-Wejs\\_Loyalty\\_and\\_Workaholism.pdf](http://cejsh.icm.edu.pl/cejsh/element/bwmeta1.element.desklight-c00cd341-7870-4a95-b3d8-aced1b18803d/c/2_Lipka_Waszczak_Winnicka-Wejs_Loyalty_and_Workaholism.pdf)
- Lipton, M. (1996). Demystifying the Development of an Organizational Vision. *Sloan Management Review*, 37(4). <https://static1.squarespace.com/static/58e69cbebf629aaeb9981869/t/59163d31e4fcb569078d274f/1494629684233/Demystifying+the+Development+of+an+Organizational+Vision+-+SMR.pdf>
- Lloyd, S. (2002). Branding from the inside out. *Business Review Weekly*, 24(10).
- Love, E. G., & Kraatz, M. (2009). Character, conformity, or the bottom line? How and why downsizing affected corporate reputation. *Academy of Management Journal*, 52(2), 314–335.



- Lunenberg, F. C. (2010). The Decision Making Process. *National Forum of Educational Administration and Supervision Journal*, 27(4).  
<http://nationalforum.com/Electronic%20Journal%20Volumes/Lunenberg,%20Fred%20C.%20The%20Decision%20Making%20Process%20NFEASJ%20V27%20N4%202010.pdf>
- Luthans, F. (2011). *Organizational Behaviour: An Evidence-Based Approach* (12th ed.). McGraw-Hill.
- Lyons, S., Higgins, C., & Duxbury, L. (2009). Work Values: Development of a New Three-Dimensional Structure Based on Confirmatory Smallest Space Analysis. *Journal of Organizational Behavior*, 31, 969–1002.  
<https://doi.org/10.1002/job.658>
- Maheshwari, V., Gunesh, P., Lodorfos, G., & Konstantopoulou, A. (2017). Exploring HR practitioners' perspective on employer branding and its role in organisational attractiveness and talent management. *International Journal of Organizational Analysis*, 25(5), 742–761. <https://doi.org/10.1108/IJOA-03-2017-1136>
- Maloni, M., Hiatt, M. S., & Campbell, S. (2019). Understanding the work values of Gen Z business students. *The International Journal of Management Education*, 17(3), 100320. <https://doi.org/10.1016/j.ijme.2019.100320>
- Mandhanya, Y., & Shah, M. (2010). EMPLOYER BRANDING-A TOOL FOR TALENT MANAGEMENT. *Global Management Review*, 4(2).  
<https://web.s.ebscohost.com/ehost/pdfviewer/pdfviewer?vid=0&sid=392c11b9-6eda-464e-a1df-906e59fba3b4%40redis>

- Matzler, K., & Renzl, B. (2006). The relationship between interpersonal trust, employee satisfaction, and employee loyalty. *Total Quality Management and Business Excellence*, 17(10), 1261–1271.
- McLean, E. R., Smits, S. J., & Tanner, J. R. (1996). The importance of salary on job and career attitudes of information systems professionals. *Information & Management*, 30(6), 291–299. [https://doi.org/10.1016/S0378-7206\(96\)01059-2](https://doi.org/10.1016/S0378-7206(96)01059-2)
- Mennuni, A. (2019). The aggregate implications of changes in the labour force composition. *European Economic Review*, 116, 83–106. <https://doi.org/10.1016/j.euroecorev.2019.03.007>
- Mishra, S., & Mishra, S. (2017). Impact of intrinsic motivational factors on employee retention among Gen Y: A qualitative perspective. *Parikalpana: KIIT Journal of Management*, 13(1), 31–42.
- Ng, E. S., & Parry, E. (2016). Multigenerational research in human resource management. In *Research in personnel and human resources management*. Emerald Group Publishing Limited.
- Notter, J. (2002). Generational Diversity in the Workplace. *Notter Consulting*. <https://citeseerx.ist.psu.edu/document?repid=rep1&type=pdf&doi=1be5126281ae1c5f21b05e0473fa0d05627136c7>
- Olson, P., & Brescher, H. (2011). The Power of 4: The Four Generations: Who they are. *Adayana*. [http://www.communicationcache.com/uploads/1/0/8/8/10887248/the\\_power\\_of\\_4\\_-\\_the\\_four\\_generations\\_-\\_who\\_they\\_are\\_2011.pdf](http://www.communicationcache.com/uploads/1/0/8/8/10887248/the_power_of_4_-_the_four_generations_-_who_they_are_2011.pdf)

- Osemeke, M., & Adegboyega, S. (2017). Critical review and comparism between Maslow, Herzberg and McClelland's theory of needs. *Funai Journal of Accounting, Business and Finance*, 1(1), 161–173.
- Pavlinac, J. M. (2009). Reward, Recognition, Remuneration: Consider a Specialty Credential. *Journal of the American Dietetic Association*, 109(7).  
<https://doi.org/10.1016/j.jada.2009.05.018>
- Pitt, C., Botha, D. E., Ferreira, J. J., & Kietzmann, J. (2018). Employee brand engagement on social media: Managing optimism and commonality. *Business Horizons*. <https://doi.org/10.1016/j.bushor.2018.04.001>
- Quigley, N. R., & Tymon, W. G. (2006). Toward an integrated model of intrinsic motivation and career self-management. *Career Development International*, 11(6), 522–543. <https://doi.org/10.1108/13620430610692935>
- Ramlall, S. (2004). A review of employee motivation theories and their implications for employee retention within organizations. *Journal of American Academy of Business*, 5(1/2), 52–63.
- Rindova, V. P., Williamson, I. O., Petkova, A. P., & Sever, J. M. (2005). Being Good or Being Known: An Empirical Examination of the Dimensions, Antecedents, and Consequences of Organizational Reputation. *The Academy of Management Journal*, 48(6), 1033–1049. <https://doi.org/10.5465/amj.2005.19573108>
- Robinson, D., Perryman, S., & Hayday, S. (2004). *The Drivers of Employee Engagement*. Institute for Employment Studies. <https://www.employment-studies.co.uk/system/files/resources/files/408.pdf>

- Rood, A. (2011). Understanding Generational Diversity in the Workplace: What Resorts Can and are Doing. *Journal of Tourism Insights*, 1(1).  
<https://doi.org/10.9707/2328-0824.1009>
- Rousseau, D. M. (1989). Psychological and Implied Contracts in Organisations. *Employee Responsibilities and Rights Journal*, 2(2), 121–139.  
<https://doi.org/10.1007/BF01384942>
- Ryan, R. M., & Deci, E. L. (2000). Intrinsic and Extrinsic Motivations: Classic Definitions and New Directions. *Contemporary Educational Psychology*, 25(1), 54–67.  
<https://doi.org/10.1006/ceps.1999.1020>
- Saks, A. M. (2006). Antecedents and Consequences of Employee Engagement. *Journal of Managerial Psychology*, 21(7), 600–619.  
<https://doi.org/10.1108/02683940610690169>
- Savioni, L., Triberti, S., Durosini, I., & Pravettoni, G. (2022). How to make big decisions: A cross-sectional study on the decision making process in life choices. *Current Psychology*. <https://doi.org/10.1007/s12144-022-02792-x>
- Schein, E. H. (2004). *Organizational culture and leadership* (3rd ed.). John Wiley & Sons, Inc. [http://www.untag-smd.ac.id/files/Perpustakaan\\_Digital\\_2/ORGANIZATIONAL%20CULTURE%20Organizational%20Culture%20and%20Leadership,%203rd%20Edition.pdf](http://www.untag-smd.ac.id/files/Perpustakaan_Digital_2/ORGANIZATIONAL%20CULTURE%20Organizational%20Culture%20and%20Leadership,%203rd%20Edition.pdf)
- Schrag, B. (2001). The Moral Significance of Employee Loyalty. *Business Ethics Quarterly*, 11(1), 41–66. <https://doi.org/10.2307/3857868>
- Scott, E. (2016). Ethics and human resource management. *Practicing Professional Ethics in Economics and Public Policy*, 215–221.

Sengupta, A., Bamel, U., & Singh, P. (2015). Value proposition framework: Implications for employer branding. *Decision*, 42(3). <https://doi.org/10.1007/s40622-015-0097-x>

Şerban, A. C., & Aceleanu, M. I. (2015). Current Demographic Trends-A New Challenge for the Labour Market. *Theoretical & Applied Economics*, 22(4). [http://www.ebsco.ectap.ro/Theoretical\\_&\\_Applied\\_Economics\\_2015\\_Winter.pdf#page=309](http://www.ebsco.ectap.ro/Theoretical_&_Applied_Economics_2015_Winter.pdf#page=309)

Silverman, S., & Solmon, M. (1998). The unit of analysis in field research: Issues and approaches to design and data analysis. *Journal of Teaching in Physical Education*, 17(3), 270–284.

Sokro, E. (2012). Impact of employer branding on employee attraction and retention. *European Journal of Business and Management*, 4(18), 164–173.

Stein, M., & Christiansen, L. (2010). *Successful onboarding*. McGraw-Hill Professional Publishing.

<https://onboardingmargin.com/site/assets/files/1048/introduction.pdf>

Stevens, R. H. (2010). Managing human capital: How to use knowledge management to transfer knowledge in today's multi-generational workforce. *International Business Research*, 3(3).

<https://citeseerx.ist.psu.edu/document?repid=rep1&type=pdf&doi=8855ffb488a6218ff94c1aeca288d06951fc90a4>

Subbarao, N., Chhabra, B., & Mishra, M. (2022). Social media usage behavior in job search: Implications for corporate image and employer branding. *Managing Disruptions in Business: Causes, Conflicts, and Control*, 51–79.

Sullivan, J. (2004, April 23). The 8 Elements of a Successful Employment Brand. *DJS*.

<https://drjohnsullivan.com/uncategorized/the-8-elements-of-a-successful-employment-brand/>

Swystun, J. (2007). *The brand glossary*. Interbrand, Palgrave Macmillan.

Towler, M., & Keast, S. (2009). *Rational Decision Making for Managers: An Introduction*. Wiley.

Weng, Q., & McElroy, J. C. (2012). Organizational career growth, affective occupational commitment and turnover intentions. *Journal of Vocational Behavior, 80*(2), 256–265. <https://doi.org/10.1016/j.jvb.2012.01.014>

Wilson, A. M. (2001). Understanding organisational culture and the implications for corporate marketing. *European Journal of Marketing, 35*, 353–367. <https://doi.org/10.1108/03090560110382066>

Wong, M., Gardiner, E., Lang, W., & Coulon, L. (2008). Generational Differences in Personality and Motivation: Do They Exist and What Are the Implications for the Workplace? *Journal of Managerial Psychology, 23*, 878–890. <https://doi.org/10.1108/02683940810904376>

## Appendices

### Appendix 1

## Questionnaire

Questionnaire on Employer Branding and Employee Loyalty

31.05.23, 15:30

## Questionnaire on Employer Branding and Employee Loyalty

Dear Participant,

As a student of Modul University, I hereby invite you to participate in this survey as part of my bachelor thesis. The purpose of this research is to gain a deeper insight into the topic of employer branding and its effect on employee loyalty.

