

Employer image, occupational commitment and regional quality of life – the role of destination characteristics for reducing turnover among hospitality employees in Tyrol and Bavaria

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Geographie



Employer image, occupational commitment and regional quality of life – the role of destination characteristics for reducing turnover among hospitality employees in Tyrol and Bavaria

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Summary

The hospitality industry has been facing the challenge of employer image and labor shortage, including skilled labor retention and turnover for a long time in the past. Furthermore, this industrial branch portrays higher levels of labor shortage and turnover than other sectors in alpine regions, Tyrol and Bavaria in particular. This situation is mostly due to the unfortunate employer image in the hospitality industry that commonly relies on unskilled labor to meet the labor shortage. Low wages, irregular and long working hours as well as the job's rather low social status and difficult work-life-planning contribute to this negative employer image. This subject matter is a central research target within tourism geography, especially with regards to hospitality. Moreover, it has been well established that job and organizational satisfaction as well as employee commitment positively influence employee retention and career longevity. Occupational and organizational employee commitment should be aimed at in particular by businesses. Commitment consists of an affective, continuance and normative component and the theory dates back to Meyer and Allen (1991). The affective component is deemed most important in predicting employee behavior. Additionally, commitment does not only influence employee behavior but also the perception of the entire employer image of a company or whole employing industry. It may not be neglected, however, that hospitality businesses and touristic destinations are inextricably linked with each other. Geographical components such as landscape and other regional features cannot be left out when addressing employees of the tourism industry. Furthermore, previous research in tourism geography has addressed destination image as a core marketing tool in regards of potential tourists while the supply side, namely tourism employees has been left out. Therefore, it is necessary to address not only employees' commitment to an organization with their perceived quality of work life respectively. It is rather also the perceived general quality of life in the destination that needs to be taken into account when addressing employees' commitment. Commitment needs to be addressed regarding the whole work destination altogether, including all geographical specifics, not solely an occupation or organization.

Whole touristic destinations have been struck by the Covid-19 crisis and commitment has become even more important during this time. In a tourism geographic context, is therefore of central interest how business owners strengthen their own resilience within their destination, keep their employees and enhance their commitment in order to avoid forced turnover or even forced leaving the destination induced by the crisis.

This thesis consequently takes on a holistic approach connecting employer image, employee commitment, perceived quality of life in the destination as an expression of employees' destination image, and commitment to the touristic destination as such. It is analyzed how employer image attributes influence the perceived attractiveness of the whole hospitality industry as an employing industry to begin with. On an organizational level, it is examined how employer image and affective commitment are related in family hospitality businesses. Furthermore, the Covid-19 crisis struck the hospitality industry rather off-guard, thus putting whole resilience strategies, commitment endeavors and human resource management at stake. The thesis analyzes hospitality business owners' strategies of dealing with the crisis placing particular focus on the role of employees and business resilience through various factors (e.g. regional, personal). As destination and businesses cannot be separated in the hospitality industry, the thesis moves on from an organizational perspective to the destination perspective. A model of destination commitment is proposed which extends and adjusts the previously established model of organizational commitment.

The results show how important a positive employer image is to create employee commitment and to establish a positive perception of the entire employing industry. Furthermore, it is portrayed that despite the attempt of family businesses to achieve a particular image focusing on social aspects, it is also the financial component of an employer image influencing affective occupational commitment. However, family businesses do in fact place great emphasis on their employees matching the fostered employer image. This insight is particularly relevant during the ongoing Covid-19 crisis. A very surprising result refers to the rather optimistic state of mind among business owners concerning the recovery process and keeping employees in the business. This also shows that employee commitment is in fact viewed as valuable for business success and resilience. Thus, the thesis adds to the still rather under-researched stakeholder group of hospitality employees in the context of business resilience. Another result of the thesis is the development of a model of Destination Commitment. The model includes the components affective commitment (why someone wants to stay in the destination, normative commitment (why someone feels morally obliged to stay in the destination), convenience commitment (why someone sees it as practical staying in the destination) and home commitment (why someone feels at home in the destination).

Altogether, the thesis adds to a better understanding of the interrelation between employer image, employee commitment, employees' perceived quality of life and commitment geographical destination. Furthermore, it sheds light on how family hospitality business owners deal with an external unforeseen crisis in order to create business resilience and keep their

employees attached to the business. Lastly, the thesis develops a new approach towards commitment, adds another perspective to the destination image by introducing an under-researched stakeholder group and generates new theory of commitment by expanding and modifying the existing commitment theory in applying it to the geographical context.

Zusammenfassung

Die Gastgewerbebranche sieht sich seit langer Zeit vor der Herausforderung ihres verbesserungswürdigen Arbeitgeberimages gepaart mit Arbeitskräftemangel, der Beständigkeit von Beschäftigungsverhältnissen und auch der Fluktuation. Darüber hinaus verzeichnet diese Branche einen höheren Fachkräftemangel und höhere Personalwechselraten als andere Sektoren in alpinen Tourismusregionen. Niedrige Löhne, unregelmäßige und lange Arbeitszeiten sowie der eher niedrige soziale Status der Arbeit und die schwierige Planbarkeit tragen zu dem negativen Image bei. Die Arbeitgeber-Forschung ist von zentraler Bedeutung in der Tourismusgeographie. Es ist in der Forschung allgemein anerkannt, dass Zufriedenheit mit Arbeit und Unternehmen sowie die Mitarbeiterbindung (im Folgenden als Commitment bezeichnet) eine lange Karriere und Mitarbeiterretention fördern. Commitment in Bezug auf Arbeit und Unternehmen sollte besonders von Unternehmen angestrebt werden. Commitment besteht aus einer affektiven, kontinuativen und normativen Komponente und die Theorie geht zurück auf Meyer und Allen (1991). Die affektive Komponente wird als die wichtigste angesehen, wenn es darum geht, das Verhalten der Beschäftigten vorherzusagen. Außerdem beeinflusst Commitment nicht nur das Verhalten, sondern die Wahrnehmung des gesamten Arbeitgeberimages eines Unternehmens oder des gesamten Wirtschaftszweigs. Es darf dabei aber nicht vergessen werden, dass Gastgewerbeunternehmen und touristische Destinationen untrennbar miteinander zusammenhängen. Geographische Aspekte wie Landschaft und andere Standortfaktoren können nicht außen vorgelassen werden, wenn es um die Beschäftigten des Gastgewerbes geht. Außerdem beschäftigte sich die vorherige Forschung in der Tourismusgeographie mit dem Destinationsimage als wichtiges Marketinginstrument in Bezug auf potentielle Touristen, wogegen die Angebotsseite, also die Tourismusbeschäftigten ausgelassen wurden. Deshalb ist es nötig, nicht nur das Commitment zu einem Unternehmen im Zusammenhang mit der wahrgenommenen Arbeitslebensqualität zu untersuchen. Es muss vielmehr auch die wahrgenommene allgemeine Lebensqualität in der Region beachtet werden, wenn es um Commitment geht. Commitment muss auch in Bezug auf die gesamte Arbeitsdestination angesprochen werden, nicht nur auf Beruf und Unternehmen. Commitment wurde sogar noch wichtiger während der Covid-19 Krise, die die Gastgewerbe in den alpinen

Destinationen besonders hart traf. Deswegen ist es von zentralem Interesse, wie Unternehmer*innen ihre Resilienz stärken, ihre Mitarbeiter*innen behalten und deren Commitment erhöhen, um eine durch die Krise erzwungene Personalfluktuaton zu vermeiden. Diese Dissertation wendet folglich einen ganzheitlichen Ansatz an und verbindet Arbeitgeberimage, Commitment sowie die wahrgenommene Lebensqualität in der Destination als Bestandteile des Destinationsimages aus Sicht der Beschäftigten. Es wird analysiert, wie Arbeitgeberimageattribute die wahrgenommene Attraktivität der gesamten Gastgewerbebranche als Arbeitgeber beeinflussen. Auf der Unternehmensebene wird untersucht, wie Arbeitgeberimage und affektives Commitment in Familienunternehmen verknüpft sind.

Des Weiteren thematisiert diese Dissertation auch die Auswirkungen der Covid-19-Krise, da diese das Gastgewerbe unvorbereitet traf, wodurch ganze Resilienzstrategien, Commitmentbemühungen und das Human Resource Management auf den Prüfstand kamen. Sie analysiert die Strategien von Unternehmer*innen in Bezug auf das Krisenmanagement mit besonderem Fokus auf die Rolle der Mitarbeiter*innen und die Unternehmensresilienz durch verschiedene Faktoren (z.B. regionale und persönliche). Da Destination und Unternehmen im Gastgewerbe kaum voneinander getrennt werden können, bewegt sich diese Dissertation von der Unternehmensperspektive hin zur Destinationsperspektive. Ein Modell von Destination Commitment, also der Bindung an den Arbeitsort, wird entwickelt. Dieses erweitert und modifiziert das gängige Modell des organisationalen Commitments.

Die Ergebnisse zeigen, wie wichtig ein vorteilhaftes Arbeitgeberimage für Commitment für die positive Wahrnehmung des gesamten Wirtschaftszweigs ist. Es wird außerdem gezeigt, dass trotz des Versuchs von Familienunternehmen, ein besonderes, von sozialen Faktoren wie Stabilität und offene Kommunikation mit Mitarbeiter*innen geprägtes Image zu erzielen, auch die finanzielle Komponente (z.B. Lohn, Boni) des Arbeitgeberimages affektives Commitment positiv beeinflusst. Allerdings messen Familienunternehmen in der Tat den Mitarbeiter*innen eine große Bedeutung zu, was zu dem von ihnen geförderten Image passt. Diese Tatsache ist besonders wichtig in der Covid-19-Krise. Ein überraschendes Ergebnis ist die sehr optimistische Einstellung der Unternehmer*innen bezogen auf den erwarteten Erholungsprozess und das Halten der Mitarbeiter*innen in ihren Unternehmen. Commitment erweist sich in der Tat als sehr wichtig für Unternehmenserfolg und -resilienz. Folglich trägt diese Dissertation zur immer noch wenig beforschten Stakeholdergruppe der Beschäftigten im Gastgewerbe in Bezug auf Unternehmensresilienz bei. Ein weiteres Resultat der Dissertation ist die Entwicklung eines Modells zum Destination Commitment. Das Modell beinhaltet die

Komponenten Affektives Commitment (warum jemand in der Destination bleiben will), Normatives Commitment (warum jemand sich moralisch verpflichtet fühlt, dort zu bleiben), Convenience Commitment (warum jemand es als praktisch ansieht, in der Destination zu bleiben) und Home Commitment (warum sich jemand in der Destination zu Hause fühlt und deshalb eher bleibt).

Insgesamt trägt diese Dissertation zu einem besseren Verständnis der Zusammenhänge zwischen Arbeitgeberimage, Commitment, wahrgenommener Lebensqualität der Beschäftigten und dem Commitment in Bezug auf die geographische Destination bei. Außerdem beleuchtet sie, wie Eigentümer*innen von Familienunternehmen im Gastgewerbe mit einer unvorhersehbaren externen Krise umgehen, um Unternehmensresilienz zu kreieren und die Mitarbeiter*innen im Unternehmen zu halten. Abschließend entwickelt die Dissertation eine neue Herangehensweise an Commitment und fügt eine neue Perspektive zum Diskurs um das Destinationsimage hinzu, indem sie die untererforschte Stakeholdergruppe der Beschäftigten einbezieht. Damit generiert sie eine neue Theorie von Commitment, indem sie die existierende Commitmenttheorie erweitert und modifiziert.

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1 Introduction

1.1 Dissertation topics and state of the art in research

1.1.1 From employer image to destination image

This dissertation deals with the connection of employer image, commitment, destination image and quality of life in a tourism destination. These aspects are then incorporated to develop a model of destination commitment. Regardless of a destination image, the entire hospitality industry has long been facing challenges such as labor shortage and higher turnover rates than other sectors. There seems to be consent that these challenges arise from the rather negative employer image adhering to the hospitality industry (e.g. Barron et al., 2007; Ferreira et al. 2017; Lacher & Oh, 2012). Low wages and irregular working hours (Barron et al., 2007), the relatively low social status (Ineson et al., 2013) or a resulting lack of adequate work-life balance contribute to the unfortunate employer image. The challenges in the industry are still ongoing and high staff turnover remains an international problem (Ferreira et al., 2017).

Perceptions and images are a recurring phenomenon in the underlying thesis. Therefore, it is necessary to first shed light on the formation of images. Image theory dates back to the 1980s where it was concluded that images play an important role in human decision-making behavior (Beach and Mitchell, 1987). It was acknowledged that image formation is a continuous and dynamic process (Kolb, 1984). Two groups of constituents were set up as influencing factors of peoples' intentions: instrumental (tangible/functional) attributes like payment and other benefits, and symbolic (intangible/psychological) attributes, for example social status or innovativeness (Aaker, 1997; Van Hove and Saks, 2011).

Knox and Freeman (2006) established the notion that an employer's image may affect an entire employing industry as current employees play a central role in the brand image creation of an economic sector. Obviously, an industry or branch is the sum of its parts (enterprises) or the sum of various images and these parts need to be addressed specifically. The necessity of research on industry image has also been demanded more recently by Bajde (2019). Various definitions exist in previous research as to what exactly is a brand image or employer image. I use the definition provided by Lievens and Slaughter (2016, p. 409) as the working definition of this thesis. The authors describe the attributes of an employer image as "an amalgamation of transient mental representations of specific aspects of a company as an employer as held by individual constituents."

This thesis works specifically with two theoretical constructs concerning employer image: first, the instrumental-symbolic framework (Lievens & Highhouse, 2003) and second, the employer image framework developed by Baum & Kabst (2013). A central aspect in recruitment research has mostly been the influence of employer image's instrumental and symbolic attributes (Lievens and Slaughter, 2016) from the perspective of potential employees. The symbolic attributes include more intangible aspects such as prestige, while the instrumental dimension includes aspects like payment options. In the framework by Baum & Kabst (2013), employer image components consist of the working atmosphere in the company, career opportunities, work-life comfort, task attractiveness, and payment attractiveness.

Tourism geography furthermore deals with destination image targeting tourists and residents, as well as hospitality employer image targeting employees as a relevant stakeholder group. Similar to employer image, destination image consists of tangible (functional) attributes, including prices or merchandise and intangible (psychological) attributes, including courteous staff or the general atmosphere of the place (Echtner & Ritchie, 1991). This conceptualization of destination image makes it obvious that employees play an important role for the image of a destination. However, the definition does not specify what destination image would be most favorable for tourism employees in the destination. Previous literature generally puts a clear focus on travelers or residents within a destination, leaving out the specific analysis of employees as representatives of the supply side. For example, it has been analyzed how destination image influences tourists' behavioral intentions such as repurchase or revisit (Tavitiyaman & Qu, 2013). Destination image may even have an impact on tourists' product preferences upon returning home when they have a specific image of their tourism destination in mind (Lee & Lockshin, 2010). Another perspective of destination image from a demand-side point of view is a connection between perceived image and the types of tourism exerted in the region (Kladou et al., 2014). Kladou et al. (2014) establish a significant relationship between the destination image, the tourism type (e.g. business tourism, sports tourism) and the intention to visit. However, predicting behavioral intentions or the potential for revisiting a destination may as well be relevant for tourism employees as supply side stakeholders. A rare encounter of this is a study by Zehrer et al. (2007) acknowledging that a destination image is also present in the mind of the supply-side stakeholders (employees). The authors address how the brand image of the Alps is obtained and point out consequences for destination promotion, such as marketing structures building on emotional aspects. Further aiming for an employee-centered research, it needs to be kept in mind that employer image and organizational commitment have been well connected in previous research. This and the fact that businesses are integral parts of a tourism

destination suggests that commitment may serve as a valuable tool in predicting employees' behavior or motivation towards the destination instead of solely the business.

In general, current employees' employer image and the effects on the attractiveness of an entire industrial branch have not frequently been the center of research previously. It cannot be ignored that an industry is the sum of its individual companies, thus a connection between the two needs to be established. For the first study of this thesis, the research area Bavaria has been selected because the tourism industry there continues to contribute significantly to its economy (Driessen et al., 2016). The foundation of Bavaria's economy is comprised of small and medium-sized family businesses (STMWI Bavaria, 2019) leading to a specific employer image (Leiß & Zehrer, 2018). Furthermore, this thesis intends to assess the differences between business owners and employees, which bridges another research gap in Chapter 3. The other research destination will be Tyrol, which is discussed in further detail below.

1.1.2 Linking Employee Commitment and Quality of Life

There seems to be consent that the individual components of employer image influence current employees' commitment (e.g., Herrbach & Mignonac, 2004; Ito et al., 2013; Priyadarshi, 2011). Previous research has accordingly focused on the influence of employer image on employee commitment. Most of these studies found that specific aspects of employer image contribute to employee commitment. For example, Kimpakorn and Tocquer (2009) analyzed 320 hotel employees and found that the human resources practices aspect of employer image influences how employees develop affective commitment. Similarly, although in another industry, Ito et al. (2013) conducted a study of 166 employees in childcare centers in Canada and found that organizational values and job security have a significant influence on affective commitment. In addition, Priyadarshi (2011) found that the career development and income constituents of employer image influence affective organizational commitment of executives in various organizations in Delhi, India. As in Priyadarshi (2011), as well as Herrbach and Mignonac (2004), most of these studies focused on the impact of employer image on organizational commitment. However, the impact of employer image on occupational commitment has largely been left out in previous research. Thus, this dissertation addresses this research gap and examines how individual employer image attributes (instrumental and symbolic) influence affective occupational commitment of hospitality industry employees in the case-study area Tirol (Chapter 4). Another gap being closed by this thesis is the inclusion of the rather under-researched stakeholder group of current hospitality employees regarding employer image, as

opposed to potential employees often discussed in the literature (e.g. Baum & Kabst, 2013; Danler & Zehrer, 2017; Highhouse et al., 2003; Sivertzen et al., 2013).

The very concept of commitment dates back to the 1960s when Becker (1960, p. 32) described commitment as “side bets” being made by people. The author explains different commitments may result from conscious decisions, but may also arise in a crecive way. In order to understand commitments, it is necessary to analyze the value systems where side bets can be made in the individual’s personal world (Becker, 1960). Moving on from the side bet theory of commitment, Porter et al. (1974, p. 604) describe three components of commitment: “(a) a strong belief in and acceptance of the organization’s goals and values; (b) a willingness to exert considerable effort on behalf of the organization; (c) a definite desire to maintain organizational membership”. A 15-item scale of organizational commitment was introduced and employee satisfaction as well as loyalty included as central constituents (Porter et al., 1974).

The application of commitment theory was further developed by Marsh & Mannari (1977) who established a lifetime commitment model in their research using only four items of measurement instead of Porter’s (1974) 15-item scale. Authors like Reichers (1985) emphasized commitment being a multifaceted construct directed to aspects within as well as outside organizations. Others view commitment as psychological attachment dependent on compliance for extrinsic rewards, involvement based on a desire for affiliation and involvement predicated on congruence between individual and organizational values (O’Reilly & Chatman, 1986). Sticking to this multifaceted nature of commitment, Meyer & Allen (1991) introduced their three-component conceptualization of organizational commitment. The three components are affective commitment (if someone wants to stay in a company), continuance commitment (if someone needs to stay), and normative commitment (if someone feels morally obliged to stay in the firm). Six items are used to measure each of the components respectively. The three-component conceptualization of commitment has been extended to the occupation. Meyer et al. (1993) assessed organizational as well as occupational commitment with their six-item scale applying the scale to a further domain. According to Meyer & Herscovitch (2001) commitment is a binding force. Meyer et al. (1993) extended the original commitment model to the occupation. Snape and Redman (2003) validated the model analyzing 678 human resources management specialists. Kurd et al., 2017 view affective commitment as the most important variable.

As mentioned before, destination image theory vastly leaves out the stakeholder group of hospitality employees. Some authors include the concept of place attachment, for example to explain tourists wish to return to a destination (Isa et al., 2019) or to assess the support of

tourism development among tourism and non-tourism employees (Stylidis, 2020a). However, these discussions do not explain the various reasons employees stay within a destination instead of working somewhere else. This thesis uses commitment theory from economic sciences as background for assessing the commitment of hospitality employees to the region or destination they work in. It is therefore first necessary to shed light on the various conceptualizations of commitment currently prevailing in the literature. Consequently, Table 1 portrays a list of definitions of commitment showing that commitment is mostly considered a binding force, an attitude, a behavior antecedent or an affective bond.

Table 1-1: Definitions of commitment

Definition	Commitment	Direction
Buchanan (1974, p. 533)	“A partisan, affective attachment to the goals and values of an organization, to one's role in relation to goals and values, and to the organization for its own sake, apart from its purely instrumental worth. Methodically, commitment consists of three components [...]: (a) identification - adoption as one's own the goals and values of the organization, (b) involvement – psychological immersion or absorption in the activities of one's work role, and (c) loyalty – a feeling of affection for and attachment to the organization.”	Affective Bond
Porter et al. (1974, p. 604)	“Organizational commitment is defined [...] in terms of the strength of an individual's identification with and involvement in a particular organization. Such commitment can generally be characterized by at least three factors: (a) a strong belief in and acceptance of the organization's goals and values; (b) a willingness to exert considerable effort on behalf of the organization; (c) a definite desire to maintain organizational membership.”	Attitude
Wiener & Gechman (1977, p. 48)	“Commitment is best viewed as a behavior rather than as merely an internal process or construct. When individuals are committed to a cause, person, activity, or institution, they must express this by an overt, public act. [...] Commitment behaviors are socially accepted behaviors that exceed formal and/or normative expectations relevant to the object of commitment.”	Behavior
Mowday et al. (1979, p. 226)	“Commitment represents something beyond mere passive loyalty to an organization. It involves an active relationship with the organization such that individuals are willing to give something of themselves in order to contribute to the organization's well-being. Hence, to an observer, commitment could be inferred not only from expressions of an individual's beliefs and opinions but also from his or her actions. A construct that is global, reflecting a general affective response to the organization as a whole.”	Attitude, Behavior Antecedent Affective Bond
Scholl (1981, p. 593)	“A stabilizing force that acts to maintain behavioral direction when expectancy/equity conditions are not met and do not function.”	Binding Force / Bond
Wiener (1982, p. 418)	“Commitment is defined as the totality of internalized normative pressures to act in a way that meets organizational interests. Commitment is viewed as a normative motivational process clearly distinctive from instrumental-utilitarian approaches to the explanation of work behavior.”	Normative Bond

Mowday et al. (1982, p. 27)	“Following Porter & Smith (1970): Organizational commitment [...] as the relative strength of an individual's identification with and involvement in a particular organization. ”	Attitude
Luthans et al. (1985, p. 213)	“A strongly committed employee intends to stay with the organization and work hard towards its goals.”	Behavior Antecedent
Blau (1985, p. 278)	“Career commitment can be defined as one's attitude towards one's profession or vocation.”	Attitude
O'Reilly & Chatman (1986, p. 493)	“Organizational commitment is conceived of as the psychological attachment felt by the person for the organization ; it will reflect the degree to which the individual internalizes or adopts characteristics or perspectives of the organization.”	Psychological Attachment
Allen & Meyer (1990, p. 1)	“The <i>affective</i> component of organizational commitment [...] refers to employees' emotional attachment to, identification with, and involvement in, the organization. The <i>continuance</i> component refers to commitment based on the costs that employees associate with leaving the organization. Finally, the <i>normative</i> component refers to employees' feelings of obligation to remain with the organization.”	Attitude
Meyer & Allen (1991, p. 61, p. 213)	“We go beyond the existing distinction between attitudinal and behavioral commitment and argue that commitment, as a psychological state, has at least three separable components reflecting (a) a desire (affective commitment), (b) a need (continuance commitment), and (c) an obligation (normative commitment) to maintain employment in an organization. Each component is considered to develop as a function of different antecedents and to have different implications for on-the-job behavior.”	Attitude
Jaros et al. (1993, p. 983)	“Complex concept that can serve as a summary index of work-related experiences and as a predictor of work behaviors and behavioral intentions. ”	Behavior Antecedent
Carson & Bedeian (1994, p. 240)	“Career commitment is conceptualized [...] as one's motivation to work in a chosen vocation. ”	Motivation
Greenberg & Baron (2000, p. 181)	“An extent to which an individual identifies and is involved with his or her organization or is unwilling to leave it.”	Identification
Lee et al. (2000, p. 800)	“Occupational commitment is the “psychological link between a person and his or her occupation that is based on affective reaction to that occupation. ”	Affective Bond
Meyer & Herscovitch (2001, p. 301)	“ A force that binds an individual to a course of action of relevance to one or more targets. As such, commitment is distinguishable from exchange-based forms of motivation and from target-relevant attitudes, and can influence behavior even in the absence of extrinsic motivation or positive attitudes.”	Binding Force / Bond
Herscovitch & Meyer (2002, p. 475)	“ A force (mind-set) that binds an individual to a course of action deemed necessary for the successful implementation of a change initiative.”	Binding Force / Bond
Meyer et al. (2006, p. 666)	“Commitment is a force that binds an individual to a target (social or non-social) and to a course of action of relevance to that target. ”	Binding Force / Bond
Van Knippenberg & Sleebos (2006, p. 571)	“Building on the proposition that identification is different from commitment in that identification reflects the self-definitional aspect of organizational membership whereas commitment does not, we propose that commitment is more contingent on social exchange processes that presume that individual and organization are separate entities psychologically , and more closely aligned with (other) job attitudes.”	Behavior Antecedent

Solinger et al. (2008, p. 76)	“Propose to respectfully abandon the TCM and return to the definition of organizational commitment as affective attachment to an organization . [...] Continuance and normative commitment should be seen not as commitments but rather as antecedents of attitudes toward a specific behavior , more precisely as different classes of imagined consequences of (dis)continuing employment.”	Affective Bond
Klein et al. (2012, p. 137)	“ A specific type of psychological bond between an individual and a target . This perceived bond is a socially constructed psychological state , differentiated from other bonds in that the individual does not psychologically merge with the target but does make a conscious choice to care about and dedicate him/herself to the target. A volitional psychological bond reflecting dedication to and responsibility for a particular target. ”	Binding Force / Bond
Mercurio (2015, p. 405)	“ Affective commitment is represented as the center core and source that most strongly affects individual behaviors and feelings, shapes individual perceptions, and may mediate the individual's reactions to organizational transactions.”	Behavior Antecedent

Human resource management holds organizational commitment as a key constituent (Cohen, 2007; Dhar, 2015). High employee commitment is associated with their motivational state, job performance, satisfaction and well-being (Fu & Deshpande, 2014; Meyer et al., 2012). Bourdeau-Lepage & Fujiki (2021) identify components that potentially contribute to peoples’ well-being within a given region. Their model includes historical amenities (e.g. housing quality, job stability), natural amenities (natural landscape, access to natural leisure spaces), and social amenities (safety, communal spaces, local events). Well-being has previously been identified as the subjective level of quality of life (Easterlin, 2003) and has been integrated in a definition of quality of life that unites human needs with subjective well-being (Costanza, 2007). Despite several approaches to quality of life, it is rather hard to find a unique definition for quality of life in the literature as there are so many. Quality of life may be conceptualized in four domains, namely livability of the environment, life-ability of the individual, external utility of life, and inner appreciation of life (Veenhoven, 2000). There is also a conceptualization of quality of life as a soft location factor, as the sum of all objective features as well as subjectively perceived life satisfaction and well-being (Pechlaner et al., 2010). In another definition, quality of life refers to the subjective well-being and to a specific geographic region (McCrea et al., 2011). In the previous literature, quality of life has frequently been a research subject targeting residents in a touristic destination or tourists themselves (e.g. Kim et al., 2013; Liang & Hui, 2016). Neal et al. (2007) developed a model explaining the effect of tourism services on the quality of life of travelers including the domain of overall life satisfaction. However, there is still rather limited research on quality of life with special regards to employees in the tourism sector (Kara et al., 2013; Uysal et al., 2016).

This lack of research also extends to commitment research, where previous research only includes one quality of life component, namely the work domain or quality of work life. Several authors found quality of work life to affect organizational commitment significantly (e.g. Kara et al., 2013; Farid et al., 2015). A study by Huang et al. (2007) proves that four dimensions of quality of work life (work-life balance, job characteristics, supervisory behavior, benefits) are significant predictors of outcomes of commitment as well as turnover intentions. It has further been demonstrated how other variables, such as growth, development, participation, payment and social relevance as components of quality of work life influence organizational commitment (Daud, 2010). Yasin and Kalid (2015) define quality of work life as a specific component of quality of life, as how an employee would assess the effect of work on their personal lives. However, as correctly pointed out by these authors, quality of work life refers to only one constituent of overall quality of life. Moreover, as tourism organizations and destinations are inextricably linked within the tourism industry (Bieger & Beritelli, 2013), this thesis establishes a connection between overall quality of life and the overall work destination. As to my knowledge, tourism geography lacks research on the connection of overall quality of life and employee commitment. Particularly with regards to the entire destination, the present thesis develops a model of Destination Commitment in Chapter 6, including various components of quality of life without missing out on the organizational component. In doing so, the present dissertation contributes to tourism geographical research in that it establishes a supply-side perspective (tourism employees as relevant stakeholder group) to destination image research. Furthermore, it introduces the economic concept of commitment into tourism geography by enhancing and modifying the model and linking it with the concept of perceived quality of life. This is necessary for three reasons: Firstly, there is apt research on travelers' intention to revisit via destination image. However, without employees, travelers will be devoid of service in the destination making it inevitable to open up the domain of destination image paired with commitment to tourism employees. Secondly, due to the pressing staff issues within the tourism industry, it is necessary to open a scientific dialogue on intentions to revisit a destination (seasonal workers). This is expressed via the concept of employee commitment. Thirdly, as entire tourism destinations are competing for qualified labor force, the issue is not solely business-centered, but destination-centered. The model of destination commitment is therefore supposed to shed light on factors that bind employees to the respective destination.

1.1.3 Family businesses, their role in employer image formation and crisis resilience

Quality of life includes components such as work-life-balance and stability of one's profession which are employer image aspects particularly fostered by family businesses (Leiß & Zehrer, 2018). Moreover, due to the regional focus of the dissertation, it is inevitable to highlight the small and medium-sized family business perspective, as a large part of hospitality businesses in the Alps is family-owned. Family businesses are businesses "governed and/or managed with the intention to shape and pursue the vision of the business held by a dominant coalition controlled by members of the same family or a small number of families in a manner that is potentially sustainable across generations of the family or families" (Chua et al., 1999, p.25). This type of business is not only the backbone of many touristic destinations, but also differs in their self-given employer image in comparison to non-family businesses. Thus, the employer image of a family business is dependent on diverse variables (Danler & Zehrer, 2017). Examples would be specific communication behaviors within the company (Leiß & Zehrer, 2018) or the coexistence of family and business (Chrisman et al., 2008). Furthermore, it has been argued that a distinguishable employer brand image is not only an important issue for large firms, but also for SME (e.g. M'zungu et al., 2017). No matter, which type a small or medium-sized family firm belongs to, unique variables of their employer brand will include long-term focus, particular sustainability efforts, social working conditions and strong location ties (Krappe et al., 2011). This is taking into account that employees function as brand ambassadors (Mihalcea, 2017). Their service ultimately affects customers and contributes to the continued existence of the business (Kattara et al., 2008). Being a brand ambassador finally means being an ambassador of the family firm's good name: owners and employees are supposed to transfer the family firm's values and goals – its brand – to customers, thus being an essential success factor for the competitive advantage of the family business (Cooper et al., 2005). Besides from family firm values, Ineson et al. (2013) highlight the importance of 'family' atmosphere, as social environment generally exerts a positive influence on employees, making staff turnover less likely.

Furthermore, monetary rewards or mere salary increase alone are not enough to "motivate any action other than the purely passive action of remaining in the organization" (Kovach 1996, 5). In the literature, there seems to be consent that other factors such as work environment, respect, appreciation, empowerment and engagement are more predictive for career longevity (Kumar & Shekhar, 2012; Mooney et al., 2016). This matches the employer image family businesses are seeking (Danler & Zehrer, 2017; Stewart, 2003). Employees are more attracted

to family firms instead of non-family firms when they are seeking stability (Block et al., 2016), thus achieving a greater commitment.

The underlying thesis attempts to generate a better understanding concerning the interconnections between hospitality family businesses, employer image and employee commitment. The stakeholder group of tourism employees needs to be included into commitment research. It needs to be taken into consideration that employer image and lack of skilled labor are issues for family businesses as well as non-family businesses likewise. The thesis therefore analyzes, which employer image factors influence commitment and if it is really the particularities of a family business that make a difference. Being the backbone of the regional industry, this business type plays a vital role when talking about crisis management. More specifically, when the Covid-19 crisis started, the tourism industry has particularly suffered from the outbreak and subsequent governmental measures (Karim et al., 2020).

Regarding the resilience concept, there are several definitions as to what constitutes resilience. In this dissertation, organizational resilience, is defined as in Annarelli and Nonino (2016): “Organizational resilience is the organization’s capability to face disruptions and unexpected events in advance, thanks to the strategic awareness and a linked operational management of internal and external shocks” (p.7). Resilience connects several factors including internal ones (e.g. development of a desirable identity, or experiences of a sense of cohesion with others) and external ones (e.g. financial stability) (Hedner et al., 2011). Altogether, resilience is characterized by taking into account past stressors, coping with and adapting to new crises (Hedner et al., 2011; Zehrer and Leiß, 2018). More recent recommendations for small businesses concerning the current crisis include the diagnosis of risks, adapting company strategies and opening models, and the development of an organizational structure including risk monitoring (Fitriasari, 2020). Key elements of family business resilience would be a coherent strategic thinking among owners and thorough decision-making capabilities (Beech et al., 2020).

As this dissertation analyzes family businesses in a specific region, and businesses and destinations are inextricably linked (Bieger & Beritelli, 2013), regional resilience needs to gain special focus. In a regional context, resilience links a crisis of the regional economy and the economy’s ability to develop regionalized contingency plans (Bristow, 2010) as opposed to global or national crises. In general, a central question within economic geography is why certain regions economically recover after a crisis and others do not (Hassink, 2010). In this respect, it has been highlighted that processes of interaction and learning among regional stakeholders play an important role within resilient regional change (Christopherson et al.,

2010). Network resilience within a region as such has been found a useful tool for small business resilience after a severe crisis, such as natural disasters (Torres et al., 2019). Moreover, regional community resilience is influenced by economic, natural, cultural, social and political factors (Kelly et al., 2015). Consequently, taking the previous research into account, it becomes clear that the people involved in resilience planning and action are an essential factor for regional resilience. Recently however, this “human factor” has been identified as an under-researched phenomenon within regional resilience (Bristow & Healy, 2020).

Chapter 6 of this thesis deals with the resilience behavior and perceptions of family hospitality business owners as the human component of regional resilience during the Covid-19 crisis in Tirol. Through the exploratory qualitative study, it is intended to contribute to a better understanding of family businesses dealing with a global crisis never seen before by focusing on the rather under-researched stakeholder group of hospitality employees as a central factor of organizational resilience. Furthermore, another research gap is closed in applying a holistic explorative approach leading to different levels of organizational resilience and levels of control by the business owners including the regional component facing the current crisis. The thesis also highlights the different resilience factors leading to different resilience behaviors within the various control levels. It should be kept in mind that an effective dealing with the crisis and keeping employees in the company despite all odds may add to employees’ commitment. This would be a subject of further research beyond the scope of this thesis.

In general, the present thesis places all analyses regarding the Covid-19 crisis within the background of the Tourism Disaster Management Framework by Faulkner (2001).

