

Article

Employee Perceptions of Humanistic Management: A Path to Easing Hotel Labor Shortages

Yuan Liang ¹, Christof Lichtenwagner ², Michal K. Lemański ³ and Casey Watters ^{4,*}¹ School of Management, Sanda University, Shanghai 201219, China; liangyuan@sandau.edu.cn² ITM GmbH, International College of Tourism and Management, Vienna 1020, Austria; c.lichtenwagner@itm-college.eu³ Institute for Human Resource Management, WU Vienna, Vienna 1020, Austria; michal.lemanski@wu.ac.at⁴ Faculty of Law, Bond University, Gold Coast 4226, Australia

* Correspondence: cwatters@bond.edu.au

Abstract

The hotel sector is widely perceived as offering poor working conditions, contributing to persistent labor shortages within the industry. Transforming management practices in line with humanistic management principles has been suggested as one way to address these challenges. However, limited research has examined how hotel employees themselves perceive humanistic management relative to more traditional managerial practices and other approaches used to attract and motivate staff. This scoping study addresses this gap by surveying hotel employees in Austria, a tourism-intensive economy, to assess the perceived value of humanistic management practices. The findings show that although adopting humanistic management alone cannot fully resolve issues related to employee attraction and retention, it nonetheless has a significant positive effect on employees' perceptions of employer attractiveness. Several humanistic practices valued by employees can be implemented without substantial increases in operational costs. These results suggest that hotel managers, even in data-driven decision environments, should integrate humanistic management practices while maintaining competitive remuneration. For policymakers in tourism-dependent destinations, the findings highlight the need to strengthen regulations that encourage more humanistic working conditions in hotels, thereby improving the overall quality of employment and enhancing the sector's long-term attractiveness.

Keywords: humanistic management; staff shortage; employee perception; job satisfaction; hotel management; stakeholders; employee motivation; tourism sector



Academic Editors: Sanja Kovačić,
Aleksandra Tešin and Lewis Ting
On Cheung

Received: 18 September 2025

Revised: 12 January 2026

Accepted: 23 January 2026

Published: 2 February 2026

Copyright: © 2026 by the authors.

Licensee MDPI, Basel, Switzerland.

This article is an open access article distributed under the terms and conditions of the [Creative Commons Attribution \(CC BY\)](https://creativecommons.org/licenses/by/4.0/) license.

1. Introduction

Attraction and retention of employees is a common problem in the hotel industry (Boella & Goss-Turner, 2013; Borzillo et al., 2025; Ghani et al., 2022). One of the key reasons is the industry's poor reputation concerning work conditions. Factors typical of working in hotels, such as low wages, demanding work hours, and limited career advancement opportunities (Brown et al., 2015; Gupta, 2019; Kovačić et al., 2021), result in low interest in hotel work, especially among younger generations (Bliem et al., 2022). As (Jayawardena, 2008) notes, seasonal fluctuations in customer demand further complicate recruitment efforts, making it difficult for hotels to retain high-quality staff throughout the year. Thus, the hotel industry struggles to maintain its workforce, which undermines service quality and incurs high costs for recruitment and training (Raub et al., 2006).

Leadership style and management practices play a crucial role in that respect. Turnover rates can be exacerbated by abusive supervision and poor management practices, which can alienate employees and lead them to leave the hotel industry altogether (Hobson, 1996; Pan et al., 2018). The emotional climate of the workplace plays a critical role in employee morale. Issues such as workplace bullying and abusive supervision are prevalent within hotel environments, significantly affecting employee satisfaction and performance (Alqhaiwi et al., 2024; Chela-Alvarez et al., 2024; Gip et al., 2022; Hsu et al., 2019). Furthermore, negative forms of leadership—such as autocratic styles—can lead to detrimental consequences for work–life balance, further aggravating the mental strains on employees (Tromp & Blomme, 2014). Employees who feel poorly treated or unsupported by management are more likely to express dissatisfaction and disengagement, leading to higher rates of turnover (Bangwal & Tiwari, 2019; Zoghbi-Manrique-de-Lara et al., 2016).

For example, in a tourism-oriented economy like Austria, according to the Austrian Federation of Trade Unions, a massive improvement in the sector's conditions has been needed for years. Although this discussion is ongoing, the hotel companies themselves, along with the Chamber of Commerce, do not seem to be fully ready to adapt to a new world of work in the hotel industry (Fachkräfteproblem ist hausgemacht, 2022). The government has also recognized the shortage of skilled labor in the tourism sector. However, public policies primarily aim to attract qualified migrant workers, rather than improving the working conditions and attractiveness of work in hotels in general. Therefore, a fundamental improvement of work conditions is required (Dornmayer & Riepl, 2021).

One potential solution would be a transition towards humanistic management of people (Caggiano et al., 2024; Yavuz Sercekman & Akca, 2025). This approach is rooted in high ethical values, yet it is also practically relevant and feasible to implement across various industries, types of firms, and geographies (Fu et al., 2020; von Kimakowitz et al., 2021, vol. II). What is, however, not yet fully understood is how hotel employees perceive humanistic management practices, and whether the implementation of humanistic management principles can fit into the reality of work in hotels and reverse the negative trends in staff attraction and retention. To address this important and timely issue, we turn to the most crucial stakeholder: hotel employees themselves, and set out to investigate their perceptions and attitudes. Thus, the overarching research question guiding our scoping study reads:

How do employees in the hotel industry perceive current management practices, and can a shift towards humanistic management help address the issues of employee attraction and retention? By answering these questions, the article aims to help hotels address employee recruitment and retention challenges that contribute to staff shortages in the Austrian hotel sector.

This paper proceeds as follows. In the next section, a literature review presents management practices in the hotel industry. We first examine the importance of human labor as a resource and then confront it with the principles of the humanistic approach to management (Melé, 2016; Ogunyemi et al., 2022), positioning it in relation to the literature on sustainable human resource management (HRM). In the following section, we present the methods used in the empirical part of this study, including the data collection and analysis techniques employed to examine employees' perceptions of management practices that are standard in the Austrian hotel industry. Finally, the results are discussed, with a focus on the implications for future research and hotel management practice.

2. Literature Review

This scoping study is an empirical investigation of hotel employees' perceptions of management practices, focusing on humanistic management and its relevance to attracting and retaining employees. The purpose of this literature review is therefore threefold. Firstly,

it summarizes existing research on working conditions and management practices in the hotel industry. Secondly, it situates humanistic management within the wider body of literature on human resource management and sustainable HRM. Thirdly, it introduces the contextual challenges of the Austrian hospitality sector, which are discussed explicitly in a separate subsection to avoid conflating general industry challenges with country-specific conditions.

A structured search of the SCOPUS database using combinations of keywords related to hotel management, employee perceptions, job satisfaction, retention, and staff shortages yielded only a limited number of directly relevant studies (Ali et al., 2023; Chauhan et al., 2024; Ghosh et al., 2025; Gupta, 2019). Specifically, the search included (TITLE-ABS-KEY (“management” OR “leadership”) AND TITLE-ABS-KEY (“hotel industry” OR “hospitality sector” OR “tourism sector”) AND TITLE-ABS-KEY (“employee perceptions” OR “job satisfaction” OR “employee motivation” OR “person-organization fit”) AND TITLE-ABS-KEY (“staff shortage” OR “labor shortage” OR “employee retention” OR “employee attraction”) AND TITLE-ABS-KEY (“management practices” OR “leadership style” OR “work conditions” OR “work-life balance” OR “remuneration”)) only returned four articles (Ali et al., 2023; Chauhan et al., 2024; Ghosh et al., 2025; Gupta, 2019) with no articles focused on Austria, humanistic management, or humanistic leadership.

At the same time, a broader body of related research exists in adjacent fields such as organizational behavior, leadership studies, and sustainable management, which frequently address similar issues under different conceptual labels. These strands of literature provide important theoretical insights into employee motivation, well-being, and commitment that are highly relevant for hospitality research, even when the hotel sector is not their primary empirical focus. However, none of these studies explicitly address humanistic management, or the Austrian hotel context. This observation does not suggest an absence of relevant research overall, but rather indicates that existing studies are fragmented across different areas of research. Consequently, this review brings together insights from hospitality management, leadership, and sustainable HRM to provide an integrated foundation for the present study.