In order to obtain useful data, I would be grateful if you would answer the following questionnaire, which should take no longer than 10 minutes.

You should only participate if you want to, and you can stop taking part in the survey at any time if you feel uncomfortable. I guarantee that your personal data will be held and processed confidential and used for academic purposes only.

Thank you very much for your time and consideration!

*\* Gibt eine erforderliche Frage an*

1. By clicking on the "Next" button below, you confirm that you have read the information *\** above and are voluntarily participating in this survey.

*Wählen Sie alle zutreffenden Antworten aus.*

Next

### Demographics

2. Please indicate your year of birth *\**

*Markieren Sie nur ein Oval.*

- 1946 – 1964
- 1965 – 1980
- 1981 – 1996
- 1997 – 2012
- Prefer not to say

3. What gender do you identify as? \*

*Markieren Sie nur ein Oval.*

- Male
- Female
- Diverse
- Prefer not to say

4. What is the highest degree or level of education you have completed? \*

*Markieren Sie nur ein Oval.*

- Less than high school degree
- High school degree or equivalent
- Bachelor's degree
- Master's degree
- Ph.D. or higher
- Prefer not to say

5. How many children do you have? \*

*Markieren Sie nur ein Oval.*

- None
- 1
- 2 – 3
- More than 3
- Prefer not to say



6. What is your current employment status? \*

*Markieren Sie nur ein Oval.*

- Self-employed
- Employed full-time
- Employed part-time
- Unemployed
- Retired
- Other
- Prefer not to say

7. What is your annual income? \*

*Markieren Sie nur ein Oval.*

- <9,999€
- 10,000 – 29,999€
- 30,000 – 49,999€
- 50,000 – 69,999€
- 70,000 – 99,999€
- >100,000€
- Prefer not to say

8. What field do you work in? \*

*Markieren Sie nur ein Oval.*

- Agriculture
- Beauty and cosmetics
- Computer and Technology
- Construction
- Design
- Entertainment
- Education
- Finance and economic
- Health care
- Hospitality, tourism, leisure
- Information and consulting
- Legal services
- Manufacturing
- Public Services
- Retail
- I do not work
- Sonstiges: \_\_\_\_\_

9. Please indicate which of the following aspects you expect from an employer: \*

Markieren Sie nur ein Oval pro Zeile.

|                                    | Strongly disagree     | Disagree              | Neutral               | Agree                 | Strongly agree        |
|------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Promotion of mental health         | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Work-life balance                  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| A 4-day week                       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Cultural diversity in the company  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Appreciation and recognition       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Flat hierarchies                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Meaningful work                    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Competitive salary                 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Career growth and support          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Balanced work climate              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Company values I can identify with | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Strong reputation of the company   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Employee Loyalty

10. Please select the answer that best describes your opinion of the following statements: \*

Markieren Sie nur ein Oval pro Zeile.

Strongly disagree    Disagree    Neutral    Agree    Strongly agree    Not applicable

docs.google.com/forms/u/0/d/1dqhmYVVDfIEEuYS9aXjzspjByrQ2tmNk-RSISB0WmSc/printform

Page 5 of 9

Questionnaire on Employer Branding and Employee Loyalty

31.05.23, 15:30

|  |                       |                       |                       |                       |                       |                       |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <b>I am happy with my salary.</b>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| <b>I would turn down other jobs with more pay to stay with my company.</b>                           | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| <b>My workplace feels like a family.</b>   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| <b>I identify with the values of my company.</b>   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| <b>I see a clear path for career growth within my company.</b>                                       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| <b>My job gives me the flexibility to meet the needs of my personal life.</b>                        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| <b>I feel that my employer takes my wishes and expectations into account.</b>                        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| <b>I would switch to another company if it did not take my wishes and expectations into account.</b> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| <b>Overall, I feel loyal to my employer.</b>   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| <b>I can recommend my company as a great place to work.</b>  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Employer Branding

11. Please select the answer that best describes your opinion of the following statements: \*

Markieren Sie nur ein Oval pro Zeile.

|   | Very poor             | Poor                  | Average               | Good                  | Excellent             | Not applicable        |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <b>How well does your employer communicate its values and culture to employees?</b> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

12. Please select the answer that best describes your opinion of the following statement: \*

Markieren Sie nur ein Oval pro Zeile.

|  | Not at all            | Somewhat              | Moderately            | Mostly                | Completely            | Not applicable        |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <b>To what extent does your employer's brand message align with the actual work experience</b> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

13. What benefits or perks do you value the most about your employer? \*

\_\_\_\_\_

14. What benefits or advantages would you like to receive from your employer? \*

\_\_\_\_\_

## Appendix 2

### Thesis Interview 1 – Transcript

Respondent: Area Director of HR – Hospitality Industry

Date of Interview: 16.05.2023

Length of interview: 16 minutes

|             |   |
|-------------|---|
| Interviewer | Okay, as a start I would like to ask you some warm-up questions. First of all, what gender do you identify as?  |
| Respondent  | Female.   |
| Interviewer | And what is your age?   |
| Respondent  | 40.   |
| Interviewer | And what industry do you work in?   |
| Respondent  | Hospitality.  |
| Interviewer | And what is your current position or job title?   |
| Respondent  | Area Director of HR for Austria, Italy, Czech Republic and Hungary.   |
| Interviewer | Alright, and how many years of experience do you have in this field of human resources?   |
| Respondent  | Human resources, let me think, 13 years now. Yeah, I think 13 in total.   |
| Interviewer | And how long have you been with your current company now?   |
| Respondent  | I started in 2018, which would make it my 5-year anniversary now.   |
| Interviewer | Alright, that's it for the warm-up questions. Now I would ask you some questions about company values and generational management. And I'll now mention some aspects and I would like you to comment on it if you as a company offer these aspects to your employees or not. With a yes or no, maybe a short comment. |
| Respondent  | Yeah.   |
| Interviewer | Promotion of mental health?   |
| Respondent  | Yes.  |
| Interviewer | Work-life balance?  |

|             |   |
|-------------|---|
| Respondent  | Yes, slash work-life integration.   |
| Interviewer | Offer of a four-day week?   |
| Respondent  | Yes.  |
| Interviewer | Cultural diversity?   |
| Respondent  | Yes.  |
| Interviewer | Appreciation and Recognition?   |
| Respondent  | Yes.  |
| Interviewer | Flat hierarchies?   |
| Respondent  | Yes.  |
| Interviewer | Career growth and support?  |
| Respondent  | Yes.  |
| Interviewer | And balanced work climate?  |
| Respondent  | Yes.  |
| Interviewer | All right, thank you. Now I would like you to ask how you define different generations in your workforce and what are some key characteristics that define each of them?  |
| Respondent  | Well, there's the global generation differentiation between X, Y, baby boomers and so on. We have currently 220 employees here at the Park Hyatt and we have them all. So, we have mixed diverse of all different age, or all different, all age differences. And how I would define it, it very much depends. You have to look at every single, what do you call it? |
| Interviewer | Generation.   |
| Respondent  | Generation, you would need to look at it differently.   |
| Interviewer | So do you think that the different generations in your workforce that differ in terms of their expectations to you as an employer?  |
| Respondent  | Yes, definitely. We see a huge difference between the older generation and the younger generation. The generation that is entering the workforce right now has a completely different   |

|             |   |
|-------------|---|
|             | mindsets than the older generations. So, yeah, we see a huge difference.  |
| Interviewer | And do you think there are any other challenges that arise when you see that the generations have different mindsets? So, are there any challenges associated with that?  |
| Respondent  | Yeah, there are a lot of challenges, if we can call them challenges. For example, should I give an example?   |
| Interviewer | Yeah, certainly.  |
| Respondent  | For the old generation, it was clear to work on a 40-hour workweek level, but the younger generation is not willing to do that anymore. That's why we have an increased amount of staff members now. We have the highest amount of staff members. We are now at 220. Because we have such a diverse workforce, we have a younger generation which works part-time or for a week, for their work week or "geringfügig", so minimum level. So, we have all kinds of different aspects and this puts a company into various challenges. You would need more lockers; you would need more... it costs the company more. So, there are some social aspects that you have with the different generations is quite wide.   |
| Interviewer | Okay, and what strategies does your company use to ensure that employees of different generations feel valued and appreciated?  |
| Respondent  | For example, we did a survey together with Deloitte. It is paid by the Austrian government to look at the different generations to see how diverse you are as a company and if you are in a certain field not kind of diverse enough and what you can do to attract also different generations. So, we worked together with Deloitte very closely and it was a whole year. I think it was in in 2020 or 21, where we did it, to really resource the numbers and to see what we can do in order to be an open employer to all generations. And for us, it was very important to work with a third company, because when you work in a, for our example, in a hotel in a certain position, you get so narrow-minded after a while that you don't see possible options that you are not taking into account. So, it was very successful to work with Deloitte to open our mindset and to see what we can do, what else we can do in order to have benefits, not only benefits, but also attract all the generations. |
| Interviewer | All right. Thank you. So now we come to the next section which deals with employee loyalty. First of all, I would like to know how you define employee loyalty and how valuable is it for your organization?  |

|             |  |
|-------------|--|
| Respondent  | Very valuable because when you look at the cost aspect, staff members who are not loyal to a company tend to switch more often, turnover rises, that costs a company a lot of money in terms of training, in terms of replacement and so on and so on. So, loyalty for me is if you really feel attached to a company, not just because you have a good salary but also because benefits are the right place, because you have a work place where you like to go to, where you feel comfortable, where your personal values are respected. This is very important for us to match. And that's why we very often talk to our staff members to see if there is a gap in between to make sure that loyalty increases. But I have to say that in hospitality, turnover is quite high. And loyalty also has sometimes other reasons because there are other opportunities, because somebody's moving, because somebody would like to transfer and to work in a different country. So, but staying with Hyatt, being loyal to Hyatt is something that's very important to us. Not only the park Hyatt, but Hyatt in general. |
| Interviewer | You kind of answered the next question already, but maybe something else comes into your mind. Are there any other efforts you make to foster employee loyalty within your organization?   |
| Respondent  | Yeah, for example to offer transfer. Or to see if somebody decides to leave the Park Hyatt, to have an exit interview, to see why is the person leaving, is there something we need to adapt internally? And if the person is leaving, where are they going to? Do they already have something? Or, for example, we just had a staff member who wanted to move to Italy but was not sure where to go and what kind of employer she wanted to work for. So, we tried to give her options and to see if maybe this is also interesting for her to work for Hyatt in a different country. Check before losing a staff member completely for us as a company, just to check what kind of options there are.  |
| Interviewer | Actually, you answered the next question with that already as well. It would be how you handle situations when employees express dissatisfaction or consider leaving the organization?   |
| Respondent  | For us it is very important to know why somebody wants to leave. Is there a misunderstanding? Is there a problem within the department that we need to take care of? Is it a private reason? So, for us it is very important to understand where we need to adapt internally and also to have a feeling why staff members are leaving. Just an example, we experienced a quite high number of female colleagues to leave and the reason was always, or in 90% of the cases, was I would like to build a family and in hospitality that's not possible. Also giving options or making sure that all staff members know what kind of options there are before they are quitting a job and before leaving the company and before going into a different industry but having   |