At the time of the aforementioned analysis and the data collection in Chapter 6, hospitality businesses found themselves in the middle of going back to normal and restoring essential routine, meaning phase 4 in Faulkner’s (2001) framework. Chapter 6 of this thesis intends to deepen the understanding of crisis management and resilience in the hospitality industry addressing the first wave situation. Employees as central resilience factors have to my knowledge hardly been taken into account in the literature on the current crisis. Another research gap concerning the analysis of crisis management to achieve resilience is at least partly closed as the holistic explorative approach of this study leads to different levels of organizational resilience and levels of control exerted by the business owner in becoming or remaining resilient.

1.2 Research questions and structure of the thesis

This dissertation draws on several research designs and intends to answer the following research questions:

RQ 1: Which employer image attributes influence perceived industry attractiveness in small and medium-sized hospitality family firms? With this research question, I intend to test the hypotheses that symbolic and instrumental attributes of employer image are positively related to the employing industry's perceived attractiveness, and that symbolic attributes have incremental value over and above instrumental attributes in explaining owners' and employees' perception of attractiveness toward the employing industry.

RQ 2: How do owners and employees differ in their perception of employer image? Behind this research question stands the hypothesis that family business owners and employees differ in their perception of symbolic and instrumental attributes of employer image because of different psychological proximity to the company.

RQ 3: How do individual constituents of employer image influence employees' affective occupational commitment in family owned hospitality firms? Through this research question, it is addressed whether working atmosphere, career opportunities, work-life comfort, task attractiveness, and payment attractiveness as constituents of the employer image framework by Baum & Kabst (2013) affect affective occupational commitment in small hospitality family firms.

RQ 4: Which are the determining components of destination commitment for hospitality employees? Through qualitative interviews various forms of commitment were derived resulting in a model of destination commitment.

RQ 5: How do hospitality employees perceive quality of life in their destination, and how are the perceived quality aspects linked to destination commitment? The underlying assumption for this research question is the fact that quality of work life influences organizational commitment. As such, the overall perceived quality of life is supposed to be connected with overall destination commitment.

RQ 6: How do business owners perceive the role of their employees and governmental mitigation measures when they estimate their business resilience? Here, it is analyzed in how far business owners include various stakeholders in their resilience planning and perception.

RQ 7: How is the COVID-19 crisis perceived, and what does organizational resilience mean to business owners? This question addresses how employers practice resilience according to various levels of control (e.g. governmental level, personal characteristics).

The remaining six chapters of this dissertation are structured as follows: In Chapter 2 the research design is presented including the research area and methodologies. Chapters 3 to 6 each present individual research articles which address the aforementioned research questions. Due to the structure of the research articles, each chapter is comprised of an introduction, a literature review, methods section, discussion and conclusion. Chapter 3 analyzes how employer image affects perceived hospitality industry attractiveness and how owners and employees differ in their perceptions. This chapter serves as a pre-study to the following articles by introducing the concept of employer image. In Chapter 4, it is assessed how employer image attributes impact employees' affective occupational commitment. This article regionally focusses on Tirol and establishes a connection between employer image, occupational commitment and family-run hospitality businesses. Chapter 5 and Chapter 6 both apply qualitative methodology and are focusing on Tirol as well, Chapter 5 on the Tirolean town Kitzbühel specifically. Using this regional example, the previously established commitment theory by Mayer & Allen (1991) is extended from a business perspective to the geographical domain and a model of Destination Commitment is developed. Chapter 6 addresses the ongoing Covid-19 crisis and the way of dealing with it to stay resilient as a hospitality business including the role of their employees.

Finally, Chapter 7 gives an overview of empirical as well as theoretical contributions of this thesis in answering the research questions and addressing the research gaps and new conceptual considerations. Limitations and points of departure for further research are outlined.

2 Research Design

The present dissertation applies a mixed-methods approach. It is intended to quantify results regarding the industrial perspective and to shed light on the geographical perspective in a qualitative way creating an in-depth understanding of the phenomena under research. This

chapter outlines the research design of the dissertation and gives an overview of data, methodological procedures and research area.

2.1 Study areas

Bavaria as a whole, Tirol as a whole and the small town of Kitzbühel in the Austrian province Tirol serve as case study areas due to their intensive dependency on tourism and constant competition with other Alpine destinations. Tirol for instance is highly tourism dependent and 92% of the hospitality businesses in this province are family businesses (Märk et al., 2010).

Chapter 3 sheds light on the attractiveness of the hospitality industry in Bavaria. In Bavaria, more than 99% of all enterprises in the hospitality industry are small and medium-sized businesses (STMWI Bavaria, 2015), most of which are family-owned. The criterion for selection was that enterprises had a maximum of 250 employees, following the European Commissions' definition for small and medium-sized businesses (European Commission, 2021). These enterprises represent the foundation for Bavaria's economy (STMWI Bavaria, 2017). Furthermore, 560,000 jobs (of which more than a third work in the hospitality industry), depends on tourism (STMWI Bavaria, 2017). However, employer image and turnover challenges as well as destination competition for qualified staff are highly present in this area. This makes it additionally worthwhile placing the research questions in this regional setting.

Chapters 4 to 6 all deal with data collected in Tirol. Similar as Bavaria, family businesses play a vital role in the Austrian province Tirol as well and tourism is an essential industrial sector. 85% of businesses in Tirol are small and medium-sized enterprises, and large part is family-owned (Märk et al. 2010). Tirol is strongly dependent on tourism: without the tourism industry, the Tirolean gross value-added would be 23.9% lower and 24.5% fewer people would be employed (Stadler et al., 2016). Despite the more favorable employer image, family businesses intend to portray within the tourism industry, competition among destinations and businesses for skilled labor remains a pressing issue. Furthermore, the situation is vastly similar throughout the province while especially for Tirol, the tourism sector is even more a key economic branch than for other provinces (Peinhopf, 2020).

Kitzbühel in particular, is highly dependent on tourism. The city with its 8,272 inhabitants (2019) and an area of 58 km^2 is located in the northwestern part of Austria, 36 km south of the German border. Kitzbühel is not only a world-renowned ski resort – not least due to the famous Hahnenkamm ski race – but also a flourishing summer destination. The ski lift company KitzSki Bergbahn AG has won the World Ski Awards several years in a row, thus contributing to the famous status of the small town. Kitzbühel provides 8,130 beds (2018, plus up to 1,261 extra

beds). 43% are located in the upper sector (4-star, 4-star Superior, 5-star, 5-star Superior; Kitzbühel Tourism, 2019). The overnight stays cumulated at 650,795 in the winter season 2017/18, and at 534,999 during the summer season 2017, while the majority of tourists were of German, Austrian or UK origin (e.g. 39% German, 17% Austrian, 11% UK in the winter season of 2017/18; Kitzbühel Tourism, 2019).

The Covid-19 crisis brought severe challenges to all tourism destinations in Tirol. In 2019, there was a gross value-added of € 32 billion in Tirol, while 15% or around € 4.9 billion are constituted by the hospitality sector (Garbislander et al., 2020). By federal law, all hospitality businesses had to be shut down by March 17, 2020. Already at the end of March 2020, the Austrian gastronomy lost € 60 million per day (Regioplan, 2020). Therefore, contingency and resilience planning is particularly important for all tourism destinations in Tirol and made the research are even more interesting for this dissertation.

2.2 Methodological approaches

The mixed-methods approach in this dissertation was deemed useful as several concepts such as Destination Commitment needed to be analyzed qualitatively first as this phenomenon has not arrived at quantification yet. Other concepts could be tested in a quantitative way as they were already established in the literature. This conglomerate of concepts is thus embedded in different approaches and questionnaires.

2.2.1 Quantitative surveys

The first two articles of this thesis, namely Chapter 3 and 4 follow a quantitative approach. For the study set in the Bavarian hospitality industry from September 2014 to August 2016, the quantitative survey was generated within the Unipark software. The created survey link was distributed by the DEHOGA, the German trade association for gastronomes and hoteliers, to their member enterprises. This means that business owners received the link and were asked to further distribute it among their employees. The method does not allow for checking how many employees were reached by each owner. The sampling within this chapter had to follow a non-probability method, convenience sampling, because the basic population of the employees could not be determined (see for example Etikan, 2016). This is according to the fact that only business owners can register in the DEHOGA, but they are not compelled to sign up the number of their employees. The measures used in the survey were adapted from Lievens and Highhouse (2003) as well as Aaker (1997), as they are the founders of the instrumental-symbolic framework and their attributes have been well validated. Questions were such as to be

responded in a 5-point Likert scale. All in total, the questionnaire was answered by study participants in self-report. Common method bias was avoided through procedural measures by Podsakoff et al. (2003).

Regarding Chapter 4, data collection took place between June and September 2018. A different questionnaire from the one in Chapter 3 was used as the research questions were altered towards the connection between employer image and commitment. The questionnaire was handed out online through the Austrian Federal Economic Chamber. After data cleanup and eliminating incomplete questionnaires, a sample of $n = 230$ survey participants remained. Measures were created from the commitment scale by Meyer and Allen (1991) and the employer image framework by Baum and Kabst (2013), responses given on a five-point Likert scale. Questionnaire design, factor analysis and avoidance of common method bias were carried out according to the procedures in the study from Chapter 3. Multiple regression using SPSS statistics software was deemed the most suitable approach for data analysis.

2.2.2 Qualitative analyses

The research articles in Chapters 5 and 6 intend to analyze phenomena not arrived at quantification yet by previous research. No a priori hypotheses were formulated and as for Chapter 5, the research question was answered using a hermeneutic phenomenological approach (Sloan & Bowe, 2014). Phenomenology as such focuses on peoples' perceptions of the world or the perception of the "things in their appearing" (Langdrige, p.11). Heideggerian phenomenology (1992) proposes that all descriptions of phenomena incorporate interpretations of the researcher and are no mere descriptions. As such, the conceptual model developed incorporates an thorough assessment of the information given in the interviews. The method intends to analyze the interview participants' life realities and their relation to the environment to create a better understanding of the phenomena under research (Sloan & Bowe, 2014). A methodological specialty of Chapter 5 is the inclusion of a picture content analysis of pictures portraying subjective quality of life taken by participants, thus also intending to create greater validity through method triangulation (Miles & Huberman, 1994). Furthermore, the picture content analysis helps in creating the conceptual model of destination commitment by shifting the perspective from narration to photographic portrayal. Thus, the participants' focal point gets more highlighted, although it was again up to the researcher to interpret and categorize the picture content. For Chapter 6, it was intended to create an overall understanding of resilience concepts and levels of engagement among participants without the aim of creating a specific theory. The study was supposed to serve as a first approach towards crisis resilience perception

among tourism business owners, which is why I chose a general qualitative exploratory approach without specifically pertaining to a particular paradigm such as phenomenology or grounded theory. These approaches may prove fruitful for further research on the topic in creating a theory of resilience behavior in unforeseen crises or psychological aspects of business owners. Themes and subthemes were generated, as the approach “places priority on the studied phenomenon and sees both data and analysis as created from shared experiences and relationships with participants” (Charmaz and Belgrave, 2012, p.349).

In Chapter 5, semi-structured interviews were conducted with employees from the hospitality industry in Kitzbühel. The informants included cooks, service employees and apprentices. I was given a list of all gastronomy and hospitality facilities in Kitzbühel by the Kitzbühel Tourism Association and I contacted all facilities individually asking them if there are employees willing to give an interview. Thus, snowball sampling was used to begin with to find enough participants willing to share their insights. Theoretical sampling was the second sampling method applied to underline theory generation including the constant comparative method (Kolb, 2012). Within the constant comparative method, data saturation is a central aspect described by Glaser and Strauss (1967). Through the questionnaire, I wanted to find out which aspects of quality of life lead the participants to commit themselves to the destination they worked in. In chapter 6, a different interview guideline was used. The first half of participants was selected through typical case sampling representing the wider target group (Etikan, 2016). The second half followed the process of theoretical sampling. In this study, data saturation was reached rather early, already after the sixth interview. Another interview was conducted, which did not lead to further themes in the data. It must be kept in mind that this exploratory study portrays unidimensional research questions that don't cause the participants a lot of effort in answering them. If this is the case, Aldiabat and Le Navenec (2018) suggest data saturation can be achieved rather quickly. In this study, data collection took place in May 2020 and the interviews took around 30 to 50 minutes.

For both Chapter 5 and 6, interviews were translated and thoroughly coded through MAXQDA-12 software. Despite the Heideggerian approach in Chapter 5, it was necessary to let go of own assumptions or prejudices about the subjects and interview participants as much as possible during the first coding process. This is important as the themes should not emerge from the researcher's mind, but directly from data analysis (Javadi & Zarea, 2016). Coding is a very broad process and the load of data needs to be simplified by building categories (e.g. Miles & Huberman, 1994). Lichtman (2006) suggested a Three C approach of coding data into Codes, Categories and Concepts. I followed this suggestion following Lichtman's (2006) six-step

procedure, namely: creating initial coding, revisiting initial coding, developing an initial list of categories or central ideas, modifying the initial list, revisiting the categories and subcategories, moving from categories into concepts or in other words, themes. It was necessary to review and discuss the emerging themes among the authors of the study and to ensure intercoder reliability. This procedure of coding led to the development of a model of Destination Commitment in Chapter 5 and to a framework of business resilience in times of crisis in Chapter 6.

As mentioned above, Chapter 5 includes not only interviews, but also photos for analysis. I asked interview participants of the Kitzbühel study to take up to 10 pictures within one week on what means quality of life for them. Afterwards, they were supposed to send me the pictures via Whats App. Photographs were coded according to category, focus and level of engagement. We followed a three-step coding procedure as suggested by Sternberg (1997): 1) staging the object under research; 2) analyzing the arrangement of items on the picture, e.g. groups of elements; 3) identifying the context of what is portrayed on the picture. This analysis differed from the analysis of the text data in so far as it followed pre-set categories from the WHOQOL-BREF categorization framework of quality of life. However, the categories were somewhat modified. Another criterion, the photographs were coded into, was the focus as described by several previous studies (Donaire & Galí, 2011; Donaire et al., 2014; Garrod, 2009). This analysis referred to whether a picture was close-up, an element in a situational context or whether it depicted something panoramic. The coding process showed that different photographs portrayed different levels of engagement regarding the photographer-motive relationship and also the relationship between people in the picture. Thus, level of engagement resulted in the third analysis criterion of the photographs. Like in the text analysis, intercoder reliability was insured. Photographs potentially leading several options were discussed and categories were agreed on by two researchers. After the categorization of photographs, the categories were compared to the themes and subthemes generated from the interview data.

Figure 1 summarizes the application of methods according to the respective research questions and the timeline. An overview of the relations of conceptual themes of this dissertations are depicted in Figure 2.

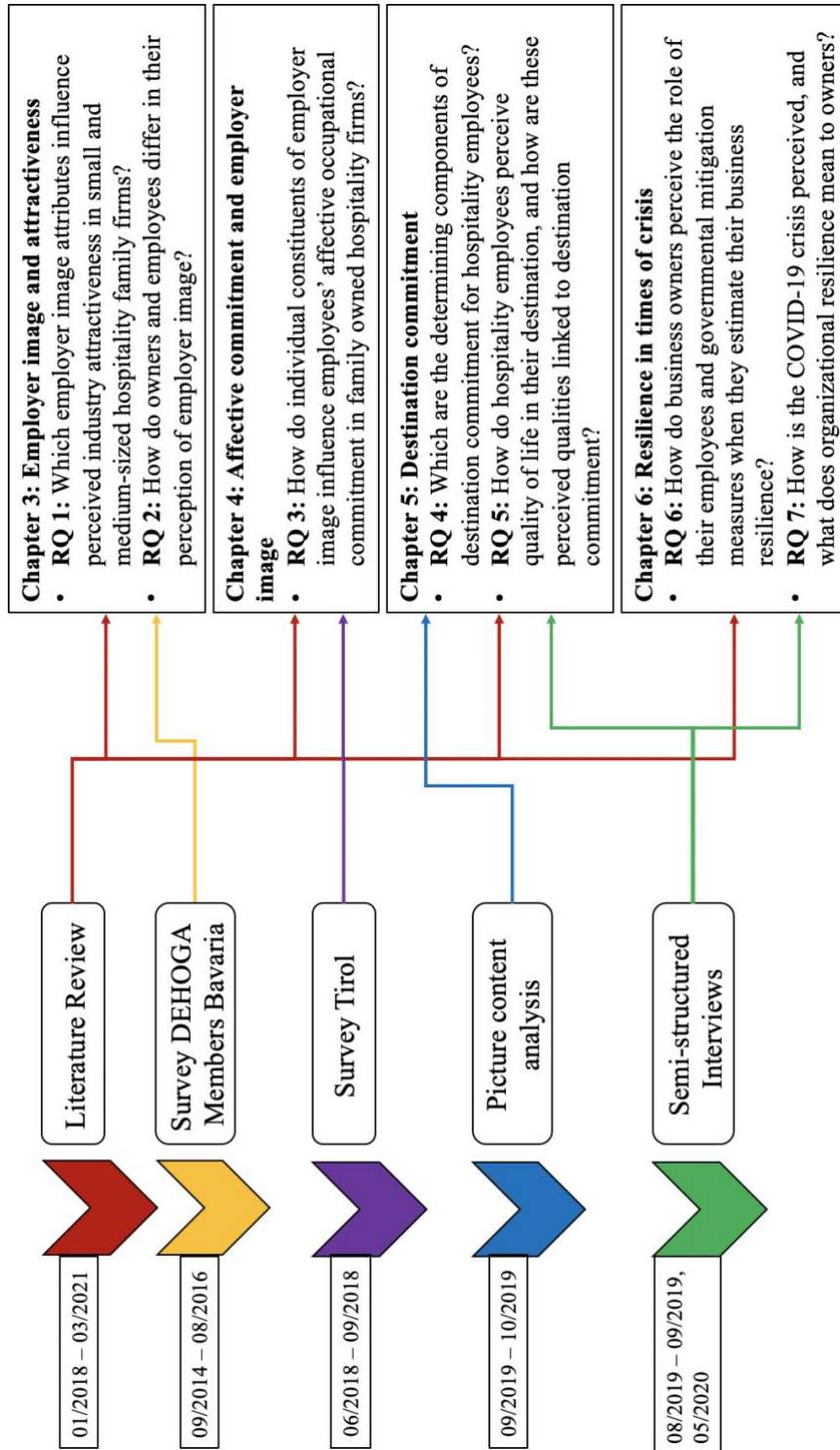


Figure 2-1: Research design overview and timeline

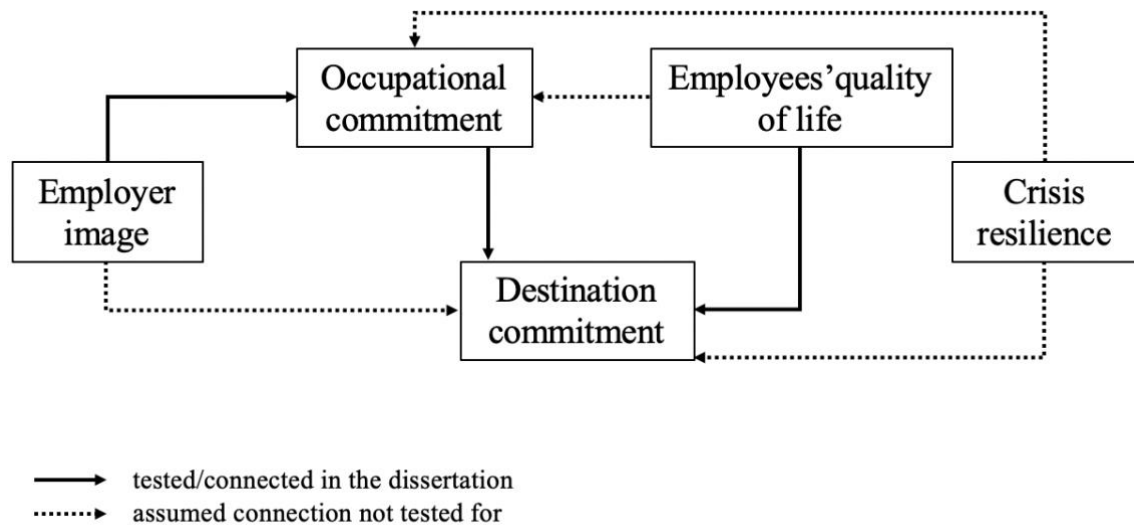


Figure 2-2: Conceptual considerations

3 The influence of symbolic and instrumental attributes of employer image on perceived industry attractiveness: differences between business owners and employees

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Abstract

Purpose – This study determines the influence of employer image on industry attractiveness in small and medium-sized hospitality firms by using the instrumental-symbolic framework adapted from marketing literature.^[1]
Design/methodology/approach – A total of 405 employees and 429 family firm owners in Bavaria were surveyed using a quantitative research design. The authors used linear and hierarchical multiple regression analyses for hypothesis testing using the variables included in the instrumental-symbolic employer image framework.

Findings – The study revealed differences in perception between employees and owners. Data showed that employees' ratings for instrumental attributes, such as job security and income options, and symbolic attributes, such as industry attractiveness, significantly differ from those of owners. Consistent with the instrumental-symbolic framework, owners' perceptions of symbolic attributes predicted their perceived industry attractiveness.

Practical implications – Owners may examine how their industry's image needs to be changed to gain positive perception by current and potential employees. Policymakers may benefit from the study's results that may help them find the right focal points for strategies in promoting Bavaria's hospitality sector. As a result, an adequate and positive image is created that attracts workers for this sector.

Originality/value – The study addresses the rather under-researched stakeholder group of existing hospitality employees, particularly with respect to employer image. Furthermore,

owners and employees are compared, regardless of their individually different relationships to the business. Employer image is connected with overall perceived industry attractiveness, stating that the industry comprises individual employing businesses and thus depends on employer image.

Keywords: Employer image, Family-owned SME, Hospitality industry

3.1 Introduction

The challenge of employer image, including skilled labor retention and turnover, has been an issue for the hospitality industry in the past. Previous research shows that the hospitality industry portrays higher levels of labor shortage and turnover than other sectors, which is an international problem (Ferreira et al., 2017; Kim, 2012). This situation may be due to poor employer image in the hospitality industry that commonly relies on unskilled labor to meet the shortage (Lacher and Oh, 2012). Subsequent turnover is favored by circumstances, such as low wages and irregular and long working hours (Barron et al., 2007; Deery and Jago, 2009). Another crucial aspect regarding employer image is the jobs' low social status (Ineson et al., 2013). This factor is interesting as employees perceive overall employer image in two forms: perceived organizational image and construed external image that refers to employees' assumptions about how outsiders perceive their employer (Dutton and Dukerich, 1991). Whether an employee identifies with an employer strongly depends on the construed external image (Dutton et al., 1994). Overall employer image contributes to potential applicants' decision to apply to a company (Highhouse et al., 2003) and a current employee's intention to stay in a firm (Chhabra and Sharma, 2014).

Image theory has established two sets of constituents that influence these intentions: instrumental (tangible/functional) attributes, such as pay and benefits, and symbolic (intangible/psychological) attributes, such as prestige and innovativeness (Aaker, 1997; Lievens and Highhouse, 2003; Keller, 1993; Van Hoye and Saks, 2011). An employer's image may affect an entire employing industry as current employees play a central role in an industry's brand image development (Knox and Freeman, 2006). An industry is the sum of its parts, and the growing relevance of industry branding to scholarships and practice has been highlighted (Bajde, 2019). Thus, individual employer image has gained increasing importance. Similarly, industry image may impact the perceptions of individual employer image reciprocally (Dowling, 2000).

Regarding employer image and the specific relationship toward a company, employees and

owners are the two main stakeholder groups in addition to potential employees. However, they cannot be viewed as one entity. Owners and employees have different connectedness to the business due to their varying responsibility levels. Business owners have the highest job autonomy level (Prottas and Thompson, 2006) and high job control and demands (Stephan and Roesler, 2010), and their ownership leads to increased identification with the business compared with employees (Tetrick et al., 2000). Autonomy and psychological ownership are also crucial to employee satisfaction (Blomme et al., 2009; Hytti et al., 2013). Hence, these perceptions and feelings about one's relatedness to the business may likely cause differing workplace images for owners and employees, respectively. Therefore, the two stakeholders' perceptions need to be analyzed individually.

Small and medium-sized enterprises (SMEs) play a vital role in the hospitality industry, which is largely comprised of family-owned enterprises (Märk et al., 2010). The tourism industry of many European countries is characterized by a large proportion of SMEs, with the majority of hotels being family-owned (Eurostat, 2011; Pikkemaat and Zehrer, 2016). Family firms are defined "as one that will be passed on for the family's next generation to manage and control" (Ward, 2011, p. 273) and it is the most prevalent organizational form (Astrachan and Shanker, 2003). Due to their size, family firms face competitive disadvantages, such as poor economies of scale and scope, minimum diversification potential and limited access to capital markets. These weaknesses can be reduced through employer branding. Therefore, analyzing this specific business type is worthwhile. Bavaria has more than 99% of all enterprises in the hospitality industry, which are SMEs (STMWI Bavaria, 2015). A clear focus of a family business and also SME brand image relates to social working conditions, loyalty and long-term relationships (Hauswald et al., 2016; Krappe et al., 2011). Non-monetary values, such as positive work environment, respect and appreciation, also relate to family business image (Kumar and Shekhar, 2012; Mooney et al., 2016; Stewart, 2003). This image is relevant to owners and employees. Therefore, focus on this business type is necessary along with its salient image attributes compared with non-family businesses.

This study extends previous research on employer image by analyzing the impact employer image attributes of family-owned SMEs on the hospitality industry in a given destination. We bridge three gaps in the literature. First, existing hospitality employees are a rather under-researched stakeholder group in the field of tourism (Baum, 2018) as opposed to potential employees or tourists. Second, previous studies do not differentiate owners from employees despite their individually different relationships with the business. Third, we connect employer image with an entire industry's perceived attractiveness, stating that the industry is comprised

of individual employing businesses that depend on employer image. Consequently, we specifically address two issues. On the one hand, additional detailed insights into which employer image attributes influence family-owned hospitality SMEs' perceived industry attractiveness are necessary. On the other hand, to the best of our knowledge, our study is the first to address the differences between employees and employers' perceptions explicitly.

3.2 Literature review

3.2.1 Employer image development

Image theory suggests that images and schemata based on different tangible information play a significant role in guiding human decision-making behavior (Beach and Mitchell, 1987). Image formation is a continuous and dynamic process (Kolb, 1984). In a workplace context, negative and positive images impact behavior toward application to a specific employer (Lievens and Highhouse, 2003). If a company's image matches potential employees' needs and personality, the company becomes attractive to applicants (Judge and Cable, 1996, 1997; Sivertzen et al., 2013). Furthermore, an employer's image also influences current employees' decision on whether to pursue a career with this employer (Ineson et al., 2013). For example, perceptions of organizations with good performance also positively impact perceptions of their attractiveness (Edwards, 2009). Thus, hospitality industry entrepreneurs with profound professional experience can help in the entire tourism industry's image-building process (McGehee and Meng, 2006).

The literature on image theory has significantly devoted to image development, formation and consequences (e.g. Baloglu and McCleary, 1999; Dutton et al., 1994; Echtner and Ritchie, 1991; Gartner, 1993; Hankinson, 2001; Lievens and Highhouse, 2003). The literature that proposes the instrumental-symbolic framework has employed image theory to describe the individual components of image (Keller, 1993). Particularly, Keller (1993) highlights brand image as synonymous with brand perceptions and subdivides these perceptions (or the image) into symbolic and instrumental attributes. Thus, one stream of literature on symbolic (intangible) and instrumental (tangible) image attributes has focused on employer branding based on potential employees' attraction toward a company or industrial sector (Sivertzen et al., 2013). These studies consider employer branding a central tool for attracting potential employees (Sivertzen et al., 2013) and a representative of a firm's efforts to promote its unique characteristics compared with other firms, such as being a desirable employer (Backhaus and Tikoo, 2004). Therefore, a successful employer brand induces potential applicants, employees

and customers to perceive brand image positively.

The concept of brand image dates back to the 1950s (Gardner and Levy, 1955), which was broken down into instrumental and symbolic product attributes. Keller's (1993) brand-reflecting types of brand associations, held in customer memory, are categorized into product- and non-product-related attributes, attitudes and functional, symbolic and experiential benefits. In addition to product brand image, research on company and employer brand image is increasing (e.g. Blomme et al., 2009; Chhabra and Sharma, 2014; Rynes and Barber, 1990). Employer branding, employer brand image or employer image has various definitions. These terms can be used synonymously as employer branding is "concerned with building an image in the minds of the potential labor market that the company, above all others, is 'a great place to work'" (Ewing et al., 2002, p. 12).

Furthermore, Ambler and Barrow (1996, p. 187) define employer brand as "the package of functional, economic and psychological benefits provided by employment, and identified with the employing company." These definitions suggest the interchangeability of the terms employer brand image and employer image. From a hospitality industry point of view, this identification is interesting as employees need to understand the core of "aesthetic labor." Thus, depicting company values regardless of their lifestyle and visions is necessary (Warhurst and Nickson, 2007). Lievens and Slaughter (2016, p. 409) refer to these values as "an amalgamation of transient mental representations of specific aspects of a company as an employer as held by individual constituents." We apply this definition in this study not only for existing employees but also for potential staff.

3.2.2 Employer image in a family business context

Family-owned SMEs form a large part of the hospitality industry. Thus, highlighting their perspectives in discussions on the hospitality industry's employer image is necessary. Family businesses are "governed and/or managed with the intention to shape and pursue the vision of the business held by a dominant coalition controlled by members of the same family or a small number of families in a manner that is potentially sustainable across generations of the family or families" (Chua et al., 1999, p. 25). This employer type enriches perspectives in employer image development theory, as a family business portrays several particularities that differ from non-family businesses. Thus, a family business's employer image depends on diverse variables (Danler and Zehrer, 2017). These characteristics include specific communication behaviors within the company (Leiß and Zehrer, 2018), coexistence of family and business (Chrisman et al., 2008) and a general overlapping of family and enterprise issues (Märk et al., 2010).

Furthermore, studies argue that a distinguishable employer brand image is an important issue not only for large firms but also for SMEs (Berthon et al., 2008; M'zungu et al., 2019). M'zungu et al. (2019) develop a typology of brand management types among SMEs. They outline SMEs driven by brand identity, brand image, a focus on daily operations to deliver quality products to customers and a focus on quick exploitation of market opportunities. Unique employer brand variables will include long-term focus, particular sustainability efforts, social working conditions and strong location ties, regardless of the type of family SME (Krappe et al., 2011). Strong family ties may impede an enterprise's economic performance (Bertrand and Schoar, 2006). Nevertheless, these ties contribute to a specific canon of values determined by honesty and respect (Stewart, 2003), which are predominant in a family firm's image.

Employees function as brand ambassadors (Mihalcea, 2017), whereas service affects customers and contributes to the business's continued existence (Kattara et al., 2008). Brand ambassadors are the ambassador of the family firm's good name; owners and employees transfer the family firm's values and goals, that is, its brand, to customers, thus being an essential success factor for the business's competitive advantage (Dyer, 1988). Additionally, Ineson et al. (2013) emphasize the importance of "family" atmosphere as a social environment positively influences employees, reducing turnover. Employees and owners have a different relationship with the family business if employees are not part of the family. Owners portray strong professional identification and a clear understanding of their role while showing high job satisfaction levels (Tetrick et al., 2000). By contrast, employers experience considerable job pressure and autonomy (Prottas and Thmopson, 2006). Owners are responsible for the creation of a family atmosphere, or image, if their intention is employees' organizational pride and identification (Binz et al., 2018).

Furthermore, monetary rewards and salary increases alone cannot sufficiently "motivate any action other than the purely passive action of remaining in the organization" (Kovach, 1996, p. 5). The literature has reached a consensus that other factors such as work environment, respect, appreciation, empowerment and engagement are predictive of career longevity (Chang et al., 2010; Kumar and Shekhar, 2012; Mandl, 2008; Mooney et al., 2016; Sokro, 2012). These image factors pertain to family enterprises (Danler and Zehrer, 2017; Stewart, 2003). "Treating employees fairly and with loyalty that is usually reciprocated" is a success factor for family firms (Neubauer and Lank, 2016, p. 13). Accordingly, Hauswald et al. (2016) demonstrated that family influence impacts job seekers' likelihood of entering into long-term employment relationships with a family firm. In sum, all the aforementioned aspects contribute to the overall employer image of family firms. However, the differences between family business owners and

employees due to their varied psychological proximity to the company lack discussion. Thus, shedding light on owners and employees' perceptions individually is necessary.

3.2.3 Employer image and the instrumental-symbolic framework

The hospitality industry particularly exhibits higher levels of labor shortage and turnover rates than for the average in other sectors (Ferreira et al., 2017; Kim, 2012). In our research area Bavaria, this condition is likely to be connected to the hospitality industry's poor employer image (Lacher and Oh, 2012). This image is favored by circumstances such as low wages and irregular and long working hours (Barron et al., 2007; Deery and Jago, 2009). Baum and Kabst (2013) conduct a cross-national study using instrumental employer image attributes to understand potential employees' employer image. They emphasized working atmosphere, career opportunities, work-life comfort, task attractiveness and payment attractiveness as the constituents of employer image that influence intention to apply. Danler and Zehrer (2017) employ Baum and Kabst's (2013) research model to test graduate students' employer image of a potential family firm employer. They find that task attractiveness and career opportunities have the strongest influence on intention to apply, which is consistent with Baum and Kabst (2013). More recently, Kumari and Saini (2018) address potential applicants to the engineering industry. They find that instrumental attributes have a stronger influence on potential applicants' perception of employer attractiveness than symbolic attributes (Kumari and Saini, 2018).

Recruitment research has mostly focused on the influence of employer image's instrumental and symbolic attributes (Lievens and Slaughter, 2016) from the perspective of potential employees as opposed to current employees using the so-called instrumental-symbolic framework. This framework suggests that image consists of instrumental (objective attributes, such as pay and benefits) and symbolic dimensions (subjective attributes, such as prestige and innovativeness) (Lievens and Highhouse, 2003) and originates from its marketing perspective (Keller, 1993). If these attributes or the company image matches potential employees' needs and expectations, they may have an intention toward the company (Highhouse et al., 2003). Several authors use the instrumental-symbolic framework to draw conclusions on recruitment strategies and applicant attraction behavior toward an employer. Lievens et al. (2007) apply the framework as a unifying tool to analyze the organizational identity and employer image (referring to applicant attraction) of the Belgian Army. Organizational identification in this industry relates to symbolic attributes, such as pride and respect, rather than instrumental attributes. Nevertheless, they confirm that applicants are attracted to the army due to symbolic

and instrumental image dimensions. Therefore, the framework may predict potential applicants' perceptions of organizational attractiveness (Lievens, 2007; Van Hove and Saks, 2011). Also referring to the armed forces, Kaur and Shah (2020) analyze potential and current employees' perceptions of the employer image in the Indian army. They find a significant relationship of job security, task diversity and the symbolic dimensions with employees' perceptions.

The literature establishes a connection between employer image and industry brand image or attractiveness. As early as the 1980s, industry attractiveness was identified to be not "a universal dimension [...]. What is attractive depends on a firm's relative advantages" (Wernerfelt and Montgomery, 1986, p. 1223). Subsequently, Burmann et al. (2008) find that employer image's symbolic and instrumental attributes significantly influence corporate brand image. They follow Dowling's (2000) call for additional research on the connections between industry image and corporate brand image. A growing relevance of industry branding to scholarships and practice has recently been highlighted (Bajde, 2019). Bajde (2019) discusses the concept of industry branding by introducing a framework that includes institutional dimension as an influencing factor of industry brand image. Febriani and Selamet (2020) highlight that instrumental and symbolic attributes are significantly related to potential employees to apply to an organization.