2.1. Job Characteristics and Work Conditions in the Hotel Industry

Job characteristics and work conditions are particularly relevant in this context, as they underpin constructs commonly examined in empirical studies of employee attitudes and behaviors in hospitality. Prior research on working hours, workload, emotional labor, remuneration, and work–life balance provides conceptual grounding for examining how employees evaluate their work environment and overall job satisfaction.

The hotel industry is widely described in the literature as a labor-intensive service sector characterized by demanding job conditions. Key job characteristics include long and irregular working hours (Shahzad et al., 2025), high workload intensity (Yikilmaz et al., 2023), emotional labor (Wong et al., 2025), relatively low pay (Ari, 2023), and limited career promotion (Golvala et al., 2025). These characteristics are particularly pronounced in hotels due to the need to maintain service quality (Park et al., 2022) under time pressure when interacting with guests continuously.

A substantial body of empirical research links these job characteristics to negative employee outcomes, including elevated stress levels (Wong et al., 2025), emotional exhaustion (Amissah et al., 2022), reduced job satisfaction (Koc & Bozkurt, 2017), and increased turnover intentions (Mohsin et al., 2023). Studies on shift work and irregular schedules highlight their detrimental effects on employees’ physical health, social life, and recovery opportunities. These effects shape overall job evaluations and career decisions within hospitality occupations (Bangwal & Tiwari, 2019). Emotional labor and exposure to workplace

incivility, bullying, or abusive supervision further intensify these effects, undermining employees' psychological well-being and performance (Hsu et al., 2019; Kuriakose et al., 2023; Yu et al., 2023). Leadership style plays a central moderating role in this relationship: autocratic or purely performance-driven management practices tend to amplify dissatisfaction, whereas supportive and ethically oriented leadership can mitigate the negative effects of demanding working conditions (Pan et al., 2018; Tromp & Blomme, 2014).

Overall, the literature suggests that unfavorable job characteristics alone do not fully explain persistent labor shortages in the hotel industry. Rather, it is the way in which these conditions are managed, interpreted, and communicated by leadership that critically shapes employees' perceptions and lived experiences. This insight is important for the subsequent discussion of humanistic management, because it shows that managerial values and practices affect how structural job demands influence employees.

2.2. Humanistic Management, Management Style, and Sustainable HRM

Beyond structural job characteristics, the literature consistently emphasizes the role of management style and leadership practices in shaping how employees perceive and respond to their work environment. These managerial dimensions are central to understanding employee perceptions and behaviors and are therefore widely examined in hospitality research based on surveys.

Humanistic management emphasizes respect for human dignity, ethical reflection, and the holistic development of employees, while remaining compatible with economic performance (Melé, 2016; Caggiano et al., 2024). Unlike instrumental views of labor as a cost factor, humanistic management recognizes employees as value-creating stakeholders whose well-being is intrinsically important (Fu et al., 2020).

Within the hospitality literature, related concepts are often discussed under the umbrella of sustainable human resource management (HRM). Sustainable HRM emerged in response to critiques of short-term and efficiency-driven, emphasizing the need to preserve and regenerate human resources over time, particularly in labor-intensive service industries such as hospitality. It highlights the importance of long-term workforce viability, balancing economic objectives with social responsibility, employee well-being, and capability development (Geursen, 2022; Liebhart & Nungesser, 2017). Studies show that practices such as participative leadership, transparent communication, recognition, and opportunities for development are positively associated with job satisfaction and organizational commitment (Ashton, 2018; Saito et al., 2025; Weerakit et al., 2025).

Despite these documented benefits, humanistic approaches remain underutilized in the hotel industry. Prior studies indicate that hospitality firms frequently adopt a short-term, operationally driven logic, prioritizing efficiency, cost control, and service output over employee development and ethical reflection (Adanse et al., 2024; Kang et al., 2024). Factors such as high labor intensity, cost pressures, seasonal demand fluctuations, and traditionally hierarchical management cultures often favor short-term efficiency over long-term investment in human capital (Adanse et al., 2024; Kang et al., 2024). This creates a persistent tension between economic imperatives and humane management ideals—a dilemma that is particularly pronounced in hospitality settings.

2.3. Contextual Challenges of the Austrian Hotel Industry

The Austrian hotel industry provides an appropriate setting in which to examine the above theoretical constructs. The contextual characteristics of this setting are important, because they shape how these constructs are manifested and experienced in practice.

While many of the above-discussed challenges apply to the global hotel industry, the Austrian context exhibits several distinctive features that merit focused attention. For

example, Austria is a tourism-oriented economy, in which the hotel sector is dominated by small and medium-sized enterprises, many of which are family-owned and operate with relatively small staff pools (Henschel et al., 2018). As a result, employee absences or unfilled positions can have immediate and disproportionate operational consequences.

Industry reports and labor market studies consistently point to a persistent shortage of skilled labor in Austrian hospitality. This shortage has intensified in recent years due to demographic change, increased competition from other service sectors, and shifting career expectations among younger cohorts, who increasingly prioritize meaningful work, predictable schedules, and opportunities for personal development. According to the Austrian Chamber of Labor and trade union sources, this shortage is partly self-inflicted, resulting from low wages, irregular working hours, and insufficient consideration of work–life balance (Dornmayer & Riepl, 2021; Stangl & Hötzing, 2022). Empirical studies of hotel employees and apprentices in Austria reveal recurring issues such as excessive overtime, violations of rest periods, and limited compensation for weekend and holiday work, which contribute to early exits from the sector, particularly among younger workers (Neuhauser et al., 2022).

Policy responses have so far focused primarily on attracting migrant labor rather than fundamentally improving working conditions within the sector. This context underscores the relevance of examining employees' subjective perceptions of job satisfaction, person–organization fit, and management practices, as such perceptions are likely to influence attraction and retention decisions beyond objective labor market conditions. From an HRM perspective, this emphasis risks treating labor shortages as a supply problem alone, while neglecting demand-side factors related to job quality, management practices, and employee experience that are repeatedly highlighted in the hospitality literature. Consequently, the structural and managerial roots of dissatisfaction remain largely unaddressed. This context makes Austria a particularly relevant setting for examining whether alternative management approaches—such as humanistic management—can improve employee perceptions and contribute to alleviating labor shortages without necessarily increasing operational costs.

2.4. Key Theoretical Model

In addition to synthesizing prior research, the literature review identifies and justifies the key theoretical constructs that inform the empirical analysis. As these constructs are operationalized in the empirical analysis, they warrant explicit consideration at this stage of the theoretical discussion. Based on the reviewed literature, interrelated groups of variables emerge as particularly salient in the context of hotel employment and humanistic management.

2.5. Staff Acquisition and Retention

Staff acquisition has become increasingly complex in recent years due to the staff shortage (Kilson, 2025). Moreover, retaining suitable employees has become even more challenging, as experienced and well-educated individuals are rare and highly sought after in the industry. Therefore, they may seek additional benefits while switching employers frequently. To attract valuable employees, employers should position their business as a socially responsible one (Story et al., 2016). This can be achieved through honest application procedures, accurate job descriptions that align with reality, an integrative onboarding process, and ultimately by implementing sustainable and human-centered management practices. An employee should foster a positive relationship with the company and the team, and by doing so, become strongly connected and demonstrate greater long-term commitment. While larger hotel chains often have fixed operating procedures and set

cultures that determine the organizational framework, small and medium-sized, as well as family-run businesses, can capitalize on their advantages by offering more opportunities for employees to engage in personal development and take on responsibility (Liebhart & Nungesser, 2017).

To achieve the goal of maintaining a satisfied, healthy, and productive workforce in the hotel industry, a wide range of aspects and measures must be taken into consideration (Pham et al., 2025; Saito et al., 2025; Weerakit et al., 2025; Wong et al., 2025). A significant point is the working time and workplace organization. The working hours require employees to be flexible and adjust to changing shift plans and overtime. While this is a common fact in most hotel businesses, an employer can mitigate the adverse effects by considering individual circumstances and enabling employees to maintain a good work–life balance. Although this is not always possible, employee satisfaction can be increased by considering this aspect. Moreover, a hotel business can differentiate itself from others by considering the work–life balance of its employees, which is often overlooked.