|             |  |
|-------------|--|
|             | actually passion for hospitality and this is very important to us. That's why we have exit interviews to really get the feeling of why they decide to leave.   |
| Interviewer | All right, thank you. And now we're coming already to the last section, which deals about employer branding. And first of all, I would like to know what benefits does employer branding have in your eyes?  |
| Respondent  | Employer branding is something that kind of like follows me through my whole career. It is something that is very very important to us. To me personally but also to the company in general. Something that always needs adaptation, something that needs to be reviewed continuously. Not only within the hotel but also for the whole brand, for the whole Hyatt brand. And something that we are currently adapting on a continuous level because everything changes so fast when it comes to benefits, when it comes to employee value proposition. What do I get out of a company? What do I put into a company? All those criteria change so fast that we need to adapt constantly. And it is one of our most important things too look at in HR.  |
| Interviewer | So, would you say that you address your internal employees with employer branding, also to maybe increase loyalty as well?   |
| Respondent  | Yes. That's very much connected to each other.   |
| Interviewer | And what steps has your company taken already to establish and maintain a strong employer brand?   |
| Respondent  | From a Hyatt perspective we just introduced our employee value proposition, where we take care of all different kinds of areas. It's kind of a journey for a staff member. The journey that we have for our guest but also the journey we have for our staff members. And looking at the journey for our staff members and each touchpoint they have in working with us needed to be reviewed and we just did that. And have whole new kind of like image or marketing image for our area. And we just introduced that actually. But looking at a local perspective, we are constantly improving in benefits, when it comes to salaries, when it comes to benefits, when it comes to colleague surveys, when it comes to opening up for third parties to check if we comply with the standards that we are setting us. So, we are looking at employer branding from a company point of view but also from a local perspective. |

|             |  |
|-------------|--|
| Interviewer | Okay. As you mentioned benefits, are there any benefits that you do not currently offer your employees, but you think might be of interest to them?  |
| Respondent  | We are constantly adapting our benefits but I'm sure there are benefits that we are not aware of that staff members might be interested in. But that's why we always try to have a very open communication with our staff members to really ask them, is there anything that you can think of? That we can invest in? Is there anything you can think of that we should look closer into to find collaborations? For example, we are about to introduce bike leasing, so if a staff member buys a car and use it on a private level but the bike being leased you have an advantage when it comes to the price in the end. So, this is something we are looking into. But there are so many areas we are currently checking, discounts, not only within Hyatt, this is given. But also for other hotels located in Austria. So, there is a whole wide range of benefits we are looking into and always adapting and always trying to find something a staff member can benefit from. |
| Interviewer | Then we come to the last question. Since you mentioned that you constantly adapting your employer branding strategy. Do you think it is necessary to consider different generations and their needs or do you just adapt the employer branding strategies for all generations? Or do you think you need to approach each generation differently?   |
| Respondent  | I think you need to include all of them. I think you don't need differentiation between every different generation, but you need to include kind of the aspects of each generation and put it together to form one employer branding strategy.   |
| Interviewer | Perfect. Thank you.  |

## Appendix 3

### Thesis Interview 2 – Transcript

Respondent: Recruiting talent management and employer branding – Insurance industry

Date of Interview: 19.05.2023

Length of interview: 27 minutes

|             |   |
|-------------|---|
| Interviewer | As a start, I would like to ask you some warmer questions   |
| Respondent  | Yeah, sure.   |
| Interviewer | First of all, what gender do you identify as?   |
| Respondent  | As female.  |
| Interviewer | And what industry do you work in?   |
| Respondent  | Insurance.  |
| Interviewer | What is your age?   |
| Respondent  | I'm 33.   |
| Interviewer | And what is your current position or job title?   |
| Respondent  | My job title is recruiting, talent management and employer branding.  |
| Interviewer | All right. And how many years of experience do you have in this field of HR and employer branding?  |
| Respondent  | In general, it will be around 10 years actually.  |
| Interviewer | Okay, perfect. Thank you. And how long have you been with your current company now?   |
| Respondent  | Four years.   |
| Interviewer | Okay, thank you. So that's it for the warm-up questions. The next section will deal about company values and generational management. And I will now mention some aspects and I would like you to comment on it, if you as a company offer these aspects to your employees or not. With a yes or no, maybe a short comment if you want to. The first one would be promotion of mental health? |
| Respondent  | Yes.  |

|             |   |
|-------------|---|
| Interviewer | Work-life balance?  |
| Respondent  | Yes.  |
| Interviewer | Offer of 4-day week?  |
| Respondent  | No, at least not yet.   |
| Interviewer | Cultural diversity?   |
| Respondent  | Yes.  |
| Interviewer | Appreciation and recognition to employees?  |
| Respondent  | Yes, I mean, that's quite broad, I think, but yes, in general I would say so.   |
| Interviewer | Flat hierarchies?   |
| Respondent  | Yes and no. I mean yes in the sense of communication as well to be honest because we also have the "Du" culture in our company and it's not like you can't approach for example a board member without like informing your manager or you don't really have this kind of communication lines or lines of communication you have to go through or follow, that's actually quite easy. But of course, we have a hierarchy on paper because we are quite a big company, so you kind of need the structure. We're not completely agile and don't have hierarchy or something like that anymore. |
| Interviewer | Thank you. The next one would be career growth and support.   |
| Respondent  | Yes.  |
| Interviewer | And the last one is balanced work climate.  |
| Respondent  | What do you define as balanced work climate? Or do you have an example for that?  |
| Interviewer | I think actually you just mentioned it already with the do-culture. It's just the easy surrounding.   |
| Respondent  | Then I would say yes.   |
| Interviewer | Then I would go over to generational management questions. And the first one would be how you define different generations in your workforce and are there any key characteristics that define these generations?   |

|             |   |
|-------------|---|
| Respondent  | Well, our definition is actually based on models I think that are official models so like we also have the different generational like diversities that we yeah... that's like it like baby boomers and gen X, Y, Z. You know, we also use those definitions or those keywords as definitions for different generations. And we also have it in different like KPI models that we use for like HR KPIs, for example. Yeah, so that's actually also what we... I could also look for the details, definition of ages that we use. If you need it, I can definitely send you that afterwards. But I think it's always based on the models that you know and you would probably, yeah.   |
| Interviewer | And do you believe that your employees' expectations to you as an employer differ between these generations? And if yes, how do they differ?  |
| Respondent  | Yes, I think so. Especially when you look at like the gen Z now, you know, and like compare it with baby boomer generation, for example, I think it's just kind of obvious that it's happening because these generations just really had a different kind of environment growing up and the expectations were completely different, also the markets. So, when you look at the market now, the employment market, it's really like when you have special skills or special positions like IT, that's mentioned very often, but also in insurance, like underwriting, you know, then it's really like people can choose where they want to work. And they look at the values of the company, if that's actually aligned with their personal values. They want to have a flexible workplace. But I also feel like what's coming again is the job security that's more important. I think especially because now when you look at, for example, Microsoft or Amazon or Apple, all these big tech giants are also startups that used to be very like sexy, you know, a few years ago to work for. Now you hear about a lot of layoffs there as well. So, I think people start to think again that they want to have like maybe more free time, more flexibility, but also don't want to lose the security of having a job and actually being able to afford your day-to-day life, you know, and some kind of maybe luxury, you know, so like going on holiday or something like that, you know. So, I think that's definitely something that baby boomers often see as “well, they should be happy to have a job, you know, and that we're offering them a job and then we have these benefits”. Because they grew up in a generation where really your employer picked you, and you just kind of had to live with what they offered you. And people were not really demanding a lot there because they felt like they were happy that they got a job. So, I think there's a lot of this kind of environment that's also influencing these demands and also expectations that people have when they join a company. |

|             |  |
|-------------|--|
| Interviewer | Thank you. The next question would be, do you think that generational differences impact the workplace and are there any challenges that you think arise from these differences?   |
| Respondent  | Yes, I think quite a lot actually. I mean, yeah, so like when you look at a workplace where you have a diverse workforce when it comes to age, but also of course in other dimensions, people just have different expectations and also different needs. So, with the flexibility that we're trying to offer more and more and where you can kind of give like a frame where people can work in and like kind of choose what is important for them. Like we have very flexible work hours, for example. So, you don't have this, like at school, you know, kind of very strict schedule anymore that you have to be somewhere at eight or nine o'clock and then you're done at five, you know, like the nine to five model. So, we also kind of try to support our employees if they have whatever it is, like family or they have a hobby that they want to follow or they have something else, or people in their family to support or other kind of things they want to also do besides work, then they can do that. But with the flexibilities also, there is coming more like difficulties when it comes to communication, for example, and in some jobs, it's just not really possible. I just had a conversation today for a job that's also like service related for our customers. So, there of course it's more difficult to offer that flexibility because we want to be there for our customers and then you can't just say like "okay I'm gone for the next hour" you know and nobody can reach someone in our company so that's also not working. So, I think, yeah, there are a lot of models coming up now like the four-day week that I think are interesting and there are enough studies to say that it's a good model and then it would be good to follow up. I think we're really kind of in the transition right now of the whole work environment and some of the expectations are clashing, of course and others are very easy actually to follow probably. So, I think it will be important to be more individual probably, more on the individual level rather than having one system for all the people because it's also not really what diversity is about and at the end we also, we as a company want to be a diverse company and an employer. So yeah, I think that's probably where it will end or be interesting how it will be happening. |
| Interviewer | All right. You kind of answered the next question with that already, but maybe something else comes into your mind. It would be what strategies you use as a company to ensure that employees of the different generations feel valued and supported in the workplace?   |
| Respondent  | Yeah, I mentioned some already, but yeah, I think there are also others. I mean, when you look at the different generations, as you asked before, then for example, when you look at the baby boomers now, a lot of them are going to retire within the next years. And it's   |