Moreover, apart from potential employees, current employees play a vital role in industry brand image development (Knox and Freeman, 2006). In this context, Dowling (2000) emphasizes the potential impact of industry image on the perceptions of an employing enterprise. However, studies on the instrumental-symbolic framework have not explored the stakeholder group of current employees. We consider this theoretical base as a point of departure for more research regarding other industrial sectors than those presented in preliminary studies. The application and testing of this framework is worthwhile, particularly with respect to challenging the employer image of the hospitality industry.

3.3 Hypotheses development

The importance of attracting qualified people to an enterprise has been acknowledged in literature. However, an employer brand addresses not only potential applicants to a company or industry. Current employees' employer brand images need to be considered as they evaluate their employer's brand attractiveness differently from potential employees (Maxwell and Knox, 2009). Employees' perceptions of the company need to be addressed, particularly in the hospitality industry, where high-quality service and customer orientation play a vital role in

business survival (Bednarska and Olszewski, 2013). Many studies have addressed this topic to expand the understanding of other concepts, such as employee loyalty, motivation and turnover (e.g. Chang et al., 2010; Lievens, 2007; Maxwell and Knox, 2009; Mooney et al., 2016; Muruganantham et al., 2020; Sokro, 2012). These studies shed light on the consequences of employees' perceptions of the job or company.

However, an important premise underlying instrumental job attributes was not tested, that is, current employees and business owners hold perceptions of their jobs and industry, though owners share a different connection with their business compared with employees. Business owners achieve great autonomy but also manage considerable job pressure and stress (Prottas and Thompson, 2006) and significantly high job control (Stephan and Roesler, 2010). Tetric et al. (2000) highlight strong professional identification of business owners with perceived low levels of role ambiguity and role conflict, less emotional exhaustion and high job satisfaction levels. Autonomy is important for job satisfaction (Hytti et al., 2013); thus, achieving a feeling of ownership with employees is essential for owners (Bernhard and O'Driscoll, 2011) because whether employees positively perceive their tasks is crucial (Blomme et al., 2009). Furthermore, businesses' portrayal of a certain lifestyle to owners should not be omitted. Owners may also feel this lifestyle as their way of living (Wang et al., 2019). Thus, the identities of lifestyle business owners are also worth the analysis. Based on Bredvold and Skalen's (2016) classification, owners will most likely portray a stable identity construction toward their profession, including strongly rooted values, due to the nature of family businesses. Finally, we propose the following hypothesis on instrumental job attributes based on the importance of addressing owners and employees individually as well as the influence of employer image on industry attractiveness:

H1a. Family business employees' perceptions of instrumental job attributes (namely, payment options, job security, task variety and working hours) are positively related to the employing industry's perceived attractiveness. ^[1]_{SEP}

H1b. Family business owners' perceptions of instrumental job attributes (namely, payment options, job security, task variety and working hours) are positively related to the employing industry's perceived attractiveness. ^[1]_{SEP}

The instrumental-symbolic framework also implies that potential employees' attraction to their company can be explained not only by instrumental job and organizational factors but also by symbolic meanings in terms of inferred traits (Lievens and Highhouse, 2003). In a quantitative

approach, the authors address final-year students who focus on early recruitment phase from an organizational perspective. They conclude that objective job factors impact attraction toward an employer, though people do not necessarily use them as a decision basis. Similarly, Aaker (1997) highlights the need for understanding brands' symbolic use by developing a generalizable measurement scale of five brand personality dimensions (sincerity, excitement, competence, sophistication and ruggedness). Hoppe (2018) extends the research to current employee using the instrumental-symbolic framework to establish the symbolic facet of perceived employer brand image as antecedent of corporate brand identification and brand citizenship behaviors. The author highlights that symbolic dimensions are employment offerings made by organizations to provide symbolic benefits to employees. Aaker's (1997) dimensions are adapted and altered by Lievens and Highhouse (2003), outlining their five dimensions of sincerity, innovativeness, competence, prestige and robustness. Based on evidence from the studies mentioned above, we hypothesize the following:

H2a. Family business employees' perceptions of symbolic job attributes are positively related to the employing industry's perceived attractiveness.

H2b. Family business owners' perceptions of symbolic job attributes are positively related to the employing industry's perceived attractiveness.

Moreover, symbolic attributes have more incremental variance above and beyond instrumental attributes in banking organizations (Lievens and Highhouse, 2003; Van Hove and Saks, 2011). However, the authors emphasize that their analysis needs to be replicated in other industries. Whether their finding applies to hospitality industry employees and owners in a family business perspective and whether the two stakeholder groups differ remain unclear. Therefore, we propose the following hypothesis:

H3. Symbolic attributes have more incremental value above and beyond instrumental attributes in explaining owners and employees' attractiveness toward the employing industry.

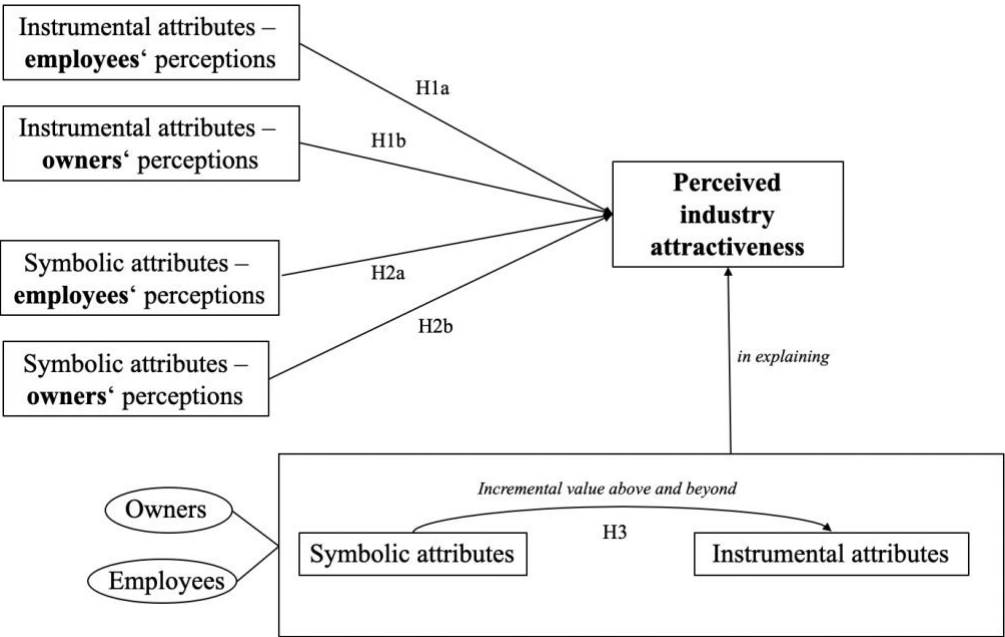
3.4 Methodology

Figure 1 depicts an overview of the different hypotheses stated above to clarify our research design structure.

This study focused on family business owners and employees in the hospitality industry in

Bavaria. Bavaria was selected as the research area because its tourism continues to contribute significantly to its economy (Driessen et al., 2016). Most hospitality businesses are family-owned SMEs, which represent the foundation for Bavaria’s economy (STMWI Bavaria, 2019). The income of 560,000 people (of which more than a third work in the hospitality industry) depends on tourism, and Bavaria’s share in Germany’s tourism value-added is 18.5% (STMWI Bavaria, 2017). Data were collected through an online survey from September 2014 to August 2016 to test the hypotheses. The link to the survey was distributed to Bavaria’s hospitality employees via DEHOGA, the German trade association for gastronomes and hoteliers. Owners were asked to distribute the questionnaire to their employees. The number of employees per company was not assessed in this survey. A non-probability sampling method was used to determine the sample because we could not infer the basic population for the employees’ convenience sampling (Etikan, 2016). A total of 1,068 questionnaires were returned. Then, 834 questionnaires remained after data cleaning (for example, eliminating non-family business employees and owners and incomplete questionnaires).

Figure 3-1: Research Design



3.4.1 Sample

After eliminating named cases during data cleaning, n 5 834 completed and useable cases were taken for further analyses. A total of 405 and 429 of questionnaires are answered by employees and family business owners, respectively. Table 1 shows the descriptive statistics of the sample.

Table 3-1: Descriptive statistics of the sample: owners vs. employees

Employees (n=405)		Owners (n=429)	
Gender %		Gender %	
Female	57.8	Female	39.2
Male	42.2	Male	60.8
Number of employees in org. %		Number of employees in org. %	
0-9	25.7	0-9	50.3
10-49	46.2	10-49	46.2
50-249	28.1	50-249	3.5

3.4.2 Measures^[1]_[SEP]

3.4.2.1 Instrumental traits

Instrumental traits were collected using 10 items dealing with four different dimensions (task variety, income options, job security and working hours) to fit the hospitality industry. The items were adapted from Lievens and Highhouse (2003). Respondents were asked to indicate their degree of agreement to the statements on a 5-point Likert scale. Example items include “The Bavarian hospitality industry offers advancement opportunities” and “The Bavarian hospitality industry offers diversified work tasks.”

3.4.2.2 Symbolic traits

Symbolic traits were collected using 11 items dealing with two different dimensions (innovativeness and customer orientation). The items for innovativeness were adapted from Lievens and Highhouse (2003). Respondents were asked to indicate their degree of agreement to the statements on a 5-point Likert scale. Example items include “The Bavarian hospitality industry is young” and “The Bavarian hospitality industry is authentic.” We used three of the perceived brand personality trait measures by Aaker (1996, 1997) using a 5-point Likert scale to investigate customer orientation. Employees and employers could relate to these measures, namely, sincerity, excitement and popularity.

3.4.2.3 *Attractiveness*

Attractiveness was measured using a single item: “How do you rate the attractiveness of jobs in the Bavarian hospitality industry?” Respondents were asked to indicate their perceived attractiveness toward the Bavarian hospitality industry on a 5-point rating scale.

3.4.2.4 *Control variables*

Other variables, in addition to those described, may lead to differences in the relationships between the independent and dependent variables. Thus, company size, the employees’ or owner’s gender and their organizational position were used as control variables. Thus, the number of employees (dummy-coded organizations with 49 employees or less) and gender (also dummy coded) were included in the calculations. Company position was also collected to differentiate the employee and owner groups.

3.4.3 *Data analysis*

The questionnaire was designed based on common recommendations (Bryman and Bell, 2011; Dillman et al., 2009). All answers were given via self-report in a single questionnaire. This procedure may have common method bias. Thus, Podsakoff et al.’s (2003) procedural remedies were implemented. This procedure was performed by applying different response formats to the different variables and separating the independent and dependent variables into different pages in the questionnaire. Furthermore, the statistical remedies indicate that common method bias is not a problem to our data collection method. Harman’s single factor test (Podsakoff and Organ, 1986) was used for all items and shows that only 29.4 of the variance are explained by a single factor, which is below the 50% cutoff point. All variables were put into a principal component factor analysis, examining the un-rotated solution and constraining the number of factors to 1 rather than eigenvalues.

Constructs and associated items were adapted from Lievens and Highhouse (2003) and Aaker (1996, 1997) to make them applicable to the hospitality context. Table 2 lists individual items, and Table 3 shows the scale reliability of the multi-item measures applied. Scale reliability is close to or over the threshold of 0.7 for Cronbach’s alpha (Hair et al., 1998), except for the task variety dimension of the instrumental traits, which has a Cronbach’s alpha of 0.603. However, internal consistency is commonly smaller when only a few items are used (Cortina, 1993). Thus,

values above 0.6 are acceptable.

We analyzed the correlation and the dimensions' mean, standard deviation and variance inflation factor (VIF) to check for multicollinearity. Table 4 shows the results. All VIF values are below 10, indicating that multicollinearity is not a problem (Aiken and West 1996).

We conducted various tests for central tendency differences and hierarchical regressions for the employee and owner groups to test for the influence of instrumental and symbolic traits on the perceived attractiveness of jobs in the Bavarian hospitality industry. Hierarchical regression was deemed to be the most applicable method based on the aims at (1) making the results comparable to Lievens and Highhouse's (2003) original study, who also apply hierarchical regressions, and (2) determining whether symbolic traits can explain the variance above and beyond the instrumental traits in a family business context.

Table 3-2: Constructs and items

	Variables	Items
Instrumental Traits (adapted from Lievens & Highhouse, 20023)	Task Variety	The Bavarian hospitality industry offers opportunities for interacting with people.
		The Bavarian hospitality industry offers diversified work tasks.
	Income Options	The salaries in the Bavarian hospitality industry are high.
		The Bavarian hospitality industry offers above average salaries.
		The Bavarian hospitality industry offers below average salaries [R].
	Job Security	The Bavarian hospitality industry offers many job opportunities.
		The level of training in the Bavarian hospitality industry is high.

		The Bavarian hospitality industry offers an education that is beneficial in different industries.
		The Bavarian hospitality industry offers opportunities for advancement.
	Working Hours	The Bavarian hospitality industry offers flexible working hours.
Symbolic Traits (adapted from Aaker, 1996, 1997; Lievens & Highhouse, 2003)	Innovativeness	The Bavarian hospitality industry is modern.
		The Bavarian hospitality industry is progressive.
		The Bavarian hospitality industry is young.
	Customer Orientation	The Bavarian hospitality industry is inspiring.
		The Bavarian hospitality industry is interesting.
		The Bavarian hospitality industry is pleasant.
		The Bavarian hospitality industry is authentic.
		The Bavarian hospitality industry is likeable.
		The Bavarian hospitality industry is exclusive
		The Bavarian hospitality industry is unique.
		The Bavarian hospitality industry is attractive.

Table 3-3: Reliability of multi-item measures

Variables	Cronbach's α
Task Variety (2 items)	0.603
Income Options (3 items)	0.718
Job Security (4 items)	0.726
Working Hours (single item)	-
Innovativeness (3 items)	0.683
Customer Orientation (8 items)	0.872

Table 3-4: Correlations, mean, standard deviation and variance inflation factor of all items

	M	SD	VIF	Attrac- tiveness	Task Variety	Income Options	Job Security	Working Hours	Innovative- ness
Attractiveness	3.49	0.99		1					
Task Variety	1.29	0.57	1.26	0.112**	1				
Income Options	3.84	1.02	1.20	0.331**	0.165**	1			
Job Security	2.02	0.82	1.54	0.200**	0.443**	0.349**	1		
Working Hours	2.90	1.50	1.19	0.102**	0.199**	0.246**	0.385**	1	
Innovativeness	2.84	0.81	1.54	0.250**	0.205**	0.291**	0.357**	0.201**	1
Customer Orientation	2.38	0.70	1.67	0.286**	0.295**	0.282**	0.405**	0.271**	0.573**

3.5 Results and discussion

First, we conducted several Mann–Whitney U tests to determine whether the variables applied between family business employees and owners significantly differ. Family business employees and owners’ ratings for all the symbolic traits of the Bavarian hospitality industry did not significantly differ. In contrast, two instrumental traits, namely, income options (U = 59.699,500; p = 0.000; r = 0.132) and job security (U = 72.329,000; p = 0.001; r = 0.116), showed significantly different ratings. Compared with owners, employees found job security and income options to be significantly worse in the Bavarian hospitality, which is an interesting

finding and congruent with existing literature. Since owners and employees have different connectedness to the business given their varying responsibility levels, their perceptions and feelings likely cause different workplace images for owners and employees (Blomme et al., 2009; Hytti et al., 2013; Prottas and Thompson, 2006; Stephan and Roesler, 2010; Tetrick et al., 2000). Hence, these perceptions and feelings about one's relatedness to the business may likely cause differing workplace images for owners and employees, respectively. Therefore, the two stakeholders' perceptions need to be analyzed individually. The attractiveness of the Bavarian hospitality industry ($U = 72.934$; $p = 0.000$; $r = 0.153$) was perceived significantly different. Family business owners rated the attractiveness significantly worse than employees. Thus, we split the data set into two groups based on company position to calculate and compare the two different regression models.

Second, we conducted a regression analysis on the groups of family business employees and owners to test the hypothesized relationships. Regarding the instrumental traits, only income options ($\beta = 0.131$; $p < 0.001$) [1] show a significant relationship with the perceived attractiveness for employees, thus rejecting hypothesis 1a. For owners, income options ($\beta = 0.108$; $p < 0.001$) and job security ($\beta = 0.049$; $p < 0.05$) show a significant relationship with the perceived attractiveness, thus rejecting hypothesis 1b. Regarding the symbolic traits, innovativeness ($\beta = 0.048$; $p < 0.05$) and customer orientation ($\beta = 0.040$; $p < 0.001$) show a significant relationship with the perceived attractiveness for employees, thus supporting hypothesis 2a. For owners, innovativeness ($\beta = 0.064$; $p < 0.05$) and customer orientation ($\beta = 0.035$; $p < 0.001$) show a significant relationship with the perceived attractiveness, thus supporting hypothesis 2b. The control variables, company size, gender and company position, have no significant relationship with the dependent variable.

Finally, we conducted a hierarchical regression on owner and employee groups, following Lievens and Highhouse (2003) and Van Hove and Saks (2011). This method shows whether the symbolic traits can explain the variance above and beyond the instrumental traits (Tables 5 and 6).

Table 3-5: Hierarchical Regression Results Employees

	β	t	p	R2 increment
Step 1				
Income options	0.131	6.151	0.000	
Task variety	0.037	0.698	0.485	

Working hours	-0.016	-0.464	0.643	
Job security	0.025	1,355	0.176	0.126 ***

Step 2

Innovativeness	0.037	1.505	0.133	
Customer Orientation	0.023	2.068	0.039	0.024 ***

*p < .05 **p < .01 *** p < .001; Note: parameter estimates are for final step not entry.

Table 3-6: Hierarchical Regression Results Owners

	β	t	p	R2 increment
Step 1				
Income options	0.108	6.203	0.000	
Task variety	-0.013	-0.326	0.744	
Working hours	-0.015	-0.471	0.638	
Job security	0.049	2,992	0.003	0.152 ***
Step 2				
Innovativeness	0.044	1.944	0.053	
Customer Orientation	0.021	2.129	0.034	0.030 ***

*p < .05 **p < .01 *** p < .001; Note: parameter estimates are for final step not entry.

As mentioned above, this condition was found in the banking sector, and in this study, we extend the analysis to a hospitality context. In the first step of the hierarchical multiple regression, we entered four predictors: income options, task variety, working hours and job security. For employees, income options portray the highest β -weight being statistically significant (β 5 0.13; $p < 0.001$). This step explained 12.6% of variance in perceived employer image (R^2 5 0.126; $p < 0.001$). For owners, income options (β 5 0.11; $p < 0.001$) and job security (β 5 0.05; $p < 0.001$) portrayed higher β -weights, being statistically significant than task variety (β 5 _0.01) and working hours (β 5 _0.02). This step explained 15.2% of variance in perceived employer image (R^2 5 0.152; $p < 0.001$). In the second step, the two predictors of symbolic

traits were entered: innovativeness and customer orientation. For employees, the model explained a total variance of 15%. The introduction of symbolic traits explained additional 2.4% of variance ($R^2 = 0.024$; $p < 0.001$). For owners, the entry of symbolic traits explained additional 3% of variance ($R^2 = 0.03$; $p < 0.001$). Although these increases are small, they resemble those in similar studies (e.g. Lievens, 2007; Van Hove and Saks, 2011), supporting hypothesis 3.

3.6 Conclusions

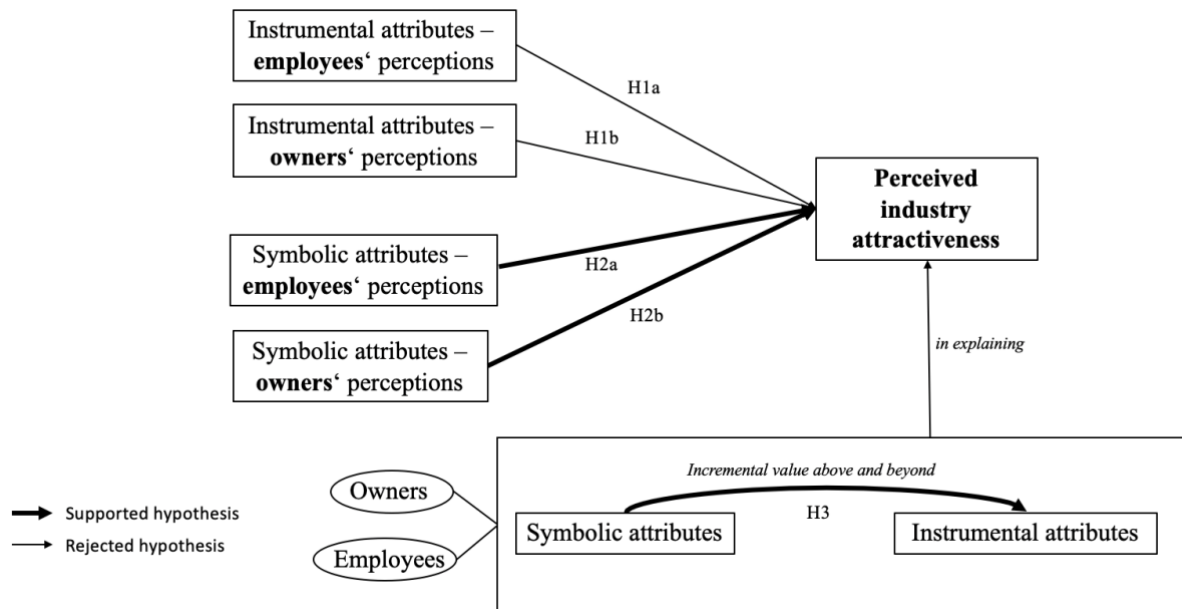
3.6.1 Theoretical implications

This study aimed to examine the applicability of the instrumental-symbolic framework from the marketing literature to family-owned SMEs and thus contribute to the existing body of knowledge in this field. Although our research design and implementation have certain weaknesses, our study results are valid and add to the body of knowledge. Most existing studies on employer image and usage of the instrumental-symbolic framework emphasize potential employees. They found strong connections between instrumental and symbolic attributes and perceived job image (e.g. Danler and Zehrer, 2017; Highhouse et al., 2003). We address a gap in the literature by examining current owners and employees as the most important business stakeholders using an adapted version of Lievens and Highhouse's (2003) image framework. Furthermore, we apply the instrumental-symbolic framework to a family business perspective in the hospitality industry through an entire tourist destination, where family-owned SMEs largely comprise the tourism industry.

We also contribute to the human resource management literature, which argues that an employee's positive company perception increases employer attractiveness and employer image differentiates the company themselves as from their competitors (App et al., 2012). "Using employer branding to convey the symbolic benefits of working with an organization can be especially useful for developing a favorable employer image" (Backhaus and Tikoo, 2004, p. 506; Lievens and Highhouse, 2003). Moreover, we also responded to the crucial differences in job perception and connection to a business between owners and employees (e.g. Prottas, 2008; Stephan and Roesler, 2010; Tetrick et al., 2000). Addressing these two stakeholder groups individually is a shortcoming in the current research. This study differs from others by using a holistic perspective in applying the instrumental-symbolic framework to current owners and employees in hospitality family businesses against the background of Bavaria as a tourist destination. It yields several important findings to increase the knowledge

on employer image in family-owned hospitality businesses. Figure 2 portrays an overview of rejected and supported hypotheses within the research design.

Figure 3-1: Research design with supported and rejected hypotheses



First, results pertaining to the first research question suggest that, for employees, only income options within the instrumental attributes significantly influence perceived industry attractiveness. Additionally, owners perceive job security as an important instrumental attribute. Regarding the symbolic attributes, customer orientation and innovativeness are significantly related to owners and employees’ perceived industry attractiveness. Interestingly, the overall result shows that no instrumental attribute significantly influenced perceived industry attractiveness, except for employees’ income options, which is contrary to previous studies. Baum and Kabst (2013) and Danler and Zehrer (2017) find that instrumental attributes significantly influence potential employees’ intention to apply to a selected employer. Similarly, Febriani and Selamet (2020) show that brand image attributes, in general, are necessary for application intention. Moreover, Van Hoyer and Saks (2011) apply the instrumental-symbolic framework to investigate perceptions of organizational image and find that applicants’ perceptions of instrumental attributes predicted perceived organizational attractiveness. Other studies confirm the applicability of the framework (Lievens and Highhouse, 2003; Lievens, 2007). Consequently, our results were unexpected given the consensus in the literature that non-monetary values in family businesses are outstanding and appreciated (e.g. Krappe et al., 2011; Kumar and Shekhar, 2012).

However, the deviance of our results has several possible reasons. First, other authors apply an organizational perspective, whereas our study addresses an entire industry sector. Second, contrary to other studies, we examined current employees with experiences in the sector, and therefore may emphasize varying attributes differently. Third, our results may be due to certain particularities of the hospitality industry. This industry has poor image due to high turnover (Ferreira et al., 2017), short careers (Mooney et al., 2016) and long and irregular working hours (Deery and Jago, 2009). Hospitality workers perceive this industrial sector differently compared with other sectors and seek adequate compensation for the challenging conditions. However, customer orientation is important for owners and employees for their perceived industry image. Working with people may have a non-monetary reward of working in the industry.

Furthermore, consistent with the instrumental-symbolic framework (Kaur and Shah, 2020; Lievens and Highhouse, 2003), we found that owners' perceptions of the symbolic attributes predicted their perceived industry attractiveness. Additionally, the symbolic attributes explained incremental variance in perceived industry attractiveness above and beyond the instrumental attributes. This finding is congruent with Van Hove and Saks (2011). In their study, they confirm that symbolic image dimensions explain the incremental variance in attractiveness beyond instrumental attributes by examining potential applicants' perceptions. Our results are also in line with Lievens and Highhouses' (2003) analysis in another service sector. They analyze two samples of prospective applicants who rated an organization in the banking sector in terms of instrumental (job/organizational) and symbolic factors. For both samples, symbolic image attributes have incremental variance over and above instrumental attributes. Despite the small increases in our findings, our results support previous studies.

Concerning our second research question, our results suggest individual examination of family business owners and employees in the hospitality sector. We responded to a stream of literature that highlights different predispositions for owners and employees, respectively. Prottas and Thompson's (2006) study targeted two samples: organizational employees and small business owners. They find that ownership is related to great job pressure and autonomy. Others focused on differences in perception of job control (Stephan and Roesler, 2010), professional identification (Tetrick et al., 2000), psychological ownership (Bernhard and Driscoll, 2011) and being a business owner out of personal lifestyle (Bredvold and Skalen, 2016; Wang et al., 2019). We extend this scant research by finding differences in employees and owners' relations between instrumental and symbolic attributes and perceived industry attractiveness. Interestingly, our results portray that owners emphasize symbolic attributes more than employees. This result may be due to the strong ties between the owner and the business,

especially in a family business.

3.6.2 Managerial implications

Although our research design and implementation have certain weaknesses, our study results are valid and useful for the improvement of policy and management practices. The implications of the study for hospitality industry practitioners indicate different foci for owners and employees. Owners may examine how their industry's image needs to be changed to gain positive perception by current and potential employees. Business owners need to determine the factors that contribute positively to the perceived industry image, particularly in times of staff issues, such as overly frequent turnover and difficulties in attracting new personnel to the industry (also due to poor industry image). Our study shows that, among the instrumental job attributes, wage plays the most important role for hospitality employees and thus should be communicated to applicants and enabled for current employees through fair salaries. Employer image helps applicants to distinguish established and high-performing employers, leading to fast decision-making and strong emotional bond. Employer image is also associated with high organizational performance. Accordingly, the importance of people with company positions within a family-owned hospitality SME must be emphasized. Therefore, employer branding is efficient when dealing with internal and external marketing (Sivertzen et al., 2013).

Our study has implications for policymakers in Bavaria. Although they are responsible for strategies for tourist attraction, hospitality SMEs create the destination in addition to culture and natural surroundings. Negative experiences in this industry may negatively impact the entire destination. Policymakers may benefit from our results that may help them find the right focal points for strategies in promoting Bavaria's hospitality sector. As a result, an adequate and positive image is created that attracts workers in this sector. Furthermore, our study helps raise awareness that employees and owners have varying estimations for image attributes that are important for industry image. Image campaigns will need to be conducted in a diversified way to appeal to all members of the industry.

3.6.3 Study limitations and recommendations for future research

The study has several limitations. The first one refers to its regional, sectoral and sample scope. The basic population could not be discerned in this study; thus, convenience sampling was used. Additionally, although the sample was distributed across the entire Bavaria, the results relate to people's expectation for the province's hospitality economy. Implications from such a study

may be different in other parts of Germany, where price levels in the hospitality industry are different and other job aspects may be in the foreground for owners and employees. Cross-cultural differences may require conceptual rethinking and empirical test–retest processing to determine whether cultural values change the importance attached to employer image attributes. Moreover, the analysis focused exclusively on the hotel and gastronomy sectors within the hospitality industry. Due to the various characteristics of individual sectors (e.g. no night shift in the ski outfit sector, focus on sale, other working hours and payment systems), the industry likely faces different outcomes if the instrumental-symbolic framework is applied to other sectors.

Further limitations concern generalizability. The study may not be generalized to other countries with different cultural backgrounds and political systems. Germany has different predispositions in the hospitality industry compared with less developed countries. Furthermore, regarding other industrial sectors, our survey scale cannot be directly applied to other sectors like banking (Sokro, 2012) or the military (Lievens et al., 2007). We altered Lievens and Highhouse’s (2003) scale to match the hospitality industry as customer orientation is a crucial core aspect of a hospitality career. In sum, we expect this study to contribute to the literature through our application of the instrumental-symbolic image framework to the hospitality industry as the perception of specific attributes impacts hospitality business owners and employees’ perception of industry attractiveness.

Certain areas require further research to expand the understanding of the constituents and importance of the hospitality industry image. We suggest additional data collection and analysis to extend the study to SMEs in other regions within and outside Germany. An analysis of whether the instrumental-symbolic framework is applicable to countries with different cultural and political backgrounds would be interesting. Moreover, the application of the framework may be compared between Germany and Bavaria and other countries and regions. The scale for instrumental and symbolic attributes may be modified to match other countries and industry sectors to replicate the study. Additionally, other image-influencing factors may be tested. Lastly, qualitative explorative analyses could help gain additional insights into the backgrounds of image perceptions and solutions of owners versus employees.

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The employer image has been assessed in its connection to industry attractiveness. The study therewith addresses the basis of what needs to be fulfilled for employees to stay in the industry. The unfortunate image adhering to the industry leads to employees' leaving not only an employer, but their entire profession altogether. It is therefore worthwhile analyzing their occupational commitment. As I found certain employer image features having a significant influence on industry attractiveness, in the next chapter, I move on to look into how an employer image may affect the employees' very profession.

4 The relationship between employer image and employee commitment in family-run hospitality firms

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Abstract

Purpose: Among all forms of commitment, affective commitment has been shown to be the most desirable for enterprises. However, research on commitment among employees in family-run businesses in the hospitality industry is scant. To address this gap, this study analyzes the impact of employer image components on hospitality employees' affective occupational commitment within family-run businesses. As one can assume specific employer image aspects when studying family-run businesses, we expect to achieve a better understanding of the relationship between employer image and employee commitment in this context.

Design/methodology/approach: We adopt the employer image framework of Baum and Kabst (2013), emphasizing that in addition to considering potential employees, the commitment of current employees needs to be assessed. Convenience sampling is used to obtain a sample from the target population (Tyrolean hospitality and gastronomy employees) from June to September 2018. Multiple linear regression analysis is applied to test the influence of individual employer image constituents on employees' affective occupational commitment.

Findings: Among the five components of the employer image framework applied here, working atmosphere, task attractiveness, and payment attractiveness show a significant influence on employees' affective occupational commitment.

Originality/value: This study connects an existing employer image model to employee commitment within the hospitality industry. Our findings suggest that the model is applicable to current employees as a key stakeholder group and shows the utility of employer image theory in connection with employee commitment.

Keywords: employer image, hospitality industry, affective commitment, family businesses, Tirol

4.1 Introduction

Critical staffing issues have dominated the hospitality industry for several years. There is a consensus in the literature that the hospitality industry suffers from skilled labor shortages and turnover more than other industries (Ferreira et al., 2017; Kim, 2012). Evidence has shown that this situation is aggravated by a generally negative employer image in the industry (Lacher & Oh, 2012). The image of hospitality sector jobs is dominated by unsocial and long working hours, the lack of work–life balance, low wages, and a relatively low social status (e.g., Deery & Jago, 2009; Ineson et al., 2013, Richardson, 2010). Although this negative image applies to hotel chains and family-run businesses alike, family businesses differentiate themselves from nonfamily businesses with respect to employer image. Studies refer to the coexistence of family and business (Chrisman et al., 2008), specific communication behaviors within companies (Leiß & Zehrer, 2018), and a more social work environment and career longevity (Chang et al., 2010) within family-run businesses. In general, a positive employer image is particularly important in two regards: potential employees are influenced by employer image in deciding whether to apply to a specific employer or job (Lievens & Slaughter, 2016), and employer image affects whether existing employees want to continue in their current career (Leekha, Chhabra, & Sharma, 2014). Employee turnover in family-run firms is typically slightly lower than that in nonfamily firms (Bacon, Hoque, & Siebert, 2013). According to Kachaner et al. (2012), the annual turnover in a family-run firm is approximately 9%, compared to 11% in nonfamily firms. However, as shown in Brown et al. (2015), many hospitality employees who leave their positions leave the industry altogether.

Separate from image theory, another dominant theory regarding employee behavior is commitment theory. According to Meyer and Allen (1991), organizational commitment can be divided into three subcomponents, namely, affective, normative, and continuative commitment. Affective commitment refers to whether or not employees want to pursue a career with a specific employer or in a specific occupation (Tang et al., 2012). Employees with high affective commitment have a higher likelihood of contributing to organizational performance and do more in their jobs than is expected of them; as a result, affective commitment may be considered the most desirable of the three components for an organization (Kazlauskaite et al., 2006). This finding has been confirmed by other studies that have identified affective commitment as the most important contributing factor in occupational commitment (e.g., Kurd et al., 2017; Meyer

& Herscovitch, 2001; Snape & Redman, 2003; Weng & McElroy, 2012), and is even more critical for family-run businesses that focus on maintaining long-term relationships with their employees. Therefore, encouraging affective commitment is a dominant issue for family-run hospitality businesses (Sieger et al., 2011), as a negative employer image is relevant for both family and nonfamily businesses.

A connection between employer image and employee commitment has been established in the literature, with evidence showing that an employer's perceived external prestige, that is, what employees think outsiders think about their work or their company, is related to affective commitment (Rego et al., 2010). Positive perceptions of an employer's brand image have a positive influence on employee satisfaction and loyalty, and therefore on employee commitment (Davies et al., 2018; Priyadarshi, 2011). An employer may adopt branding strategies to create a unique image to differentiate itself from its competitors (Akuratiya, 2017). This is crucial, as employees who are engaged and loyal to an employer brand tend to be committed employees (Backhaus & Tikoo, 2004). The affective commitment component of organizational commitment is especially important with regard to specific professions within companies. This relationship is not well researched, particularly with respect to a focus on occupational affective commitment, representing an additional gap in the literature. Therefore, this study analyzes the impact of employer image on this aspect of occupational commitment.