Besides the organization of working time, the workplace itself also plays a significant role. All technical, organizational, and ergonomic measures may increase employee satisfaction. A crucial factor is assigning the right tasks to the right individuals with the right qualifications. Currently, many businesses overload employees with too many different tasks besides their core activities. One solution to reduce the burden of workplace organization on employees is clear communication. Especially in stressful times, a good leader needs to provide clear information to employees so that they can handle the hotel operation properly and with less stress. Regular meetings can help to achieve this.

A last common burden for employees in this regard is the effort to be constantly friendly and regulate or suppress one's own emotions. This emotional stressor is often underestimated. Due to the numerous issues involved in achieving the above-mentioned goals, group reflection and mutual appreciation also play a crucial role (Liebhart & Nungesser, 2017).

2.6. Promotion and Development

The last aspect of sustainable human resource management, according to (Liebhart & Nungesser, 2017), is the promotion of workplace development. While specific workshops are now common in many industries, they are relatively rare in the hotel industry. Most experiences refer to education, which is known to be very tough with a harsh tone. This may be a reason for the significant decrease in people applying for an education in that field. Offering employees opportunities to participate in additional training and develop themselves within the business will enhance their sense of connection to the company. Since there are often limited career opportunities in small and medium-sized hotels, the appreciation of employees through further training can help mitigate this impact. Employers will incur additional costs through internal or external training. However, the qualifications of employees will also increase, potentially leading to increased revenue. People usually want to be more than just an employee doing their job. By offering further education and retaining long-term employees, a sustainable and socially responsible long-term relationship can be established (Liebhart & Nungesser, 2017).

This work by (Liebhart & Nungesser, 2017) provides a framework for sustainable human resource management, incorporating the framework conditions and the three main pillars of human resource management in the hotel industry. There are many topics with possible measures, which, of course, cannot be applied altogether and in every business. Therefore, each hotel must adapt according to its business requirements.

Putting the work of (Liebhart & Nungesser, 2017) in contrast to the main reasons for people leaving the hotel business, many issues can be found in the second pillar, which

is concerned with maintaining a satisfied, healthy, and productive workforce. In the area of maintaining a satisfied, healthy, and productive workforce, we delve further into the two-factor theory by (Herzberg, 2017). Frederik Herzberg differentiates within his theory between factors that increase job satisfaction and those that prevent dissatisfaction. Hygiene factors are essential workplace requirements to prevent employee dissatisfaction. However, no matter how many of those factors employees receive, they cannot fully satisfy them. Hygiene factors are related to the salary, working conditions, job security, and policies. The motivators on the opposite can satisfy employees, but require the hygiene factors to be met at least at a moderate level. Such factors may include job responsibilities, self-development, career opportunities, recognition from management, as well as challenging and meaningful tasks that align with one's qualifications (Lundberg et al., 2009).

2.7. Remuneration

Many employees are stressed by the low remuneration, which, according to the (Stepstone, 2025), in Austria amounts to approximately 25,000 to 30,000 euros gross per year. In contrast, the average income in Austria at the same time is just under €34,000 per year (Stepstone, 2025). This is partially due to the poor collective agreement, which provides a low basic salary and excludes many usual special payments, such as weekend bonuses. Moreover, although tips from guests can help improve monthly income in some hotel jobs, two-thirds of employees report that their income is barely enough to cover their own living expenses (Oberösterreich, 2022).

The remuneration in hotels is also highly sensitive to external shocks, as was visible during the recent pandemic and the surrounding policy environment. During crises, government compensation programs and firm-resource constraints determine which hotels can maintain or raise wages, often resulting in uneven outcomes across firms and regions. Larger firms' access to resources also influences compensation-recovery dynamics (Dimanche & Lo, 2022). Additionally, broader stress and economic volatility can intensify turnover risks even when skilled labor is in short supply, highlighting the need for remuneration strategies that are resilient to shocks and supported by workforce analytics (Dimanche & Lo, 2022; Rheeders & Meyer, 2022). Moreover, the risk of losing income when hotels reduce operations due to external shocks, coupled with low salaries in general, results in stress and anxiety, as many employees worry about whether they can earn enough money to live comfortably after retirement. The remuneration plays, therefore, an important role in the current management of employees in the hotel industry.

2.8. Temporary Problems

The recent deterioration in perceptions of work in the hotel industry and the resulting shift of workers away from the industry may also be attributed to the responses of hotel owners and managers to the recent pandemic. The state supported the industry, but it did not appear to be a crisis-proof industry. In Austria, most employees were paid only through the "short-time work" system. This meant that they had a regular income, but it was lower than the regular one, which was already low. The fundamental risks of employment in times of lockdowns and limited personal and business travels (Mishchuk et al., 2023), despite state interventions aimed at support of small and medium-size firms (Stępień & Światowiec-Szczepańska, 2022), led to a general perception of job insecurity within the industry, coupled with the loss of remuneration, were decisive factors for many employees to reorientate themselves during the pandemic (Neuhauser et al., 2022).

2.9. Demographic Shifts

In addition to industry-specific reasons, employee perceptions are also influenced by wider demographic changes and generational transitions in social values, in particular.

Consequently, special attention should be paid to the younger generations, as significant differences exist between their attitudes towards the responsibilities of business (Bednarz et al., 2022). We refer to classifications of generations developed in previous studies, which explicitly focus on attitudes and behaviors within different generational cohorts, see (Hume, 2010).

Until recently, the Baby Boomer generation (born 1946–1964), Generation X (born 1965–1978), and Older Millennials or Generation Y (born 1979–1988) were predominant in the hotel labor market. However, a large proportion of younger Millennials, born between 1989 and 1994, and Generation Z, born between 1995 and 2009, are now in the labor market. The distinction between generations is relevant because they have different attitudes towards work and employment. The younger generations have grown up in a digital age. Employers, often representing older generations, face challenges when acquiring and retaining employees from the younger generations. Due to the numerous opportunities and the labor market conditions in which skilled workers are scarce, generations Y and Z can often pursue their desired career. This means that their own interests related to self-development and work–life balance are at the forefront, not just their work. Intrinsic motivation is then typically more important than extrinsic motivation for employees of these generations.

Furthermore, the younger generation is closely associated with the digital world, where life is generally faster and individuals are constantly present online (Bencsik et al., 2016), with social media impacting businesses (Ahmad et al., 2025; Colicev & O'Connor, 2020; Colicev et al., 2016a, 2016b). Consequently, society, regulators, as well as current and potential employees, can be quickly informed about abusive work practices. On the other hand, hotels that treat their employees well can build a good reputation among prospective employees who research employer reviews online.

3. Methods

Drawing on the key constructs identified in the literature, the survey was designed to capture employees' perceptions of job satisfaction, person–organization fit, and management practices. This study employs a mixed-method approach, with quantitative analysis complemented by open-ended questions that provide qualitative results. Specifically, an online survey was conducted among employees in the hotel industry. The questionnaire incorporates several validated scales measuring specific elements relevant to answering the research questions. We also added specific questions related to the work in hotels. Details are explained in the following sub-sections.

3.1. Job Satisfaction—Minnesota Study

We employed the Minnesota Satisfaction Questionnaire (MSQ) for it offers several distinct advantages for measuring job satisfaction across settings, and the long-term use and results of this questionnaire in different sectors have proven its reliability and validity (Weiss et al., 1967). Previous research confirmed that MSQ provides a validated, multidimensional assessment that separates intrinsic and extrinsic facets, enabling more precise diagnosis and targeted HR interventions (Bledsoe & Brown, 1977; Tziner & Vardi, 1984). The instrument is available in both long and short forms, allowing for either brief screens or in-depth diagnostics, depending on the research or managerial needs (Bayad & Touri, 2024). Its cross-cultural validity and portability are well documented, with adaptations and usage in diverse contexts, demonstrating reliable applicability across sectors and cultures (Buitendach & Rothmann, 2009; Grochowska & Kolpa, 2023; Lakatamitou et al., 2020; Morita, 2006). The MSQ also demonstrates robust reliability and construct validity across varied populations and can be used in conjunction with other HR measures (which was essential

in our study) to enrich analyses and interpretation (Govender et al., 2013; Heneman & Schwab, 1985). These attributes—multidimensionality, form flexibility, broad applicability, and compatibility with complementary scales—make the MSQ a versatile, widely adopted tool for both research and practice in hospitality research, and beyond (Bayad & Touri, 2024; Buitendach & Rothmann, 2009; Grochowska & Kołpa, 2023; Lakatamitou et al., 2020). Thus, a significant part of the questionnaire used in our study consists of the Minnesota (Job) Satisfaction Questionnaire, and we use the short form consisting of 20 questions. Besides enabling us to measure individual aspects as well as general job satisfaction, the Minnesota study provided us with the opportunity to collect data on intrinsic, extrinsic, and general motivation.