|             |  |
|-------------|--|
|             | <p>a big problem in Austria in general that we know of, that a lot of our workforce actually is going to retire in like a few years, you know, like the majority. So, we are also thinking about models to keep the knowledge in the company and like offer, for example, people who retire the possibility to still consult in the company or work on like a part-time basis for us. So that's like a possibility that we're currently looking at. And yeah, for younger employees or also for like people who have families, for example, we also really try to enforce men to take leave as well. And to also give women on the other hand, the possibilities to follow their work, also in part time, to have the opportunity to further develop and be promoted, although they took the leave, you know, so that it's not really like a career stopper that you hear about or that often people feel right now. So, there are different measures that we're actually taking. And also, when it comes to diversity in general, we really try to support that and have different actions we're taking there. Also, for people, for example, with disabilities and so on. So yeah, there are different things we're looking at. And of course, like flexibility and 4-day work and all these things. We are currently checking a lot of it, how it could work in our company. So, I'm not sure, to be honest, if we will end up there to offer that or what kind of work models we will be offering within the next years.</p> |
| Interviewer | <p>Okay, thank you. The next questions would be about employee loyalty. And first of all, I would like to know how you define employee loyalty within your company and how valuable is it for your company?</p>  |
| Respondent  | <p>Good question a definition because actually I'm not sure if we have one definition for it. So, I can only give you my personal definition of it probably. So yeah, I would define it as people who like to work for our company, who really share the values of the company and also maybe go through tough times with the company. And I would say loyalty... I mean, I wouldn't even define it in years to be honest, because even if you say after a few years, okay, I feel like I need something new and the company can't give it to me and then maybe come back in the future, that also shows loyalty. So, I would definitely, yeah, pay more attention to the aspects, to share the values, like talk positively about the company, like be kind of an ambassador, you know, and support the different measures we're taking and also being critical sometimes, but like having an interest on making the company better.</p>  |
| Interviewer | <p>Thank you. And what efforts do you make to foster employee loyalty within your organization?</p>  |
| Respondent  | <p>I would say the real focus for that would be on career development and personal development very much. I am in talent management</p>  |

|             |   |
|-------------|---|
|             | <p>myself, so we have the talent management programs and evaluations that we have yearly. We also have a great Academy and different opportunities to really develop also on the training side, you know, so you can participate in training, learning, if it's online or in person. So, there are really different, a lot of different possibilities there. And also with personal development, we are trying to really have a career more defined as development, also as developing in other fields of expertise or other business areas rather than only in the hierarchy. That was very often, it was defined or still very often it is defined by that, to have like a management position or be a lead. But we actually see it in a very broader perspective and also want to foster that.</p>   |
| Interviewer | <p>Perfect thank you. And the last question of this section would be how you handle situations when employees express dissatisfaction or consider leaving the company?</p>  |
| Respondent  | <p>Well, that's difficult because it's always different I think I mean you know sometimes it's just not a fit. So, if you feel that way, I think what we always do that's like a standard process is that they have an exit interview with us. So, we ask people to have this exit interview, of course some people don't want it it's anonymous, so we only look at like the channel data once a year and see if we find certain um yeah things in general that we have to work on as a company or in specific areas but otherwise it's really very kind of manager related also possibly. So, if someone is raising concerns about working here or certain situations and I would say it's always dependent on is it the salary you know and we really can't do anything or is it about the work environment, manager or the team, you know. In every case actually, when we are involved with HR we using the sort of look for the conversation with the employees and just look to find the real reason for yeah the persons thinking about leaving or you know like concerns. So, I think it's different uh depending on what the actual reason is, yeah. But if it's really good people and we also see that they're like in our talent program and everything then it's definitely we put more focus on trying to find the conversation and find the reasons and find a solution together with the employee.</p> |
| Interviewer | <p>All right thank you. Then we already coming to the last section which are questions about employer branding and of course this is a broad term and topic but I like to know what are the benefits that employer branding does have in your eyes?</p>   |
| Respondent  | <p>A lot. I mean first of all it's really giving you the opportunity to position yourself as an employer for different target groups. I think that's also kind of a key aspect to really understand and also define who is your target group in also different business areas. So, you can really do a lot there by for example social media targeting or where</p>   |



|             |   |
|-------------|---|
|             | <p>you are going to like a career fair or where you're looking for more connection to people. Is it like universities or schools or some other institutions that are offering like development or training. Yeah. So, I think the main reason why everyone does employer branding is actually because you're trying to really position yourself and your employer as a brand out there and it's also of course then when you do it well it hopefully brings you more people who apply for jobs at the company and also more awareness. I always say that I think it's a very close process to all the marketing things, you know, because people who have a good experience, for example, applying for us or have a good conversation with us at a career fair, for example, they also have a better perception of the company as in general, you know. So, maybe the next time they are looking for an insurance they're thinking about us also as an insurance company not only as an employer and also the other way around so yeah.</p> |
| Interviewer | <p>Yes, I think it's also a great tool to raise the awareness of a company. And do you also use employer branding to address your internal employees for instance also maybe to foster the loyalty of the employees?</p>  |
| Respondent  | <p>Yes, we are doing that although I have to say and admit that we probably could do that more. But we recently for example started like a search ambassador program so we really work with some specific employees on being ambassadors for the company and at the same time also giving them kind of the feeling of what are we doing as an employer and how can you promote us and what do you define as good in our company and all that. Then we also have a workplace by Facebook as an internal tool I don't know if you know it, it's like an intranet website where you can just share different posts and we also do like recently we shared for example our internal hiring process how it works and how people can apply for jobs internally. So, we do it but we could do more.</p>  |
| Interviewer | <p>OK all right thank you. And the next is also a pretty broad question but maybe you can name the main aspects. What steps has your company already taken to establish and maintain a strong employer brand?</p>   |
| Respondent  | <p>Well, I think steps that we've taken like kind of in the beginning of course you're looking for what are the standard websites you should be visible at, like karriere.at is a very big platform for talk advertisements, so we do have an employer page there, for example. We are very visible on Kununu and also answer the comments there that are given to our towards our company and also the application process. We were really thinking about what kind of jobs are we offering what target groups are we interested to target um so that's how we also chose job fares that we are participating at. So, I really</p>   |

|             |   |
|-------------|---|
|             | think it's kind of an ongoing process you know always to think about OK how does the company change what business areas do we need people at, and some things are like standard for example we also post on the different company profiles on social media and that's something that we are doing regularly like at least three times a month, yeah. And it's always like the contents we kind of try to target towards our target group and also of course try to transport our values there and make that visible.  |
| Interviewer | All right thank you. The next question is about benefits and I would like to know if there are any benefits that you currently do not offer your employees but which might be of interest to them?  |
| Respondent  | I think the probably biggest point there is that we're not really offering at least not in a broad sense the "Öffi" ticket, like the job ticket for all employees. So, we don't have that yet, unfortunately. And also not the climate ticket now. So, we do have it for some employees who are traveling a lot. Anyways like in the regions for example they have it as an offer to instead of having a company car they can have this ticket but I think that's definitely something that people are also asking for very often and that we're not offering yet. I mean we do have a lot of benefits actually that other companies also have like a Home Office and being mobile, having flexible work hours yeah so let me think... is there something else that I can think of... that's popped up from our employees – I think that's really the ticket thing, the most prominent one within the last years yeah. What we also have in our office is the restaurant within the building we also support the meals there for lunch but what we don't have is like vouchers you know that you can use like in different supermarkets or restaurants in general. So, it's very location based on yeah that's maybe one thing that some people also brought up but yeah I think other than that we have a lot of things that are possible to use and yeah. |
| Interviewer | All right thank you then we're coming already to the last question of this interview and it would be how you approach the generational differences when developing your employer brand strategies or do you think you need to consider these generational differences?  |
| Respondent  | Yes definitely. I think it's important to really ask yourself and also to relate to studies of course that are out there to see yeah if you, for example, want... that's also what we are experiencing when you have like more internship positions for example it's kind of logical that you are targeting younger people. So, you have to think about what is important for them and so we also thought about OK maybe we should advert more like part time jobs or at least have the possibility to talk about that as well. To be more flexible because that's something that is important for young people so that's what we are   |

|             |  |
|-------------|--|
|             | <p>thinking about. And other business areas we know that we are looking for experts for example and we also ask for a certain experience. So, of course it's like not really possible to look for people there who are like 30 when you ask for like 10 years of experience in this field so it's kind of making sense to think about OK what is probably the most important reason for them to go to another employer. So, we also do like direct search on LinkedIn for example and write people there especially when we're looking for expert positions. So, then you kind of have to think about what is it that is like driving the people there, what could be the actual reason for them to go to another employer and so yeah. That's also of course the generational difference there because for some young people, I also heard them say you know like OK I would be happy with less salary, but I want to have more free time so I'm OK with part time, for example. And for other people who have been working in this field for a longer, who are like experts, it's probably more the salary maybe. At least in some positions, that's more important, you know. So yeah, we are thinking about that and also like in our sales area. It's not really mentioned that very often but that's something that's completely working differently, you know. You have to also place it differently, advert it differently because people who work in the sales area also kind of have different interests. So, also when it comes to generational things and we actually have a big issue there right now to find young people who are willing to work in this environment because it's also very performance based and yeah you know. I hope that's answered the question.</p> |
| Interviewer | Perfectly fine thank you so much.  |