In light of the above, it is clear that current employees (as distinct from potential job applicants) have not been studied adequately with respect to the impact of commitment and family-run hospitality businesses. Baum and Kabst (2013) applied their employer image model to potential employees' intent to apply for a job with an organization, whereas preliminary research offers only limited information on the influence of employer image and its constituents on tourism industry employees' commitment. Regarding family-run businesses, specific aspects of an employer's image can be assumed and we intend to achieve a better understanding of the relationship between employer image and employee commitment in this context. This study extends the existing literature and contributes to the theory by testing Baum and Kabst's (2013) model in a different context, applying it to current employees in family-run hospitality firms and their present level of commitment, instead of focusing on prospective employees' intention to apply. As a lack of skilled labor affects not only a specific organization but all jobs in the hospitality industry, it is important to explicitly study employees' occupational commitment. Furthermore, the components in the employer image model used here address the particulars

not only of a specific employer but also of the job itself (e.g., task attractiveness, payment attractiveness). Therefore, the leading research question in this study is as follows.

How do individual constituents of employer image influence employees' affective occupational commitment in family-owned hospitality firms?

The remainder of this study is organized as follows: section 2 presents the existing research in the area of employer image and commitment theory and develops our hypotheses. Section 3 describes the data and methodology used to apply and test Baum and Kabst's (2013) model using multiple linear regression analysis to analyze the relationship between elements of employer image and affective commitment. Section 4 presents the results of the analysis, discusses the findings, describes the study limitations, highlights implications for practitioners, and suggests areas of further research. Our study contributes to a better understanding of employer image and affective commitment in the context of family-owned hospitality businesses.

4.2 Literature review and research hypotheses

4.2.1 Employee commitment

Becker (1960) described commitment as “side bets” that an individual makes within different value systems in his or her own personal world. Porter et al. (1974, p. 604) described commitment as a multifaceted construct that consists of “(a) a strong belief in and acceptance of the organization's goals and values; (b) a willingness to exert considerable effort on behalf of the organization; and (c) a definite desire to maintain organizational membership.” O'Reilly and Chatman (1986) conceptualized commitment as a congruence between individual and organizational values, thus classifying commitment as a form of psychological attachment that depends on compliance for extrinsic rewards. The dominant concept in the literature is the three-component model of commitment in Meyer and Allen (1991). The authors divided commitment into an affective component (why someone wants to stay in a company or job), a continuative component (why someone needs to stay in a company or job), and a normative component (why someone feels an obligation to stay in a company or job). Meyer et al. (1993) introduced a six-item scale to measure commitment that refers to both organizations and occupations, extending organizational commitment to the domain of occupations and validating their scale. Generally, commitment may be defined as a “force that binds an individual to a

target (social or non-social) and to a course of action of relevance to that target” (Meyer et al., 2006, p. 666).

Preliminary literature has highlighted commitment as one of the most important variables in understanding employees’ work behavior (Dhar, 2015; Mowday et al., 1979). Commitment has been shown to be negatively related to employee turnover (Kazlauskaite et al., 2006) and as such, is seen as a key success factor for business performance (Alniacik et al., 2011). Commitment to an organization has been the subject of a wide body of research. Meyer and Maltin (2010) analyzed the effects of commitment on employee well-being. They argue that affective organizational commitment positively influences employees’ well-being by reducing workplace stressors, whereas the opposite is true for continuative and normative commitment. Similar results were provided by Jain et al. (2009), who studied manufacturing employees. Other studies have found a strong relationship between employees’ commitment and their motivation and level of satisfaction (Meyer et al., 2006; Yousef, 2017).

Although organizational and occupational commitment overall, including all three components, has been researched thoroughly, several studies have placed a particular emphasis on the affective component (e.g., Alniacik et al., 2011; Brown, 1996; Mehmood, 2016; Mercurio, 2015). Relative to the other two components, studies show affective commitment to be the most reliable and the most strongly validated dimension of organizational commitment (Solinger et al., 2008), with the greatest content and face validity (Brown, 1996; Cohen, 2003). Furthermore, organizations view affective commitment as the most desirable type of commitment, as employees with a high degree of affective commitment are more likely to contribute to organizational performance and do more than what the firm expects of them (Kazlauskaite et al., 2006). This is essential, given that employees are the most important stakeholders influencing a firm’s survival (Kurd et al., 2017).

Mercurio (2015) identified affective commitment as the core essence of the organizational commitment construct, stating that it is the most influential form of commitment and strongly affects employee behavior and reactions to transactions with the organization. With a focus on occupational commitment, Kurd et al. (2017) assessed 222 health workers and found that workplace and the social environment positively influence affective commitment. They highlight affective commitment as the most important independent variable of occupational commitment. Johnson et al. (2010) showed that developing affective commitment requires an alignment of employees’ own values and goals with those of a specific workgroup. Weng and McElroy (2012) assessed how affective occupational commitment impacts the relationship between career growth within an organization and turnover intentions using a sample of 396

managers. Organizational career growth was found to explain significant variations in levels of affective occupational commitment. Similarly, affective commitment to an occupation has been shown to be positively related to employees' intention to participate in professional activities, and negatively related to occupational withdrawal intentions (Snape & Redman, 2003). Among the three commitment components, affective commitment is the strongest predictor of these intentions. Moreover, Meyer and Herscovitch (2001) showed that employees' focal behavior is broader in the case of affective commitment than with the other two components, and affective commitment predicts a wider range of employee behaviors. They provided a general explanation as to why affective commitment is correlated with a wider range of behavioral outcomes, stating that if commitment is accompanied by a mindset of desire, an individual employee perceives the behavioral consequences of commitment more broadly than when one's mindset is dominated by perceived cost or obligation. Taking preliminary works into account, it is evident that employee commitment has not been a focus of family business research, particularly with respect to the hospitality industry, where employer image is a particularly problematic issue.

4.2.2 Employer brand and image in a family business context

Ambler and Barrow (1996, p. 187) defined the employer brand as a "package of functional, economic and psychological benefits provided by employment, and identified with the employing company." Therefore, employer branding is seen as a central tool to attract potential employees (Sivertzen et al., 2013). However, such branding not only affects potential employees but also targets current employees' motivation to actually "live the brand" (Maxwell & Knox, 2009). Furthermore, it aids as a communication tool for current employees, affecting an employer's ability to attract and retain employees (Sokro, 2012). Employer branding generally attempts to build an image of the organization as a good place to work (Khanolkar, 2013). We note that the terms "employer brand" and "employer image" have been used synonymously in the literature (e.g., Cable & Turban, 2001; Ewing et al., 2012); hereafter, the term "employer image" is used consistently.

The family-run hospitality industry is particularly susceptible to a shortage of skilled employees and is considered to have a negative employer image industry-wide (Lin et al., 2018). Jauhari et al. (2012) recognized the hospitality industry's need to develop a differentiated organizational value proposition, to separate the individual employer's brand from the poor employer image of the overall industry. Substantial value is attributed to the brand of a family-owned firm (Krappe, Goutas, & Schlippe, 2011). Its distinctive features originate from the

family history, members, and identity, which in turn have a bearing on the firm's culture and organizational image (Astrachan, Botero, Astrachan, & Prügl, 2018; Craig, Dibrell, & Davis, 2008; Zellweger, Eddleston, & Kellermanns, 2010).

Given this study's specific focus on family businesses, we note that employer image for such businesses includes certain features not found in nonfamily businesses. Family-run businesses are defined as businesses "governed and/or managed with the intention to shape and pursue the vision of the business held by a dominant coalition controlled by members of the same family or a small number of families in a manner that is potentially sustainable across generations of the family or families" (Chua et al., 1999, p. 25). Such businesses are typically characterized by specific sustainability efforts, strong family-business ties, stability, and social working conditions with a discernable focus on loyalty and long-term relationships with employees (Chrisman et al., 2008; Hauswald et al., 2015; Krappe et al., 2011). A strong family culture sometimes impedes the enterprise's economic performance (Bertrand & Schoar, 2006); however, it is precisely these family ties that contribute to a specific canon of values shaped by honesty and respect (Stewart, 2003). Another aspect to highlight in the context of research on family businesses is socio-emotional wealth as opposed to financial values, which goes hand in hand with the particular traits of employer image with respect to family businesses. It has been argued that in family firms, preserving socio-emotional wealth takes precedence over the pursuit of financial goals (Gómez-Mejía et al., 2007; Martin & Gómez-Mejía, 2016). Family businesses gain from socio-emotional wealth by maintaining family control, enjoying feelings of altruism, and an enhanced reputation of or identification with the firm (Martin & Gómez-Mejía, 2016). General motivations for valuing socio-emotional wealth include family control of the firm and emotional attachments (Swab et al., 2020). In fact, it is the nonmonetary values, such as work environment, mentoring, respect, and appreciation, that are associated with and support the image of a family business (Dhaenens et al., 2018; Kumar & Shekhar, 2012; Mooney et al., 2016). These behaviors, along with the appeal of socio-emotional wealth in family firms and their image focus, support affective commitment, making employees want to remain in their profession with the family firm.

The components of employer image have been used in recent research to predict potential employees' intention to apply for a position with a company. In their cross-national study on the largely family-run hospitality industry, Baum and Kabst (2013) found that the employer image components of the work atmosphere, career opportunities, work-life balance, task attractiveness, and payment attractiveness influence prospective employees' intention to apply. Their research model was used by Danler and Zehrer (2017) in a hospitality industry context.

Consistent with Baum and Kabst's (2013) findings, Danler and Zehrer (2017) found career opportunities and task attractiveness to have the strongest influence on the intention to apply. However, current employees need to be addressed separately, as they do not evaluate their own organization's image in the same way that potential employees do (Maxwell & Knox, 2009). Therefore, there is a need for further research on the connection between employer image, affective occupational commitment, and family businesses.

4.2.3 Employer image and employee commitment

In the context of commitment research, there appears to be a consensus that the individual components of employer image influence current employees' commitment (e.g., Herrbach & Mignonac, 2004; Khanolkar, 2013; Ito et al., 2013; Priyadarshi, 2011). As mentioned above, the affective component has been highlighted as particularly desirable (Kazlauskaite et al., 2006; Kurd et al., 2017). Employees have two images about their employer, one internal and the so-called construed external image, which refers to what employees think outsiders think about their company (Dutton & Dukerich, 1991). Therefore, a company's perceived external prestige may also influence employees' affective commitment. Herrbach and Mignonac (2004) assessed 527 managers in France using a hierarchical regression analysis and showed that the perceived external prestige of a company influences employees' job satisfaction, affective well-being, and affective organizational commitment. Similar findings were obtained by Rego et al. (2010).

Recent research has focused on the influence of employer image on employee commitment. Most of these studies found that specific aspects of employer image contribute to employee commitment. For example, Kimpakorn and Tocquer (2009) analyzed 320 hotel employees and found that the human resources practices aspect of employer image influences how employees develop affective commitment. Similarly, although in another industry, Ito et al. (2013) conducted a study of 166 employees in childcare centers in Canada and found that organizational values and job security have a significant influence on affective commitment. In addition, Priyadarshi (2011) found that the career development and income constituents of employer image influence affective organizational commitment of executives in various organizations in Delhi. As in Priyadarshi (2011), as well as Herrbach and Mignonac (2004), most of these studies focused on the impact of employer image on organizational commitment. We therefore expect employer image to influence occupational commitment, which we test in this study.

However, the hospitality industry is characterized by a lack of skilled labor, making the issue of commitment particularly relevant compared to other industries, not only for individual employers but also for the entire industry (Lacher & Oh, 2012). The negative aspects of the industry's image, for example, low compensation and/or long working hours, lead to high employee turnover, and to employees leaving the industry altogether (Brown et al., 2015). Therefore, it is not only commitment to the organization that needs to be addressed but also commitment to the professions that employees might pursue in the hospitality industry, which we identify as a gap in the existing literature. Brown et al. (2015) emphasized that employees committed to their jobs are more likely to stay in the industry. It has also been suggested that employers should support their employees' occupational identity (Mooney et al., 2016). This is particularly important for family-run businesses that value long-term employment relationships with their employees. Targeting affective commitment is therefore a central issue for family-run hospitality businesses (Sieger et al., 2011). Regarding the industry's negative image as an employer in society overall, this is an issue for the entire hospitality industry regardless of whether a business is family-run or not. For these reasons, and based on evidence from the abovementioned studies, we formulate the following hypotheses:

H1: Working atmosphere is positively related to affective occupational commitment in small hospitality family firms.

H2: Career opportunities are positively related to affective occupational commitment in small hospitality family firms.

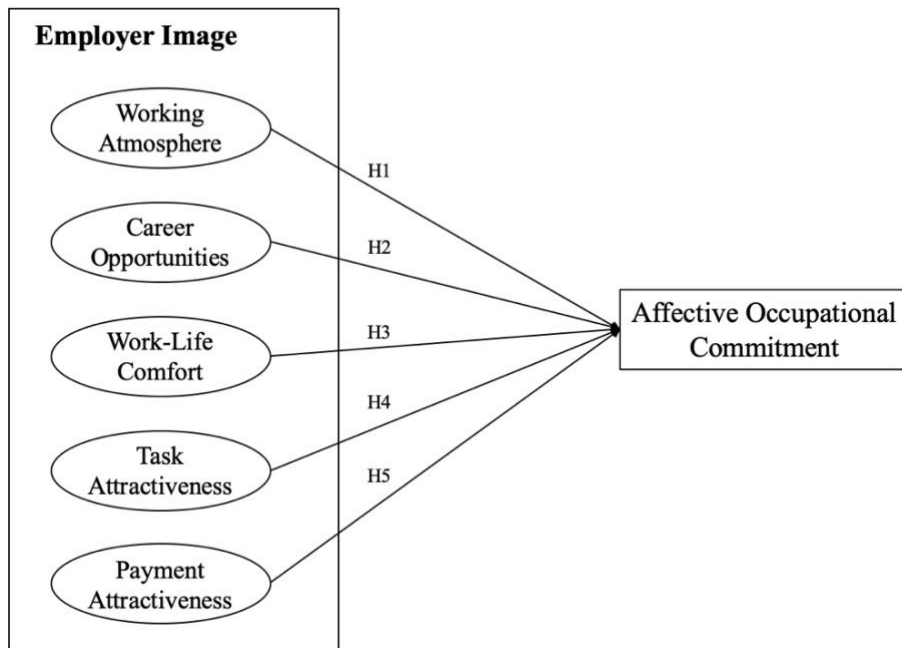
H3: Work–life comfort is positively related to affective occupational commitment in small hospitality family firms.

H4: Task attractiveness is positively related to affective occupational commitment in small hospitality family firms.

H5: Payment attractiveness is positively related to affective occupational commitment in small hospitality family firms.

The review of the literature on employer image and commitment theory discussed above resulted in the proposed research design shown in Figure 1.

Figure 4-1: Research



Source: Based on the framework by Baum and Kabst (2013)

This conceptual framework posits a positive relationship between these employer image constituents (working atmosphere, career opportunities, work–life comfort, task attractiveness, payment attractiveness) and affective occupational commitment.

4.3 Methodology

4.3.1 Survey instrument

To gather our data, we used a questionnaire consisting of four sections focusing on the respondent’s perceptions of specific employer image factors, affective occupational commitment, satisfaction with different facets of the workplace, and sociodemographic details. The questionnaire was based on common recommendations (Bryman & Bell, 2011) and was written in German. Items taken from studies published in English were translated into German by a bilingual native speaker. The questionnaire was designed so that answers would be self-reported. To decrease the potential for a common method bias, different variables were given different response formats. Furthermore, the questionnaire clearly separated the independent and dependent variables by placing them on different pages (Podsakoff et al., 2003). We pilot-tested our survey among a group of volunteer participants consisting of students, faculty, and staff members in a hospitality industry educational program, as well as hospitality employees.

Using this pilot test, we checked for difficulties or problems in the questionnaire. We ensured that no data or intended meaning was lost from the items originally written in English as we had them translated by a bilingual native speaker and determined that both versions were understood by several participants before distributing the final questionnaire. After adjusting two questions that created some confusion or ambiguity among the respondents, we approached the actual data-collection phase. Problems of nonresponse bias, common method bias, and reliability were not a concern. Nonresponse bias was not an issue as all questions had to be answered to move to the next page and to submit the final results. Regarding common method bias, we applied Podsakoff et al.'s (2003) procedural remedies by using different response formats for different variables and separated the dependent and independent variables on different pages in the questionnaire.

4.3.2 Sample and data collection

The target population in this study consists of employees in the Tirolean hospitality and gastronomy industry. Family businesses dominate the hospitality industry in Tirol (Peters & Kallmuenzer, 2018), and thus play a vital role in the region's economy. Eighty-five percent of all businesses in Tirol are family-owned, and family businesses comprise 92% of the region's hospitality industry. Therefore, these businesses are the backbone of the Tirolean hospitality industry (Mandl, 2008). Furthermore, the region is strongly dependent on tourism; without tourism, gross value-added in Tirol would be 23.9% lower and 24.5% fewer people would be employed (Stadler et al., 2016). The non-probability-based sampling method, convenience sampling, was used to obtain the data. The questionnaire was distributed online with the help of the Austrian Federal Economic Chamber and data were collected between June and September 2018. After data cleansing and elimination of incomplete questionnaires, 230 valid responses were available to use in our quantitative analysis.

4.3.3 Measures

Employer image: Employer image was assessed based on the framework in Baum and Kabst (2013). It includes the image variables of working atmosphere, career opportunities, work-life balance, task attractiveness, and payment attractiveness. Some items pertaining to the image variable were modified slightly to reflect the characteristics of the hospitality industry. For example, task attractiveness included an item on the pleasure of working with people. As another example, "I am satisfied with my team" represented the working atmosphere variable.

Work–life balance was represented by a single item in this study, “working hours,” which is one of the most problematic facets of the hospitality industry with respect to achieving an acceptable work–life balance (e.g., Deery & Jago, 2009; Richardson, 2010; Tuzunkan, 2018). The respondents indicated their level of agreement or disagreement with the statements using a five-point Likert scale ranging from 1 = “strongly agree” to 5 = “strongly disagree.”

Commitment: To measure affective occupational commitment, we used a four-item scale adapted from Meyer and Allen (1991). A sample item in this section was “I take pride in my work.” Respondents were asked to indicate their agreement with the items focused on commitment on a five-point Likert scale ranging from 1 = “strongly agree” to 5 = “strongly disagree.”

Controls: Age, gender, and affiliation were included as control variables to account for the possibility that variables other than those described above could explain differences in the relationships between the dependent and independent variables. All control variables were dummy coded. No moderating effect from age, gender, or affiliation was found in the multiple regression analysis.

Table 4-1: Measurement of variables, confirmatory factor analysis, and reliability analysis

Items	Variables	Factor Loadings	Cronbach’s α
Taking pride in work	Affective commitment	0.92	0.89
Being enthusiastic about work		0.90	
Enjoying work		0.88	
Work important for self-image		0.80	
Relationship with supervisor	Working atmosphere	0.89	0.84
Relationship with team		0.78	
Pleasant working atmosphere		0.74	
Attractive work	Task attractiveness	0.45	0.65
Working with people		0.73	
Interesting/varied tasks		0.73	
Good opportunities for development	Career opportunities	0.65	0.80
Good opportunities for promotion		0.73	
Good education/training		0.88	
Attractive payment options	Payment attractiveness	-	-
Flexible/good working hours	Work–life comfort	-	-

4.4 Analyses and results

4.4.1 Data analyses

We used principal component analysis to determine the factor loadings for each variable (see Table 1). Scale reliability was tested using Cronbach's and, except for the variable of task attractiveness, Cronbach's was well above the proposed threshold of 0.7 (Hair et al., 1998). Task attractiveness had a Cronbach's value of 0.65, which was slightly below the threshold. However, it has been stated that if constructs are measured using only a small number of items, internal consistency is usually lower than when a large number of items is used (Cortina, 1993). In such cases, values above 0.6 may still be viewed as acceptable.

The data were checked for autocorrelation by conducting the Durbin–Watson test, which resulted in a value of 1.586. Autocorrelation is therefore unlikely. To test for multicollinearity, tolerance levels as well as variance inflation factors (VIFs) were calculated. Tolerance levels were above 0.2 and VIF values were well below the threshold of 10 (see Table 4), which makes multicollinearity in the data highly unlikely (Aiken & West, 1996).

4.4.2 Respondent profiles

Table 2 shows the demographic characteristics of the 230 respondents. Close to two-thirds (62.3%) were female, whereas 1.7% declined to specify their gender. In terms of age, the largest percentage (41.6%) was less than 20 years, whereas 39.4% was between 20 and 29 years. Only 2.2% were older than 50 years. All respondents worked in small- and medium-sized family firms (fewer than 249 employees). Most respondents worked in hotels (90.9%), whereas 9.1% worked in the gastronomy field (i.e., restaurants, cafes, etc.).

Table 4-1: Respondent profile (N = 230)

Variables	Subgroups	% of total
Gender	Male	62.3
	Female	35.9
	Not specified	1.7
Age (years)	< 20	41.6
	20–29	39.4
	30–39	10.8
	40–49	6.1
	> 50	2.2
Affiliation	Hotel	90.9
	Gastronomy	9.1

4.4.3 Regression analyses

To test the hypotheses proposed in this study, we conducted multiple regression using the SPSS statistics program, creating a model of how employer image influences affective occupational commitment. The model's coefficient of determination (R-square) indicated that 66% of the variation in affective occupational commitment was explained by the independent variables pertaining to employer image captured by the model. The beta coefficients indicated that three of the five variables significantly influenced affective occupational commitment: working atmosphere (Sig. 0.000), task attractiveness (0.000), and payment attractiveness (0.006). The largest contribution was made by working atmosphere ($\beta = 0.402$), followed by task attractiveness ($\beta = 0.348$) and payment attractiveness ($\beta = 0.134$). Thus, hypotheses 1, 4, and 5 were supported. The model results led us to reject hypotheses 2 and 3, as there was no significant relationship between affective occupational commitment and career opportunities (Sig. 0.146; $\beta = 0.095$) or work–life balance (Sig. 0.645; $\beta = -0.021$).

Table 4-3: Correlations between dependent and independent variables

	Affective commitment	Working atmosphere	Task attractiv eness	Career opportunities	Payment attractive ness	Work- life comfort
Affective commitment	1					
Working atmosphere	0.732**	1				
Task attractiveness	0.637**	0.615**	1			
Career opportunities	0.633**	0.691**	0.674**	1		
Payment attractiveness	0.472**	0.441**	0.456**	0.578**	1	
Work-life balance	0.367**	0.406**	0.472**	0.472**	0.363**	1

**Correlation is significant at the 0.01 level; N=230

Table 4-2: Mean, standard deviation, multicollinearity, and regression results

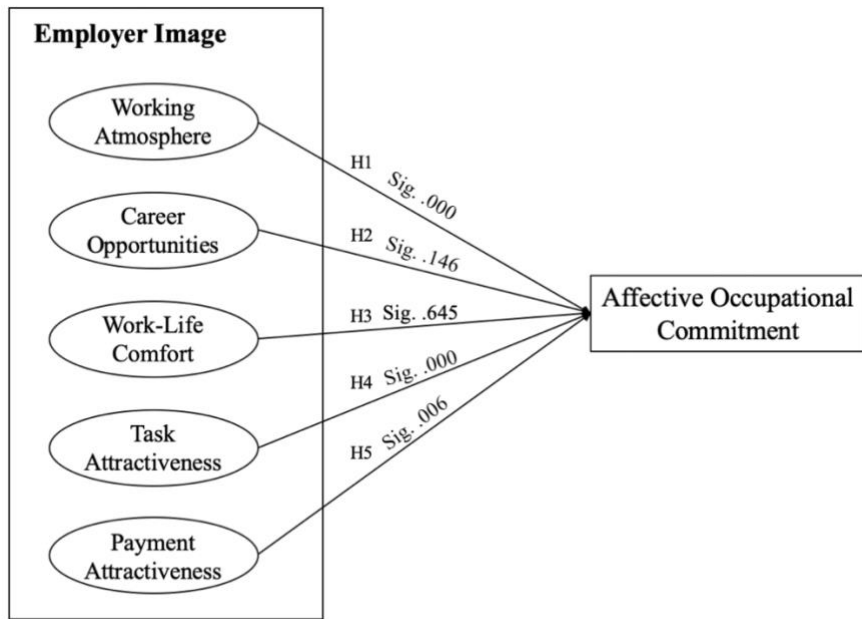
Variables	M (μ)	SD	β	Sig.	Tolerance	VIF
Working atmosphere	1.92	0.882	0.402	0.000	0.481	2.079
Task attractiveness	2.06	0.768	0.348	0.000	0.463	2.161
Career opportunities	2.33	0.967	0.095	0.146	0.348	2.870
Payment attractiveness	2.73	1.158	0.134	0.006	0.621	1.611
Work-life balance	3.55	1.119	-0.021	0.645	0.702	1.424

Note: Dependent variable: affective commitment; N = 230; R2 = 0.663

The highest agreement among the responses to questions about employer image was seen for the working atmosphere ($\mu = 1.92$) and task attractiveness ($\mu = 2.06$) variables, as shown in Table 4. Working atmosphere and affective commitment were found to have a slightly higher correlation (0.732**) than that among other variables (see Table 3). As noted previously, multicollinearity is probably not a concern because of the fully acceptable tolerance levels and VIF values (Table 4).

Figure 2 provides a graphic overview of the research design that includes these results.

Figure 4-2: Results



Source: Based on the framework by Baum and Kabst (2013)

4.5 Discussion and conclusions

The main purpose of this study was to contribute to the understanding of how employer image relates to affective occupational commitment. We used the tourism destination of Tirol as a research setting, as the hospitality sector plays a particularly important role in this region (Stadler et al., 2016). Our primary goal was to enrich the body of research on employer image and commitment by applying the employer image framework in Baum and Kabst (2013) to family-run businesses in the hospitality industry. Our results indicated that various elements of employer image influence affective occupational commitment in different ways, demonstrating the applicability of the framework. Furthermore, we addressed two gaps in the literature. First, it has been stated that actual hospitality employees, as opposed to tourists or potential employees, are under-researched (Baum, 2018). The majority of studies on this topic focus on potential employees' perceptions of employer images (e.g., Danler & Zehrer, 2017; Lievens & Slaughter, 2016; Sivertzen et al., 2013). In contrast, we specifically addressed current employees' perceptions. Second, given the specific employer image attributes of family-run businesses (long-term focus, social working conditions, sustainability) and their focus on socio-emotional wealth (Gómez-Mejía et al., 2007), it is worth analyzing the relationship between employer image and employee commitment. Affective commitment in the context of a family-

run business has also largely been omitted by existing studies. The importance of this omission can, again, be evaluated based on facets of employer image specific to family-run businesses. Third, based on our understanding, insights into the nature of the link between employer image and employee commitment are still limited. In that regard, our study may be seen as a point of departure for further research on this topic, offering several important findings regarding the integration of employer image and commitment research.

The regression model generated from our data showed that working atmosphere (Hypothesis 1), task attractiveness (Hypothesis 4), and payment attractiveness (Hypothesis 5) have a positive, significant relationship with employees' affective organizational commitment. This support for Hypothesis 1 is consistent with Ito et al. (2013), who argued that organizational values and job security have a significant influence on affective commitment. Organizational values are essential to creating a supportive and positive work atmosphere as their impact ranges from the senior management level to team building and team structures. Similarly, Kimpakorn and Tocquer (2009) found that human resource practices in the service sector impact employees' affective commitment. In our model, working atmosphere had the largest influence on affective commitment ($\beta = 0.402$). This is consistent with Baum and Kabst's (2013) outcome, showing that work atmosphere, along with career opportunities, was the most important factor in predicting prospective employees' intention to apply in all the countries assessed in their study, whereas other factors were country-specific. Our result is also in accordance with the specific image of family-run businesses, as existing studies show that a social and constructive working atmosphere, along with career longevity, characterizes this type of business (Chang et al., 2010; Mooney et al., 2016). Dhaenens et al. (2018) mentioned mentoring as a strong influencing factor of employees' commitment in family-run businesses. In general, it appears likely that the nonmonetary components of employer image present in family-run businesses enhance affective occupational commitment. Thus, it is clear that working atmosphere is important not only for potential employees and their decision to pursue a career with an employer but also for current employees' commitment building. Our results add to the understanding of the critical role of working atmosphere for employee commitment, which in the long run may help to reduce negative behavioral outcomes, such as turnover.

Our study also found task attractiveness to be a significant influencing employer image factor; therefore, Hypothesis 4 is accepted. This finding is in line with and advances the results in Danler and Zehrer (2017), which identified task attractiveness as one of the most essential factors impacting young employees' intention to apply. This study directly tested the impact of task attractiveness on affective occupational commitment, and the positive, significant results

are logical: if employees are satisfied with their tasks and perceive them to be attractive, those employees are more likely to commit themselves to those tasks. Furthermore, our study supports the findings of previous research regarding the influence of pay attractiveness (Hypothesis 5). For example, consistent with Priyadarshi (2011), pay attractiveness was found to be a significant factor impacting affective commitment. It must be noted that Baum and Kabst (2013) found pay attractiveness to be the least influential factor in their model, which is consistent with our results. However, an employee's pay obviously influences his or her affective occupational commitment to some extent. A possible explanation for this result may be that work in the hospitality industry is perceived as stressful and the workload as high. In addition, the working hours are often long, unpredictable, and incompatible with maintaining a social or family life. Therefore, adequate pay may compensate for the perceived disadvantages of jobs in the hospitality industry, thereby enhancing the feeling of wanting to be in the job, in other words, enhancing affective commitment.

In contrast, Hypothesis 2 was rejected, as we found that career development had no significant influence on affective occupational commitment. This deviates from the finding in Danler and Zehrer (2017) where career opportunities as an image factor, along with task attractiveness, had the strongest influence on potential applicants' intention to apply for a job. Similarly, in Baum and Kabst (2013), the image factor "career opportunities" was shown to be one of the most important influencing factors across different countries. This difference between our results and those of previous studies could be explained as follows. First, the aforementioned studies assessed potential employees and their intentions to work for a specific business. At this stage of the career process, career opportunities and a perception of advancement opportunities appear to be a central issue. If an individual has already been employed in a firm for some time, the focus may shift from a strongly career-oriented perspective toward the need to be satisfied with and committed to one's work. Furthermore, we emphasize that our study was conducted among family-run businesses. Employees in these businesses may tend to value stability and being appreciated over continuous career development. Nonetheless, opportunities for career development may still play a role. Still, as this study analyzed the impact of such opportunities on affective commitment, it is likely that building a career is not the primary commitment trigger; what matters most is the nature of the job itself and whether it is perceived as attractive. The most surprising result was the rejection of Hypothesis 3. The image factor of work-life balance contributed the least to employees' occupational affective commitment (Sig. 0.645; $\beta = -0.021$). This outcome was particularly unexpected as this factor, mostly represented by good working hours, is one of the most central negative aspects of employer image in the hospitality

industry (Deery & Jago, 2009; Lacher & Oh, 2012). Tuzunkan (2018) highlighted that the long and irregular working hours in the hospitality industry may be detrimental to hospitality employees' family lives, particularly when accompanied by inadequate pay. This result was confirmed by Richardson (2010). Nevertheless, the work–life balance factor did not influence affective commitment in our study. An explanation for this result could be that working hours as a measure of work–life balance may not be directly related to job commitment. Employees may be affectively committed to their jobs while at the same time perceiving the long working hours as negative; in other words, they simply like what they do in their jobs, regardless of the circumstances. This may also be a function of our sample, which consists of hospitality employees working in family-run firms. In other words, the positive nature of the job may overcome the negative aspects, in terms of affective commitment. This is consistent with the acceptance of Hypothesis 4, as task attractiveness was found to be one of the two most important influencing factors.

Our study faces some limitations that are important to note. The first limitation pertains to its sectoral and regional scope. Although the questionnaire respondents were distributed across Tirol, it is important to keep in mind that participants' responses are tied to what they expect from jobs in the hospitality sector in this specific region. For example, the results might differ if respondents were located in other parts of Austria or other European countries. We did not check for cross-cultural differences, as in Baum and Kabst (2013). Thus, conceptual revisions and other empirical analyses may be needed to create a more complete profile of employees' perceptions and to see whether our results hold across employees of different nationalities in Tirol. Additionally, the study focused exclusively on the hotel and gastronomy sectors within the hospitality industry. Other tourist-facing industries, such as retail or ropeway facilities that have different working conditions, may differ in terms of what influences affective commitment.

Another limitation concerns the generalizability and representativeness of our findings. The research design may not be generalizable to other countries with different political or cultural backgrounds. For example, in Tirol, there are specific predispositions regarding the economic and political environment that are not comparable to less developed countries. In the latter, affective commitment might not play such an important role compared to what is a rather self-fulfillment-driven region of the world. If a similar analysis was carried out in a destination with a different culture and value system, different employer image factors might influence affective commitment. An indication that this might be the case is the variation across cultures found in Baum and Kabst's (2013) study. Furthermore, the survey scale used in our study cannot be

directly applied to other sectors, such as childcare (Ito et al., 2013). The scale used in Baum and Kabst (2013) was altered slightly for this study to make it applicable to the hospitality industry. For example, given that working with people is a central aspect of jobs in the hospitality industry, this aspect was included in task attractiveness. In addition, the survey may not be representative as we apply convenience sampling, resulting in a rather small sample of 230 employees. Nevertheless, we believe that this study contributes to the literature by enhancing the understanding of employer image and its relationship to employees' affective occupational commitment.

To enhance the understanding of the relationship between employer image and employee commitment, we propose several areas of further research: first, it would be worthwhile to analyze a larger sample within a single country. This would provide an opportunity to assess differences between different provinces/regions and nationalities of workers, their tenure with a firm, and the firm's age and tradition, to create a more thorough respondent profile. Second, an interesting area to pursue would be to test the applicability of the employer image framework to occupational commitment in other industries within and outside the tourism industry, modifying the scales as needed to match the key characteristics of other sectors. Third, nonfamily businesses could be analyzed to provide a control group to compare to the results in this study. Finally, qualitative analyses could prove fruitful in understanding the reasons why certain image factors play a more or less important role in employees' commitment, or if there are other factors that were not included in Baum and Kabst's (2013) framework, but might explain employees' commitment equally well.

This study also yields valuable information for employers in the hospitality industry, where the lack of skilled labor poses a major challenge. Research has emphasized the importance of the effect a positive employer image has on employees' desire to remain with a particular business and may have a strong influence on their commitment (e.g., Ito et al., 2013; Leekha, Chhabra & Sharma, 2014; Priyadarshi, 2011). Therefore, and particularly in times of challenging staffing issues, it is important for hospitality business owners to pay close attention to factors that may increase their employees' commitment. As affective commitment is the most desirable form of commitment (Kazlauskaite et al., 2006), a specific focus on enhancing this component is recommended. This study highlights task attractiveness, working atmosphere, and pay attractiveness as highly significant factors influencing affective occupational commitment. Practitioners may want to take measures to improve these aspects in their businesses. Job rotation, appropriately augmented pay, and an open and trustful communication culture are only some of the measures likely to increase employees' affective occupational commitment. This

would increase employees' emotional attachment to the company and enhance their identification with company goals, resulting in greater employee satisfaction; it might even decrease turnover in the long run. Employees who are affectively committed to a firm are likely to act as ambassadors and thus become a great asset for the company. Furthermore, the study results might help the marketing departments of family-run firms as well as the entire hospitality industry, particularly with respect to creating awareness of an employer brand in the employment market, as we know that prospective employees are willing to consider lower salaries if the employer has a good reputation (Cable & Turban, 2003). For example, employer image campaigns could work to improve brand perceptions. Regarding employer image campaigns on social media channels, the top 1,000 German companies and their job candidates were found to use Facebook (29.9%), followed by Instagram (24.4%), Xing (18.1%), LinkedIn (12.4%), YouTube (9.6%), Twitter (7%), and specialized forums and blogs (3.5%) for their image advertisements (Weitzel et al., 2019). The study focused on current employees and found it is necessary to cater to their needs. Additionally, the results may highlight a general tendency among current and prospective hospitality industry employees. Therefore, advertising jobs in the industry might benefit from emphasizing commitment-influencing employer image factors, such as the working atmosphere and task as well as pay attractiveness.