3.2. Person–Organization Fit

Another part of the questionnaire contains a scale to measure the person–organization fit (POF) with four specific questions. We use the adapted and extended version of that scale (Tanwar & Kumar, 2019), as it provides high validity with a Cronbach’s alpha score of 0.87. As this scale aligns with the framework by (Liebhart & Nungesser, 2017), also employed in this study, the addition of the person–organization fit construct, as measured by (Tanwar & Kumar, 2019), complements the empirical data.

3.3. Qualitative Questions

In addition to the scaled questions, qualitative questions with free-text entry boxes were added to allow respondents to add their reflections and report examples from personal experience. The qualitative questions were evaluated according to (Mayring, 2000) inductive categorization. According to this method, the answers were first paraphrased, then condensed, and subsequently categorized (Mayring, 2000).

3.4. Survey Design

The survey consisted of a total of 47 questions, comprising 36 closed-ended questions, six open-ended questions, and five demographic questions. The closed questions were set on a 5-point Likert-type scale.

The questionnaire was structured as follows:

1. Introduction and information about the study;
2. Hotel industry framework;
3. Staff acquisition and retention;
4. Maintaining a satisfied, healthy, and productive workforce;
5. Management style;
6. Demographics;
7. Raffle.

Since Austrian hotels often employ international staff, the questionnaire was distributed in a multilingual (German and English) version. The German version was derived by translating the English version. To avoid misinterpretation of questions, the translation/back translation method was used, and a bilingual expert reviewed the translated version to ensure the reliability of the results.

3.5. Data Collection

One of the co-authors approached potential participants through his private network in the hotel industry, utilizing mailing lists from two tourism schools in Austria, direct emails to hotels in various provinces of the country, as well as social media groups for hotel staff. As an incentive for participants, a raffle of two 20€ vouchers on a popular online shopping site was drawn.

The survey was conducted via the popular online platform SurveyMonkey from 27 May to 10 June 2023, for a total of 14 days. The total number of participants was 65. The completion rate was 85%, resulting in 55 complete questionnaires. Partially completed questionnaires are used in cases where the respondent has completed a specific segment of the questionnaire, answering all questions related to a particular construct. With this size of the received sample, it became possible to conduct some analyses, while limiting potential to use other statistical techniques. According to (Bryman & Bell, 2003) “the decision about sample size is not a straightforward one: it depends on a number of considerations, and there is no one definitive answer”. For instance, taking into consideration concerns about normal distribution, (Greener, 2008) recommended sample size for any category to be at least 30. For specific techniques in statistical analysis, scholars also established various recommendations and “rules of thumb”. For instance, (Jenkins & Quintana-Ascencio, 2020) suggest that research based on regressions employs samples of at least 25. Furthermore, studies on the statistical power analysis revealed very large differences in the sample size requirements between studies which aim to determine existence of an effect, and the size of that effect.

As highlighted in the literature review, the Austrian hotel sector is overwhelmingly dominated by small and medium-sized enterprises (SMEs) and family-owned businesses. Most of these establishments operate with extremely limited staff: a typical small hotel may employ 5–15 people, while mid-sized properties rarely exceed 30 employees. Compounding this, the industry relies heavily on part-time employees. While the sample size is small by conventional standards, it is proportionate to the industry’s structure. For exploratory research focused on identifying patterns rather than generalizing effect sizes, the sample captures the perspectives of the core workforce that drives hotel operations and retention. seasonal, or casual workers, often accounting for 60–70% of the workforce.

The sample size is a direct reflection of the Austrian hotel industry’s structural realities—SME dominance, part-time workforce prevalence, and limited full-time staff pools. As such, the finding may not be generalizable to other jurisdictions and form a unique contribution to understanding retention drivers for the core workforce in an under-researched context.

In empirical studies on tourism, while large-scale studies are popular, especially those presenting data from large countries, researchers who employed quantitative techniques also worked on smaller samples. For example, in our region, and using data collection techniques similar to ours, (Cesare et al., 2012) used an Internet-based questionnaire to survey 30 tourism destinations. And in a study on a similar topic, analyzing attitudes and the sense of well-being of employees, (Prien & Prien, 2003) used quantitative techniques to analyze data from 52 participants in two sub-samples of 22 and 30 participants, respectively.

Considering the above, we meet the requirements suggested for the use of techniques we employ for analysis, and most importantly, we are able to meet the objective of this study, i.e., to find whether there exists a relationship between analyzed variables. However, due to the sample size, we are unable to determine the magnitude of that effect. As such, our research should be considered exploratory in nature, and its value lies primarily in shedding more light on a context that is less-explored, yet important for tourism research, and linking insights received thanks to the mixed-methods approach.

3.6. Respondents

The age of respondents ranges from 19 to over 60, and as such, all generations of the active workforce are covered by the survey. However, respondents between the ages of 23 and 28 represented the largest share (40%), followed by respondents aged from 29 to 34 (21%), and from 19 to 21 (19%).

Regarding gender, 65% identified as female, 33% identified as male, and 2% identified as non-binary. The largest group of respondents work in the service department (41%), followed by employees in reception (35%) and in the kitchen (12%). Other groups, i.e., Management (5%), Housekeeping (2%), and Other (5%), were represented only marginally.

From those participants, the length of experience in the hotel industry ranges from one month to 40 years, with the average duration of 6.5 years. In contrast, the duration of work in their current workplace is significantly shorter, ranging from one month to a maximum of 11 years, with an average duration of only 2.1 years. Based on those results, a typical respondent in our survey worked in three positions within just 6.3 years. Detailed information on the profiles of respondents in our sample is presented in the following Table 1.

Table 1. Demographic Information.

Measures	Items	Number	Percent
Gender	Male	19	33%
	Female	35	65%
	Non-binary	1	2%
Age	From 19 to 21	10	19%
	From 23 to 28	22	40%
	From 29 to 34	12	21%
Department	Reception	19	35%
	Service department	24	44%
	Kitchen	7	12%
	Management	3	5%
	Housekeeping	1	2%
	Others	3	5%

4. Results

The first section of the questionnaire began with an open-ended question that revealed insights into what employees in the sector associate with the hotel industry when they first think about it. It can be observed that the largest group (33%) associates the work in hotels with the term “Hospitality,” which refers to welcoming and interacting with new guests and people. The working hours (13%) and the stress (14%) come to mind next when working in the industry, which are negatively related to the industry. The categories “Variety, Internationality, Workload”, and the “Poor remuneration” received similar results, between 8 and 9% and show that employees appreciate the work itself and the mix of people with whom they are working. However, some are discouraged because of the poor remuneration and the working hours, especially on weekends or when other people are typically off work (e.g., holidays). The categories “Colleagues” and “Lack of appreciation” were mentioned, but do not appear to have a significant impact.

4.1. Staff Shortage

A notable observation is that employees in this sector do not yet recognize the staff shortage, which results in a higher individual workload. However, when asked the second question, about 74% of respondents agreed that they felt concerned about the staff shortage, while only 10% disagreed. The remaining 16% stated neither ‘agree’ nor ‘disagree’.

4.2. Staff Acquisition and Retention

Within the section on staff acquisition and retention, employees provided results on their onboarding process and their person–organization fit, as well as some findings connected to the Minnesota study, which will be analyzed in the next section.