## Appendix 4

### Thesis Interview 3 – Transcript

Respondent: Kathrin Stockhammer

Date of Interview: 22. Mai 2023

Length of interview: 27 minutes

|             |   |
|-------------|---|
| Interviewer | Let's start with some warm-up questions. What gender do you have?<br><br><i>Gut, dann fangen wir mal an, mit ein paar warm-up Questions. Welches Geschlecht haben Sie?</i>  |
| Respondent  | Female.<br><br><i>Weiblich</i>  |
| Interviewer | What is your age?<br><br><i>Was ist Ihr Alter?</i>  |
| Respondent  | 35.   |
| Interviewer | What industry do you work in?<br><br><i>In welcher Industrie arbeiten Sie?</i>  |
| Respondent  | System gastronomy.  |
| Interviewer | What is your current position or job title?<br><br><i>Und was ist ihre derzeitige Position oder Job Titel?</i>  |
| Respondent  | Employer Branding Lead for Austria.   |
| Interviewer | How many years of experience do you have in this area of employer branding and human resources?<br><br><i>Und wie viele Jahre Erfahrung haben Sie schon in diesem Gebiet von Employer Branding und Human Resources?</i> |
| Respondent  | Six years.<br><br><i>6 Jahre.</i>   |
| Interviewer | And how long have you been in the company?  |

|             |   |
|-------------|---|
|             | <i>Und wie lange sind sie schon in ihrem jetzigen Unternehmen?</i>  |
| Respondent  | Six years. I'm a quirk.<br><br><i>6 Jahre, also bin ein Quereinsteiger.</i>   |
| Interviewer | Ah yes, all right. Thank you. Then that's it with the warm-up questions. Then we'll start with the first question blog. It's about company values and generational management. I will now name a few aspects in the following and I just want to ask you to comment on whether you as an employer offer the aspects to your employees or not. With a simple yes or no, that's enough. Promotion of mental health.<br><br><i>Ah ja, alles klar. Dankeschön. Dann war's das schon mit dem warm-up Fragen, dann fangen wir mit dem ersten Frage-Block an. Der dreht sich um Company Values und Generationen Management. Und ich werde jetzt im Folgenden Aspekte nennen und ich möchte von Ihnen einfach nur, dass Sie kommentieren, ob Sie als Arbeitgeber die Aspekte anbieten, Ihren Arbeitnehmern, oder nicht. Mit einem einfachen ja oder nein, das reicht schon. Förderung der psychischen Gesundheit?</i> |
| Respondent  | I wanted to ask what is meant by this. There are these examinations that companies have to do, where it's about mental health. Of course we do that. Otherwise... we offer free apartments, for example. That's also something... I mean, how do we get by?<br><br><i>Da wollte ich nachfragen, was genau darunter zu verstehen ist. Also es gibt eben diese Überprüfungen, die Unternehmen auch machen müssen, wo es um die psychische Gesundheit geht. Sowas machen wir natürlich. Ansonsten, wir bieten zum Beispiel Apartments gratis an, ja, das ist auch etwas, das also.</i>   |
| Interviewer | It's also more about whether employers have the opportunity, if they think they need support for mental health, for example in the form of a work psychologist.<br><br><i>Es geht auch eher darum, ob Arbeitnehmer die Möglichkeit haben, wenn sie denken, sie brauchen Unterstützung bei der psychischen Gesundheit, zum Beispiel in Form eines Arbeitspsychologen.</i>  |
| Respondent  | Okay, we have that. For example, also in COVID times.<br><br><i>Ja, das haben wir. Zum Beispiel auch in Covid Zeiten.</i>   |
| Interviewer | Yes, all right. Work-life balance?  |

|             |   |
|-------------|---|
| Respondent  | <p>Oh, there too? We have a sliding working time, we don't even have a working time on the record. That means it is possible to divide your working time freely. I would call it work-life balance.</p> <p><i>Auch da, was ist... also wir haben eine gleitende Arbeitszeit, wir haben auch nicht mal eine Arbeitszeitaufzeichnung. Das heißt, es ist möglich sich seine Arbeitszeit frei einzuteilen. Also ich würde es als work-life balance bezeichnen.</i></p>  |
| Interviewer | <p>Yes, exactly, perfect. The offer of a four-day week?</p> <p><i>Ja genau, perfekt. Das Angebot einer 4-Tage Woche?</i></p>  |
| Respondent  | <p>We don't have that, except if you work part-time. But in some restaurants, some franchisees offer it and it should also be a future concept. So, I don't know how far you want to take it, whether you really take individual initiatives of the franchisees into account, but I think in general rather no.</p> <p><i>Das haben wir nicht, außer man arbeitet Teilzeit. Aber in manchen Restaurants also einige Franchisenehmer bieten es an und es sollte auch ein Zukunftskonzept werden. Also da weiß ich jetzt nicht wie weit Sie's greifen wollen, ob man auch wirklich Einzelinitiativen der Franchisenehmer reinnimmt, ich glaube aber generell eher nein.</i></p> |
| Interviewer | <p>All right. Cultural diversity.</p> <p><i>Alles klar. Cultrual Diversity?</i></p>   |
| Respondent  | <p>Definitely.</p> <p><i>Definitiv.</i></p>   |
| Interviewer | <p>Appreciation and recognition of the employees. For example, employee recognition programs or maybe a feedback culture.</p> <p><i>Wertschätzung und Anerkennung der Mitarbeiter, zum Beispiel Mitarbeiteranerkennungsprogramme, vielleicht auch eine Feedbackkultur...</i></p>  |
| Respondent  | <p>Yes, we have several awards that are awarded every year. We also give monetary recognition when there is a performance-based bonus.</p> <p><i>Ja wir haben etliche Awards die jedes Jahr vergeben werden und Anerkennung... monetäre Anerkennung gibt's bei uns auch wenn es einen leistungsbasierten Bonus gibt.</i></p>  |
| Interviewer | <p>Alright. Flat hierarchies?</p>   |

|             |  |
|-------------|--|
|             | <i>Alles klar. Flache Hierarchien?</i>   |
| Respondent  | <p>Yes. We are only 90 people here, which means there is no room for strong hierarchies.</p> <p><i>Ja, also wir sind ja nur 90 Leute, dass heißt da gibt es keinen Platz für starke Hierarchien.</i></p>   |
| Interviewer | <p>Career growth and support?</p> <p>Karrierewachstum- und unterstützung?</p>  |
| Respondent  | <p>Yes, both individually and across. There are basic trainings for everyone, but of course there are also special training. We are just specialists.</p> <p><i>Ja, sowohl individuell als auch übergreifend. Also es gibt halt einfach so Basisschulungen für alle, aber es gibt natürlich auch spezielle Schulungen, also wir sind halt einfach nur Spezialisten.</i></p>  |
| Interviewer | <p>And a balanced working climate?</p> <p><i>Und ein ausgewogenes Arbeitsklima?</i></p>  |
| Respondent  | <p>How would you define that?</p> <p><i>Wie würden Sie's definieren?</i></p>   |
| Interviewer | <p>For example, a environment in which employees feel comfortable to share ideas or express doubts. Is it a supportive working community?</p> <p><i>Gerne. Zum Beispiel einfach eine Umgebung, in der sich Mitarbeiter wohlfühlen, Ideen zu teilen oder auch Zweifel zu äußern. Ist es eine unterstützende Arbeitsgemeinschaft?</i></p>  |
| Respondent  | <p>Yes, definitely.</p> <p><i>Ja, definitiv.</i></p>   |
| Interviewer | <p>All right, great. Thank you. And that's it with this question, with the aspects. Then we come to the next question, and I would like to know from you how you define the different generations of your workforce and whether they also have different characteristics.</p> <p><i>Alles klar, super. Dankeschön. Dann wäre es das mit dieser Frage mit den Aspekten. Dann kommen wir zur nächsten Frage und da würde ich gerne von Ihnen wissen, wie Sie die verschiedenen Generationen Ihrer Arbeitsbelegschaft definieren und ob diese auch verschiedene Merkmale haben?</i></p> |

|            |  |
|------------|--|
| Respondent | <p>I just had a look at the situation in our workforce across Austria. I think that in our headquarters it is a different trend, but for us it is only a very small percentage, 5% under 18, 40% are 18 to 30, 25% are 30 to 40 and 16% are 40 to 50 and then only a few are older. So that means that most of our staff are between 18 and 40 and that is not only reflected in the restaurant, but also in our headquarter. Now, if you take it from the age, it's clear that there are Gen X, Y and Z. And I think you know the features better than I do. You find the atypical people with us. So, the Generation X, you have the older ones, who are already closer to the baby boomers, and for me the generation "everything was better in the past". They still know from the economic boom the golden age. For us, for example, that was the time when Mci expanded extremely. That means there were really big incentive trips and things like that. There are still or especially again cool incentives, but I think you can feel that with the older people of Generation X. For me, they are also people willing to change their positions within the company. In general, we are a company where it is possible to change a specialist and simply learn somewhere else. I think that has to do with education, because most of our employees are Gen Y, who are millennials, who have enjoyed a very high level of training. That means, there are people who have managed to work their way up to leadership positions with perhaps little education or a lower level of education. But then qualified people come along who might replace them in these leadership positions. And that's how it comes to changes within the company or reinvent yourself, maybe because you're taking a second career path. That's the older generation for me. Then I went into the middle, the millennials. They're definitely the main group. For me, they're the workaholics. That's the short generation, if you want to say. I think I belong to this generation myself. For me, a devaluation of education is very strong. There is a very general high level of education, which also led to companies wanting to exploit you. At my time, there were voluntary work around the area, so you worked for free, just to be able to stand up and just have the best employers in your CV and get a foot in the door. Yes, I think you can tell, they are the work bees, the millennials. Generation Z is what is now coming up, they are our interns in the essence. You can tell they have very high expectations of the labor market. Sometimes you feel a bit of overestimation. So I think it's also due to Covid and the shortage of skilled workers that you get the feeling that companies are desperately looking And that is also what is communicated. And that's why they often go in with very high demands, which in turn makes the millennials feel a bit put upon. I think that's the three generations. It's a generation clash that is also in the way you communicate. So, both this direct communication with each other, as well as how you inform yourself. So I probably don't need to say it anyway, but you just notice the one generation that just gets along with the Internet, the X</p> |
|------------|--|