This study contributes to the understanding of how employer image relates to affective occupational commitment in the context of family-run firms in the hospitality industry. As with any academic work, we hope that this work stimulates other researchers to study the issue of affective commitment and current employees of family businesses. More extensive research is certainly needed in this important area.

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Commitment is indeed a central aspect for employee satisfaction and their overall intention to stay in their occupation. As I am addressing tourism employees in particular, the employing industry and the tourism destination cannot be separated. Employees count as brand ambassadors in the industry for businesses and destinations likewise. As not only businesses are competing for qualified labor in the tourism industry, but also entire destinations, I further assess employees' commitment to the destination. I include their personal destination image via perceived quality of life into the analysis and develop a model of destination commitment in the following chapter.

5 Hospitality employees' quality of life and destination commitment

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Abstract

Labor shortage is a major problem for the hospitality industry and entire tourist destinations, making employee commitment a central issue. As individual hospitality businesses and the destination are inextricably inter-related with each other, commitment theory should not focus solely on firms but also on the entire destination. The present study applies a qualitative approach using in-depth interviews with hospitality employees and an analysis of exemplary photos of their living environments taken by the interviewees. The results from the photographs match the outcome from the interviews largely. Our empirical findings lead to a conceptual framework of destination commitment.

Keywords: hospitality industry, commitment, tourism employees, quality of life, tourism destination

5.1 Introduction

Hospitality is the central element of the tourism economy and creates the preconditions of touristic activities and the development of tourist destinations (Freyer, 2010). This is

particularly relevant for the highly tourism-dependent Austrian state of Tyrol where tourism, especially the hospitality sector, contributes significantly to the regional economy. Tourism contributes 12,6 % to Tyrol's value added and 13 % to Tyrol's overall workforce (Stadler et al., 2016). However, one of the biggest challenges of the hospitality industry in Tyrol and many other destinations is the shortage of skilled labor (Kim et al., 2016).

In previous research, there seems to be consent that employees' commitment to their companies and jobs is negatively correlated to turnover intentions, which means the higher their commitment the less likely they are to leave (e.g. Alniacik et al., 2011; Mehmood et al., 2016). Commitment is defined as a "binding force that binds an individual to a course of action of relevance to a target and can be accompanied by different mind-sets that play a role in shaping behavior" (Meyer and Herscovitch, 2001, p. 299). There is evidence that commitment has a positive influence on employees' loyalty and satisfaction (Porter, 1974; Sharma and Dhar, 2016). These antecedents of behavior are essential for the success and survival of service-oriented businesses (Chang et al., 2010). Moreover, there is an inseparable connection between the businesses and the destinations they are in (Bieger and Beritelli, 2013). This is particularly important for the hospitality sector where employees are not only 'ambassadors' of their firms but also of the entire tourist destination. As it is the employees of hospitality enterprises that are supposed to convey a favorable image of the destination, it is necessary to look more deeply into their own perceptions of the destination and their perceptions of how they themselves relate to and commit themselves to it. Another important reason for this research is the growing competition not only among businesses, but among entire tourist destinations (Go and Govers, 2000).

Organizational commitment is determined by quality of work life (Huang et al., 2007; Kara et al., 2013; Farid et al., 2015). However, next to the quality of work life, the role of the perception of employees' general quality of life in their respective regions of work is rather under-researched. People have different preferences of the types of landscape, levels of urbanization or the availability of specific infrastructure regarding the destinations they live in (Kirschenbaum and Weisberg, 2002). As such, they put different foci on what constitutes their perceived quality of life.

It is necessary to discuss that organizations are core destination constituents being inextricably linked (Bieger and Beritelli, 2013) and that employees are essential stakeholders in contributing to destination competitiveness through their firms (Dwyer and Kim, 2003). To our knowledge, preliminary literature fails to shed light on tourism employees' commitment to the destination itself. Furthermore, we respond to Baum's (2018) call for more studies on the

still rather under-researched tourism stakeholder group of employees in this context. Therefore, in our paper, we add to previous research by applying commitment theory to a specific geographical context including the perceived regional quality of life. Thus, we shall answer the following research questions:

1. Which are the determining components of destination commitment for hospitality employees?
2. How do hospitality employees perceive quality of life in their destination, and how are these perceived qualities linked to destination commitment?

Using the theoretical concepts on commitment to jobs and organizations, we place our study in the context of commitment theory based on Meyer and Allen (1991). We further include the perception of the four domains of quality of life in the destination according to the WHOQOL-BREF (World Health Organization Quality of Life Assessment) in order to achieve a holistic understanding of commitment to a destination. In this respect, by applying a hermeneutic phenomenology approach (Sloan and Bowe, 2014), we develop a conceptualization of destination commitment and develop a Destination Commitment Model (DCM) that provides new insights into commitment theory and tourism research, and generates points of departure for quantitative research.

5.2 Literature Review

5.2.1 Employee Commitment

Employee commitment has undergone various definitions and approaches throughout previous research. As one of the first researchers to address the topic, Porter et al. (1974, p. 604) introduced three primary components of commitment including a strong belief in and acceptance of the organization's goals and values, a willingness to exert considerable effort on behalf of the organization, and a definite desire to maintain organizational membership. In their measurement scale, the authors include employee satisfaction and loyalty as central constituents. However, commitment is an attitude that differs from satisfaction in being more global and reflecting a general affective response to the firm as a whole (Mowday et al., 1979).

Referring to the fact that commitment is a multi-faceted construct, Meyer and Allen (1991) introduced their three-component conceptualization of organizational commitment. The three components are affective commitment, which means a desire to stay in a firm, continuance

commitment, which means a need to stay in a firm, and normative commitment, which signifies an obligation to stay employed in a specific firm. The three-component conceptualization of commitment has been extended to the occupation. Meyer et al. (1993) measured organizational as well as occupational commitment with a six-item scale validating and extending commitment theory from organizational commitment to a further domain (occupational). Meyer and Herscovitch (2001) describe commitment as a binding force. Thereby, employees may be committed to any number of constituents within their organization or job (Johnson et al., 2010).

Organizational commitment has been found one of the key concepts in organizational behavior and human resource management (Cohen, 2007; Dhar, 2015). It is considered to be amongst one of the most important employee behaviors essential for a better business performance (Alniacik et al., 2011). Organizational commitment is negatively related to employee turnover (Culpepper, 2011). Moreover, previous research has established a connection of organizational commitment with factors such as employee empowerment, well-being, satisfaction, job performance, employee loyalty and motivation (e.g. Johnson et al., 2010; Kim et al., 2016; Meyer et al., 2002; Meyer and Maltin, 2010). Thereby, almost all studies on commitment are of a quantitative nature.

A wide body of literature deals with the relations between employees' commitment and their personal well-being. According to Meyer and Maltin (2010) a high degree of affective commitment leads to both high eudaimonic (related to self-realization) and hedonic (referring to overall pleasure) well-being. The authors further argue that affective commitment will reduce the impact of workplace stressors while the opposite is true for strong normative and continuance commitment. Similarly, Jain et al. (2009) found well-being to be positively related to affective commitment and negatively related to continuance commitment in their survey of 250 manufacturing employees in India. In general, if employees perceive an organization cares about their personal well-being or view their supervisor supportive of their well-being, there is an increased affective commitment and staff turnover becomes less likely (Capelli, 2000; Rhoades et al., 2001).

An increased level of commitment is not only associated with employees' well-being but also their motivational state, job performance and satisfaction (Fu and Deshpande, 2014; Meyer et al., 2012). The positive relation of employee commitment and motivation has been a central topic in various studies (e.g. Lee et al., 2015; Meyer et al., 2004). Warsi et al. (2009) analyzed 191 private sector employees. Their results portray a positive and significant influence of work motivation on organizational commitment. However, they found an even stronger impact of job satisfaction on organizational commitment. This result is also found in Cooper-

Hakim and Viswesvaran, 2005. Motivation further has a significant negative relationship with staff turnover (Alniacik et al., 2011; Lambert et al., 2001).

Meyer et al. (1993) tested and verified the generalizability of Meyer and Allen's (1991) three-component model of organizational commitment regarding the concept of occupational commitment, thus opening up commitment theory to a further domain. Snape and Redman (2003) provided additional evidence on validity and generalizability of the model. They found affective commitment to the occupation was positively associated with the intention to participate in professional activities and negatively associated with occupational withdrawal cognitions. Affective commitment is described as the most important independent variable of occupational commitment (Kurd et al., 2017). This is consistent with Lee et al.'s (2000, p. 800) definition of occupational commitment as the "psychological link between a person and his or her occupation that is based on affective reaction to that occupation". Cross-cultural validity of the three-component model of occupational commitment was provided by Snape and Redman (2008). Their comparative results point to higher levels of affective and normative commitment among Chinese employees and to higher levels of continuance commitment among British employees.

Summing up, previous research has intensively focused on organizational and occupational commitment predominantly using quantitative methodologies. It has been established that the affective commitment component is the most desirable one and strongly predicts employees' turnover intentions. However, strong occupational commitment alone does not necessarily mean a high level of organizational commitment.

5.2.2 From Quality of Work Life to an overall Conceptualization of Quality of Life

In an organizational context, most literature has focused on the connection between quality of work life and commitment. Quality of work life (QWL) is conceptualized as an aggregate of health needs, economic needs, social needs, esteem needs, actualization needs (i.e. realization of one's potential), knowledge needs, and aesthetic needs (i.e. creativity at work) (Sirgy et al., 2001). In this line Lee et al.'s (2015) study found QWL to be a "subjective construct which involves interactions among the organization as well as its employers and employees to satisfy multiple needs" (p. 19f.).

Beyond salary, employees strive to gain benefits from their jobs other than financial appreciation, such as achievements, career development, personal growth, balance between work and family life as well as a supportive managerial style (Huang et al., 2007). In their study,

Huang et al. (2007) prove that four dimensions of QWL (work-life balance, job characteristics, supervisory behavior, benefits) are significant predictors of outcomes of commitment and turnover intentions. Another study by Daud (2010) targeting employees in the hospitality industry investigates the relationship between seven variables of QWL (growth and development, participation, physical environment, supervision, pay and benefits, and social relevance) and organizational commitment. The author proves personal growth and development as well as payment have an impact on all components of commitment (affective, normative, continuance). QWL may also be conceptualized as one specific component of quality of life being the broadest context in which a worker would assess the effect of work on their life (Yasin and Khalid, 2015).

As quality of work life is only one component of overall quality of life (QOL), it is necessary to shed light on the other components as well. There is consent in the literature that no generally accepted definition for QOL exists because the perception of QOL is rather individual and different for each person (Kämpf, 2010; McCrea et al., 2011). Nevertheless, some conceptualizations for QOL exist. Veenhoven (2000) for example categorizes four domains of QOL: livability of the environment, life-ability of the individual, external utility of life, and inner appreciation of life. Pechlaner et al. (2010) describe QOL as a soft location factor and as the sum of all objective features as well as subjectively perceived life satisfaction and well-being. Consequently, they split up QOL into an objective and a subjective component including economic, cultural, sportive and educational infrastructure.

According to McCrea et al. (2011), QOL refers to subjective well-being and to a specific geographic scale. The authors suggest that levels of satisfaction at specific spatial scales relate to the environment where people live. In this respect, QOL has frequently been a research subject with regards to residents in tourist destinations (e.g. Andereck and Nyaupane, 2011; Carmichael, 2006; Kim et al., 2013; Liang and Hui, 2016). However, there is still very limited research on QOL with special regards to employees in the tourism sector (Kara et al., 2013; Uysal et al., 2016).

This gap is addressed by the current study. Furthermore, tourist destinations and their tourism businesses are inextricably inter-related (Bieger and Beritelli, 2013), specifically regarding the industry's employees. Therefore, we extend commitment theory to a regional context in order to and contribute to a better understanding of the connection between (regional) quality of life and commitment. Our study is guided by a working definition of QOL drawn from the WHOQOL-BREF including four domains of quality of life: physical (mobility, work),

psychological (feelings, spirituality), social relationships, and environment (leisure, physical environment, safety; see Skevington, 2004; Whoqol Group, 1998).

5.3 Methodology

5.3.1 Conceptual Considerations

The present study has an explorative, qualitative character. It aims at exploring the phenomenon of perceived quality of life in connection with commitment to a destination without limiting a-priori hypotheses and by following the approach of hermeneutic phenomenology (Sloan and Bowe, 2014). Phenomenology in general focuses on peoples' perceptions of the world or the perception of the "things in their appearing" (Langdridge, p.11). This study in particular follows Heidegger's (1962) approach. Heideggerian phenomenology assumes that any type of description of a phenomenon is never without the interpretation of the researcher, which needs to be taken into account during the coding process. Consequently, in this study, it is intended to pay close attention to the participants' existence and relation to the world around them to provide more clarity about phenomena for the researcher (Sloan and Bowe, 2014).

In addition to the interview analysis, the study intends to achieve greater validity by a triangulation of methods as suggested by Miles and Huberman (1994). Triangulation combines data acquired from different sources at different times (Flick, 2004). The present study intends to use multiple (qualitative) measurement instruments to provide more detailed information about the researched phenomenon (Kopinak, 1999). In doing so, we triangulate picture content analysis with findings from the interviews.

5.3.2 Study Area

Kitzbühel, with its 8,272 inhabitants (2019) and an area of 58 km². The town is located in the northwestern part of Austria, 36 km south of the border with Germany. Tourism plays an important role in the region. Kitzbühel is a world-renowned ski resort, not least because of the famous Hahnenkamm ski race. The ski lift company KitzSki Bergbahn AG has won the World Ski Awards several years in a row. Regarding tourism statistics, Kitzbühel provides 8,103 beds (as of 2018; without up to 1,261 extra beds) among which 43 % are found in the premium sector (4-star, 4-star Superior, 5-star, 5-star Superior; Kitzbühel Tourism, 2019). Winter 2017/18

portrayed 650,795 overnight stays, summer 2017 534,999 overnight stays, while the majority of tourists are of German, Austrian or English origin (e.g. 39 % German, 17 % Austrian and 11 % English in the winter season of 2017/18; Kitzbühel Tourism, 2019).

5.3.3 Data Collection

Data collection was conducted through 15 semi-structured in-depth interviews with key informants from the target stakeholder group of hospitality employees. Interview participants were selected using two sampling techniques: snowball sampling and theoretical sampling. Snowball sampling was considered a pragmatic strategy to help find more participants in the target group. As a second step, theoretical sampling helped in reinforcing theory generation using the constant comparative method while avoiding response bias (Kolb, 2012). In a qualitative approach targeting interview data, data collection is considered completed and the data saturated if no new themes and information emerged during the analytical procedure (Charmaz, 2008). In the current study, it became clear during the 13th interview that participants did not come up with new concepts or ideas. Two more interviews were conducted without leading to additional major themes.

Individual hospitality facilities were contacted based on a list of hotels provided by the Kitzbühel tourism association. They were asked whether they had employees suitable and willing to participate in the study. The interviews were conducted between August and October 2019. Each in-depth interview lasted between 30 and 70 minutes. The questionnaire was semi-structured and open-ended so as to elicit a broad and extensive narration from the participants. The questions were aimed at finding out about the perceptions of quality of life among hospitality employees as well as the perceived commitment to the destination they live in. As such, they were targeted to detect the connections between different facets of quality of life and the respective resulting commitment types or components.

A detailed description of interviewee characteristics is depicted in Table 1.

Table 5-1: Participant profile

Participant	Position	Year of Birth	Gender	Type of employer	Born in the region
1	Trainee	2002	F	Restaurant	no
2	Trainee	2003	M	Restaurant	yes
3	Receptionist	1997	F	Hotel	no
4	Service	1996	M	Hotel	yes
5	Receptionist	1993	F	Hotel	no

6	Service	1992	F	Hotel	yes
7	Cook	1991	M	Restaurant	no
8	Service	1991	F	Hotel	no
9	Service	1991	M	Hotel	no
10	Sommelier	1988	M	Restaurant	no
11	Barkeeper	1988	M	Restaurant	no
12	Manager	1988	M	Hotel	yes
13	Service	1986	F	Restaurant	no
14	Cook	1986	M	Hotel	no
15	Service	1986	M	Restaurant	yes

To provide a more thorough understanding and greater validation of the perceived quality of life we complemented the interviews by an analysis of photos taken by the interviewees within the week after the interview. The participants were asked to send up to ten digital photographs reflecting their perceived quality of life at the work destination to the authors. The participants were entirely free to choose motives that best represent their quality of life in the region. This resulted in a total of 128 photos. Six pictures could not be assigned to a specific category or were simply unclear, which is why these were excluded leaving 122 photographs for analysis.

5.3.4 Data Analysis

The interviews were transcribed in order to achieve a text document to be used for coding analysis. The text was thoroughly reviewed and coded in the software MAXQDA-12. During this process, the researchers were aware of own presumptions about the subject and the interview participants prior to data analysis (Heidegger, 1962) and therefore focused strongly on the experience world of participants in order to nevertheless achieve the highest possible degree objectivity regarding the coding and interpretation (Sloan and Bowe, 2014).

As a general goal of coding large amounts of information, data was simplified and transformed into categories (see also Miles and Huberman, 1994). This study takes on a Three C approach of coding the data including the elements Codes, Categories and Concepts. Thereby we followed a six-step procedure suggested by Lichtman (2006): Creating initial coding, revisiting initial coding, developing an initial list of categories or central ideas, modifying the initial list, revisiting the categories and subcategories, moving from categories into concepts (themes). After reviewing the emerged themes and sub-themes as well as the researchers' constant interpretation of the texts, a conceptual framework was developed. This framework reflects the influence of different facets of perceived quality of life on employees' commitment

to the destination. Furthermore, different components of commitment could be discerned and were incorporated in the framework.

Concerning the picture content analysis, the 122 photographs on individually perceived quality of life were classified according to three different criteria: category, focus, and level of engagement. According to Albers and James (1988, p.154), “content analysis has occupied a privileged position in the social sciences as a method for studying photographic media”. Analysis of categories was conducted at three stages as in Sternberg (1997): first, staging the object under research (meaning identification of what is shown on the picture; second, paying attention to the arrangement of items on the photograph, for example which items are depicted together; and third, identification of the context of what is depicted. A guideline for assigning pictures to categories was the WHOQOL-BREF categorization of quality of life. The resulting categories were Recreation in natural and man-made countryside (NMCS), Home in NMCS, Home as small world, Work-related and place-dependent (PD), Work-related and place-unspecific (PU), Family and friends PD, Family and friends PU. For a detailed description of the categories, see Table 2. Each picture was assigned one category.

Table 5-2: Description of picture content categories

Category	Description
Recreation in NMCS	Contains place-typical landscape and obvious recreation activities, such as hiking or skiing.
Home in NMCS	Includes landscape photographs representing the home surroundings, viewed from a distance (holistic picture).
Home as small world	Portrays situations and objects representing the participants own created small world (for example in their own flat), without specific reference to the locality
Work-related PD	Comprises situations and results of the work within the distinguished destination.
Work-related PU	Includes work situations and results in an unspecific locality.
Friends and family PD	Portrays obvious (groups of) people from the family and other social environment within the distinctive destination.
Friends and family PU	Contains obvious (groups of) people from the family and other social environment with an unspecific locality.

The second criterion according to which the pictures were analyzed include the focus of the photograph (Donaire and Galí, 2011; Donaire et al., 2014; Garrod, 2009). The analysis in this case centers around whether a photograph was a close-up picture (e.g. a specific work result such as a prepared meal or a table decoration, or a distinct feature of nature such as individual plants or animals), an element in its situational context (e.g. people portraying outdoor leisure activities), or panoramic (e.g. mountainous landscape with views). Thirdly, during the coding process it became evident that photographs yield different levels of engagement, also emotionally, regarding the photographer-photograph relationship or the relationship of people depicted in the photograph. Therefore, level of engagement was developed as a third criterion and thus analyzed in this study. For example, a landscape photograph with panoramic focus would signify lower level of engagement. On the other hand, high level of engagement could either be discerned in photographs depicting friends in obvious interaction with the photographer or depicting images where the photographer's pride or emotional attachment could be inferred (e.g. work outcomes like dishes in close-up focus).

Intercoder reliability was provided by the separate coding of the photographs of the authors. Each picture was discussed and categories were agreed upon. In case of disagreement on which category to ascribe a particular photograph, pros and cons were discussed and it was agreed upon a code (Donaire, 2014). After identifying the categories as represented by the pictures and agreed upon by the coders, they were compared to the categories that emerged from the interview data.

5.4 Results and Discussion – Towards a Model of Destination Commitment

5.4.1 Central Themes within Interviews

In the following, we present the relevant themes of the interviews, present the detailed results from the picture content analysis and compare the results from both data sources.

Table 3 provides an overview of the emergent themes, subthemes and representations of subthemes that came up in the interviews.

Table 5-3: Results of interview content analysis

Themes	Sub-Themes	Representations of Sub-Theme
People	Company-centered	Relationship with boss Relationship with colleagues Feeling of family/friendship with team Good teamwork (Interaction with) Tourists
	Private-centered	Friends Partner and family Friendly local people Mentality of residents Tourists
Firm	Job aspects	Varied tasks Communication culture Working with and among people Creativity
	Team aspects	Feeling of family Social life focused on team
	Firm aspects	Further training Being able to plan working hours Firm history Responsibility for the firm
Sense of Home	Birth place Home away from home Socially embedded Family Sense of responsibility for work destination Owned apartment	/
Environment	Nature	Mountains Lake Clean air
	City	Safety Cleanliness Maintenance Overall positive atmosphere
Events & Leisure	City-wide events	Ski races and après ski as main winter attraction Rich cultural offers International sport events

	Leisure infrastructure	Gastronomy (bars, restaurants) Cinema, culture hall Availability of ski lifts and hiking trails Lake within the city borders Shopping facilities
	Leisure activities	Sports in general Firm-organized activities Night-life Shopping Enough time for indulging in these activities
Infrastructure	Housing	Financial aspect (affordability) Logistical aspect (location of apartment) Availability of firm housing Public transport General availability/frequency of adequate housing Reliability (long-term planning)
	Accessibility	Big cities nearby Good highway and train connections available Accessibility of work place

5.4.1.1 People

Every participant mentioned the “human component” of being essential for quality of life and being a pull factor to the destination. This is in accordance with the WHOQOL-BREF framework given by the Whoqol Group (1998). The presence of important people in the employees’ lives refers to two different domains: work and private life. Sometimes, the two domains blend together as several respondents highlighted work relationships extend to private life. In general, it is obvious that a good relationship with colleagues and the management are important not only for quality of work life, but also for the general quality of life. Since for several interviewees, team members become some sort of family, the team makes employees feel comfortable not only in the firm, but for their entire life within the destination, resulting in affective and convenience commitment to the destination.

“And that is the reason why I came back again, simply because my boss told me, jeez, we all love you so much and this is like family. Really, that is really beautiful. Like a family. Like a second family where one loves to go to (Participant 1; translated from German).”

Participants have also highlighted the positive mentality and friendliness of local residents. This attitude of local people is deemed a central aspect for everyday quality of life. Additionally, there is consent among the participants that the presence of friends in the work destination is inevitable for a high quality of life and, finally, the wish to remain in the

region/destination. Similarly, important are familial bonds and partnerships. Participants with these ties clearly portray affective, normative and home commitment.

“Well here at our place it is simply family and so now, simply spoken, the peace, the rural; if you grow up here, you simply don’t want to leave anymore, not deliberately (Participant 4; translated from German).”

All in all, people in the destination, both at work and in private, contribute to all four components of employees’ destination commitment.

5.4.1.2 *The Firm*

Previous research has highlighted the importance of quality of work life for employees’ commitment and quality of life in general (e.g. Huang et al., 2007; Kara et al., 2013). In accordance with this, most interviewees highlighted their work as a central aspect for their personally perceived quality of life and their commitment to the destination: “In the end, quality of life is doing what I like, that I have fun doing it. I could not imagine going to work somewhere in the morning and sitting in an office [...] (Participant 8; translated from German).” This matches the fact that quality of work life may be conceptualized as one specific aspect influencing overall quality of life (Yasin and Khalid, 2015). As long as the job portrays variety, working with guests, a good communication culture and the possibility of planning ahead the working hours, there seems to be great satisfaction with the enterprise and, as a consequence, with life in the destination.

For most employees, it is essential to grow together as a team or a family-like group. Social life frequently centers around other hospitality employees for most respondents. And if this social life is functional, it is valued as great contributor to quality of life, and creates to a feeling of responsibility and the wish to remain in the area:

“I feel committed to the place, because you can do something with colleagues after work for example, that you say ok we go out for dinner in Kitzbühel or so. And it is particularly dependent on the people that you feel committed here [...] (Participant 3; translated from German).”

“Because I help someone, simply spoken, the firm, also the region, the people, that they come, it is all a cogwheel, right, that is always, there I feel responsible (Participant 4; translated from German).” The circumstances in the firm including job, team and enterprise characteristics influence all four components of destination commitment.

5.4.1.3 *Sense of Home*

Home commitment as one component of destination commitment has mainly been derived from this theme and is relatively new regarding previous literature. About half the participants confirmed their commitment to their work destination through a feeling of home as main contributor to quality of life. Six subthemes emerged. Sense of home occurred firstly if the destination was the employees' birth place where they were born and raised. Secondly, people that were not born in the region could nevertheless find a new home and decide to remain in the destination: "I traveled often by train. [...] if you are going towards the Emperor Mountains you think 'Yes you are back again in a second. You are somehow at home'. (Participant 9; translated from German)".

Very central aspects are also social embeddedness and the existence of family in the destination. "It is all my friends at football, look. Family of course, too [...] (Participant 4, translated from German)."

The fifth subtheme referred to a perception of responsibility for the work destination leading to a normative commitment: "You also have the responsibility for the destination to pass this on and to recommend, and to bring this closer to the guests (Participant 6; translated from German)."

Lastly, an own apartment or in general, a self-owned accommodation in the destination would not only be a strong influencing factor for quality of life, but also create commitment.

5.4.1.4 *Environment*

The theme environment as core quality of life and commitment factor was brought up by all of the participants. Thereby, two main domains were identified as subthemes: aspects of natural surroundings and aspects of the town itself. Concerning the first subtheme, the majority of the participants highly valued the mountainous surroundings of the destination in particular as well as the clean air and the availability of a lake within the town limits for recreation. The aspects about the closer environment contribute to lead to affective and home commitment in particular. This also matches McCrea et al. (2011) establishing a connection between personal well-being and physical environment.

"Sure, money is important, but it is not the main factor for me. It is mostly your surroundings and everything, wake up every morning and see the mountains (Participant 14)."

The second subtheme was the town and its closest surroundings. It is important that the holistic city atmosphere is a positive one, that it is safe (especially if one plans a family in the region), and that it is clean and well maintained.

“In Kitzbühel itself, simply the atmosphere, right. The predominant feeling when it is winter season or Hahnenkamm time, and it is simply the atmosphere what is essential (Participant 4; translated from German).”

5.4.1.5 Events and Leisure

There is consent among the respondents that the presence of a varied leisure infrastructure is as important as work, referring to an adequate work-life balance as a core constituent of quality of life, which is in accordance with the findings of Huang et al. (2007). The participants outlined three subthemes of events and leisure availability. The most prevalent one was the presence of adequate surrounding and infrastructure to spend the free time in a meaningful way. In this respect, Kitzbühel has been described as offering an abundance of events and infrastructure for the time outside of work.

Secondly, it is the available recreational infrastructure, like gastronomy, cinema, ski lifts, trails, or the lake, that is important for employees: “I have never been dissatisfied in the region, it is just wonderful at any time of the year you can do something, especially if you like being outdoors. Kitzbühel simply has a lot to offer (Participant 5; translated from German).”

Thirdly, leisure activities including firm-organized activities and especially the time for carrying them out were brought up in the interviews: “I am working the right hours per week and I have time for myself, I can go biking, [...] I can go where I like (Participant 11).”

Events and leisure availability trigger affective and convenience commitment, because employees want to spend their free time in the region and it is comfortable for them to stay in Kitzbühel because everything is already there, possibly different from other mountainous destinations in more remote areas and with a lesser number of attractions and facilities.

5.4.1.6 Basic Infrastructure

The subthemes of basic infrastructure respond to Pechlaner et al.’s (2010) objective component of quality of life. In the present study, the focus is particularly on the availability of housing, public transport and the accessibility of the destination. The sample is unanimously affirmative of housing being an important component of quality of life providing security and a real home in the destination. Regarding the housing aspect, all respondents highlighted the

necessity of affordability. In addition, respondents emphasized the provision of firm housing as a necessary momentum for coming to the destination in the first place.

The next infrastructural aspect that received strong consensus among interview participants refers to public transport that is particularly necessary if affordable housing can only be found some distance away from the downtown workplace. Here, it is not only about availability and frequency of public buses, it is also about their reliability as people need to be at work in time. Easy accessibility of the work place in a smaller town makes life very convenient for employees. Another important part of the perceived quality of life is that larger cities like Munich, Innsbruck or Salzburg are easily accessible by train (in one and a half to two hours), and there is a freeway access close by.

5.4.2 Picture Content Analysis Results

The interview analysis was supplemented by the analysis of photographic representations of the participants' perceived quality of life. The WHOQOL-BREF was used as a guideline to group the individual photographs into categories according to the content represented on them. Due to the nature of the photographs, however, the categories were somewhat modified. Social relationships were specified into Friends and family PD or PU. Environment was represented by the categories Recreation in NMCS, Home in NMCS and Home as own small world. Spirituality, an important dimension of quality of life according to WHOQOL-BREF, could not be included in the categories. The photographs did not directly portray this dimension as it is probably rather difficult to interpret spirituality and feelings of the photographer into a non-verbal medium. Instead, two further classification criteria were included, namely focus and level of engagement in the photographs. These two aspects allowed for a better understanding of the photographs' content. Furthermore, integrating the three criteria catered to the multiplicity of representations within individual photographs.

For example, if a photograph contained a group of people obviously being friends or family enjoying the surroundings within the specific destination, this picture would come under Friends and family PD. Almost all photographs in these categories portrayed high level of engagement reflecting the close emotional bond between the people in the photograph either within the place or place-unspecific. Figure 1 depicts a sample photograph in the category Friends and family PD with a medium focus of situational context with a high level of engagement.

Figure 5-1: Sample photograph of the category Friends and family PD



The environmental section of the WHOQOL-BREF was addressed by three categories in the present study. Certain photographs clearly focused on recreational activities with an unambiguous reference to the place. Focus mostly was panoramic or on the situational context with both levels of engagement likewise. The panoramic focus was interpreted as such that participants wanted to convey a global impression on the landscape where they spend their free time. Figure 2 presents a sample picture for Recreation in NMCS with a panoramic focus and high level of engagement. High level of engagement again represents a close bond with the surroundings, being in interaction with the surroundings, and conveying positive emotions about them.

Figure 5-2: Sample photograph of the category Recreation in NMCS



If a photograph depicted landscape that was typical for the destination, we inferred a sense of home that was intended to be conveyed through this image. Therefore, such pictures

would be ascribed to the category Home in natural and man-made countryside. Mostly, these photographs were taken from a distance, rendering a panoramic focus, and with a relatively low level of engagement as the photographer passively looks at the panoramic view, wanting to present an overall impression of the home landscape. Another category representing home was not dependent on the specific destination, but rather portrayed a home as own small world created by the participant. There were different forms of focus (mainly close-up) and level of engagement (mainly high), however, this category remained underrepresented compared to the place-dependent depiction of home (Table 4, Figure 5). Figure 3 would be a classical representation of the category Home in NMCS with panoramic focus and lower level of engagement.

Figure 5-3: Sample photograph of the category Home in NMCS



Regarding the work-related categories, almost all of the photographs were close-ups with high level of engagement and unspecific regarding the exact work place. The combination of close-up focus with a high level of engagement was interpreted as the sense of pride and responsibility of the photographers towards their work. Photographs of the category Work-related PD on the other hand refer to the unique working atmosphere or working in an environment perceived as beautiful or worth including in the photograph. Figure 4 represents a sample photograph of the category Work-related PU with a close-up focus and high level of engagement.

Figure 5-4: Sample photograph of the category Work-related PU

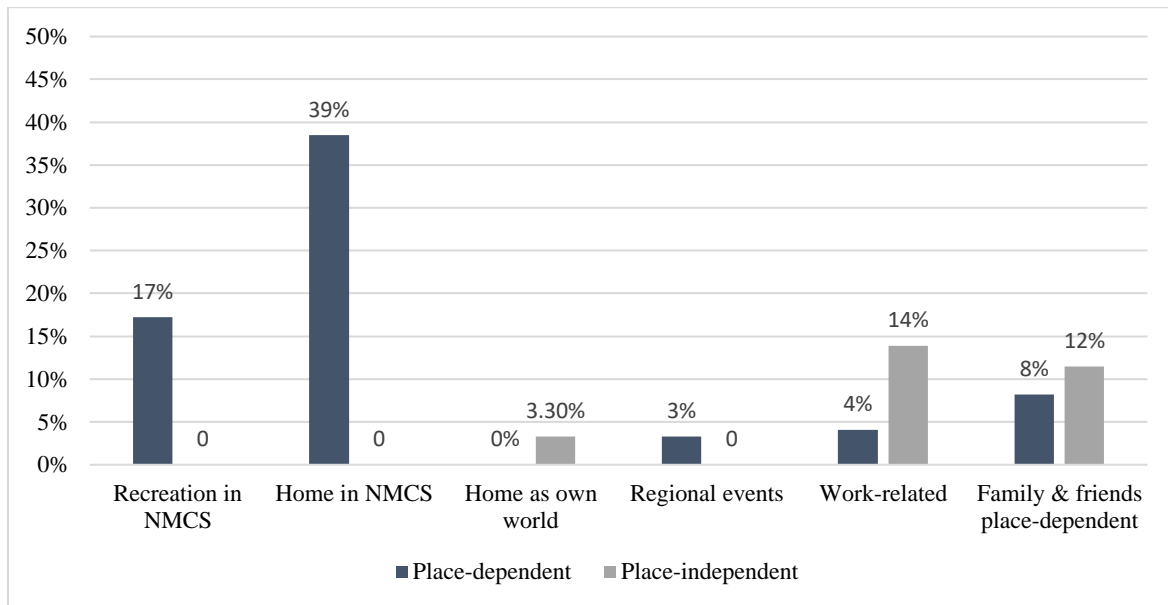


In general, it became clear that the strongest focus of the participants' photographs was on natural or man-made landscapes with 68 photographs (corresponding to 56 % of all photographs), followed by friends and family (24 photographs, corresponding to 20 % of all photographs) and the work-related category (22 photographs, corresponding to 18 % of all photographs). It becomes also obvious that the predominant share of photographs is in fact very much dependent on the specific destination. 71 % of all photographs were place-dependent while only 29 % of photographs were taken without specific reference to the destination. For an overview of category representations, see Table 4 and Figure 5.