Regarding staff acquisition and retention, it can be observed that most employees declared themselves to be either satisfied (62%) or very satisfied (22%) with their onboarding procedure. In comparison, only a small percentage were dissatisfied (9%) or neither satisfied nor dissatisfied (7%). This suggests that the onboarding procedure did not negatively impact employees' job satisfaction when they began their work.

4.3. Person–Organization Fit

This set of questions was concerned with measuring the Person–organization fit (POF). (Tanwar & Kumar, 2019) show a good person–organization fit level overall, with a mean score of 3.82 within the sample group. Such a result suggests that most employees believe they are well suited to the business, matching the requirements of the position. The lowest-rated question, with a mean score of 3.6, pertained to the company's working style and its alignment with the employees themselves. To this end, although the mean score indicates a decent level of person–organization fit (POF), individual responses exhibit significant variability.

4.4. Job Satisfaction

The results from the Minnesota Job Satisfaction scale are based on 20 questions used within the survey, each representing a particular category. The categories are listed in the graph below and represent a general job satisfaction score when combined. The general job satisfaction level within the sample was 3.63 with a standard deviation (SD) of 0.74. Considering the percentile scores, 26.32% of the sample have a low level, 47.37% an average level, and 26.32% a high level of job satisfaction. The job satisfaction scale also provides data on intrinsic and extrinsic motivation. The intrinsic motivation received a higher score (3.74) than the extrinsic motivation (3.35). Specifically, looking at the results per category, the compensation (score of 2.88), advancement options (score of 3.18), and company policies and management practices (score of 3.28) received the lowest scores across all categories. Comparing results among age groups, it can be observed that the younger the participant, the lower their job satisfaction. While Millennials and Gen Z have a mean satisfaction rate of 68% and 71%, respectively, the older generations, such as mid-Millennials and Baby Boomers, have satisfaction rates of 75% and 73%.

4.5. Stress

When responding to questions related to stress, 22% of the respondents report that they think about stress or the workload when having work in mind, specifically when working in a hotel. Within the questionnaire, three questions addressed the workload and stress itself. 65% of the respondents strongly agreed or agreed that their workload is manageable within their scheduled working hours. However, 27% strongly disagreed or disagreed, and 8% neither agreed nor disagreed. This indicates that the average respondent can manage their workload, while a significant portion of respondents struggle with it. However, when it comes to stress levels, a substantial number of respondents feel stressed on a typical workday. Although the majority stated that they are sometimes stressed (43%), many others are stressed usually (33%), or always (6%), while only a few are stressed rarely (16%) or never (2%).

According to the respondents, the causes of stress levels and some employees' non-manageable workloads are attributed to the following factors. The most common stress

factor is workload (25%), which was either mentioned in the context of changing demands (11%) or in relation to stress and pressure (11%). Additionally, the lack of staff (15%) and, in particular, inexperienced staff (11%) also contribute to increased stress levels among employees. According to the respondents, many feel stressed because of the hotel guests as well, stating that their expectations are too high and their behavior is rude. Less significant stress factors include poor communication (7%), inadequate equipment (4%), and language issues (2%). However, these more minor issues should not be ignored when examining mechanisms to reduce stress and thereby increase employee satisfaction.

4.6. Humanistic Management

The results show that managers in the hotel business nowadays do not view their employees as holistic individuals or family members, but rather as resources that help them achieve their business goals. We observed that while in one company, employees believe the manager views them more as individuals, in others, only work performance matters. Equally important is that managers engage in ethical reflection about the impact of their management practices and continually work on improving themselves. In this sector, managers are often involved in operations, but the results show that the quality of leadership can suffer as a result.

4.7. Reasons for Quitting or Staying on the Hotel Job

Finally, we turn to questions addressing the problem of people quitting their jobs in hotels, why hotels suffer from a labor shortage, what attracts employees, and what can help resolve the issue.

According to the results retrieved from our sample, a variety of factors lead employees to quit their work at hotels. The three main reasons are working hours (19%), payment (19%), and work-related stress (17%). The three factors are followed by significant other factors, such as workload (10%), and management and communication (7%). A small but still significant number stated that guests and the lack of appreciation, at 6% each, are reasons for leaving the hotel industry. Additionally, certain individuals were concerned about colleagues, the understaffed situation, and the limited options for career growth.

As we examine the reasons why the hotel industry, in general, suffers from a labor shortage, the results are becoming clearer. The most significant reasons for the labor shortage are payment (35%), working hours in the hotel industry (20%), and a lack of appreciation and attention (12%). Other reasons, such as workload, working conditions, and work-related stress, also contribute to the general labor shortage, albeit to a lesser extent than the first three factors, with a range of 4% to 6%.

Subsequently, the reasons why people are attracted to working in hotels and the factors that could address the problem of staff shortages in the hotel industry were considered. The reasons why people like to work in hotels are diverse, with most factors being similarly important, and only fair compensation stands out, at 24%. Other factors, such as positive guest contact, reasonable working hours, a pleasant work environment, and fringe benefits, contribute to a range of 8–10%.

When examining the general factors that could help resolve the labor shortage issue in the industry, payment is again the most crucial factor (32%), followed by working hours (19%) and appreciation and respect (13%). Other factors, such as training opportunities, fringe benefits, and working conditions, also have a significant impact, accounting for 9%.

The final results of the survey focus on the equal treatment of employees and ecological aspects, to evaluate whether these factors, which are important nowadays, have any influence on the labor shortage itself. The results were clear, with 87% stating that men and women have the same working conditions. Additionally, most hotels in the sample group

are making efforts to implement ecological improvements and measures. Those two factors are therefore assumed not to be the most important staff shortage in the hotel industry.

5. Discussion

This scoping study examined hotel employees' perceptions of working conditions, management practices, and humanistic management in the Austrian hotel industry, with the aim of better understanding their implications for employee attraction and retention. The findings provide empirical supports for existing literature and extend knowledge by humanistic management into the analysis of labor shortage.

The results show that job satisfaction is moderate, despite the industry's predominately negative public image. This finding is consistent with prior research suggesting that hospitality work can be intrinsically rewarding due to achievement and helping behaviors (Mahdzar et al., 2023). The relatively high level of intrinsic satisfaction observed in this study supports earlier evidence that employees often derive meaning and enjoyment from the work itself, even under demanding conditions. For example, Jung and Yoon (2016) emphasized the meaning that employees attach to their work has a positive influence on their job engagement and organizational commitment. Therefore, it is evident that a significant proportion of the population seeks to imbue their professional activities with a sense of purpose and significance, as opposed to perceiving them as mere instruments of financial gain or temporal investment (Steger et al., 2012).

At the same time, dissatisfaction with extrinsic aspects—particularly remuneration, promotion opportunities, company policies, and working conditions—confirms long-standing findings that structural employment conditions remain a critical source of discontent in the hotel industry.

The analysis of person–organization fit further refines existing research by highlighting the importance of management style in shaping employees' perceived alignment with their organizations. While respondents generally reported a positive fit with the hotel industry and their organizations, the lowest scores were consistently assigned to the dimension of working style. This finding extends prior hospitality research by suggesting that misalignment is less related to employees' occupational identity and more strongly linked to everyday managerial practices. Previous studies have shown that leadership style and managerial behavior significantly influence organizational commitment and turnover intentions (Tromp & Blomme, 2014).

Remuneration emerged as the most influential factor affecting both employees' intention to leave and the attractiveness of hotel work. This finding confirms earlier studies identifying pay as a key hygiene factor in hospitality employment. For example, Deale and Lee (2023) highlighted the importance of benefits on employee retention, and Jolly et al. (2021) also mentioned that pay and benefit satisfaction is negatively related to turnover intentions, which are, in turn, linked to a desire to leave one's job. However, the results also indicate that remuneration alone does not fully explain employee dissatisfaction. Respondents frequently emphasized that workload, working hours, stress, recognition, and respect could be positively influenced through improved management practices. This extends existing literature by empirically demonstrating that employees distinguish between financial compensation and managerial treatment, highlighting the potential of non-monetary management interventions to alleviate dissatisfaction.