|  |   |
|--|---|
|  | <p>generation, but doesn't really have much to do with modern channels, then the Millennials, for whom Instagram, let's say, at least, or Facebook, but who grew up with it, but now TikTok, for example, is too modern for most people. And then there's Generation Z, which has this very uncomplicated, easy access to everything, quick acquisition of knowledge, chat, in other words, the whole artificial intelligence. These are so... I hope it wasn't too much</p> <p><i>Ich habe mir jetzt noch extra rausgesucht, wie es über Österreich hinweg bei unserer Belegschaft aussieht. Ich denke, dass es bei uns in der Zentrale eine Spur anders ist, aber bei uns ist nur ein ganz kleiner Prozentsatz, 5 Prozent unter 18, 40 Prozent sind 18 bis 30, 25 Prozent sind 30 bis 40 und 16 Prozent sind 40 bis 50 und dann nur ein paar wenige sind älter. Das heißt, der Großteil unserer Belegschaft ist zwischen 18 und 40 und das spiegelt sich nicht nur im Restaurant wieder, sondern auch bei uns in der Zentrale. Ja, jetzt wenn man es halt vom Alter her nimmt, ist eh klar, da sind Generation X, Y und Z drinnen beinhaltet und ich glaube, sie kennen sich mit den Merkmalen besser aus als ich. Man findet die atypischen oder die typischen Leute bei uns. Also die Generation X, da hat man halt die älteren, die schon näher bei den Babyboomers dran sind. Und für mich ist das halt die Generation „früher war alles besser“. Die kennen halt noch aus dem Wirtschaftsausschwung die goldenen Zeitalter. Also bei uns war das halt zum Beispiel die Zeit, wo Mci extrem expandiert hat. Das heißt, da gab es halt wirklich große Incentivereisen und solche Sachen, da ist der Umsatz heute extrem gestiegen. So etwas gibt es heute heutzutage nicht mehr, dass man eine Incentivereise nach Südafrika macht. Also es gibt heute auch noch oder vor allem wieder coole Incentives, aber das, finde ich, spürt man halt bei den älteren Personen der Generation X. Das sind für mich auch wechselbereite Leute. Also was ich oft beobachte, ist, dass die Leute aus der Generation X bereit sind, innerhalb des Unternehmens ihre Positionen zu wechseln, vielleicht auch. Generell sind wir ein Unternehmen, wo es möglich ist, dass man den Fachbereich wechselt und einfach sich woanders rein lernt. Ich glaube, dass das mit der Ausbildung zu tun hat, weil der Großteil unserer Belegschaft Gen Y, die Millennials sind, die eine sehr hohe Ausbildung genossen haben. Das heißt, es sind Leute da, die es noch geschafft haben, mit vielleicht wenig Ausbildung oder einem geringeren Ausbildungsniveau sich in Führungspositionen raufzuarbeiten. Aber dann kommen qualifizierte Leute nach, die sie vielleicht in diesen Führungspositionen ablösen. Dadurch kommt es dann teilweise zu wechseln innerhalb des Unternehmens oder sich einfach neu erfinden, vielleicht auch weil man einen zweiten Berufsweg einschlägt. Das ist für mich die ältere Generation. Dann bin ich schon ein bisschen reingegangen in diese mittleren. Die Millennials sind sicher die Hauptgruppe. Für mich sind das die Workaholics. Das ist, wenn man sagen will, die Generation Kurz. Ich finde, ich gehöre selber zu dieser Generation dazu. Für mich prägt eine Entwertung der</i></p> |
|--|---|

|                    |   |
|--------------------|---|
|                    | <p><i>Bildung diese Generation sehr stark. Es gibt ein generelles hohes Ausbildungsniveau, was auch dazu geführt hat, dass Unternehmen einen ausnehmen wollen. Zu meiner Zeit waren Volontariate gang und gäbe. Man hat gratis gearbeitet, nur um sich hervorheben zu können und halt einfach auch die besten Arbeitgeber am Lebenslauf stehen zu haben und einen Fuß in die Tür zu bekommen. Also das finde ich, man merkt, das sind halt die Arbeitsbienen, die Millennials. Die Generation Z ist das, was jetzt nachkommt, sind unsere Praktikanten im Wesentlichen. Man merkt, sie haben sehr hohe Erwartungen an den Arbeitsmarkt. Manchmal spürt man ein bisschen eine Überschätzung. Also ich glaube, das ist halt auch Covid und dem Fachkräftemangel zu verdanken, dass man das Gefühl hat, die Unternehmen suchen halt händeringend. Und es ist auch so, das ist auch das, was kommuniziert wird. Und dadurch geht man halt mit sehr hohen Forderungen oft hinein, wo sich dann wiederum die Millennials ein bisschen auf den Schlips getreten fühlen. Also ich glaube, das sind so die drei Generationen. Es ist ein Generationen-Cash, der sich halt auch sicher in der Art, wie man kommuniziert, also sowohl einfach so diese direkte Kommunikation untereinander, als auch, ja, wie man sich informiert. Also ich brauch's wahrscheinlich eh nicht sagen, aber man merkt halt einfach die einen, die halt gerade mal mit dem Internet, also den X, die halt mit dem Internet klarkommt, aber halt mit moderneren Channels nicht wirklich viel zu tun hat, dann die Millenials, für die halt, ja, sagen wir so Instagram zumindest, Native, die miterlebt haben, oder Facebook, aber die halt, ja, zwar mit dem aufgewachsen sind, aber jetzt TikTok zum Beispiel, den meisten halt dann auch schon wieder zu modern ist. Und dann einfach die Generation Z, die dieses ganz Unkomplizierte, der leichte Zugang zu allem, schneller Wissenserwerb jetzt, Chat, also einfach die ganze künstliche Intelligenz. Das sind so... Ich hoffe, es war nicht zu viel.</i></p> |
| <p>Interviewer</p> | <p>All right, yes, great, thank you. You have already mentioned that Gen Z has high expectations. Do you think that the expectations of you as an employer differ between generations? Can you give an example or how do you differ?</p> <p><i>Ja, super, danke schön. Sie haben es ja schon ein bisschen angeschnitten, dass gerade auch GenZ hohe Erwartungen hat. Glauben Sie sonst, dass sich die Erwartungen an Sie als Arbeitgeber zwischen den Generationen unterscheidet, von Ihren Mitarbeitern?</i></p>   |
| <p>Respondent</p>  | <p>I think every generation has its own wishes. I think you can never go wrong with something like leisure and salary. So that's what all generations have in my opinion. For example, we have the free birthday for one or two years. That's something that just works great for all generations. Or we have the free week between Christmas and New Year's Eve. That's also something that's great for</p>  |

all generations. Then we have, it's not that long, so these are all rather new benefits, 1000 Euro consumption at McDonald's a year, in the form of various vouchers. And that's also something where you have to be honest, it just works for everyone. So, there are a few things that I think are great for everyone. And that's what we notice in the restaurants. So, we did a survey and asked our employees "what are the things that are important to them as an employer and what do we offer?". And that's where all answered the free catering during working hours and it could be a little more salary. These are the things that are the same for everyone. What is different is, for example, I see that the Gen Z prefer to travel publicly. We have a free shuttle from the subway, we are a bit outside of Vienna, we have a free shuttle from the subway, and it is used by the younger ones, maybe also because they don't have a car. We also have a free parking space, but you get the feeling that the younger ones travel more publicly and therefore value such things more, like a ticket or shuttle services, whereas the older ones prefer to have a parking space or a travel cost supplement. What I observe more from the millennial's perspective, if they have a service car, it is important that it is an electric car. So, it starts somewhere, I would say, at the half of the millennials and then goes to the younger ones. So, things like what kind of mobility do I use and what is promoted by my company. But that's probably also more socially dependent, that older employees who already have children themselves may also want other benefits than the younger ones. But I would not say that from age, but more on what social environment I am in.

*Ich glaub jede Generation hat so ihre eigenen Wünsche. Ich glaube nie falsch machen kann man etwas mit Freizeit und Gehalt. Also das ist es, was alle Generationen gleich haben, meiner Meinung nach. Bei uns gibt's da zum Beispiel den freien Geburtstag seit ein oder zwei Jahren. Das ist etwas, was halt einfach bei allen Generationen super ankommt. Oder wir haben die Woche zwischen Weihnachten und Silvester frei, das ist auch etwas was bei allen Generationen super ankommt. Dann haben wir – es ist noch nicht so lange es sind eher neuere benefits – 1000€ Konsumation bei McDonald's pro Jahr. Das halt in Form von verschiedenen Gutscheinen und das ist auch etwas wo man ehrlich sein muss, das kommt einfach bei allen gut an. Also es gibt so ein paar Dinge wo ich denk das ist für alle super und das ist auch das was wir in den Restaurants merken. Wir haben da eine Umfrage gemacht und unsere Mitarbeiter gefragt „was sind so die Dinge die einem bei einem Arbeitgeber wichtig sind und was davon bieten wir?“ Und da kam halt auch durch die Bank die gratis Verpflegung während der Arbeitszeit und es könnte halt ein bisschen mehr Gehalt sein. Also das sind so die Dinge die glaub ich für alle gleich sind. Das wo es sich dann unterscheidet ist zum Beispiel... ich sehe es bei uns, dass vor allem die GenZ lieber öffentlich anreist. Also wir haben zum Beispiel hier die Möglichkeit...wir haben eine gratis shuttle von der U-Bahn, also wir sind ja ein bisschen außerhalb von Wien. Wir haben einen gratis shuttle von der U-Bahn und der wird eher von den Jüngeren genutzt. Vielleicht auch weil sie selbst keinen Pkw haben. Wir haben aber auch einen gratis Parkplatz, aber man hat das Gefühl, dass die*

|             |   |
|-------------|---|
|             | <p><i>Jüngeren eher öffentlich anreisen und dementsprechend mehr auf solche Dinge Wert legen. Also ein Öffi Ticket oder solche Shuttle Dienste, wohingegen Ältere lieber eine Parkplatz haben oder einen Reisekostenzuschuss. Was ich dann eher ab den Millennials beobachte, wenn die z.B. ein Dienstauto haben, denen ist es wichtig, dass es ein Elektroauto ist. Das beginnt irgendwo, würd ich sagen, bei der Hälfte der Millennials und geht dann eher zu den Jüngeren hin. Das halt so Dinge wie welche Art der Mobilität nutze ich, was wird da von meinem Unternehmen gefördert. Aber das ist halt wahrscheinlich auch eher sozial bedingt, dass halt ältere Mitarbeiter, die dann schon selber Kinder haben, vielleicht auch auf andere benefits Wert legen als die Jüngeren. Aber das würde ich halt weniger jetzt aufs Alter, sondern mehr auf „in welchem sozialen Umfeld befinde ich mich“ zurückführen.</i></p>  |
| Interviewer | <p>And do you think the differences between the generations have an impact on the workplace? Or are there still other challenges that arise because of the different generations?</p> <p><i>Und wirken sich ihrer Meinung nach die Unterschiede zwischen den Generationen auch noch anders auf den Arbeitsplatz aus oder bilden sich da noch andere Herausforderungen durch die verschiedenen Generationen?</i></p>   |
| Respondent  | <p>Yes, I keep observing the way in which we communicate with each other. Older employees often can't communicate with the way that interns do. From interns who just practice from the soul. My feeling is, maybe it's just our company culture, we have a "du"-culture and we have flat hierarchies, but still there should be a certain kind of respect. I have the feeling that older employees often have the feeling that the younger ones are disrespectful. It's not that bad. For me and my intern, for example, it is common to communicate via WhatsApp messages. I think it always depends on how you get involved as a team or as a leader on your employees and how you communicate with each other and how open you are to go away from your own habits and open up.</p> <p><i>Ja, ich beobachte immer wieder, dass die Art wie man kommuniziert... ältere Mitarbeiter können oft nicht so mit der Art von Praktikanten, die halt einfach so von der Seele weg. Mein Gefühl ist, vielleicht ist es einfach unsere Unternehmenskultur, wir haben eine „Du“-Kultur und wir haben flache Hierarchien, aber trotzdem sollte es so eine gewisse Art von Respekt geben. Und ich habe das Gefühl, dass ältere Mitarbeiter oft das Gefühl haben, dass die Jüngeren respektlos sind, dabei ist es gar nicht so gemeint. Also für mich und meinen Praktikanten, zum Beispiel, ist es üblich, dass wir über Whats App Sprachnachrichten kommunizieren. Ich glaub es hängt auch immer damit zusammen, wie man sich als Team oder als Führungskraft auf seine Mitarbeiter einlässt und wie man miteinander kommuniziert und inwieweit man auch selber offen ist, von seinen eigenen Gewohnheit wegzugehen und sich zu öffnen.</i></p> |