Table 5-4: Absolute representations of Focus of Engagement within all photographs

	Focus			Level of Engagement	
	close-up	situational context	panoramic	low	high
Recreation in NMCS	4	6	11	11	10
Home in NMCS	2	2	43	47	0
Home as own world	3	1	0	1	3
Regional events	0	1	3	3	1
Work-related PD	2	1	2	0	5
Work-related PU	17	0	0	0	17
Family & friends PD	3	7	0	0	10
Family & friends PU	9	5	0	1	13

Figure 5-5: Share of categories within all photographs



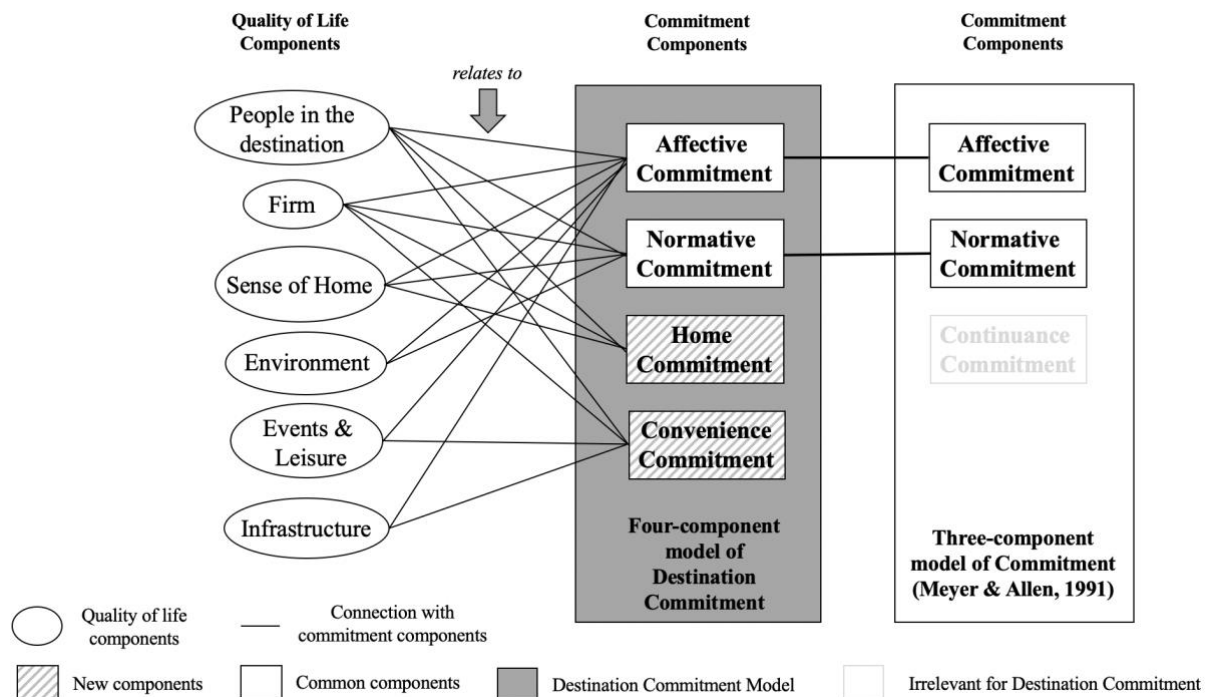
The predominant presence of photographs referring to recreation and home in NMCS can be interpreted as a strong hint towards the great importance of the destination for employees' quality of life. This is very much in line with the findings from the interviews which also showed that a good work-life-balance including sufficient options for leisure activities in the destination is seen as essential for quality of life and finally destination commitment. Furthermore, the sense of home played an important role the interviews as well. We interpreted the mostly low level of engagement in the home category together with a panoramic focus as participants' intentions to capture a global representation of their home environment inferring a sense of pride or awe. Friends and family is the third-most important category for quality of life in the destination according to the representations among the photographs. The importance of social relations is in accordance with participants' information from the interviews describing this category as one of the most essential factors for destination commitment.

The most surprising result from the picture content analysis was the rather low share of work-related photos, in particular to dominant role of work in the interviews. This was unexpected as most interviewees referred to the fact that work is a determining factor for quality of life and destination commitment. There are two possible explanations for this discrepancy between interviews and photographs: On the one hand, there may be a pragmatic reason for it. It is probably easier taking pictures outside of work than during the mostly stressful shifts in hospitality sector. Photos were taken during their leisure time and therefore portrayed the most important facet of quality of life outside of work. On the other hand, it may be an indicator that

finally, it is in fact the place, the destination itself that dominates the perception of quality of life and will most likely contribute to destination commitment rather than the work aspect. This would again be in line with statements in the interviews where participants would rather choose the destination over the employer. For example, one participant explained: “[...] if the company doesn’t fit, but you are in Kitzbühel, I wouldn’t change the place, but rather the company” (Participant 2, translated from German).

Summing up, the picture content analysis matches largely with the framework developed from the interview content. The only factor that could not directly be found is infrastructure. The only picture possibly representing infrastructure portrays an airport which is most likely to highlight the accessibility of the destination, but the airport is not part of the destination itself and was therefore excluded from the picture content analysis. One possible interpretation for the absence of this category in the photographs is that basic infrastructure such as housing or roads are not very photogenic and might look very similar independent of specific location. Furthermore, infrastructure is expected to be there and might only be reflected if it is deficient. In this respect, participants focus more on the nature they like as well as their leisure time, their work as well as friends and family – aspects that can also be caught in a picture more easily than for example the accessibility of the destination and other aspects of built infrastructure. Overall, the picture content analysis gives support for the results from the interviews and thus increases validity (see Flick, 2004; Miles and Huberman, 1994). Based on the themes from the interviews and photographs, we propose a model of Destination Commitment with individual quality of life aspects being understood as eliciting the different commitment components (Figure 6).

Figure 5-6: Conceptual framework of Destination Commitment



As depicted in Figure 6, the model corresponds in part with the established three-component model of commitment proposed by Meyer and Allen (1991). The affective and normative components could be clearly discerned in the participants' statements. An important role of continuance commitment could not be derived from our interviews. It was rather another aspect that emerged as a recurring theme for wanting to stay: convenience and pragmatism, which is why we substitute continuance commitment with convenience commitment. In addition, there is verbal and photographic evidence for a destination commitment due to a deep homely connection with it, resulting in a fourth component, we call home commitment. Our four-component model of Destination Commitment may be summarized as follows: affective commitment – why employees want to stay in the destination; normative commitment – why employees ought to stay in or feel responsible for the destination; home commitment – why employees feel a deep rootedness with the destination; and convenience commitment – why employees feel at ease in the destination.

The present study is in large parts consistent with findings of Rhoades et al. (2001). If an organization and the destination contribute to the well-being of employees (meaning increasing their quality of life), staff turnover becomes less likely due to higher satisfaction in the destination and thus greater commitment. Well-being has mainly been associated with

higher quality of work life. Sirgy et al. (2001) conceptualize QWL as an aggregate of health needs, economic needs, social needs, esteem needs, actualization needs, knowledge needs and aesthetic needs. The findings of the current study are mostly in accordance with this conceptualization with the exception of the financial component. This may have something to do with the fact that none of the participants highlighted money as a crucial influencing factor – neither for QWL nor QOL. However, previous literature highlights the close connection between QWL and commitment (e.g. Daud, 2010; Yasin and Khalid, 2015), which makes it particularly important to see the firm represented in the present framework as well.

QWL strongly influences employees' commitment or well-being. However, it is the holistic concept of QOL including all components in a destination that provides a deeper insight into employees' commitment to the destination itself. McCrea et al. (2011) highlight QOL research focuses on subjective judgments relating to evaluations of satisfaction with different aspects of life encompassing psychological processes. The current study is in line with this statement as it was exactly the subjective perception of themes and subthemes that was asked from the participants. Furthermore, Pechlaner et al. (2010) identify subjective as well as objective constituents of quality of life, a distinction which is met in the presented framework. On the one hand, firm, environment and basic infrastructure would represent objective QOL. On the other hand, the presence of the right people, preferred leisure activities and the feeling of home would be more subjective QOL. The WHOQOL-BREF subdivides quality of life into the four domains physical, psychological, social relationships, and environment (Whoqol Group, 1998), all of which are represented in the themes and subthemes of the given framework. It must be kept in mind, however, that the current study did not attempt to provide a new or generalizable definition of QOL, but rather to contribute to the domain of tourism employee research (Uysal et al., 2016) as well as establishing connections between QOL in the destination and destination commitment.

5.5 Conclusion

This study explored the perceptions of hospitality employees' quality of life including their resulting commitments toward the destinations or regions they work in. We thus introduced a framework of destination commitment from the perspective of hospitality employees. We found affective commitment, normative commitment, home commitment and

convenience commitment to be the constituents of their overall destination commitment. This answers research question 1.

Not only are hospitality employees an important stakeholder group in tourism, but also the relationships of commitment with the qualities of a touristic destination, have been neglected in previous research. Therefore, an explorative approach has been undertaken to understand how hospitality employees get committed to an entire destination rather than solely to the individual firm. Our findings show that the main quality of life factors for the participants of our study were people in the destination/region, the firm, the basic infrastructure, the environment, a feeling of being home, and the availability of leisure-related infrastructure. The findings further allow the derivation of different components of commitment to the destination depending on the perception of quality of life in the destination, thus leading to answering research question 2. The analysis therefore contributes to the theoretical knowledge on quality of life and commitment by expanding and adjusting Meyer and Allen's (1991) three-component model of commitment. The affective and normative component from the 1991 commitment model also apply to the destination. However, we included home and convenience commitment as additional components of the model. In our study, we found no direct reference to a possible occurrence of continuance commitment in the sense of Meyer and Allen (1991). Thus, we argue that it is not solely jobs and firms to which employees commit themselves but also the very places or destinations. Therefore, we propose a four-component model of destination commitment.

We acknowledge the current study is not without limitations. An obvious limitation refers to the geographical scope and location of the interviews. The study was conducted in a renowned Austrian tourist destination in a mostly rural setting with some urban facets and a relatively developed overall infrastructure. This arises the question of generalizability to other destinations that are, for example, entirely rural, more urbanized or rather underdeveloped in terms of infrastructure, or also destinations in other countries or world regions. Employees in other countries, may perceive quality of life differently and assign different weight to the individual constituents like work place, people or the availability of a good leisure infrastructure. The second limitation refers to the danger that certain employees may have been afraid to fully disclose their point of view as the voice recorder was switched on. This suspicion arose as some participants answered inquiries for difficult aspects in the firm and the destination with obvious caution. They may have been worried that somehow their statements could make their way to their employer and might cause problems. Since we followed a qualitative approach, a third limitation refers to representativeness. Our results cannot claim to be

representative in a quantitative sense. Rather, our exploratory study had the goal of uncovering fundamental relationships around employee commitment.

Obviously, destination commitment is still an emerging field of research. There are many points of departure for further research. First of all, it may be valuable to analyze different research destinations with various geographical settings. This includes a comparison between urban and rural destinations as well as transnational comparisons to check for a generalizability of the presented framework. It would be particularly interesting to conduct a similar study in Global South countries where hospitality employees might have rather different concepts of quality of life and consequently destination commitment. Secondly, as this study was more of an explorative nature, the next step would be an attempt to quantify the interrelationships which we have revealed through our study. A measurement scale for destination commitment, partly based on previous commitment literature, partly drawn from the developed framework, may be created and validated.

Practitioners in tourism and hospitality may benefit from the study in various ways. Hospitality employees highlighted how their firms contribute to their quality of life and commitment to the destination. Thus, hospitality business owners should pay attention to the wishes and interests of their employees. Satisfaction with working conditions and good team life cannot be valued enough and it finally affects the perception of the entire destination. Business Owners might also find it interesting to adjust their marketing strategies and hiring processes once they have noticed the focal points of employees. This may already start in the internships where they present the industry for the first time to future tourism school graduates. Furthermore, the study presents valuable insights for policy makers and destination managers.

Lack of skilled labor is no longer solely an issue for individual firms in their struggle for personnel. Entire destinations are affected by the never-ending question of not only attracting employees, but also retaining them in the destinations. By realizing what factors enhance employees' quality of life, local politics and the destination management may cooperate in meeting these factors. For example, as appropriate housing was mentioned by almost all participants, this could be one initial point towards increasing employees' destination commitment. Focus needs to be laid more on the hospitality employees and their needs that have too often been left out in the past – by employers as well as by politicians. According to the destination management in the research destination, many students from tourism schools decide against working in the hospitality industry after graduation. It should be a priority of local politics to make work in the sector and in the region more attractive.

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Despite being connected with and committed to an employer or a destination, unforeseen crises may change everything in the hospitality industry. For employers, it becomes very challenging to keep employees and apply or develop reasonable resilience strategies for the business. This process includes maintaining liquidity of the business, but also finding human resource strategies to uphold employees' commitment. This is a challenge likewise true for businesses and the destination as a whole. The following chapter therefore analyzes, how employers deal with an unforeseen crisis and maintain resilience.

6 Organizational resilience in hospitality family businesses during the COVID-19 pandemic: A qualitative approach

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Abstract

Purpose: This study targeted hospitality family business owners as essential pillars of the tourism industry. How they perceive aspects of the crisis and what they derive organizational resilience from, including the role of their human resources, are explored. Internal and external factors of resilience are analyzed alongside different levels of resilience action.

Design/Methodology/Approach: The World Health Organization (WHO) announced coronavirus disease 2019 (COVID-19) as a pandemic on March 11, 2020. In Tirol, the hospitality industry has particularly been affected as tourism businesses find themselves in the challenging times of returning to normal business, corresponding to the fourth phase in Faulkner's (2001) Tourism Disaster Management Framework. We used a qualitative exploratory approach, using semi-structured interviews.

Findings: In taking on a holistic explorative approach, we determined several methods used by entrepreneurs in dealing with a pandemic crisis to increase business resilience at a specific stage. Internal and external resilience factors have been detected among three levels of resilience action (personal, regional, and governmental). The most surprising result of the semistructured in-depth interviews was the entrepreneurs' rather positive outlook.

Originality: Generally, the study creates an in-depth understanding of the tourism businesses in their dealing with a global crisis, using family business owners as an exemplary stakeholder group. We bridge a gap in the literature by applying a holistic explorative approach in the early stage of a never seen worldwide crisis and by addressing organizational resilience. Three levels of resilience action give new insight into how the beginning of a pandemic crisis is handled and perceived by hospitality family business entrepreneurs.

Keywords: tourism industry, hospitality family businesses, COVID-19, organizational resilience, tourism employees

6.1 Introduction

The impacts of crises vary based on their nature, duration, and magnitude (Jiange et al., 2017). However, it is rare when the whole world is suffering from an equally harsh crisis. At the beginning of 2020, indicators existed for a large-scale outbreak of a new respiratory disease and the World Health Organization (WHO) (2020) finally announced the coronavirus disease 2019 (COVID-19) pandemic on March 11, 2020. Because of this global health threat, governments took several measures to halt the virus' rapid spread. These measures, taken worldwide, have impacted peoples' everyday lives and entire economies, leading to great challenges in many economic sectors (Kraus et al., 2020). The tourism sector has been particularly affected by the outbreak and subsequent measures (Karim et al., 2020).

Small- and medium-sized enterprises (SMEs) are essential in the hospitality industry's accommodation sector and a large part of these businesses are family-owned (Buhalis & Peters, 2006; Getz & Carlsen, 2005; Märk et al., 2010). The Austrian province, Tirol, for example, is highly tourism-dependent (91% of hospitality firms are family businesses; Dörflinger et al., 2013). Family businesses differentiate themselves from nonfamily businesses by numerous factors concerning human resource management. The employer image of family businesses includes specific facets, such as positive work environment, respect and appreciation, and specific communicative behavior with employees (e.g., Leiß & Zehrer, 2018; Shekhar & Kumar, 2012). Generally, the intrinsic features of family businesses may indicate a higher resilience than those of other organizational forms (Amann & Jaussaud, 2012).

The present study contributes to the literature in several ways. Primarily, we extend research on crisis management and resilience in the hospitality industry by adding to the growing number of studies on COVID-19 by addressing the situation after the first wave, where the shock was quite new. Second, we contribute to an in-depth understanding of family businesses dealing with a novel global crisis by focusing on the rather under-researched stakeholder group of hospitality employees (Baum, 2018) as a central constituent of organizational resilience. Third, we bridge a research gap by applying a holistic explorative approach leading to various levels of organizational resilience and control by the business owner (personal, regional, and governmental). Lastly, we enhance the knowledge on internal and external factors of family business resilience (e.g., Hedner et al., 2001; Zehrer & Leiß, 2018). We therefore shed light on measures with different levels of control regarding business owners. We relate this study to Faulkner's (2001) Tourism Disaster Management Framework. In May and June 2020, the affected businesses found themselves in the phase of returning to normal while maintaining or

improving their resilience (phase 4 in Faulkner's framework). Consequently, we answer the following research questions:

RQ1. How do business owners perceive the role of their employees and governmental mitigation measures when they estimate their business resilience?

RQ2. How is the COVID-19 crisis perceived, and what does organizational resilience mean to owners?

6.2 Literature Review

6.2.1 Crises and disasters in the hospitality industry

A crisis is an “undesired, extraordinary, often unexpected and timely limited process with ambivalent development possibilities. It demands immediate decisions and countermeasures to influence the further development again positively for the organization (destination) and to limit the negative consequences as much as possible” (Glaesser, 2006, p. 14). Crises and disasters differ in that crises are more comprehensive; however, as proposed by Faulkner (2001), both are similar in terms of the development phases (Shaluf et al., 2003).

Faulkner (2001) and Ritchie (2004) have already emphasized the necessity of disaster research on tourism businesses. A clear research focus in previous studies has been on natural disasters and their impact on tourism communities, vulnerability, and resilience. The existing literature on local disaster resilience highlighted the essential role of functioning social networks within regions or localities (Bott et al., 2019; Braun and Abheuer, 2011). Faulkner (2001) provided one of the most central disaster management frameworks for the tourism industry, which assumes six phases for businesses in the process of a disaster/crisis, outlining the types of strategies from the beginning until recovery:

- (1) Pre-event: actions taken to prevent or at least mitigate disaster effects
- (2) Prodromal: strategies needed when the crisis or disaster becomes inevitable
- (3) Emergency: strategies during the immediate effect of a disaster
- (4) Intermediate: actions needed for restoring essential services and routine
- (5) Long-term (recovery): continuation of phase (4)
- (6) Resolution: final restoration of routines

Faulkner's (2001) Disaster Management Framework may be applied to a pandemic crisis; similarly, the development phases of disasters and disaster management complement the phases of a crisis (Shaluf et al., 2003). Thus, tools for systematic crisis management including written plans, like in Faulkner's (2001) framework, are inevitable. For many businesses, COVID-19

led them already through the first three phases of the framework. Presently, this cycle has repeated itself because of another lockdown caused by the second pandemic wave. The tourism and hospitality industry has been identified as particularly vulnerable to the current pandemic by recent studies (Dube et al., 2020; Ntounis et al., 2021). Accordingly, three national tourism strategies are recommended by the UNWTO: a) crisis management and impact mitigation, b) stimulus and recovery acceleration, and c) preparing for tomorrow. Various countries incorporate these strategies to a different level (Collins-Kreiner and Ram, 2020). Suggestions for recovery include technologies, like apps and other health tracking technologies (Strielkowski, 2020).

The pandemic affected the local tourism economies on the supply side and also visitors' behavior. The cognitive (e.g., media coverage and gravity of health risks), affective, contextual (e.g., framing of risk information), and individual (e.g., gender, culture, and age) factors mainly predict tourists' risk perceptions, leading to different travel intentions (Godovykh et al., 2021). Notwithstanding the potential of different travel behaviors, Gössling and Scott (2020) anticipated that domestic markets will recover first. A study on Croatia reveals that the shock from the pandemic can be viewed as permanent (Payne et al., 2021) and in other countries, the resumption of travel activities was not even a priority (Li et al., 2021; Wen et al., 2020). With this in mind, the present study addresses the resilience perception of business owners to enhance the understanding of the first recovery phase in a worldwide pandemic crisis and provide the beginning of a comparison to other countries' perceptions.

6.2.2 Family businesses and resilience

Family businesses are not only a valuable research subject in crisis research. When analyzing the hospitality industry, the family business perspective is essential because most businesses are family-owned (Dörflinger et al., 2013). According to Chua et al. (1999, p. 25), family businesses are “governed and/or managed with the intention to shape and pursue the vision of the business held by a dominant coalition controlled by members of the same family or a small number of families in a manner that is potentially sustainable across generations of the family or families.” The family business employer image is strongly influenced by integrative communication behaviors, a long-term focus, particular sustainability efforts, social working conditions, and strong location ties (Krappe et al., 2011; Leiß and Zehrer, 2018).

Moreover, employee commitment is fostered by image attributes such as social working conditions, loyalty, respect, appreciation, and a clear focus on long-term relationships

(Hauswald et al., 2015; Krappe et al., 2011; Shekhar and Kumar, 2012). According to Peters and Kallmuenzer (2018), owning a family business has a higher degree of responsibility. Derived from their qualitative analysis, they highlighted three core expressions causally related to a family business: communication, cooperation, and financial performance. A focus on innovation comes with a rather risk-averse attitude. As assessed by Kallmuenzer et al. (2019), this seemingly contradictory mindset can be explained by different entrepreneurial approaches or configurations in high and low uncertainty environments: proactive innovators with substantial financial resources and networking; financially stable networkers without entrepreneurial orientation; high performance through proactiveness, risk-taking, and financial resources; financially limited entrepreneurial performers; high performance through networking and proactiveness; and collaborative financially safe performers.

Regardless of the business type, several definitions apply to the concept of resilience. Annarelli and Nonino (2016) proposed a concrete definition, which we use the following: “Organizational resilience is the organization’s capability to face disruptions and unexpected events in advance, thanks to the strategic awareness and a linked operational management of internal and external shocks” (p. 7). Resilience is of utmost importance for businesses. It relates to a combination of factors including internal (e.g., development of a desirable identity, or experiences of a sense of cohesion with others) and external ones (e.g., access to finances and networks; Hedner et al., 2011). In a qualitative study, Dahles and Susilowati (2015) highlighted the importance of businesses’ embeddedness, which also implies the existence of other income sources than only tourism and a profound local network.

Crises come with unexpected challenges, typically requiring fast and decisive strategic decision-making (Heath, 1995; Ritchie, 2004). Resilience is characterized by reflection on past stressors and coping with and adapting to rising crises (Hedner et al., 2011; Zehrer and Leiß, 2018). Businesses have recognized resilience to be an important crisis management strategy for stability and adaptability to various risks. These strategies include management techniques, good relationships among all stakeholders, a comprehensive network, and opportunity recognition (Sharma et al., 2021). The success of governmental mitigation measures was assessed by Blake and Sinclair (2003) including subsidies to production and labor employment. Regarding the current crisis, findings by Lai and Wong (2020) indicate that various ways of governmental support exceeding tax discounts are necessary to help hospitality businesses and their employees.

Orchiston et al. (2016) conducted a quantitative assessment of organizational resilience in the tourism industry. They found that a forward-looking culture that prepares for and responds to

crisis-related issues is central to business. More specifically, family business resilience is “the reservoir of individual and family resources that cushions the family firm against disruptions; it is characterized by individual and collective creativity used to solve problems and get work done” (Brewton et al., 2010, p. 156). Moreover, the family’s emotional attachment affects firm performance during a crisis (Arrondo-García et al., 2016). Danes et al. (2009) found that federal disaster assistance negatively affects male owners but positively affects female owners as they are more support-seeking. Furthermore, family businesses (vs. nonfamily businesses) usually portray a sounder financial structure and face an easier recovery (Amann and Jassaud, 2012). Additionally, Salvato et al. (2020) found family businesses being more resilient after recovering from a crisis. Therefore, evident links exist between a family firm and a resilient organization. Regarding the COVID-19 crisis, Fitriasari (2020) focused on the survival of SMEs. The author identified three key strategies for business resilience: a) diagnosing risks and interdependencies among SMEs, b) adapting company strategies and opening models, and c) developing an organizational structure with risk monitoring.

In the current uncertain environment, resilience is considered a key organizational capability for sustainability. Thereby, the key elements of family business resilience are coherent and rigorous organizational strategic thinking and decision-making capability at the leadership level (Beech et al., 2020). Beech et al. (2020) emphasized that deep family support and harmony enhance individuals’ resilience by building confidence and creating a positive outlook.

6.3 Methodology

No a priori hypotheses were applied to lead to the study’s findings (Mehmetoglu & Altinay, 2006). Thus, a qualitative study was conducted for a better understanding of family firm owners’ perceptions of resilience during COVID-19. Participants are family business owners in Tirol who apply staff from outside the family. The chosen qualitative exploratory approach “places priority on the studied phenomenon and sees both data and analysis as created from shared experiences and relationships with participants” (Charmaz and Belgrave, 2012, p. 349). Semi-structured in-depth interviews were conducted for data collection. Interviewees were selected using purposive and theoretical sampling following Coyne (1997) in that before theoretical sampling can happen, purposive sampling must occur as it is the starting point. Typical case sampling was applied for the first half of the participants as they were supposed to stand for the wider target group (Etikan, 2016). Theoretical sampling is defined as “the process of data collection for generating theory whereby the analyst jointly collects, codes and analyses his data and decides what data to collect next and where to find them, in order to

develop his theory as it emerges” (Glaser and Strauss, 1967 p.45). Data saturation is described as a particular element within this constant comparative method by Glaser and Strauss (1967). In this study, it became clear during the sixth interview that participants were not suggesting new concepts or ideas. One more interview was conducted without leading to additional major themes or insights. Therefore, data collection and theoretical sampling were completed after this saturation point. Our study portrays unidimensional research questions that can be answered without too much effort by participants. In such cases, data saturation can be achieved rather quickly (Aldiabat and Le Navenec, 2018). Furthermore, we explained this rapid saturation because the situation was very new and extraordinary for everyone at the beginning. Entrepreneurs must be very solution-oriented and rapidly acting to be resilient. Data collection was in May 2020 and lasted 30–50 min because of the crisis and the general mood and difficult times of entrepreneurs during the first lockdown. The interviews were translated from German into English and transcribed and coded through MAXQDA-12, while guaranteeing anonymous treatment of respondent data. Subthemes were identified and merged into themes (Table 2). Moreover, two of the authors separately coded the information, which provides intercoder reliability. Memo-writing was used to obtain more clarity and validity of themes. From this, themes were emerging from data analysis rather than the researchers’ presumptions (Javadi & Zarea, 2016). Validity was increased by the authors’ continuous self-reflection during the coding process (Leiß and Zehrer, 2018). Note that this study does not intend for generalizability as it allows an exploratory glimpse into the subject matter.

Table 1 presents the respondent profile.

Table 6-1: Interview respondent profile (n=7)

Participant	Age (years)	Gender	Organization	Employees	Size (rooms)	Seasonal
1	28	F	Hotel	15	30	Yes
2	24	F	4-Star hotel and restaurant	18	25	Yes
3	56	M	4-Star superior hotel	80	93	Yes
4	25	M	3-Star hotel and restaurant	12	15	No
5	N/A	M	Restaurant	7	Does not apply	No
6	49	M	Hotel	50	29	No
7	25	M	Pension and restaurant	18	30	No

6.4 Results

Themes and respective sub-themes emerging from the interview are depicted in Table 2. In the following, we present individual themes. Sub-themes are constituted from interviewees' expressions, some of which are included to illustrate the themes.

Table 6-2: Themes and subthemes overview of interview content analysis

Themes	Subthemes
Resilience through employees	Core resilience factor Key to a successful enterprise Part of the family Cooperativeness of employees
Personal traits	Shock-like state Fear of future Immersing into work Intensive problem-solving Discovering new fields for action
Network resilience	Cooperation with other businesses upon reopening Networking and consulting with other owners Networks with the destination viewed less important Cooperation for image upgrade
Finances and subsidies	Governmental subsidies Enough own capital and liquidity Investments in the right place
Communication behaviors	Open and honest toward employees Continuous communication and appreciation of employees Honest and informing toward guests Social media/staying alive virtually

6.4.1 Resilience through employees

The common consensus among participants is that employees are an essential pillar for successful crisis management of firms. Moreover, the data provide unanimous superlative descriptions of a good employee-employer relationship. Regarding employees' role in maintaining business resilience that can successfully start after a crisis, a committed workforce is viewed as an inevitable basis. For example, some participants stated, "*The most important (role). Employees constitute the success of the business*" (Participant 5), or "*If we did not have such a great consensus with employees, we would not have been able to manage everything so well*" (Participant 1). This is most likely why part of the respondents re-employed all their employees upon reopening to quickly move a recovery phase to normal, matching the family business image.

6.4.2 Personal traits

How business owners handle crises depends strongly on their personality and personal preconditions. All participants agree that they had never seen a crisis like this before and they were completely surprised. After the first paralyzing phase, various personal characteristics result in various strategies for tackling the crisis. Particularly, fear of the future is caused by the high uncertainty of events and governmental regulation changing almost daily: *“We wanted to employ as many as possible, but the essence of the crises was a complete lack of predictability, not only governmentally. But reopening, doesn’t mean, guests are coming”* (Participant 7). A common reaction of owners is an immersion into work and quickly starting intensive problem-solving processes, portraying a rather optimistic perspective: *“There are always possibilities, it is always going on, and you don’t have to be pessimistic, and somehow it is always going on”* (Participant 3).

6.4.3 Network resilience

Previous research has highlighted resilience through networks as a meaningful strategy in handling crises. Networking within one’s own tourism region was rather limited in most cases, and there seems to be a lack of involvement from official institutions, such as destination management organizations. However, all respondents bar one portray some measure of cooperation with other businesses and, particularly, upon reopening. Examples include exchanging business cards to advertise the destination more effectively. Moreover, regular contact with other business owners is viewed as valuable to provide creative solutions and build an alliance of knowledge: *“It is very important to be connected on a local level. [...] For example, we have experts in marketing, active people regarding research and law in our business; this is a great advantage”* (Participant 3).

6.4.4 Finances and subsidies

An enforced closure of businesses over several months automatically leads to the question of financial issues that entrepreneurs were and are facing during the different phases of the crisis. Governmental mitigation measures are viewed ambivalently. There is consent among interviewees that governmental mitigation measures such as subsidies are somewhat helping during a crisis. However, it is criticized that processes and handling of subsidies were not fluid and subject to a lot of bureaucracy. Thus, there is a feeling of *“simply being left alone to work in peace”* (Participant 3). Apart from governmental financial mitigation measures, previous

own resources in firms also receive great attention. In the case of an investment, there should be a clear budgeting and processing: *“You need liquidity. [...] and then you have to manage it, you have to. In our opinion, it is very advisable to have cash on the side”* (Participant 1). However, investments are not necessarily viewed as risky or redundant.

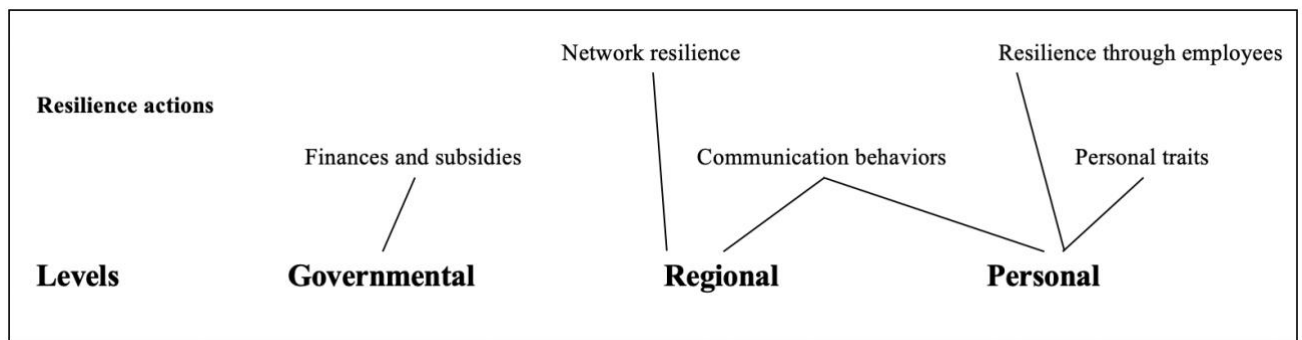
6.4.5 Communication behaviors

A major business strategy in navigating the current crises has focused on specific behaviors in communicating with employees and guests. Communication must be honest, understanding, and reliable. Portraying understanding for employees' needs is essential to gain their understanding of the situation concurrently. Essential aspects in this communication are transparency and compassion: *“Employees were so thankful that we reacted this clearly. [...] to look how employees feel and that compassion helped me on the other hand, keeping my energy”* (Participant 6). Continuously showing appreciation for employees' cooperation in difficult times is necessary. Moreover, similarly open and honest communication is preferred in informing guests transparently: *“[...] simply being in direct communication with the guest without pretending something. Simply communication, honest communication with the guests”* (Participant 2).

6.4.6 Structuring of themes and subthemes

As resilience in a family business context is a co-production of internal and external factors (see Hedner et al., 2011; Sharma et al., 2021; Zehrer and Leiß, 2019; Kallmuenzer et al., 2019), the results can be grouped as follows: employees, alongside finances and subsidies, belong to the external factors constituting resilient behavior. Personal traits and communication behaviors are classical internal factors. Network resilience is somewhat hybrid and is assigned to both internal and external factors for requiring qualities from both. Additionally, Figure 6-1 summarizes the themes and their respective levels of resilience action or levels of control from an owners' perspective, including the internal and external factors of resilience.

Figure 6-1: Overview of findings



6.5 Discussion

6.5.1 Contribution to literature

This study contributes to the literature on organizational resilience in several ways. First, we extend research on crisis management and resilience in family-run hospitality businesses by deliberating COVID-19. Second, we enhance the understanding of family businesses handling a novel global crisis. Third, our qualitative exploratory approach finds different approaches to resilience using family firm owners' perceptions. The approaches include a regional focus, governmental focus, and personal characteristics of owners, thus referring to different levels of control among owners. Internal and external factors of family business resilience are explored (Hedner et al., 2011; Zehrer and Leiß, 2019). We link our study with Faulkner's (2001) Tourism Disaster Management Framework, where in May and June 2020, the affected businesses found themselves in the phase of returning to normal while maintaining or improving their resilience. The literature attests to an emotional attachment of family, which affects the performance of family firms during a crisis (Arrondo-García et al., 2016). Moreover, this emotional attachment and specific behavior of the employer's family enhance employee commitment (Hauswald et al., 2015). This is also shown by this study. For example, employees are not mere numbers but viewed as family members as owners try to handle the crisis with them. This is particularly true for the intermediate phase of disaster management (Faulkner, 2001) of slowly returning to normal business. In this phase, and during the entire crisis likewise, family business owners lived up to their employer image, including open and honest communication, sustainable staff management, and particularly social conditions at work (Krappe et al., 2011; Leiß and Zehrer, 2018). Furthermore, respect and appreciation have been communicated, and loyalty has been focused (Hauswald et al., 2015; Shekhar and Kumar, 2012). Most importantly, communication patterns toward employees deserve special attention. All interview participants agreed that open

communication is an inevitable necessity in crisis management. This supports that structural and individual traits of family firms influence organizational resilience (Zehrer and Leiß, 2019). Our findings highlight the importance of employees regarding the enhancement of organizational resilience, thus being a central external factor to resilience (Hedner et al., 2011). This also complements the family businesses' policies of treating employees with appreciation and respect (e.g., Mooney et al., 2016). Deep family support among family and staff increases individual resilience and, consequently, organizational resilience (see also Beech et al., 2020). Furthermore, the results complement Peters and Kallmuenzer (2018), who underlined the great responsibility of family business owners toward their employees. Additionally, the specific focus on cooperation, communication, and other internal factors, even during a severe crisis, supports the underlying family business image (e.g., Amman and Jausaud, 2012; Leiß and Zehrer, 2018). A second external factor regarding resilience is governmental mitigation measures. These help in retaining previous employees and increasing resilience. Owners were open to these subsidies and governmental support, regardless of gender other than in Danes et al. (2009). However, the financial supplies were the only governmental mitigation measures aiding businesses' survival and resilience. These aspects answer research question 1.