Stress and workload were identified as critical factors linking labor shortages to declining job satisfaction. A substantial proportion of respondents reported increased stress due to understaffing, high workload, and the need to compensate for inexperienced colleagues. These findings align with previous research describing labor shortages as self-reinforcing processes in hospitality, whereby understaffing exacerbates stress and turnover,

further intensifying staffing problems (Bangwal & Tiwari, 2019; Neuhauser et al., 2022). By capturing employees' subjective experiences, this study extends the literature by illustrating how macro-level labor shortages manifest at the micro-level of daily work practices.

Finally, the findings related to humanistic management address a notable gap in hospitality research. While humanistic and sustainable HRM approaches have been widely discussed at a conceptual level (Melé, 2016; Fu et al., 2020), empirical evidence from employees' perspectives remains limited. The results indicate that many employees perceive humanistic management practices—such as dignity, respect, appreciation, and opportunities for development—as attractive and relevant for retention. At the same time, such practices are not yet widely experienced in the Austrian hotel industry. This suggests that humanistic management should be understood as a complementary approach rather than a stand-alone solution, particularly in contexts characterized by structural constraints such as low pay and long working hours.

Overall, the findings confirm that labor shortages in the hotel industry cannot be attributed solely to the nature of hotel work. Instead, they result from the interaction of structural job characteristics, management practices, and broader labor market conditions. By empirically linking humanistic management to established constructs such as job satisfaction and person–organization fit, this study contributes to hospitality research by offering a more integrated understanding of employee attraction and retention in a tourism-oriented economy.

6. Conclusions

This study examined hotel employees' perceptions of working conditions and management practices in the Austrian hotel industry, with a particular focus on the relevance of humanistic management for employee attraction and retention. The findings indicate that persistent labor shortages are best understood as the outcome of interacting structural and managerial factors rather than as a simple consequence of labor market supply constraints.

From a theoretical perspective, this study contributes to hospitality and HRM research by empirically linking humanistic management principles to established constructs such as job satisfaction and person–organization fit. While prior research has extensively documented unfavorable working conditions in hospitality (Baquero et al., 2025), the present study shows that employees' evaluations of management practices play a crucial mediating role in shaping their overall work experience. By integrating humanistic management into an empirical model alongside job characteristics and employee outcomes, this study extends existing frameworks that have largely focused on efficiency-driven or transactional approaches to management.

From a practical perspective, the findings highlight that improving management practices can meaningfully enhance employee satisfaction and retention, even in contexts where financial resources are limited. The findings highlight that improving management practices can meaningfully enhance employee satisfaction and retention, even in contexts where financial resources are limited. Practices related to fair scheduling, respectful communication, recognition, and opportunities for development were consistently valued by employees and can be interpreted as low-cost yet high-impact interventions. At the same time, the results underscore that competitive remuneration remains a necessary condition for retaining employees and enhancing the attractiveness of hotel work, particularly in a tight labor market.

At a broader level, the findings suggest that policy responses focusing primarily on increasing labor supply, such as recruiting international workers, are unlikely to provide sustainable solutions if underlying working conditions and management practices remain unchanged. Addressing labor shortages in hospitality therefore requires a more holistic

approach that combines adequate compensation with management practices that respect employees as human beings rather than merely as operational resources.

In conclusion, this study shows that humanistic management can play a meaningful complementary role in addressing labor shortages in the hotel industry. By fostering dignity, respect, and meaningful work, hotels may strengthen employee attachment and contribute to more sustainable employment relationships over time. While humanistic management alone cannot resolve structural challenges such as low pay or long working hours, it represents a promising pathway toward improving employee experiences and enhancing the long-term viability of the hospitality workforce.

Limitations and Directions for Future Research

While this paper makes an empirical contribution to the understanding of a timely and important management problem in hotels, and its findings provide in-depth insights into work conditions in the hotel sector of a tourism-oriented economy, a few important limitations should be acknowledged and linked to directions for future research.

We identified the respondents most suitable to answer the initially set research question. However, the sample size of 65 limits the generalizability of our results in favor of depth. Although the sample size is sufficient for the exploratory analyses conducted and aligns with prior quantitative hospitality studies employing similar methods (Prien & Prien, 2003), it limits the generalizability of the findings. Future research could replicate and extend this study using larger and more diverse samples, both within Austria and across different national contexts, to assess the robustness and cross-cultural applicability of the results.

Second, this study relies on self-reported data collected through a cross-sectional survey design. As such, the findings reflect employees' subjective perceptions at a single point in time and do not allow for causal inference. Longitudinal designs could provide deeper insights into how changes in management practices, working conditions, or humanistic management initiatives influence job satisfaction, person–organization fit, and retention over time. In addition, future studies could combine survey data with objective indicators, such as turnover rates or absenteeism records, to further strengthen empirical validity.

During this study, Austria's economy was still struggling to recover from the COVID pandemic. The experience of inflation likely made respondents more focused on remuneration, possibly overshadowing the potential effects of improved management practices. Consequently, we call for research that compares the perceptions of employees working in regions struggling with macroeconomic problems to those in more stable ones and for replication studies in Austria.

Author Contributions: Conceptualization, Y.L., M.K.L. and C.L.; methodology, C.L.; formal analysis, C.L.; investigation, C.L. and Y.L.; writing—original draft preparation, C.L. and M.K.L.; writing—review, revision and editing, C.W.; supervision, M.K.L. All authors have read and agreed to the published version of the manuscript.

Funding: This research received no external funding.

Institutional Review Board Statement: Ethical review and approval were waived for this study due to the Principles for the work of the WU Ethics Board (<https://ethics.wu.ac.at/public/principles.php> accessed 15 December 2025).

Informed Consent Statement: Informed consent was obtained from all subjects involved in the study.

Data Availability Statement: The original contributions presented in this study are included in the article. Further inquiries can be directed to the corresponding author.

Conflicts of Interest: The authors declare no conflicts of interest.