|             |  |
|-------------|--|
| Interviewer | <p>Great, thank you. You have already touched on the next question, but if you have any other aspects, you are welcome to say them. What do you do to ensure that employees of all generations feel valued and supported?</p> <p><i>Super, dankeschön. Und sie haben es in den anderen Fragen schon etwas angeschnitten, aber falls Ihnen noch etwas Neues einfällt, können Sie es gern sagen. Was wendet Ihr Unternehmen denn an Strategien an oder Maßnahmen, um sicherzustellen, dass sich Mitarbeiter aller Generationen wertgeschätzt und unterstützt fühlen.</i></p>   |
| Respondent  | <p>We try to offer attractive benefits. In addition to the ones we already went through at the beginning, we have a laptop, mobile phone for private use, we have a sabbatical, that means after either five years of operating license, two weeks, or after ten years, four weeks, coupled with a vacation and you also get a further education from the company financed in that time. We have free airline apartments in Felden, where we can register for the weeks. I already told you, we have a free parking lot, a shuttle, we have team events. This week, for example, two days with overnight stay in really great locations. We always have a great Christmas party. We try to address all possible things to the different generations. There are contributions to births, marriages, partnerships. So simply everything that is equally there. We receive an attractive bonus, so that means we are also simply involved in the success of the company.</p> <p><i>Ja, also wir versuchen natürlich attraktive Benefits anzubieten. Also neben denen, die wir halt eingangs sowieso schon durchgegangen sind, gibt es bei uns Laptop, Handy zur privaten Nutzung. Wir haben ein Sabbatical, das heißt nach entweder fünf Jahren Betriebszugehörigkeit zwei Wochen oder nach zehn Jahren vier Wochen, gekoppelt an einen Urlaub und man bekommt auch eine Weiterbildung von der Firma finanziert in der Zeit. Wir haben Gratis-Apartments in Felden, wo wir uns anmelden können. Ich habe es dir schon gesagt, wir haben einen Gratis-Parkplatz, einen Shuttle, wir haben Team-Events. Diese Woche zum Beispiel zwei Tage mit Übernachtung in wirklich tollen Locations. Wir haben immer eine bomben Weihnachtsfeier. Man versucht alles Mögliche, um die verschiedenen Generationen anzusprechen. Es gibt Zuschüsse zu Geburten, Eheschließungen, Verpartnerungen. Also einfach alles, was gleichwertig da ist. Wir haben einen attraktiven Bonus, das heißt wir sind auch einfach am Unternehmenserfolg beteiligt.</i></p> |
| Interviewer | <p>Thank you. Then we will come to the next question block, which is about employee loyalty. And first of all, I would like to know how you define loyalty of employees and how valuable it is for your company?</p> <p><i>Super, danke schön. Dann werden wir schon zum nächsten Fragenblock kommen, der dreht sich um Employee Loyalty. Da würde ich als erstes gerne</i></p>  |

|             |   |
|-------------|---|
|             | <i>wissen, wie Sie denn Loyalität der Mitarbeiter definieren und wie wertvoll ist das für Ihr Unternehmen?</i>  |
| Respondent  | <p>Loyalty is totally valuable. I would probably define it as a duration of affiliation. Or to spend over the duration of affiliation. Let's put it this way, you notice with every employee of ours, whether he is passionate about the McDonald's brand or not. And if he is passionate about it, he stays longer. And the people who stay longer than 3-4 years are the ones who stay in the company for a long time. You might not think so, but we have a lot of long-term employees who work with us for 10 years. Although we have so many young employees. When the spark ignites, these are the people who then stay with us for a long time. You can tell by the way they talk about the brand, that they live for the brand and love the brand. Then there are a few positions where employees just come, get an attractive salary and leave relatively quickly. So, there are these two lines that exist with us. The ones that see the breakthrough in their career and the others that want to stay and want to promote the company.</p> <p><i>Loyalität ist total wertvoll. Ich würde es wahrscheinlich als Zugehörigkeitsdauer definieren oder über die Zugehörigkeitsdauer ausmachen. Also sagen wir so, man merkt bei jedem Mitarbeiter bei uns, ob er für die Marke McDonald's brennt oder nicht. Und wenn er dafür brennt, bleibt er länger. Und die meisten, die halt so eine drei-, vier-Jahresmarke überschreiten, sind dann auch die, die wirklich lange im Unternehmen bleiben. Also man würde es vielleicht nicht denken, aber wir haben extrem viele langjährige Mitarbeiter, die zehn Jahre plus bei uns arbeiten. Obwohl wir so viele junge Mitarbeiter haben. Also es ist einfach... Wenn der Funke überspringt, sind das die Leute, die dann lange bei uns bleiben. Man merkt das einfach auch, wie sie über die Marke sprechen, dass sie für die Marke leben und die Marke lieben. Dann gibt es natürlich ein paar Positionen, wo Mitarbeiter einfach kommen, ein attraktives Gehalt ziehen und dann relativ schnell wieder gehen. Es sind diese zwei Stilen, die es bei uns gibt. Die einen, die den Durchlaufposten in ihrem Werdegang sehen und die anderen, die bleiben wollen und das Unternehmen voranbringen wollen.</i></p> |
| Interviewer | <p>So, it's not always just the salary that ensures a certain level of satisfaction, is it?</p> <p><i>Also es ist dann doch auch nicht immer nur das Gehalt, was die Zufriedenheit sicher stellt, oder?</i></p>   |
| Respondent  | <p>So with us it's just this "Du" spirit and it has its own sense of belonging. I think that's because we are involved in success, that each of us really gives gas and because we are a very similar bunch of people. The whole company is just modern and young and so are</p>  |



|             |   |
|-------------|---|
|             | <p>the people. The elderly have also just stayed very, very young and it's just fun, you get along well.</p> <p><i>Bei uns ist es eben so dieser Du-Spirit und es hat so ein ganz eigenes Zugehörigkeitsgefühl. Ich glaube, dass das damit zusammenhängt, dass wir eben am Erfolg beteiligt sind, dass halt jeder von uns wirklich Gas gibt und dadurch, dass wir ein sehr ähnlicher Schlag Menschen sind, also einfach das ganze Unternehmen ist halt einfach modern und jung und so sind auch die Leute, also auch die Älteren sind einfach sehr, sehr jung geblieben und es macht einfach Spaß, also man versteht sich gut.</i></p>  |
| Interviewer | <p>Great. Let's move on to the next question. What do you do to promote loyalty among employees?</p> <p><i>Cool. Dann kommen wir schon zur nächsten Frage. Was Sie denn tun, um Loyalität der Mitarbeiter zu fördern?</i></p>   |
| Respondent  | <p>Yes, we have regular team events, we have Christmas parties, we have tea kitchens that are used extensively. We probably have cakes several times a week or a "Heringsschmaus" or whatever. We just try to get people into the tea kitchen and we appreciate that when people exchange ideas at a cafe. We don't get looked at badly if you take a coffee break for 15, 30 or 45 minutes and talk to a colleague because that's where people connect. I'm just thinking about what else could be titled as a measure. But I think it's these casual get-togethers that bring us together.</p> <p><i>Ja, also wir haben regelmäßige Team-Events, wir haben Weihnachtsfeiern, wir haben Teeküchen, die sehr ausgiebig genutzt werden. Also bei uns gibt es wahrscheinlich mehrmals die Woche einfach Kuchen oder einen Heringsschmaus oder was auch immer. Wir versuchen einfach die Leute auch in die Teeküchen zu bringen und wir schätzen das auch, wenn sich die Leute bei einem Café austauschen. Also bei uns wird man nicht schief angeschaut, wenn man eine Viertelstunde, eine halbe Stunde, eine Dreiviertelstunde Kaffeepause macht und mit einem Kollegen redet, weil das ist es, wo sich die Leute vernetzen. Ich überlege was sonst noch als Maßnahme betitelt werden könnte. Aber ich denke es sind eh diese legeren Zusammenkünfte, die zusammenschweißen bei uns.</i></p> |
| Interviewer | <p>Yeah, great. All right, then the last question about loyalty, or rather, it goes the other direction. How do you react or deal with situations when employees express dissatisfaction or consider leaving the company?</p> <p><i>Ja, super. Alles klar, dann zur letzten Frage über Loyalität oder eher gesagt, es geht in die andere Richtung. Wie Sie denn reagieren oder mit Situationen umgehen, wenn Mitarbeiter Unzufriedenheit äußern oder erwägen das Unternehmen zu verlassen?</i></p>  |

|             |   |
|-------------|---|
| Respondent  | <p>So basically, in a HR department, I think if an employee is so far that he threatens to leave, you can't let yourself be blackmailed. So, that's maybe sent off, but if someone expresses their dissatisfaction, then you always try to enlighten both sides and then find a solution. So, most of the time, dissatisfactions have something to do with one or more other people being involved. So, either you are not satisfied with the field of work or with the manager, employee relationship or so on. So, mostly these are human aspects. And then we just have an open ear for discreet treatment and try to provide solutions. But also, for example, the topic of benefits or something. I've already said it to you, with us, the Generation X, that's the generation "things were better in the past". So, we used to have, in addition to the flats in Felden, we also had flats for skiing and we had an Advent calendar for all children and these things were erased over time. Then the voices of the long-term employees became louder. They said, yes, but it used to be better in the past. And that's why we made a big investment in benefits for the employees last year or after Covid, when we couldn't celebrate either, because we want them to be satisfied.</p> <p><i>Also grundsätzlich in einer HR Abteilung. Ich glaube, wenn ein Mitarbeiter mal so weit ist, dass er mit dem Weggang droht, dann darf man sich nicht erpressen lassen. Also das ist vielleicht vorweg geschickt, aber wenn jemand seine Unzufriedenheit äußert, dann versucht man immer beide Seiten zu beleuchten und dann eine Lösung zu finden. Also meistens haben Unzufriedenheiten etwas damit zu tun, dass eine oder mehrere andere Personen involviert sind. Also entweder das man mit dem Arbeitsfeld oder mit der Führungskraft, Mitarbeiterverhältnis oder so, nicht zufrieden ist. Also meistens sind es ja menschliche Aspekte. Und dann haben wir einfach ein offenes Ohr dafür, behandeln es diskret und versuchen Lösungen herbeizuführen. Ja. Aber auch zum Beispiel das Thema Benefits oder so. Ich habe es eh schon gesagt, bei uns die Generation X, das ist die Generation „früher war alles besser“. Also wir hatten halt früher neben den Felden-Apartments auch Apartments zum Skifahren und wir hatten einen Adventskalender für alle Kinder und diese Dinge wurden über die Zeit halt weggestrichen. Und dann sind halt die Stimmen vor allem der langjährigen Mitarbeiter laut geworden, die gesagt haben, ja, aber früher war es eben immer besser und früher hatten wir mehr Benefits. Und deshalb gab's bei uns dann jetzt auch letztes Jahr oder auch nach Covid wo auch keine Feiern stattfinden konnten, ein großes Investment in Benefits für die Mitarbeiter, weil wir ja wollen, dass sie zufrieden sind.</i></p> |
| Interviewer | <p>Yes, great. Then we come to the last question block, namely employer branding. So, the first question is, what do you think are the advantages or benefits of employer branding?</p> <p><i>Ja, super. Alles klar. Dann kommen wir schon zum letzten Frageblock, nämlich Employer Branding. Da wäre die erste Frage, welche Vorteile oder Nutzen Employer Branding Ihrer Meinung nach hat?</i></p>  |