Regarding our second research objective, an unforeseen result is the owners' open-minded and positive approach to the future, which contradicts Payne et al. (2021) who emphasize a permanent shock. Although the crisis severely impacted businesses, especially financial resources, the owners agree with their positive mindset. Thus, they were able to immediately react, come up with meaningful contingency plans and fast action to mitigate crisis impacts, and stay resilient (e.g., Heath, 1995; Ritchie, 2004). The study results show that older businesses with longer histories could survive closures for a certain amount of time. This is per Amann and Jassaud (2012), who stated that the intrinsic aspects of a family firm indicate a more resilient behavior financially. Furthermore, local and regional cooperation, networking, and embeddedness are fruitful tools for resilience, per other studies (e.g., Dahles and Susilowati, 2015; Sharma et al., 2021). However, despite the optimism on local networks, interviewees' responses indicate that they have not taken full advantage of local structures and regional embeddedness yet.

6.5.2 Practical implications

This study comes with several implications. First, financial planning and resource management are central; practitioners should apply several strategies to remain solvent during a crisis. Relying on one's own capital to get the business through a crisis and estimating the importance

of various government measures are starting points. Further thoughts could lead to what investment type makes sense and may be a signpost after the lockdown, and what should be postponed to a later time. The results may point to what is possible and may be a source of inspiration for other business owners.

Second, human resources, that is, employees, positively influence organizational resilience. All interviewees view employees and employee loyalty as core factors for family firm success and resilience. Business owners may want to consider honest and appreciative communication and behaviors toward staff. The focus of rescuing the business over the crisis may be set on the retention of employees. This would help increase resilience and improve industry image. Lastly, using social media and other options for creating regional networks may be better exploited. However, these may interest business owners when collaborating with other owners to handle a crisis as a community.

Additionally, politics and regional destination management may benefit from this study; it provides a helpful insight into the perceived usability of governmental or institutional help and what can be improved in case of another crisis. An important resilience driver is networking. A central problem within the hospitality industry seems to retain the industry's image. All except one interviewee conclude this requires immediate addressing in the aftermath of the crisis. As such, crisis recovery and mitigation should incorporate a long-term focus on image building in line with recovery process. Governmental and regional institutions should keep in mind the problematic situation of lack of skilled labor alongside the dissatisfying image of the employing industry.

6.6 Limitations and Conclusions

The study is not without limitations. First, we analyze owners' perceptions about their organizational resilience, which are not objectifiable. Second, our findings' generalizability is not given due to the exploratory character of our work. Furthermore, other destinations might have different circumstances, making the transferability of the study difficult. During the COVID-19 pandemic, government measures are manifold in European countries, so the present study can be viewed as a specific snapshot in time (May 2020) and space (Tirol).

In summary, our study enhances the knowledge about organizational resilience factors regarding family businesses. It detects several influencing traits of organizational resilience with different resilience levels of control by owners. Our findings suggest that for a family business, resilience is a combination of internal and external factors. This complements the

existing literature (Hedner et al., 2011; Sharma et al., 2021; Zehrer and Leiß, 2019; Kallmuenzer et al., 2019). Three levels of resilience action options are identified: governmental, regional, and personal/individual. Interestingly, business owners portray a rather positive yet careful optimistic state of mind.

For future research, an option for validating results in a quantitative panel study while also including other regions and industrial sectors is desirable. Figure 1 framework may be helpful as a background for the quantification of results. Future research should also include owner personalities that portray different approaches toward crisis management, which can be done qualitatively. Quantitatively, how long businesses have been operating before the crisis can be considered. Last, different phases of Faulkner's (2001) framework regarding resilience actions could be analyzed.

6.7 References

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7 Concluding Discussion

The aim of this dissertation was to discuss the link between the business and the destination perspective, because these perspectives cannot be separated in a hospitality context. Furthermore, the dissertation enhanced and expanded the existing commitment theory and borrows a concept from economics to open up the destination image perspective to the stakeholder group of tourism employees rather than solely the tourists.

It further offers new insights into quality of life research among the stakeholder group of tourism employees and sheds particular light on the family business context. Thus, several important fields of research and points of departure are opened up for future social science research.

7.1 Limitations and outlook for further research

This thesis opens up the research context of destination image and behavioral intentions, such as commitment, for the stakeholder group of hospitality employees. It does so in establishing a model of destination commitment and inter-connects hospitality businesses and the geographical destination through extending the established commitment theory to the destination. It includes family-owned businesses as essential stakeholder and takes on a holistic approach linking the essential components of employer image, employee commitment and the working destination. However, like any other study, also the underlying dissertation is not without limitations.

The first limitation refers to the regional scope of the thesis. As it is set in Bavaria and Tirol, the study may not be generalizable to other destinations across the world. The Bavarian Alps and Tirol are strongly dependent on tourism, but employees in these regions may place different foci on what to expect from their employer and destination. They may feel committed to the destination and to develop affective commitment for other reasons than employees in larger cities or at the seaside. A generalization may be even more difficult for countries with different political systems and cultural backgrounds. While working at a destination in the Alps, employees perceive an adequate work-life balance and flexibility in their working hours as essential for their commitment to an employer, and it needs to be tested if this is also true for less developed countries. For example, in this thesis, destination commitment did not portray the original commitment component of continuance commitment. What is acceptable and what is unacceptable as working conditions may thus differ among employees in different countries. Moreover, it is not the perceived quality of work life that likely differs. Overall quality of life

is most certainly perceived differently among people in different regions and countries. They may put different value and importance to individual constituents such as the leisure options, people in the destination or the employer.

Secondly, the thesis was conducted within the hospitality industry. Consequently, there is also the question of generalizability to other industrial sectors, or other parts in the tourism industry. A sports outfitter has different working hours and conditions for employees than a gastronomy or hospitality enterprise. This may not affect the destination commitment model, but there is a chance that different employer image attributes influence affective commitment. Also, the resilience discussion in light of the ongoing Covid-19 crisis may be a different one in other economic sectors. For example, manufacturing or retail trade may not have faced the same regulations as hospitality.

It would thus be worthwhile to look into other regions and industrial branches regarding further research. The debate on staff commitment could benefit from comparative analyses. The model of Destination Commitment could be analyzed in a different cultural context, such as a more urbanized area or even a developing country. Furthermore, the model serves as a point of departure for quantitative analyses. A scale of destination commitment can be developed and validated across studies. Quantitative, cross national studies may be conducted to get a deeper insight into destination commitment. A comparison between different age groups, and in particular prospective employees directly coming from hospitality schools could be a focus of interest in further studies.

As the employer image in the hospitality industry is still rather unfortunate, it would be interesting to look into how this image affects occupational commitment in other professions in the tourism industry apart from hospitality. Comparative analyses may also prove fruitful for a study across countries.

Third, the survey scale used in Chapter 3 was an altered version of the one by Lievens and Highhouse (2003). I did so as the scale needed to match the hospitality industry. Thus, this may be an issue for exact reproducibility and comparability. Nevertheless, the study portrays reliable findings on the research subject. Similarly, the employer image scale by Baum & Kabst (2013) used in Chapter 4 was slightly altered, again to fit the hospitality industry. I included the attribute working with people to the task attractiveness variable as this is a central aspect of working in the hospitality industry.

A fourth limitation refers to the qualitative methodologies applied in Chapters 5 and 6. In particular with regards to Chapter 5, there may have been a response bias, which I cannot say for sure. Some of the younger interview participants may not have said everything they wanted

to say being afraid of the management hearing the contents, despite me granting absolute anonymity. This is only an assumption and should not diminish the quality of the study. As it has been said, the study is explorative in nature and aims at laying a foundation for further research on the subjects. The model of Destination Commitment would benefit greatly from achieving a quantification, which is a key subject for further research. Cross-country comparisons may prove fruitful as well. Regarding Chapter 6, it is most certainly beneficial to address the resilience issue in connection to the Covid-19 crisis in the present time and with more participants. Thus, a mixed methods approach is recommended to gain a better understanding of the processes that happened during the ongoing crisis. In conducting more qualitative semi-structured stakeholder interviews it may prove valuable to generate different business owner personalities, which is also helpful for politics and other practitioners. A follow-up study should be of quantitative nature. It may also be interesting to look into the differences between family business owners and managers of non-family businesses. The results have shown a very optimistic state of mind among family business owners and it would be worthwhile investigating if this mindset remained the same or if it changed throughout the months of 2020 and 2021.

7.2 Empirical contribution

The results of this thesis provide several new insights for tourism geographical research. It includes various stakeholder groups and it is shown how employer image affects the attractiveness of an entire industrial branch. Furthermore, it is demonstrated which facets of employer image exactly influence employees' affective occupational commitment which has previously been identified as the most important commitment component (Kurd et al., 2017). The thesis establishes a new dimension of commitment and finds various aspects in employees' quality of life leading to their commitment to the destination. In doing so, it opens up a new discussion perspective for tourism geography in that destination image and quality of life refers to employees rather than tourists. In times of skilled labor shortage and destination competition the question of destination image and commitment to the destination arises and is discussed in this dissertation. Moreover, as during the research process, the Covid-19 pandemic set in, this problematic necessarily had to be included due to the destructive and potentially irreversible changes to the hospitality industry. Thus, the thesis sheds light on how business owners deal with the crisis in light of staying resilient and keeping employee as important stakeholders for

business resilience. Perspectives for business and regional resilience with a special focus on the human resources aspect are analyzed.

More specifically, pertaining to RQ 1 (Which employer image attributes influence perceived industry attractiveness in small and medium-sized hospitality family firms?), the thesis establishes a connection between individual tourism businesses and the whole employing industry as the industry is comprised of individual companies. This refers also to the overall image and attractiveness and thus the study responds to the call for industry branding (Bajde, 2019). I used the instrumental-symbolic framework brought forward by Lievens and Highhouse (2003), to analyze which employer image attributes influence the attractiveness of the entire branch for current hospitality employees. The findings demonstrate that industry attractiveness is determined by various image attributes while there are differences in the perceptions of business owners and employees. Among all instrumental attributes, only income options portray a significant impact on the perceived attractiveness for employees, for owners there is a significant impact measurable for income options as well as job security. All symbolic attributes had a significant impact on perceived industry attractiveness for both owners and employees. The latter shows that in hospitality, also non-monetary rewards (symbolic attributes) for working there play a central role. It is surprising, however, that for employees, only payment options impact the perceived industry attractiveness among instrumental attributes. The findings thus hint to the already established phenomenon of a negative employer image. However, an adequate salary may compensate for the challenging work and irregular working hours, thus influencing the attractiveness of working in the branch.

Overall, differences in the perceptions of owners and employees can be discerned in Chapter 3 (RQ 2; How do owners and employees differ in their perception of employer image?). Business owners rated the industry attractiveness significantly worse than employees. This is a clear sign of how owners are conscious of the problematic they are facing with the skilled labor shortage and adjoining challenges. In addition to payment options, also job security as an instrumental attribute influences their perception on industry attractiveness. This hints to that they might be aware of labor shortage and jobs being relatively stable. Moreover, the study finds owners emphasize symbolic attributes more than employees. This is most likely due to the strong emotional and general ties between the business and its owner, or in other words, psychological ownership (see Bernard & Driscoll, 2011). Even though in small and medium-sized (mostly family-owned) businesses employees are usually more deeply embedded in all processes, the identification with the business is a different one being an owner. With this study, two important contributions to the literature are made. First, the thesis generates insight in how employer

image of hospitality organizations affects the perceived attractiveness of the entire industry. Secondly, there is a lack of analytical separation between business owners and employees regarding this specific aspect. Another contribution to the literature on image theory (employer and destination) is the application of the instrumental-symbolic framework to the stakeholder group of current employees. The instrumental-symbolic framework is a well-established construct in the literature and if applied to current employees it is possible to draw conclusions on how to minimize turnover.

Regarding the group of current hospitality employees, owners may want to place a specific focus on commitment, not only to the organization, but also to employees' occupation. As such, the affective component should receive the greatest attention due to its large impact on employee behavior. Therefore, this thesis analyzed the connection between employer image held by current employees and their affective commitment towards employees' occupation. RQ 3 (How do individual constituents of employer image influence employees' affective occupational commitment in family owned hospitality firms?) was answered using the employer image framework by Baum & Kabst (2013). The dissertation herein demonstrates that the image attributes working atmosphere, task attractiveness and payment attractiveness have a positive significant relationship with employees' affective occupational commitment. In previous research, it has been shown that working atmosphere in an organization is a core constituent for prospective employee commitment (Dhaenens et al., 2018). This thesis now demonstrates this is also true for employees already working in the hospitality industry. The importance of financial aspects in hospitality matches the findings from Chapter 3. Obviously, it does not matter which image a family business proclaims. It will rather always be a matter of compensation whether employees commit themselves to industries, businesses and even the profession itself. The thesis came about with the surprising result that work-life balance did not significantly influence affective occupational commitment. This may pertain to the fact that *occupational* commitment was the phenomenon under research instead of organizational commitment. It seems employees simply *like* their occupations (affective commitment), regardless of the circumstances coming along with the hospitality industry.

The thesis thus answers to a lack of research pertaining to current hospitality employees and their occupational commitment in family-run hospitality businesses. Preliminary research only offers limited information on the influence of employer image on hospitality industry employees' occupational commitment, which is now met through the study in Chapter 4. The study adds to a better understanding of this context and extends the application of Baum and Kabst's (2013) model to hospitality family business employees.

Regarding RQ 4 (Which are the determining components of destination commitment for hospitality employees?) and RQ 5 (How do hospitality employees perceive quality of life in their destination, and how are these perceived qualities linked to destination commitment?), this dissertation confirms it may not be enough to analyze employee commitment solely with regards to organization and occupation. Due to the interlinkage between tourism industry and tourism destination, it analyzes a new dimension of employee commitment: destination commitment. The findings answer RQ 4 by establishing a four-component-model of destination commitment, the components being affective, normative, home and convenience commitment. The latter two components are new to commitment theory and result from several factors derived from the interview data. Continuance commitment as in the original commitment model by Meyer & Allen (1991) was not derived from the data. An explanation according to the data would be that it is usually not financially unaffordable to leave a destination for another job. In the research area of Chapter 5, Kitzbühel, rather the opposite would be true as housing in the destination is pricey and staff housing for married couples or families is very scarce. Instead, home and convenience commitment were developed as commitment constituents. Several aspects of quality of life contribute to the various commitment constituents, which was analyzed in answering RQ 5. The people in the destination (e.g. colleagues, friends, family), the firm and everything connected with it, sense of home, environment (e.g. nature, landscapes), events and leisure infrastructure, and general infrastructure (e.g. public transport) were the factors of quality of life being directly related to destination commitment by the participants.

Thus, the dissertation bridges the gap that quality of life is a rather under-researched topic for hospitality employees. Previous research mostly focuses on quality of life among residents in a touristic destination. Another gap is bridged taking the basic assumption that destinations and businesses are inextricably linked with each other (Bieger & Beritelli, 2013). It cannot be neglected that there must be another form of commitment going beyond organizations and occupations. In attempt to move on from destination image of travelers towards a more supply-side oriented approach, commitment theory finds its way from a strictly business-oriented terrain into geography. The ongoing challenge of finding and retaining skilled labor in the tourism industry makes it necessary to open a scientific dialogue on intentions to revisit a destination (seasonal workers). This is expressed via the concept of employee commitment. The competition among destinations extends the discussion from a business-centered to a destination-centered approach. Intention to revisit is established in tourism geography for travelers. However, it needs to be kept in mind that large part of hospitality employees are

seasonal employees and it should be discussed what makes them come back to a destination (commitment).

As the Covid-19 crisis struck the hospitality industry out of nothing, resilience concepts, strategic planning and human resource as well as destination management had to be completely rethought. In answering RQ 6 (How do business owners perceive the role of their employees and governmental mitigation measures when they estimate their business resilience?), the findings highlight the essential role of employees regarding the enhancement of organizational resilience. Governmental subsidies and support were welcome unanimously in the sample of business owners. Thus, two strong external factors of organizational resilience (e.g. Hedner et al., 2011) were identified for family business owners in dealing with the Covid-19 crisis. Internal factors were discerned as well, namely personality characteristics and specific communication behaviors towards employees. Furthermore, results portray a rather unforeseen open-minded and positive approach to the future and several levels of resilience action business owners were open to (RQ 7; How is the COVID-19 crisis perceived, and what does organizational resilience mean to owners?). The analysis of the last two research questions extends previous research on hospitality crisis management and resilience within tourism geographical research. We bridge a gap in literature by deepening the understanding of family businesses dealing with a novel global crisis through a holistic approach leading to various levels of organizational resilience and levels of control by the business owner (personal, regional/destination and governmental level). Furthermore, we shed light on internal and external factors of hospitality family business resilience against the backdrop of Faulkner's (2001) tourism disaster management framework.

7.3 Conceptual contribution

This dissertation makes some essential conceptual contributions to tourism geography. *First*, Chapter 3 applies the instrumental-symbolic framework to two new domains that have been neglected in previous research for this representation of employer image. The study shows that the framework is applicable to the hospitality industry and also to employees that have already spent some time in the industry. Destination image directs focus towards tourists rather than employees. However, employees are not only ambassadors for a business, but also for an entire destination in that they provide a unique service experience for guests. I directed specific focus towards current employees in the industry to bridge the gap in the literature regarding current hospitality employees' employer image. In doing so, the need for thorough research on current

employees and the application of various employer image frameworks to derive solutions for the ongoing labor shortage and turnover issues, also with regards to the survival of entire tourist destinations, is expressed.

Second, I applied another employer image framework to the hospitality context and specifically to current employees within the industry. Conceptually, I demonstrated a connection between employer image and employee commitment, which has been mostly omitted and in particular in a family hospitality business context. However, it becomes clear that this context needs to be highlighted in particular as large part of the hospitality industry businesses is family-owned.

Third, Chapter 5 develops a new model of destination commitment by expanding and modifying the formerly established commitment model by Meyer and Allen (1991). Destination image is a well-established tourism geographic concept and focuses mostly on travelers or residents in a destination (e.g. Lee & Lockshin, 2011; Styliadis, 2020b; Tavitiyaman & Qu, 2013). Destination marketing is another research focus in this respect. However, in focusing only on tourists, leaving out the employees despite the fact that without tourism employees, destinations could not survive. Therefore, behavioral intentions such as commitment forms need to be addressed from a supply-side perspective as well and thus add a new perspective and point of departure for further research in tourism geography. Thus, the concept of destination commitment provides new grounds of tourism and destination image research.

Lastly, it cannot be ignored how the still ongoing Covid-19 crisis has affected the hospitality sector. Resilience strategies should be constituent in management plans of hospitality businesses. Chapter 6 investigates several levels of resilience, resilience actions and factors. The thesis extends previous research on crisis management and adds to the still growing body of literature on the Covid-19 crisis. Conceptually, I apply a holistic approach including several perspectives and levels of resilience against a family business background. The herein developed framework serves as a valuable starting point for quantitative research on this matter. It includes the stakeholder group of hospitality employees once more as they are essential for business resilience and an adequate handling of human resources even in times of crisis may increase employees' commitment on various levels.

7.3.1 From Quality of life to Destination Commitment

Quality of life has been found a central aspect of destination image by residents (Styliadis, 2020b) and quality of life has been established as a central research subject in tourism geography (e.g. Pechlaner et al., 2010; Kim et al., 2013). However, this research mostly has focused on either residents or tourists (Kim et al., 2013; Liang & Hui, 2016), leaving out the

tourism employees in wide parts. Also, the concept of place attachment has not found its way thoroughly into the stakeholder group of tourism employees. Furthermore, place attachment primarily covers the psychological emotional component why someone feels attached. Moving on to hospitality employees as core stakeholders in a tourism destination, this dissertation expands tourism geographic research in several ways. With its multi-dimensional approach of commitment incorporating employer and destination image, it goes beyond the meaning of place attachment (e.g. Isa et al., 2019) to determine tourism employees' intention to stay in the destination. Commitment theory was deemed suitable due to the connection between destination image and quality of life, and quality of life and commitment to borrow from business economics into geosciences. Consequently, this dissertation has established a model of *Destination Commitment*. Thus, it bridges business economics and geography as well as the intra-business and business-surrounding destination level. Quality of life and its connection with destination image and commitment likewise is used to explain destination commitment, also based on the fact that previous research has established a connection between quality of work life and organizational commitment (e.g. Daud, 2010; Farid et al., 2015). For a figure of the model, please see Chapter 5, Figure 6.

A) *Affective Commitment*: In the established commitment theory, affective commitment signifies, why someone *wants* to work in a job or an organization (Meyer et al., 1993). Similarly, in the present model, employees being affectively commitment remain in a destination, because they want to stay. Quality of life constituents influencing affective destination commitment include all elements being derived from the interview data: people in the destination, the firm, sense of home, environment, events and leisure, and general infrastructure.

B) *Normative Commitment*: Same as in the theory of organizational commitment, normative destination commitment explains that an employee *feels morally obliged* to stay in the destination. People in the destination, the firm, sense of home and the natural environment (a moral obligation to protect it) are related to this type of commitment. A sense of responsibility for or moral obligation towards the success of the destination itself and its success as a touristic region was derived from the interview data and is thus also to be included in this concept. How strong a moral obligation might be, is not deducted from the data.

C) *Home Commitment*: This component became quickly visible as well in the interviews as well as in the picture content analysis. A feeling of home is triggered by the people living in the destination, a direct feeling of home, and additionally the company that has the potential of becoming family as well. There may well be an overlap between affective and home

commitment, however the feeling of *home* is even more distinct than the overall acceptance of staying somewhere, and was individually emphasized by participants. Therefore, a separate category has been created. Thus, it is rather home contributing to affective commitment as well, instead of home being an under-category of affective commitment. This component refers the fact that employees want to stay because they *feel home* where they work.

D) *Convenience Commitment*: The last component arose from the quality of life facets general infrastructure, people in the destination, the firm and the leisure infrastructure. Employees portraying convenience commitment stay in the destination because it is *practical* to do so. Going somewhere else would not provide any bonus for them as everything feels convenient for their life where they are.

Continuance commitment did not appear in the themes from the interviews and was neither depicted in either way in the pictures of the analysis. The possible reasons for this have been outlined in Chapter 5. For example, the argument that it would be a financial loss to leave a destination did not occur. The resulting novel four-component model of destination commitment provides valuable insights into the processes and possibilities of how employees commit themselves to their work destinations apart from mere organizational attachment or occupation. Finally, the question of why employees are committed and what enhances employee commitment becomes even more important in times where unforeseen events strike the employing industry or organization.

7.3.2 Resilience action in times of crisis

This thesis generates new conceptual insights into family business and regional resilience by taking on a holistic approach to the subject by addressing various levels of resilience and in a new type of crisis on a global level. The results lead to the discernment of external and internal factors of family business resilience. The according resilience actions applied include financial planning, network building, communication, employee commitment and personal characteristics. These actions portray three levels of control exerted by business owners: governmental (lowest level of control), regional (high level of control), and personal (lowest level of control).

As this dissertation places specific focus on hospitality employers and employees, these stakeholder groups need special attention in the given framework. Employee commitment was not directly asked for during the interviews. However, it is shown in the literature that emotional attachment of the family is present (Arrondo-García et al., 2016), which enhances employee commitment (Hauswald et al., 2015). Furthermore, the interviews in Chapter 6 clearly portray

the importance of employees for business and regional resilience and the owners' wish to keep the employees in the business. It is very likely that employees' commitment will be increased during and after a crisis, when business owners portray open communication and clearly demonstrate their efforts in keeping employees after the crisis. These efforts are only more or less controllable by owners (three levels of control). They further depend on the extent of individual resilience actions and the extent to which owners live up the classical employer image of a family business (e.g. Leiß & Zehrer, 2018). In conclusion, this thesis responds to the call for analysis of the human component (employers and employees) in regional resilience research (Bristow & Healy, 2020).

7.4 Practical implications

This study holds valuable insights and implications for practitioners, policy makers as well as destination management organizations. Policymakers are responsible for the creation of strategies and campaigns regarding tourist attractions. However, it is the complex interaction of businesses, policy makers and destination managers in a place that create a tourism destination. Therefore, there should be close cooperation between these two stakeholders in fostering a positive image of the industry for current and potential employees. It must be kept in mind that negative experiences in the industry may have a negative impact on the destination altogether. This is aggravating the already strong competition for workers not only within businesses but within entire destinations. Some tourism destinations are endangered of “dying out” – not due to a lack of tourists, but due to a lack of qualified employees being deterred by a negative industry image and seeking work elsewhere (Ferreira et al., 2017). The results in this chapter may help policymakers in finding the right points of departure for promoting the entire hospitality sector. It is hoped that with a new and positive image, new workers can be attracted to the sector. Word of mouth by employees cannot be underestimated regarding the perceived attractiveness of the tourism industry. Thereby, it is necessary to understand that owners and employees in the industry hold different expectations and own mental representations of their work (Tetrick et al., 2000). Targeted and tailored image campaigns could be launched by responsive officials on a political level catering to the different stakeholders. This would have to happen in cooperation with the respective businesses.

Business owners and other practitioners in the tourism industry need to understand that they may have different mind-sets as to what working in the industry is supposed to look like (Stephan & Roesler, 2010), as well as different mindsets from the ones of their employees. Therefore, business owners need to carefully analyze which factors could contribute in a

positive way to the perceived industry image. The study in chapter 3 shows wage playing a core role for hospitality employees. However, practitioners may want to communicate salary issues openly to applicants and to campaign for fair salaries for current employees. Businesses need to create an own strong employer brand to be distinguished from competitors within the market. This leads to a competitive advantage, and particularly within family businesses with their particular image features, employer branding can only help in finding and retaining qualified employees.

The retention of employees leads to another important concept highly helpful for practitioners: employee commitment. Literature has well established that employee commitment is related to a lower turnover rate, higher employee satisfaction and motivation (e.g. Culpepper, 2011; Kim et al., 2016). Furthermore, the importance of a positive employer image regarding employees' desire to remain in a certain business as well as strengthening their commitment has been assessed and confirmed frequently. Practitioners may want to put a strong focus on strengthening their employees' commitment to decrease turnover and early career interruptions. Particularly affective commitment should be achieved by business owners. In chapter 4, it is demonstrated how factors like task attractiveness, working atmosphere and payment attractiveness significantly influence affective occupational commitment. Interestingly, it is again the wage aspect making a difference for employees, which should carefully be evaluated by practitioners. The other aspects are easily guidable by business owners. It is in the power of owners to create a benevolent and agreeable working surrounding. They could apply the typical family business image attributes such as open and friendly communication, honesty, handshake atmosphere or conveying a feeling of family to employees. All of these features may increase employees' affective commitment, particularly when they feel cared for and part of the business. Furthermore, job rotation, appropriately increased pay and flexibility could be measures to increase commitment. All these aspects are likely to augment employees' emotional attachment to a business and enhance their identification with business goals. This again would lead to greater employee satisfaction and may decrease turnover in the long run. The marketing departures within firms may benefit from the results likewise as they are responsible for attracting new employees. It is important to achieve a positive employer brand and a high reputation, where even prospective employees may already develop a sense of commitment to their future employer as well as the urge to apply for work there.

Two other stakeholder groups benefitting from this dissertation is the destination management and regional politicians entrusted with tourism and hospitality issues. It is definitely established that the quality of employees' work life is closely linked with organizational commitment (Kara

et al., 2013). Satisfaction with the working conditions and a good team need to be emphasized to begin with. As tourism businesses and destinations are inextricably linked with each other (Bieger & Beritelli, 2013), marketing solely the business image is not enough given the growing competition between entire tourist destinations.

Regarding the advertising of destinations targeting tourism workforce, there needs to be cooperation with businesses and the respective human resource management as well. First of all, hospitality business owners should keep in mind the wishes and interests of their employees and have an eye on their satisfaction with working in the company. Owners might find it valuable to adjust their individual marketing strategies and hiring processes after realizing the interests of employees. A core role should thus be attributed to the workforce of tomorrow, namely the hospitality students and newly graduated students. It is likely that there will be changes in the workforce coming through the younger generations (Mangelsdorf, 2015). Hospitality stakeholders should engage into research and studies about this younger workforce as well as the role of digitalization in hospitality. Catering to the needs of the new workforce already starts in the internships where they present the industry for the first time to future tourism school graduates.

Notwithstanding the workforce of tomorrow, the current workforce needs to be targeted as well. In Chapter 5, it is clearly evaluated how various factors influence employees' commitment to stay in their working destination. Business owners should not only keep an eye on employees' commitment towards the company, but also towards the destination. If another destination offers more to an employee, the company may be adequate for the employees, they might leave though nevertheless. In this competition, companies, as well as destination managers should know, what constitutes quality of life for hospitality employees in a specific destination. The study found out that adequate housing and an appropriate infrastructure contribute strongly to destination commitment. This is something for local politics and destination management to be aware of, but also business owners may want to contribute to this matter by providing comfortable housing for their employees. The model of destination commitment developed in this dissertation can serve as a valuable tool for all stakeholders engaged in the process of committing hospitality employees and decreasing the ongoing turnover problem.

As many hospitality students decide against a career in the industry even before graduating, the aforementioned image campaigns should also expand to the domain of the destination. Destination image building is a central brick in the tourism industry, but only in attracting customers. Thus, it is worthwhile for practitioners to consider the option of merging employer image campaigns with destination image campaigns catering towards the needs of future

employees. Politicians, destination management and business owners should make it a top priority to create a strong positive image of sector and region as well as interlinking the two fields and tailoring different campaigns to different generations of workers.

Lastly, it is a matter of fact that businesses as well politicians, destination managers and planners need to be prepared for severe setbacks. Entire image campaigns can prove futile in face of a severe crisis as the Covid-19 crisis which started in March 2020. Chapter 6 has demonstrated that several strategies are necessary to tackle a crisis as the current one. First of all, two central aspects are adequate resource management and financial planning to remain as solvent as possible. Business owners may want to rely on their own financial capital, however a close cooperation with governments and local politics is recommended given that the crisis affected whole regions and countries. Practitioners may want to think about different investment types depending on the timeline of a crisis. It was shown that contingency planning was not in the mind of owners ahead of the crisis, however it was considered as an essential tool. Moreover, it has been found out that employees are an essential pillar of organizational resilience. Again, open and honest appreciative communication is recommended to build trust and commitment among employees. Doing so, will also avoid damaging the industry more than necessary. The role of social media and digitalization has increased in the light of the crisis and is interesting for the destination management as well as business owners. It may help in creating better regional networks and facilitate contingency plans or alternatives in crisis management. Altogether, it has been demonstrated that there would best be an interlinked cooperation between politics, destination management and businesses in order to create a solid employer image for the hospitality industry and individual businesses. Workshops and trainings may help in the establishment of needed processes within businesses and support should be granted by local politics. The nature of this support is manifold. It can reach from financial subsidies for image campaigns to organizing events for graduated hospitality students to attract them to the industry. Destination management organizations may want to keep in mind not only to advertise the destination for tourists, but also for current and prospective employees within the destination.

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9 Appendix

9.1 Appendix A – Surveys and interview questions

9.1.2 Survey Chapter 5

Wie beurteilen Sie ganz allgemein das Image bzw. die Attraktivität von Arbeitsplätzen in der Hotellerie/Gastronomie in Bayern?	sehr gut	gut	befriedigend	genügend	nicht genügend
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(aufbauende qualitative Frage, je nach gewählter Bewertung)

Warum beurteilen Sie das Image der Arbeitsplätze in der Hotellerie/Gastronomie mit sehr gut?

Warum beurteilen Sie das Image der Arbeitsplätze in der Hotellerie/Gastronomie mit gut?

Warum beurteilen Sie das Image der Arbeitsplätze in der Hotellerie/Gastronomie mit befriedigend?

Warum beurteilen Sie das Image der Arbeitsplätze in der Hotellerie/Gastronomie mit weniger gut/genügend?

Warum beurteilen Sie das Image der Arbeitsplätze in der Hotellerie/Gastronomie mit nicht gut/nicht genügend?

Wie beurteilen Sie folgende Aussagen . Die Branche der Hotellerie und Gastronomie in Bayern...	stimme zu	weder/ noch	stimme nicht zu	Keine Antwort
... ist eine emotionale Branche	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... ist eine wirtschaftlich starke Branche	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... zeigt eine hohe Investitionsbereitschaft	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... zeigt eine sehr hohe Serviceorientierung	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... zeigt ein angemessenes Preis-Leistungs-Verhältnis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... bietet angenehme Arbeitsbedingungen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... leistet einen wesentlichen Beitrag zur bayerischen Kultur	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Wenn Sie an Berufe in der Bayerischen Hotellerie und Gastronomie denken, welche fallen Ihnen dann spontan ein? (**Spontanassoziationen**)

Welches Image haben folgende Arbeitsbereiche der Hotellerie/Gastronomie in Bayern Ihrer Ansicht nach in der Öffentlichkeit?	sehr gutes Image	weder noch		sehr schlechtes Image	Keine Antwort
Hotelier/-in	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wirt/-in	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Koch/Köchin	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Servicearbeiter/-in	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sonstiges:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Die Verdienstmöglichkeiten in der bayerischen Hotellerie und Gastronomie sind...	sehr gut	gut	befriedigend	genügend	nicht genügend
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Im Folgenden sind verschiedene Aussagen angeführt. Bitte geben Sie jeweils an, ob Sie der jeweiligen Aussage eher zustimmen oder eher nicht zustimmen.	stimme zu	weder noch		stimme nicht zu	Keine Antwort
Die Hotellerie und Gastronomie in Bayern bietet attraktive Arbeitsplätze.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Es ist für die Bayerische Hotellerie und Gastronomie schwierig geeignetes Fachpersonal zu bekommen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Es ist einfacher mit Arbeitskräften/Mitarbeitern aus dem Ausland zusammenzuarbeiten als mit Arbeitskräften aus dem Inland.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Arbeitskräfte aus dem Ausland sind weniger anspruchsvoll als inländische Arbeitskräfte.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Der Großteil der BewerberInnen für Arbeitsplätze im gastgewerblichen Bereich ist schlecht ausgebildet.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In der Bayerischen Hotellerie und Gastronomie werden ausreichend viele Lehrstellen zur Verfügung gestellt.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lehrlinge erhalten in der Bayerischen Hotellerie und Gastronomie eine wertvolle und gute Ausbildung.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Es besteht in der Bayerischen Hotellerie und Gastronomie die Möglichkeit sich beruflich weiterzuentwickeln.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Das Verhältnis von Gästen und Einheimischen im Bayerischen Tourismus ist gut.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Das gesellschaftliche Ansehen der Gastgewerbebranche ist gut.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Was sind Ihrer Ansicht nach die **3 größten Vorteile** bei Arbeitsplätzen in der Hotellerie/Gastronomie?

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Was sind Ihrer Ansicht nach die **3 größten Nachteile** bei Arbeitsplätzen in der Hotellerie/Gastronomie?