References

- Adanse, J., Maranga, V., & Khayiia, R. (2024). Driving revenue growth: The role of strategic human resource practices in 3–5 star hotels in selected regions of Ghana. *European Journal of Hotel and Tourism Research*, 12(1), 24–41. [\[CrossRef\]](#)
- Ahmad, R., Ishaq, M. I., Raza, A., Talpur, Q. U. A., & Murtaza, G. (2025). Exploring the impact of social media content on travel envy and intention to visit destination: Moderating role of narcissist admiration and rivalry. *The Service Industries Journal*, 45, 992–1017. [\[CrossRef\]](#)
- Ali, R. S., Rianto, B., Sriwidadi, T., & Prabowo, H. (2023, May 18–19). *How do transformational leadership and the work environment affects employee retention?* 2023 8th International Conference on Business and Industrial Research, ICBIR 2023, Proceedings, Bangkok, Thailand.
- Alghaiwi, Z. O., Djurkovic, N., Luu, T., & Gunasekara, A. (2024). The self-regulatory role of trait mindfulness in workplace bullying, hostility and counterproductive work behaviours among hotel employees. *International Journal of Hospitality Management*, 122, 103843. [\[CrossRef\]](#)
- Amissah, E. F., Blankson-Stiles-Ocran, S., & Mensah, I. (2022). Emotional labour, emotional exhaustion and job satisfaction in the hospitality industry. *Journal of Hospitality and Tourism Insights*, 5(5), 805–821. [\[CrossRef\]](#)
- Ari, E. (2023). Human resource risk challenges in the hotel industry. *Journal of Hospitality and Tourism Insights*, 6(5), 2073–2092. [\[CrossRef\]](#)
- Ashton, A. S. (2018). How human resources management best practice influence employee satisfaction and job retention in the Thai hotel industry. *Journal of Human Resources in Hospitality & Tourism*, 17(2), 175–199.
- Bangwal, D., & Tiwari, P. (2019). Workplace environment, employee satisfaction and intent to stay. *International Journal of Contemporary Hospitality Management*, 31(1), 268–284. [\[CrossRef\]](#)
- Baquero, A., Khairy, H. A., & Al-Romeedy, B. S. (2025). Workplace stressors and the intention to quit: The role of psychological distress and psychological flexibility among hospitality employees. *Tourism and Hospitality*, 6(2), 72. [\[CrossRef\]](#)
- Bayad, O., & Touri, B. (2024). Towards a practical study: Unraveling job satisfaction through models and measurement tools. *Journal of Educational and Social Research*, 14(3), 36. [\[CrossRef\]](#)
- Bednarz, J., Bartosik-Purgat, M., Jastrzębski, T., & Cirella, G. T. (2022). Young consumer perception towards family firms: Relationship building and gender. *Entrepreneurial Business and Economics Review*, 10(1), 161–174. [\[CrossRef\]](#)
- Bencsik, A., Horváth-Csikós, G., & Juhász, T. (2016). Y and Z generations at workplaces. *Journal of Competitiveness*, 8(3), 90–106. [\[CrossRef\]](#)
- Bledsoe, J., & Brown, S. (1977). Factor structure of the Minnesota Satisfaction Questionnaire. *Perceptual and Motor Skills*, 45(1), 301–302. [\[CrossRef\]](#)
- Bliem, W., Bröckl, A., Erdö, R., & Kargl, M. (2022). *Branchenreport tourismus und freizeitwirtschaft*. Available online: https://forschungsnetzwerk.ams.at/dam/jcr:8bd5a37a-939a-456b-814b-ae5065b27dc9/2022_B Branchenreport_Tourismus_AMS-ibw.pdf (accessed on 15 January 2023).
- Boella, M. J., & Goss-Turner, S. (2013). *Human resource management in the hospitality industry: A guide to best practice*. Routledge. [\[CrossRef\]](#)
- Borzillo, S., Hasman, A., & Raub, S. (2025). Ensuring a pipeline of Gen-Z talent for the hotel industry: Contrasting views of hoteliers and future graduates. *Journal of Human Resources in Hospitality & Tourism*, 24(4), 589–616. [\[CrossRef\]](#)
- Brown, E., Thomas, N., & Bosselman, R. (2015). Are they leaving or staying: A qualitative analysis of turnover issues for generation Y hospitality employees with a hospitality education. *International Journal of Hospitality Management*, 46, 130–137. [\[CrossRef\]](#)
- Bryman, A., & Bell, E. (2003). *Business research methods 2e*. Oxford University Press.
- Buitendach, J., & Rothmann, S. (2009). The validation of the Minnesota job satisfaction questionnaire in selected organisations in South Africa. *SA Journal of Human Resource Management*, 7(1), a183. [\[CrossRef\]](#)
- Caggiano, V., Ragusa, A., & Di Petrillo, E. (2024). The challenge of humanistic management. In *People and organizations: Humanistic management* (pp. 49–68). Springer.
- Cesare, F., Salandra, A., & Craparotta, E. (2012). Films and audiovisual potentiality in tourism destination promotion: A european perspective. *Tourism Review International*, 16(2), 101–111. [\[CrossRef\]](#)
- Chauhan, C., Guleria, S., & Sharma, S. (2024). Study on the influence of job satisfaction on employee retention in the hospitality industry: A detailed study of Chandigarh's star hotels. In *Advancing smart tourism through analytics* (pp. 389–406). IGI Global Scientific Publishing. [\[CrossRef\]](#)
- Chela-Alvarez, X., Bulilete, O., García-Buades, M. E., Ferrer-Perez, V. A., & Llobera, J. (2024). Workplace bullying and sexual harassment at work among hotel housekeepers in the Balearic Islands (Spain). *Frontiers in Psychology*, 14, 1241255. [\[CrossRef\]](#)
- Colicev, A., Malshe, A., Pauwels, K., & O'Connor, P. (2016a). *How earned and owned social media impact shareholder value through consumer mindset metrics*. Marketing Science Institute.
- Colicev, A., & O'Connor, P. (2020). How social media impacts brand value: The mediating role of customer satisfaction. *Multidisciplinary Business Review*, 13(1), 82–96. [\[CrossRef\]](#)
- Colicev, A., O'Connor, P., & Vinzi, V. E. (2016b). Is investing in social media really worth it? How brand actions and user actions influence brand value. *Service Science*, 8(2), 152–168. [\[CrossRef\]](#)

- Deale, C. S., & Lee, S. H. (2023). Employee benefits in the hospitality industry: What do employees want and need? *Journal of Human Resources in Hospitality & Tourism*, 22(4), 586–612. [CrossRef]
- Dimanche, F., & Lo, K. (2022). The elusive search for talent: Skill gaps in the Canadian luxury hotel sector. *Tourism and Hospitality*, 3(1), 31–46. [CrossRef]
- Dornmayer, H., & Riepl, M. (2021). *Unternehmensbefragung zum Fachkräftebedarf/-mangel Fachkräftesradar 2021*. Available online: https://www.ams-forschungsnetzwerk.at/downloadpub/2021_dornmayer_fachkraefteradar2021.pdf (accessed on 22 January 2026).
- Fachkräfteproblem ist hausgemacht. (2022). Available online: <https://www.oegb.at/themen/arbeitsmarkt/arbeitsmarktpolitik/studie-belegt-fachkraeftemangel-ist-hausgemacht-> (accessed on 15 January 2023).
- Fu, P., Kimakowitz, E., Lemanski, M. K., & Liu, L. A. (2020). Humanistic leadership in different cultures: Defining the field by pushing boundaries. *Cross Cultural & Strategic Management*, 27(4), 533–546. [CrossRef]
- Geursen, E. (2022). *Nachhaltiges personalmanagement als schlüsselfaktor für erfolgreiches wirtschaften*. Springer. [CrossRef]
- Ghani, B., Zada, M., Memon, K. R., Ullah, R., Khattak, A., Han, H., Ariza-Montes, A., & Araya-Castillo, L. (2022). Challenges and strategies for employee retention in the hospitality industry: A review. *Sustainability*, 14(5), 2885. [CrossRef]
- Ghosh, A., Sharma, R., Khan, S., & Jangbahadur, U. (2025). Exploring human resource management practices and employee retention relationships in FHRAI hotels of West Bengal. *International Journal of Process Management and Benchmarking*, 19(4), 513–530. [CrossRef]
- Gip, H., Guchait, P., Paşamehmetoğlu, A., & Khoa, D. (2022). How organizational dehumanization impacts hospitality employees service recovery performance and sabotage behaviors: The role of psychological well-being and tenure. *International Journal of Contemporary Hospitality Management*, 35(1), 64–91. [CrossRef]
- Golvala, H. M., Thakur, K. V., Bhatia, N. V., Maheshwari, A., & Sequeira, D. (2025). Recruitment and retention challenges for tourism and hospitality professionals: The perspective of a business development manager in Mumbai. *Worldwide Hospitality and Tourism Themes*, 17(6), 797–810. [CrossRef]
- Govender, J., Garbharran, H., & Loganathan, R. (2013). Leadership style and job satisfaction: A developing economy perspective. *Corporate Ownership and Control*, 10(4), 390–399. [CrossRef]
- Greener, S. (2008). *Business research methods*. BookBoon.
- Grochowska, A., & Kołpa, M. (2023). Job satisfaction among nurses in the Podkarpackie voivodeship in Poland. *Health Problems of Civilization*, 17(3), 277–288. [CrossRef]
- Gupta, V. (2019). Talent management dimensions and their relationship with retention of generation-Y employees in the hospitality industry. *International Journal of Contemporary Hospitality Management*, 31(10), 4150–4169. [CrossRef]
- Heneman, H., & Schwab, D. (1985). Pay satisfaction: Its multidimensional nature and measurement. *International Journal of Psychology*, 20(1), 129–141. [CrossRef]
- Henschel, U. K., Gruner, A., & von Freyberg, B. (2018). Das personalmanagement im hotel. In *Hotelmanagement* (pp. 163–202). De Gruyter. [CrossRef]
- Herzberg, F. (2017). *Motivation to work*. Routledge.
- Hobson, J. (1996). Violent crime in the us hospitality workplace: Facing up to the problem. *International Journal of Contemporary Hospitality Management*, 8(4), 3–10. [CrossRef]
- Hsu, F., Liu, Y., & Tsaur, S. (2019). The impact of workplace bullying on hotel employees' well-being. *International Journal of Contemporary Hospitality Management*, 31(4), 1702–1719. [CrossRef]
- von Kimakowitz, R., Largacha-Martínez, C., Schirovsky, H., & Dierksmeier, C. (2021). Introduction. In *Humanistic Management in Practice: Volume II* (pp. 1–9). Springer International Publishing.
- Hume, M. (2010). Compassion without action: Examining the young consumers consumption and attitude to sustainable consumption. *Journal of World Business*, 45(4), 385–394. [CrossRef]
- Jayawardena, C. (2008). Tourism in Niagara: Conclusions and solutions. *International Journal of Contemporary Hospitality Management*, 20(3), 360–368. [CrossRef]
- Jenkins, D. G., & Quintana-Ascencio, P. F. (2020). A solution to minimum sample size for regressions. *PLoS ONE*, 15(2), e0229345. [CrossRef]
- Jolly, P. M., McDowell, C., Dawson, M., & Abbott, J. (2021). Pay and benefit satisfaction, perceived organizational support, and turnover intentions: The moderating role of job variety. *International Journal of Hospitality Management*, 95, 102921. [CrossRef]
- Jung, H. S., & Yoon, H. H. (2016). What does work meaning to hospitality employees? The effects of meaningful work on employees' organizational commitment: The mediating role of job engagement. *International Journal of Hospitality Management*, 53, 59–68. [CrossRef]
- Kang, J., Shin, H., & Kang, C. (2024). Hospitality labor leakage and dynamic turnover behaviors in the age of artificial intelligence and robotics. *Journal of Hospitality and Tourism Technology*, 15(5), 916–933. [CrossRef]