|             |   |
|-------------|---|
| Respondent  | <p>First of all, it is about achieving a degree of familiarity as a company, so that enough employees want to work with you. We have 500 permanent jobs in our restaurants. We need a lot of employees, a lot of applicants, especially if you consider that only about 2% of our applicants are actually employed, so that's referring to the restaurants, then it takes a very large number of applicants to meet our personnel needs. So for us, employer branding is a topic of visibility. But also, especially in the headquarters, for example, we are rather invisible. So hardly anyone knows that there is a McDonald's headquarter in Austria, because we are a very small team. The other thing is of course that we as McDonald's have a reputation. So as a brand we are cool, but as an employer we are definitely not cool. And that's where we want to start in the employer branding and just want to try to make us attractive as an employer for the people out there who already have very pre-made decisions.</p> <p><i>In erster Linie geht es darum, dass man als Unternehmen einen Bekanntheitsgrad erreicht, damit genug Mitarbeiter bei einem arbeiten wollen. Wir haben in unseren Restaurants quasi permanent 500 Stellen vakant. Das heißt, wir brauchen auch relativ viele Mitarbeiter oder relativ viele Bewerberinnen, vor allem wenn man bedenkt, dass nur circa 2% unserer Bewerber dann tatsächlich auch eingestellt werden, also das jetzt auf die Restaurants bezogen, dann braucht es schon eine sehr große Bewerbermenge, um unseren Personalbedarf zu decken. Also für uns ist Employer Branding ein Sichtbarkeitsthema. Aber auch, also vor allem in der Zentrale zum Beispiel, sind wir eher unsichtbar. Also kaum einer weiß, dass es eine Mci-Zentrale in Österreich gibt, weil wir eben ein sehr kleines Team sind. Das andere ist aber natürlich auch, dass wir als McDonald's einen Ruf haben. Also als Brand sind wir cool, aber als Arbeitgeber sind wir definitiv nicht cool. Und da ist es wo wir im Employer Branding ansetzen wollen und versuchen wollen uns auch als Arbeitgeber attraktiv zu machen, für die Leute da draußen, die schon sehr vorgefertigte Meinungen haben.</i></p> |
| Interviewer | <p>All right. And would you also say that with employer branding you also address your internal employees or mainly only the external ones?</p> <p><i>Alles klar. Und würden Sie auch sagen, dass Sie mit Employer Branding auch Ihre internen Mitarbeiter adressieren oder hauptsächlich nur die äußeren?</i></p>  |
| Respondent  | <p>Mainly the external ones. So sure, with us it's internal, let's put it that way, it's different messages. We are dealing with the topic of diversity, equity and inclusion for a long time. We focus on the inside. We start with education on certain topics. A lot is lived with us. We have already had this, cultural diversity is our everyday life. You can see that in the restaurants. We are open to all religions, cultures, no matter what sexual orientation people have. We are very open to these things. But as far as education is concerned,</p>  |

|             |   |
|-------------|---|
|             | <p>nothing has been done for a long time. It's just a living practice. And that's something that has moved us much more forward with our new CEO in America. We redefined our core values three years ago. And that's also what's always with us now. When we do something, it pays off for our values. Yes, and that's what we always have in mind. If we do something, it shows on our values.</p> <p><i>Hauptsächlich die äußeren. Also klar, bei uns ist es im internen, sagen wir es so, es sind andere Messages. Also wir beschäftigen uns seit einiger Zeit relativ stark mit dem Thema Diversity, Equity und Inclusion. Da ist es eher so, dass wir vor allem im Innen ansetzen. Also einfach mit Education beginnen zu gewissen Themen. Also vieles wird bei uns gelebt. Wir haben es ja auch schon gehabt, diese kulturelle Diversität ist unser Alltag. Das sieht man auch in den Restaurants. Wir sind offen gegen alle Religionen, Kulturen, egal was für eine sexuelle Orientierung die Leute haben. Also diese Dinge, wir sind da sehr offen, aber was die Education angeht, wurde lange Zeit nichts gemacht. Das ist einfach gelebte Praxis, aber es gibt irgendwie so diese Begleitung nicht und das ist es, wo wir jetzt im Internet-Branding ansetzen. Auch Unternehmenswerte ist etwas, was mit unserem neuen CEO in Amerika viel stärker wieder in den Vordergrund gerückt ist. Wir haben unsere Kernwerte vor drei Jahren neu definiert und das ist es auch, was jetzt immer mitschwingt. Wenn wir etwas machen, dann zeigt das auf unsere Werte ein.</i></p> |
| Interviewer | <p>Then the next question. What steps has your company already taken to build and maintain a strong employer brand?</p> <p><i>Dann die nächste Frage. Welche Schritte hat Ihr Unternehmen bereits unternommen, um eine starke Employer Brand aufzubauen und zu pflegen?</i></p>   |
| Respondent  | <p>We have this year for the first time, or actually at the end of last year, introduced a 360-degree campaign in TV, radio, out of home advertising, print and so on. In general, we are in a happy position that we have a good advertising budget and of course we use it. It's called Friends Welcome. It's been running since November 2022 and has brought us a lot of attention, I have to say.</p> <p><i>Wir haben heuer das erste Mal, oder eigentlich Ende letzten Jahres, eine 360 Grad Kampagne in TV, Radio, Out-of-home-werbung, Print und so weiter gemacht. Also generell, wir sind in in der glücklichen Lage, dass wir ein gutes Werbe-Budget haben und nutzen das natürlich auch. Unsere aktuelle Kampagne heißt Friends Welcome. Sie läuft jetzt seit November 2022 und hat uns sehr viel Aufmerksamkeit gebracht, muss ich ehrlich sagen.</i></p>  |
| Interviewer | <p>Great, then to the penultimate question. You've been talking about benefits, but are there benefits that you do not currently offer to your employees, but where you think it could be interesting for them or where employees are already wishing that it would be available?</p>   |

|             |  |
|-------------|--|
|             | <p><i>Super, dann schon zur vorletzten Frage. Sie haben ja eh schon immer wieder über Benefits geredet, aber gibt es Benefits, die Sie Ihren Mitarbeitern derzeit nicht anbieten, aber wo Sie denken, dass es interessant sein könnte für Sie oder wo Mitarbeiter jetzt schon sich wünschen, dass es sie geben würde?</i></p>  |
| Respondent  | <p>We are actually always asking what are the things that could be interesting. Yes, planned for this year is an inflation adjustment of our vouchers, so when it comes to food vouchers, because things are just getting more and more expensive. Otherwise, as already announced, it is more in the direction of electric mobility, like our service cars and pull cars. For example, we also had a cost-of-living bonus last year. It's more economic or globalisation issues, inflation and electromobility.</p> <p><i>Wir sind tatsächlich immer wieder am Fragen, was noch so Dinge sind, die interessant sein könnten. Bei uns ist es eher so, also geplant für heuer ist eine Inflationsanpassung unserer Gutscheine, also was Essensgutscheine und so angeht, weil die Dinge einfach immer teurer werden. Ansonsten geht es auch eben wie schon angekündigt stärker in Richtung Elektromobilität. Bei uns sind es Dienstautos und Poolcar. Wir hatten zum Beispiel auch einen Teuerungsbonus letztes Jahr. Es sind eher so wirtschaftlich oder Globalisierungsthemen, Inflation und Elektromobilität.</i></p> |
| Interviewer | <p>All right. Then we come to the last question. And I would like to know in conclusion how you deal with the differences between the generations or how you address the different generations or whether you even think that it is necessary to address the different generations?</p> <p><i>Alles klar, dann kommen wir schon zur letzten Frage und da würde ich gerne zum Abschluss wissen, wie Sie denn bei der Entwicklung Ihrer Employer Branding Strategien mit den Unterschieden zwischen den Generationen umgehen oder wie Sie die verschiedenen Generationen adressieren oder ob Sie überhaupt denken, dass es nötig ist, die verschiedenen Generationen zu adressieren?</i></p>   |
| Respondent  | <p>So, we have now specifically addressed the GenZ in our campaign. So, we do think that there should be different addresses, also with the channels we use, we address directly. We are currently launching a new TikTok campaign. Employees of ours are now becoming our TikTok ambassadors. And that's where it should really go to the GenZ. Facebook advertising is more addresses to the elderly. For the older target groups, we work a lot with job platforms. So, it really goes into these active sourcing channels. And for the younger ones, it's more about getting them into their private lives. Of course, you have less output, but you can still work a little on the image that we have, or how we are perceived.</p>   |

|  |   |
|--|---|
|  | <p><i>Also wir haben in unserer Kampagne jetzt speziell die GenZ angesprochen. Also wir denken schon, dass es da unterschiedliche Adressierungen geben sollte, auch bei den Channels, die wir nutzen, adressieren wir ja schon direkt. Also wir sind gerade dabei, eine neue TikTok-Kampagne zu launchen. Mitarbeiter von uns werden jetzt unsere TikTok-Ambassadors. Und auch da soll es wirklich an die Gen Z gehen. Facebook-Werbung ist halt eher schon an die Älteren adressiert. Für die älteren Zielgruppen arbeiten wir viel mit Job-Plattformen. Da geht es wirklich in diese aktiven Sourcing-Kanäle rein und bei den Jüngeren geht es halt eher in, du erwischst sie halt in ihrem Privatleben, da hat man natürlich weniger Output, aber kann man noch ein bisschen am Image arbeiten, das wir haben beziehungsweise wie wir wahrgenommen werden.</i></p> |
|--|---|