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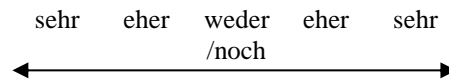
Was sind Ihrer Ansicht nach die **Hauptmotive** für die Wahl eines gastgewerblichen Berufes?

	stimme zu		weder noch		stimme nicht zu	Keine Antwort
Umgang mit Menschen/Kontakt zu Gästen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Abwechslungsreiche/interessante Tätigkeit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gute Verdienstmöglichkeiten/hohes Gehalt	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gute Jobaussichten/genügend Arbeitsplätze	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Arbeiten im Ausland/Möglichkeit eines Auslandsaufenthaltes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fremdsprachen/Sprachen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gute Ausbildung	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gute Aufstiegsmöglichkeiten	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Eigener Familienbetrieb	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fehlende Alternative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meist gutes Betriebsklima	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flexible Arbeitszeiten	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ausbildung, die man immer brauchen kann	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sonstiges:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Was sind Ihrer Ansicht nach die **Hauptgründe**, dass Mitarbeiter in der Hotellerie/Gastronomie aus dem gastgewerblichen Beruf aussteigen und in andere Branchen wechseln?

	stimme zu		weder/ noch		stimme nicht zu	Keine Antwort
Anstrengende/stressige Tätigkeit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Schlechte Bezahlung/keine hohen Verdienstmöglichkeiten	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Generell zu schlechtes Image der Branche	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unbeliebtes Berufsfeld	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fremdsprachen/Sprachen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unzureichende Ausbildung und Ausbildungsqualität	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unbeliebtes Berufsfeld	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Schlechte Arbeitszeiten/keine Ganzjahresstellen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sonstiges:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Mit welchen Maßnahmen kann Ihrer Ansicht und Erfahrung nach die Attraktivität bzw. die Begeisterung für Arbeitsplätze in Hotellerie und Gastronomie geweckt und gesteigert werden?	stimme zu		weder/ noch		stimme nicht zu		Keine Antwort
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Attraktivere Lohngestaltung/bessere Verdienstmöglichkeiten	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Arbeitszeitenregelung/attraktive Arbeitszeitgestaltung	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Imagekampagnen um Vorteile des Berufs aufzuzeigen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gutes Betriebsklima und Arbeitsbedingungen schaffen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Aus- und Weiterbildungsangebot erhöhen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Jobrotation o.ä. anbieten	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Aufstiegchancen bieten	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sonstiges:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Nachfolgend finden Sie **Eigenschaftswörter**.
Bitte beurteilen Sie die Attraktivität der Gastronomie/Hotellerie in Bayern anhand der folgenden Begriffspaare! (ein Kreuz pro Zeile)

Exklusiv	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Alltäglich
Begeisternd	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Enttäuschend
Fortschrittlich	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Konservativ
Attraktiv	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Langweilig
Jung	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Alt
Einzigartig	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Austauschbar
Angenehm	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Unangenehm
Authentisch	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Künstlich
Interessant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Uninteressant
Modern	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Traditionsbewusst
Sympathisch	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Unsympathisch

Wird sich das Image der Branche in **Zukunft** Ihrer Meinung nach eher verbessern oder verschlechtern?

verbessern	<input type="checkbox"/>	<input type="checkbox"/>	weder / noch	<input type="checkbox"/>	<input type="checkbox"/>	verschlechtern
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Sozio-demographische Fragen

Ihr Geschlecht	männlich	weiblich			
	<input type="checkbox"/>	<input type="checkbox"/>			
Ihr Alter	< 20	30-39	40-49	50-59	ab 60
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Betriebskategorie	Pension		<input type="checkbox"/>	Hotel *	<input type="checkbox"/>
	Apartment-Haus		<input type="checkbox"/>	Hotel **	<input type="checkbox"/>
	Campingplatz		<input type="checkbox"/>	Hotel ***	<input type="checkbox"/>
	Urlaub auf dem Bauernhof		<input type="checkbox"/>	Hotel ****	<input type="checkbox"/>
	Restaurant/Gasthof		<input type="checkbox"/>	Hotel *****	<input type="checkbox"/>
Betriebsgröße	1-9 Mitarbeiter		<input type="checkbox"/>		
	10-49 Mitarbeiter		<input type="checkbox"/>		
	50-249 Mitarbeiter		<input type="checkbox"/>		
	> 250 Mitarbeiter		<input type="checkbox"/>		
Betriebsart	Familienbetrieb		<input type="checkbox"/>		
	Kettenbetrieb		<input type="checkbox"/>		
Region	Oberbayern		<input type="checkbox"/>		
	Niederbayern		<input type="checkbox"/>		
	Oberpfalz		<input type="checkbox"/>		
	Oberfranken		<input type="checkbox"/>		
	Mittelfranken		<input type="checkbox"/>		
	Unterfranken		<input type="checkbox"/>		
	Schwaben		<input type="checkbox"/>		
Position	Mitarbeiter		<input type="checkbox"/>		
	Geschäftsführer		<input type="checkbox"/>		
	Eigentümer		<input type="checkbox"/>		

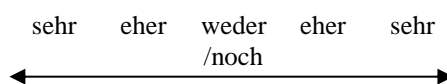
9.1.3 Survey Chapter 4

Ihre Position Unternehmer*in/Eigentümer*in
Mitarbeiter*in

Wie beurteilen Sie ganz allgemein das Image bzw. die Attraktivität von Arbeitsplätzen in der Hotellerie/Gastronomie in Tirol?	sehr gut <input type="checkbox"/>	gut <input type="checkbox"/>	befriedigend <input type="checkbox"/>	genügend <input type="checkbox"/>	nicht genügend <input type="checkbox"/>
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Warum beurteilen Sie das Image der Arbeitsplätze in der Hotellerie / Gastronomie demensprechend?

Wie beurteilen Sie folgende Aussagen . Die Branche der Hotellerie und Gastronomie in Tirol...	stimme zu	weder/ noch	stimme nicht zu	Keine Antwort
... ist eine emotionale Branche	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... ist eine wirtschaftlich starke Branche	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... zeigt eine hohe Investitionsbereitschaft	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... zeigt eine sehr hohe Serviceorientierung	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... zeigt ein angemessenes Preis-Leistungs-Verhältnis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... bietet angenehme Arbeitsbedingungen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
... leistet einen wesentlichen Beitrag zur Tiroler Kultur	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Nachfolgend finden Sie **Eigenschaftswörter**.

Bitte beurteilen Sie die Attraktivität der Gastronomie/Hotellerie in Bayern anhand der folgenden Begriffspaare! (ein Kreuz pro Zeile)

Exklusiv	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Alltäglich
Begeistertnd	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Enttäuschend
Attraktiv	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Langweilig
Einzigartig	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Austauschbar
Authentisch	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Künstlich
Interessant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Uninteressant
Modern	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Traditionsbewusst
Sympathisch	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Unsympathisch

Im Folgenden sind verschiedene Aussagen angeführt. Bitte geben Sie jeweils an, ob Sie der jeweiligen Aussage eher zustimmen oder eher nicht zustimmen.	stimme zu	weder noch	stimme nicht zu	Keine Antwort
Die Hotellerie und Gastronomie in Tirol bietet attraktive Arbeitsplätze.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Es ist für die Tiroler Hotellerie und Gastronomie schwierig geeignetes Fachpersonal zu bekommen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Es ist einfacher mit Arbeitskräften/Mitarbeitern aus dem Ausland zusammenzuarbeiten als mit Arbeitskräften aus dem Inland.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Arbeitskräfte aus dem Ausland sind weniger anspruchsvoll als inländische Arbeitskräfte.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Der Großteil der Bewerber*innen für Arbeitsplätze im gastgewerblichen Bereich ist schlecht ausgebildet.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In der Hotellerie und Gastronomie werden angemessene Gehälter erzielt.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lehrlinge erhalten in der Bayerischen Hotellerie und Gastronomie eine wertvolle und gute Ausbildung.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Es besteht in der Tiroler Hotellerie und Gastronomie die Möglichkeit sich beruflich weiterzuentwickeln.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Das Verhältnis von Gästen und Einheimischen im Bayerischen Tourismus ist gut.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Das gesellschaftliche Ansehen der Gastgewerbebranche ist gut.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Es ist einfacher, mit älteren Mitarbeiter*innen zu arbeiten als mit Mitarbeiter*innen aus der jungen Generation (Generation Y).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In der Hotellerie und Gastronomie Beschäftigte verfügen über „sichere“ Jobs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In der Hotellerie und Gastronomie ist die Arbeitsbelastung hoch.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Die Hotellerie und Gastronomie bietet viele Vorteile.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Die Hotellerie und Gastronomie bietet flexible Arbeitszeiten.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Das Image der Hotellerie und Gastronomie in Tirol wird sich in den nächsten Jahren verbessern.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Was sind Ihrer Ansicht nach die **3 größten Vorteile** bei Arbeitsplätzen in der Hotellerie/Gastronomie?

Was sind Ihrer Ansicht nach die **3 größten Nachteile** bei Arbeitsplätzen in der Hotellerie/Gastronomie?

Was sind Ihrer Ansicht nach die Hauptmotive für die Wahl eines gastgewerblichen Berufes?	stimme zu		weder noch		stimme nicht zu	Keine Antwort
Umgang mit Menschen/Kontakt zu Gästen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Abwechslungsreiche/interessante Tätigkeit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gute Verdienstmöglichkeiten/hohes Gehalt	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gute Jobaussichten/genügend Arbeitsplätze	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Arbeiten im Ausland/Möglichkeit eines Auslandsaufenthaltes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fremdsprachen/Sprachen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gute Ausbildung	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gute Aufstiegsmöglichkeiten	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Eigener Familienbetrieb	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fehlende Alternative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meist gutes Betriebsklima	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flexible Arbeitszeiten	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gutes Branchenimage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Was sind Ihrer Ansicht nach die Hauptgründe , dass Mitarbeiter in der Hotellerie/Gastronomie aus dem gastgewerblichen Beruf aussteigen und in andere Branchen wechseln?	stimme zu		weder/ noch		stimme nicht zu	Keine Antwort
Anstrengende/stressige Tätigkeit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Schlechte Bezahlung/keine hohen Verdienstmöglichkeiten	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Generell zu schlechtes Image der Branche	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unbeliebtes Berufsfeld	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fremdsprachen/Sprachen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unzureichende Ausbildung und Ausbildungsqualität	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unbeliebtes Berufsfeld	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Schlechte Arbeitszeiten/keine Ganzjahresstellen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mangelnde Selbstverwirklichung	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mangelnde Wertschätzung	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Bitte geben Sie an, inwiefern die folgenden Aussagen auf Sie zutreffen.	stimme zu		weder/ noch		stimme nicht zu	Keine Antwort
Bei einem Angebot von einem anderen Unternehmen würde ich nicht sofort den Arbeitsplatz wechseln.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ich möchte in dieser Branche auch in den nächsten Jahren arbeiten.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Bitte geben Sie an, inwiefern die folgenden Aussagen auf Sie zutreffen.	stimme zu		weder/ noch		stimme nicht zu	Keine Antwort
Mein/e Vorgesetzte/r ist kompetent in dem, was er/sie tut.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mein/e Vorgesetzte/r ist unfair zu mir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mein/e Vorgesetzte/r zeigt zu wenig Interesse an den Gefühlen seiner/ihrer Mitarbeiter*innen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ich mag meine/n Vorgesetzte/n.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ich habe das Gefühl, angemessene Entlohnung für meine Arbeit zu bekommen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gehaltserhöhungen sind eher selten.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wenn ich gute Arbeit leiste, erhalte ich die Anerkennung, die ich auch erhalten sollte.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ich habe nicht das Gefühl, dass meine Arbeit wertgeschätzt wird.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Viele unserer Regeln und Vorgehensweisen machen es einem schwer, gute Arbeit zu leisten.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ich habe in der Arbeit zu viel zu tun.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Es gibt wenig Belohnungen für Mitarbeiter*innen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manchmal habe ich das Gefühl, meine Arbeit ist bedeutungslos.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ich tue das, was ich in der Arbeit mache, gerne.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ich fühle mich stolz dabei, meine Arbeit zu tun.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ich bin enthusiastisch über meine Arbeit.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ich bereue es, in der Hotellerie/Gastronomie zu arbeiten.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ich identifiziere mich nicht mit meinem Beruf.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meine Arbeit ist wichtig für mein Selbstbild.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meine Arbeit ist angenehm.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ich mag die Menschen, mit denen ich arbeite.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Wie beurteilen Sie die folgenden Aussagen zu Führung/Leadership in Ihrem Unternehmen: In diesem Unternehmen...	stimme zu		weder noch		stimme nicht zu	Keine Antwort
...können Aufgaben auf verschiedene Weisen gelöst werden.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...kann man eigenständig denken und handeln.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...kann man eigene Ideen einbringen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...erlauben wir unseren Mitarbeiter*innen, Fehler zu machen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...ermutigen wir Mitarbeiter*innen, aus Fehlern zu lernen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...kontrollieren wir die Zielerreichung im Unternehmen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...führen wir Routinen und Standardprozesse ein.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...greifen Vorgesetzte korrigierend ein.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...kontrollieren wir die Einhaltung von Regeln.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...achten wir auf eine einheitliche Durchführung der Aufgaben.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...müssen wir auch manchmal Fehler bestrafen.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...halten wir uns an Pläne.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Wie stark schätzen Sie Ihr Unternehmen im Vergleich mit ihrem stärksten Konkurrenten ein in Bezug auf...	sehr stark		sehr schwach			Keine Antwort
Erfolg	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Innovationskraft	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Digitalisierung	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Mit welchen Maßnahmen kann Ihrer Ansicht und Erfahrung nach die Attraktivität bzw. die Begeisterung für Arbeitsplätze in Hotellerie und Gastronomie geweckt und gesteigert werden?	stimme zu	weder/ noch			stimme nicht zu	Keine Antwort
Attraktivere Lohngestaltung/bessere Verdienstmöglichkeiten	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Arbeitszeitenregelung/attractive Arbeitszeitgestaltung	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Imagekampagnen um Vorteile des Berufs aufzuzeigen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gutes Betriebsklima und Arbeitsbedingungen schaffen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Aus- und Weiterbildungsangebot erhöhen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Jobrotation o.ä. anbieten	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Aufstiegschancen bieten	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sonstiges:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Was müsste die Hotellerie und Gastronomie Ihrer Meinung nach tun, damit sie für Mitarbeiter*innen attraktiv(er) ist? _____

Employee data:

Ihr Geschlecht männlich weiblich

Ihr Alter < 20 30-39 40-49 50-59 ab 60

Betriebskategorie Hotelbetrieb 5-Sterne
Hotelbetrieb 4-Sterne
Hotelbetrieb 3-Sterne
Andere Hotelbetriebe
Gastronomiebetrieb

- Betriebsgröße**
- 1-9 Mitarbeiter
 - 10-49 Mitarbeiter
 - 50-249 Mitarbeiter
 - > 250 Mitarbeiter

- Betriebsart**
- Familienbetrieb
 - Kettenbetrieb
 - Nicht-Familienbetrieb

- Ihr Herkunftsland**
- Bulgarien
 - Deutschland
 - Italien
 - Frankreich
 - Österreich
 - Polen
 - Rumänien
 - Schweiz
 - Slowenien
 - Spanien
 - Ungarn
 - Anderes Land _____

- Sind Sie Familienmitglied?**
- Ja
 - Nein

- Wie lange arbeiten Sie schon in diesem Unternehmen?**
- Weniger als 1 Jahr
 - 1 Jahr bis 5 Jahre
 - 5 Jahre und länger

- Zu welchen Zeiten arbeiten Sie im Unternehmen?**
- Ganzjährig
 - Saisonal

Ihre aktuelle Position: _____

Employer data:

Ihr Geschlecht	männlich	weiblich	
	<input type="checkbox"/>	<input type="checkbox"/>	
Ihr Alter	< 20	30-39	40-49
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			50-59
			<input type="checkbox"/>
			ab 60
			<input type="checkbox"/>
Betriebskategorie	Hotelbetrieb 5-Sterne		<input type="checkbox"/>
	Hotelbetrieb 4-Sterne		<input type="checkbox"/>
	Hotelbetrieb 3-Sterne		<input type="checkbox"/>
	Andere Hotelbetriebe		<input type="checkbox"/>
	Gastronomiebetrieb		<input type="checkbox"/>
Betriebsgröße	1-9 Mitarbeiter		<input type="checkbox"/>
	10-49 Mitarbeiter		<input type="checkbox"/>
	50-249 Mitarbeiter		<input type="checkbox"/>
	> 250 Mitarbeiter		<input type="checkbox"/>
Betriebsart	Familienbetrieb		<input type="checkbox"/>
	Kettenbetrieb		<input type="checkbox"/>
	Nicht-Familienbetrieb		<input type="checkbox"/>
Sind Sie Familienmitglied?	Ja		<input type="checkbox"/>
	Nein		<input type="checkbox"/>
Ganzjahres- oder Saisonbetrieb?	Ganzjahresbetrieb		<input type="checkbox"/>
	Saisonbetrieb		<input type="checkbox"/>
Wie lange arbeiten Sie schon in diesem Unternehmen?	Weniger als 1 Jahr		<input type="checkbox"/>
	1 Jahr bis 5 Jahre		<input type="checkbox"/>
	5 Jahre und länger		<input type="checkbox"/>
Ihre Tourismusregion:	_____		

9.1.4 Interview Questions Chapter 5

Leitfrage	Inhalte	Konkrete Fragen (wenn nicht im Gesprächsfluss ergeben)	Aufrechterhalt ung	
Erzählen Sie doch mal, welche Gründe haben Sie dazu bewegt, eine Arbeit im Gastgewerbe aufzunehmen?			Nonverbal	
		Was genau interessiert sie / gefällt Ihnen besonders an Ihrem Job?	Können Sie das noch etwas genauer beschreiben?	
	Blomme, R., Van Rheede, A., and Tromp, D. (2009). The hospitality industry: an attractive employer? An exploration of students' and industry workers' perceptions of hospitality as a career field. <i>Journal of Hospitality and Tourism Education</i> , 21(2), 6-14.	Gründe für Berufswahl Schwierigkeiten	Wie würde ein klassischer Arbeitstag bei Ihnen aussehen?	Das interessiert mich jetzt aber: wie war das dann für Sie?
		Arbeitsinhalte Arbeitszufriedenheit	Sind Sie zufrieden mit Ihrer Arbeit?	Was machen Sie da genau?
Jetzt haben wir uns über Ihren Beruf unterhalten und ich würde in dem Zusammenhang gerne wissen:				
Welche Rolle spielt bei Ihnen der Ort für die Arbeitsplatzwahl?				
Qu, H., Kim, L.H., and Im, H.H. (2010). A model of destination branding: Integrating the concepts of the branding and destination image. <i>Tourism Management</i> , 32, 465-476.		Wie sieht ihr Traumort aus, wo Sie arbeiten wollen?		
		Was müsste es dort geben um Sie dort zu halten?	Wie wichtig wäre das für Sie?	
	Kim, D., and Perdue, R.R. (2011). The influence of image on destination attractiveness. <i>Journal of Travel & Tourism Marketing</i> , 28, 225-239.	Wichtige Attribute der Destination	Gibt es etwas, das Sie an Ihrem Arbeitsort eher nicht haben wollten?	Können Sie das noch genauer beschreiben?
	Generell die Literatur zum Thema Destination Image / Branding	Kritische Punkte Traumarbeitsdestina tion		Und sonst noch etwas?

Da Sie ja nun in Kitzbühel arbeiten: Mich würde interessieren, warum haben Sie sich genau für den Ort Kitzbühel entschieden? Bitte erzählen Sie mir darüber, warum Sie hier arbeiten.

Operationalisierung: anschließend an das Destination Image / Spezifizierung der vorhergehenden Frage

Was finden Sie hier am wichtigsten?

Was waren Ihre ersten Erfahrungen mit dem Ort und den Menschen hier? (wenn nicht einheimisch)

Welche Eindrücke haben Sie von den Touristen, die hierherkommen? Menschen privat und im alltäglichen Leben?

Welche Rolle spielen für Sie die Menschen vor Ort? Können Sie die Begegnungen genauer beschreiben?

Können Sie sich vorstellen, auch an einem anderen Ort zu arbeiten? (Wenn ja, warum?; wenn nein, warum nicht?) Können Sie mir genauer erzählen, warum Sie das so gern / nicht mögen?

Im Prinzip: SWOT Kitzbühel als Destination

Nun haben wir viel über die unterschiedlichen Aspekte Ihres Arbeitsortes gesprochen. Das bringt mich zu einem Begriff, der im Tourismus oft gebraucht wird: die **Lebensqualität**

Erzählen Sie mir doch mal, was Sie ganz persönlich unter diesem Begriff verstehen?

Sonst noch etwas?

Skevington, S.M., Lotfy, M., and O'Connell, K.A. (2004). The World Health Organization's WHOQOL-BREF quality of life assessment: Psychometric properties and results of the international field trial. A Report from the WHOQOL Group. *Quality of Life Research*, 13, 299-310.

Was verstehen Sie noch unter Lebensqualität?

Uysal, M., Sirgy, M.J., Woo, E., and Kim, H. (2016). Quality of life (QOL) and well-being research in tourism. *Tourism Management*, 53, 244-261.

Persönliche Vorstellung von Lebensqualität

Welche Rolle spielen Freizeitangebot, Menschen und Wirtschaftskraft für Ihre Lebensqualität (falls gar nichts dazu kommt)?

Assoziationen

Was ist Ihnen dabei am wichtigsten?

Beschreiben Sie mir bitte, wie Sie in Kitzbühel die Lebensqualität für Sie persönlich wahrnehmen.	Lebensqualität in Kitzbühel	Erzählen Sie mir gerne von allen Aspekten, die Ihnen einfallen von der Infrastruktur, Natur, bis hin zu ihrem Alltag und den Menschen, mit denen Sie zu tun haben.	Was nehmen Sie da besonders positiv wahr? Gibt es noch etwas, das hier besondere Lebensqualität für Sie bedeutet?
	Erste Hinweise auf Ortsverbundenheit aus Antworten ableitbar		
Operationalisierung: Spezifizierung der vorhergehenden Frage	Ausdifferenzierung verschiedener Lebensqualitätsfaktoren	Fallen Ihnen eventuell auch negative Aspekte ein?	Können Sie das noch genauer erläutern?

In engem Zusammenhang mit der Lebensqualität steht ja auch irgendwo die Verbundenheit mit einem Ort...

Welche Gefühle haben Sie, wenn Sie an Ihre Stadt/Region denken? Erzählen Sie doch mal alles, was Ihnen dazu einfällt.

Brown, G., and Raymong, C. (2007). The relationship between place attachment and landscape values: Toward mapping place attachment. <i>Applied Geography</i> , 27, 89-111.	Verbundenheit / Commitment	Welche Rolle spielt Verantwortung dabei, dass sie hier bleiben wollen? (z.B. gegenüber der Destination an sich, gegenüber Menschen etc.)	Was meinen Sie damit genau?
		Welche Rolle spielen Landschaft und Infrastruktur für Sie?	Können Sie bitte noch mehr auf diesen Aspekt eingehen?
Prayag, G., and Ryan, C. (2012). Antecedents of Tourists' Loyalty to Mauritius: The Role and Influence of Destination Image, Place Attachment, Personal Involvement, and Satisfaction. <i>Journal of Travel Research</i> , 51(3), 342-356.	Verschiedene Aspekte von Commitment -> affektiv -> normativ -> kontinuierlich	Fühlen Sie sich an ihren Arbeitsort gebunden bzw. eine Verbundenheit mit der Region?	Gibt es noch weitere Gefühle, die Sie haben, wenn Sie an die Region denken?

Welche Erlebnisse oder Ereignisse haben dazu beigetragen, dass Sie eine Verbundenheit mit dem Ort empfinden?

Morgan, P. (2009). Towards a developmental theory of place attachment. <i>Journal of Environmental Psychology</i> , 1-12.	Commitment und Gründe	Sie haben gesagt, sie fühlen sich mit dem Ort verbunden. Wie äußert sich das (noch)?	Noch etwas? Was müsste noch gegeben sein?
	Ereignisse, die die Bindung erhöhen.	Wer oder was müsste generell vorhanden sein oder passieren, dass Sie sich an einen Ort gebunden fühlen?	Können Sie dieses Ereignis noch etwas genauer schildern?
	Harte und weiche Faktoren, die da sein müssen.		

Stellen Sie sich vor, Sie müssten für den Ort und das Arbeiten hier Werbung machen (Stichwort Fachkräftemangel) und Sie wollen die andere Person von Kitzbühel begeistern: Bitte erzählen Sie mir, was sie dieser Person alles sagen würden.

Operationalisierung: Allgemeine Frage, Bestätigung und Nachprüfung des vorher Gesagten.

Begeisternde Faktoren

mögliche Ansatzpunkte für Destination Commitment

Implikationen für die Praxis (Stichwort Destination Marketing)

Was wäre da für Sie am wichtigsten, dass die Person weiß?

Wenn Sie dem Tourismusmanagement vor Ort Ratschläge geben müssten, wie die Destination ihre Angestellten besser halten kann, wie würden die aussehen?

Was würden Sie der Person noch erzählen?

Sonst noch etwas?

Nun sind Sie ja nicht nur in der Destination, sondern auch noch in einem bestimmten Unternehmen...

Was ist Ihnen wichtiger, das Unternehmen, in dem Sie Arbeiten oder die Region?

Operationalisierung: Einbeziehung der Quality of Work Life

Lee, J.-S., Back, K.-J., and Chan, E.S.W. (2013). Quality of work life and job satisfaction among frontline hotel employees: a self-determination and need satisfaction theory approach. *International Journal of Contemporary Hospitality Management*, 27(5), 1-35.

Sirgy, M.J., Efraty, D., Siegel, P., and Lee, D.-J. (2001). A new measure of quality of work life (QWL) based on need satisfaction and spillover theories. *Social Indicators Research*, 55, 241-302.

Rolle des Unternehmens
Unternehmen und Lebensqualität
Unternehmen und Ortsbindung

Angenommen, Sie wären in Ihrer Arbeit nicht so zufrieden. Würden Sie eher das Unternehmen oder den Ort wechseln, um die Situation zu verbessern?

Welche Rolle spielt Ihr Unternehmen für Ihre persönliche Lebensqualität? Fühlen Sie sich auch an Ihr Unternehmen gebunden?

Warum genau wäre Ihnen der Ort wichtiger als das Unternehmen?
Können Sie auf den Aspekt noch tiefer eingehen?

Nun neigt sich das Interview langsam dem Ende zu und ich hätte noch zwei abschließende Fragen an Sie:

Zum Schluss: Wenn Sie zwei Wünsche frei hätten, einen ans Unternehmen und einen an Ihren Arbeitsort Kitzbühel, wie würden diese lauten?

Allgemeine Frage zum Abschluss; keine spezielle Operationalisierung

Nochmal konsolidieren
Was bindet die Angestellten?

Lockerer Brainstorming

Was wünschen Sie sich von Ihrem Unternehmen, damit Sie gerne bleiben?

Und ihr Wunsch an die Destination Kitzbühel?

Vielleicht noch was zusätzlich?

Wenn wir das Gesagte nochmals reflektieren, gibt es irgendwas, was Sie noch gerne ergänzen würden?

Allgemein

Haben Sie noch etwas auf dem Herzen, was Sie mir hinzufügen wollen?

Sonst?

Dann bedanke ich mich ganz herzlich für die wertvollen Informationen und die Kooperation. Natürlich behandle ich alle Daten anonymisiert und informiere Sie gerne darüber, was bei meiner Studie herausgekommen ist.

9.1.5 Interview Questions Chapter 6

1. Introductory question – general Information (explorative, no concrete source)

- Could you please give an overview how you experienced the Corona-crisis regarding your business? Which point in time was particularly difficult?

2. Resilience

2.1 Personal characteristics (Smith et al., 2008; Kallmuenzer et al., 2019; Zehrer, 2009)

- How do you personally feel with and in the current situation? What are you doing to sustain your personal entrepreneurial stamina? How are you personally going through the crisis as business owner?

Additional clarification: What was particularly hard?

2.2 Company in general (Aßheuer et al., 2013; Blake & Sinclair, 2003; Bott et al., 2019; Kallmuenzer et al., 2019; Leiß & Zehrer, 2018;

- Which measures did you personally take to go through the crisis in a good way?
- Which steps would you consider effective to keep your business resilient?
- Do you have backup-plans (also written ones) in the dealing with crisis?
- Did the government provide you with subsidies and how do you estimate governmental mitigation measures in order to keep your business resilient?
- Are you cooperating with other businesses in the region or is there a network of business owners for information exchange etc.? How important do you consider cooperation for dealing with crises?

2.3 Employees (Leiß & Zehrer, 2018; Peters & Kallmuenzer, 2015; Shekhar & Kumar, 2012)

- Which role do employees play for you personally regarding a resilient business?
- What are you currently doing to hold your employees?

3. Further thoughts and final statements (exploratory, no sources)

- Where would you say you acted exactly the right way to go through the crisis in a good way? Is there something that you would change retrospectively?
- What are the further steps in your business now?

Sources:

Aßheuer, T., Thiele-Eich, I., & Braun, B. (2013). Coping with the impacts of severe flood events in Dhaka's slums—the role of social capital. *Erdkunde*, 21-35.

- Bott, L.-M., Ankel, L. & Braun, B. (2019). Adaptive neighborhoods: The interrelation of urban form, social capital, and responses to coastal hazards in Jakarta. *Geoforum*, 106, 202-213.
- Kallmuenzer, A., Kraus, S., Peters, M., Steiner, J., & Cheng, C. F. (2019). Entrepreneurship in tourism firms: A mixed-methods analysis of performance driver configurations. *Tourism Management*, 74, 319-330.
- Leiß, G., & Zehrer, A. (2018). Intergenerational communication in family firm succession. *Journal of Family Business Management*, 8(1), 75-90
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9.2 Appendix B – Own Contributions and references of accepted articles

Article 1 (Chapter 3) was co-authored by Anita Zehrer (MCI Innsbruck) and Teresa Spiess (MCI Innsbruck). Article 2 (Chapter 4) was co-authored by Anita Zehrer. Article 3 (Chapter

5) was co-authored by Boris Braun (University of Cologne). Article 4 (Chapter 6) was co-authored by Anita Zehrer and Boris Braun.

My contributions to the four papers are the following:

- Literature review
- Developing research questions and hypotheses
- Developing frameworks and models
- Developing survey instruments (except Chapter 3 where the questionnaire pre-existed) and selecting research methods in general
- Conducting field research (surveys and key-informant interviews)
- Interpreting and analyzing quantitative data using SPSS
- Interpreting and analyzing qualitative data using MAXQDA
- Independent writing of all articles (except the methods & results part in Chapter 3)
- Revision of all manuscripts in the review process under the supervision of Boris Braun (articles 3 and 4) and Anita Zehrer (articles 1,2 and 4).

Chapter 3 (published):

Schwaiger, K., Zehrer, A., Spiess, T., 2021. The influence of symbolic and instrumental attributes of employer image on perceived industry attractiveness: differences between business owners and employees. *Journal of Hospitality and Tourism Insights*, Vol. ahead-of-print No. ahead-of-print. <https://doi.org/10.1108/JHTI-12-2020-0234>

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Chapter 4 (published):

Citation: Schwaiger, K., & Zehrer, A. (2021). The relationship between employer image and employee commitment in family-run hospitality firms. *International Journal of Culture, Tourism and Hospitality Research*. <https://doi.org/10.1108/IJCTHR-10-2020-0238>

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Chapter 5 (Manuscript)

Chapter 6 (published):

Citation: Schwaiger, K., Zehrer, A., & Braun, B. (2021). Organizational resilience in hospitality family businesses during the COVID-19 pandemic: a qualitative approach. *Tourism Review*. <https://doi.org/10.1108/TR-01-2021-0035>

9.3 Appendix C – Declaration / Eigenständigkeitserklärung

Ich versichere, dass ich die von mir vorgelegte Dissertation mit dem Titel:

„Connecting Labor, Leisure and Location

The meaning of employer image, occupational commitment and regional quality of life for destination commitment – an analysis among hospitality employees in the Alps”

selbständig angefertigt, die benutzten Quellen und Hilfsmittel vollständig angegeben und die Stellen der Arbeit – einschließlich Tabellen und Abbildungen –, die anderen Werken im Wortlaut oder dem Sinn nach entnommen sind, in jedem Einzelfall als Entlehnung kenntlich gemacht habe; dass diese Dissertation noch keiner anderen Fakultät oder Universität zur Prüfung vorgelegen hat; dass sie – abgesehen von unten angegebenen Teilpublikationen – noch nicht veröffentlicht worden ist, sowie, dass ich eine solche Veröffentlichung vor Abschluss des Promotionsverfahrens nicht vornehmen werde. Die Bestimmungen der Promotionsordnung sind mir bekannt. Die von mir vorgelegte Dissertation ist von Prof. Dr. Boris Braun betreut worden.



Katrin Schwaiger

Munich, 15.11.2021

9.4 Appendix D – Curriculum Vitae

Personal Data

Name: Katrin Schwaiger
Date of birth: 15.11.1989
Place of birth: München
Legal status: ledig

**Work experiences and internships**

01/2019 – today Geography PhD student (Universität zu Köln)

03/2018 – 04/2021 Researcher at the Management Center Innsbruck (MCI)

05/2015 – 07/2017 Researcher at the Department of Geographie
(Ludwig-Maximilians-Universiy Munich)
Tasks: Research in the fields of economic geography and tourism, leading excursions with students (Guadelopue, Kitzbühel, Munich), lecturer for tourism economics and methods of empirical research, project work with the train company Meridian regarding climate change adaptation)

06/2014 – 03/2015 Student librarian

01/2014 – 05/2014, Language Scholar Reed College
08/2012 – 05/2013 Portland, Oregon
Tasks: Teaching German converstaion and literature; leading and organizing events; marketing the Year of Study in Munich; general referee for all German language and cultural issues for international exchange; tutoring students' research work for their German bachelor's

2011 – 2017 voluntary paramedic Johanniter Unfallhilfe

03/2009 – 04/2009 internship high school

09/2008 internship high school

08/2008 – 10/2008 sales clerk at s.Oliver

07/2008 internship elementary school

07/2008 internship middle school

Academic education

10/2008 – 12/2014 Geography and English (“Lehramt Gymnasium”)

Thesis for the achievement of the Staatsexamen: „Pädagogik – Thema:
“Kindheit in der Antike und in der Moderne im Vergleich”
Degree: Staatsexamen
Final grade: 1,79

School education

09/2000 – 06/2008 Theresien-Gymnasium
Final grade: 1,6
09/1996 – 07/2000 Gotzinger Elementary school

Qualifications

Computer knowledge: MS Office (very good)
 SPSS (very good)
 GIS (basic knowledge)
 MAXQDA (very good)

Foreign languages: English (C2)
 French (B2)
 Spanish (B1)
 Russian (A1)

Social engagement

10/2005 – 12/2011 Lecturer in the Munich cathedral
2011 - 2017 Voluntary paramedic at the Johanniter Unfallhilfe

Conferences

06.11.2017 – 12.11.2017 UN Climate Change Conference in Bonn (COP23) (Observer
 Status Association of American Geographers)
01.03.2018 – 03.03.2018 FiFu DACHLi Konferenz in Innsbruck 2018
03.10.2019 – 05.10.2019 7th International Conference on Tourism (CACTUS) in Romania

Hobbies

Sports (hiking, skiing, yoga, ballet), medicine, traveling (e.g.
Nepal, India, Ecuador), languages, cooking

Munich, 15.11.2021