- Kilson, G. A. (2025). Optimizing employee attraction and retention in hospitality and tourism: A systematic review of employer branding research. *Administrative Sciences*, 15(5), 153. [CrossRef]
- Koc, E., & Bozkurt, G. A. (2017). Hospitality employees' future expectations: Dissatisfaction, stress, and burnout. *International Journal of Hospitality & Tourism Administration*, 18(4), 459–473. [CrossRef]
- Kovačić, S., Knežević, M. N., & Jovanović, T. (2021). The effect of employees' personality on customer focus in the hotel industry. *Journal of East European Management Studies*, 26(2), 243–274. [CrossRef]
- Kuriakose, V., Paul V, M. T., & Bishwas, S. K. (2023). Examining the pathway linking workplace incivility and employee well-being: A study among frontline hotel employees in India. *International Journal of Contemporary Hospitality Management*, 35(7), 2465–2480. [CrossRef]
- Lakatamitou, I., Lambrinou, E., Kyriakou, M., Paikousis, L., & Middleton, N. (2020). The Greek versions of the teamsteps teamwork perceptions questionnaire and Minnesota satisfaction questionnaire "short form". *BMC Health Services Research*, 20(1), 587. [CrossRef] [PubMed]
- Liebhart, U., & Nungesser, S. (2017). Sozial nachhaltiges personalmanagement in mittelständischen Hotelbetrieben—Wie Hotelkooperationen unterstützen können. In D. Lund-Durlacher, M. Fifka, & D. Reiser (Eds.), *CSR und tourismus* (pp. 83–99). Springer. [CrossRef]
- Lundberg, C., Gudmundson, A., & Andersson, T. D. (2009). Herzberg's two-factor theory of work motivation tested empirically on seasonal workers in hospitality and tourism. *Tourism Management*, 30(6), 890–899. [CrossRef]
- Mahdzar, M., Abd Gani, A., & Isa, S. S. (2023). Effects of intrinsic motivation on hotel employees' job satisfaction. *International Journal of Academic Research in Business and Social Sciences*, 13(5), 117–123. [CrossRef] [PubMed]
- Mayring, P. (2000). *Qualitative content analysis*. *Forum qualitative sozialforschung/forum: Qualitative social research*. Available online: <https://www.qualitative-research.net/index.php/fqs/article/view/1089> (accessed on 15 January 2023).
- Melé, D. (2016). Understanding humanistic management. *Humanistic Management Journal*, 1(1), 33–55. [CrossRef]
- Mishchuk, H., Bilan, Y., & Mishchuk, V. (2023). Employment risks under the conditions of the COVID-19 pandemic and their impact on changes in economic behaviour. *Entrepreneurial Business and Economics Review*, 11(2), 201–216. [CrossRef]
- Mohsin, A., Brochado, A., & Rodrigues, H. (2023). Mind the gap: A critical reflection on hotel employee turnover. *International Journal of Contemporary Hospitality Management*, 35(7), 2481–2495. [CrossRef]
- Morita, S. (2006). Intention to serve the same company for long years and job satisfaction in Japanese workers. *The Japanese Journal of Psychology*, 76(6), 534–539. [CrossRef]
- Neuhauser, J., Höttinger, S., El-roumy, M., Steindl, S., & Wexenberger, Y. (2022). *Was steckt hinter dem personalmangel? Arbeitsbedingungen in gastronomie und hotellerie in Oberösterreich*. Available online: https://ooe.arbeiterkammer.at/interessenvertretung/arbeitswelt/arbeitsbedingungen/AB_2022_Gesamtbericht_Arbeitsbed_Gastronomie_Hotellerie_OO-.pdf (accessed on 15 January 2023).
- Oberösterreich, A. K. (2022). *Gastronomie und hotellerie: Bessere arbeitsbedingungen als rezept für die zukunft*. Kammer für Arbeiter und Angestellte Oberösterreich.
- Ogunyemi, K., Ogunyemi, O., & Okoye, E. (2022). *Humanistic perspectives in hospitality and tourism* (Vol. 1). Palgrave Macmillan.
- Pan, W., Sun, L., Sun, L., Li, C., & Leung, A. (2018). Abusive supervision and job-oriented constructive deviance in the hotel industry. *International Journal of Contemporary Hospitality Management*, 30(5), 2249–2267. [CrossRef]
- Park, S., Kwun, D. J., Park, J. Y., & Bufquin, D. (2022). Service quality dimensions in hotel service delivery options: Comparison between human interaction service and self-service technology. *International Journal of Hospitality & Tourism Administration*, 23(5), 931–958. [CrossRef]
- Pham, V. K., Giao, L. L. P., Do, H. D., Pham, T. T. D., & Matošková, J. (2025). Climate as a bridge between knowledge and retention. *Current Issues in Tourism*, 1–9. [CrossRef]
- Prien, K. O., & Prien, E. P. (2003). A prescribed employee fitness program and job-related attitudes. *Psychological Reports*, 93(1), 153–159. [CrossRef]
- Raub, S., Alvarez, L., & Khanna, R. (2006). The different roles of corporate and unit level human resources managers in the hospitality industry. *International Journal of Contemporary Hospitality Management*, 18(2), 135–144. [CrossRef]
- Rheeders, T., & Meyer, D. (2022). The development of a regional tourism destination competitiveness measurement instrument. *Tourism and Hospitality*, 4(1), 1–20. [CrossRef]
- Saito, H., Brozović, D., & Baum, T. (2025). Well-being of hospitality employees: A systematic literature review. *International Journal of Hospitality Management*, 124, 103955. [CrossRef]
- Shahzad, M. A., Wang, X., Li, Z., & Junaid, M. (2025). The nexus between green HRM, employee well-being, and citizenship behavior: Exploring the mediating role of employee sustainability and motivation. *International Journal of Hospitality Management*, 126, 104053. [CrossRef]
- Stangl, A., & Höttinger, S. (2022). *AK analyse zeigt: Der Arbeitskräftemangel in gastronomie und hotellerie ist weitgehend hausgemacht das personalproblem ist ein alter hut*. Available online: https://ooe.arbeiterkammer.at/service/presse/PKU_2022-05-04_Personalmangel.pdf (accessed on 22 January 2026).

- Steger, M. F., Dik, B. J., & Duffy, R. D. (2012). Measuring meaningful work: The work and meaning inventory (WAMI). *Journal of career Assessment*, 20(3), 322–337. [CrossRef]
- Stepstone. (2025). *Gehaltsinformationen für berufe im bereich gastronomie, hotellerie*. Available online: <https://www.stepstone.at/gehalt/Gastronomie-Hotellerie/> (accessed on 31 December 2025).
- Stępień, B., & Świątowiec-Szczepańska, J. (2022). The role of public aid and restrictions' circumvention in SMEs' pandemic survival strategies. *Entrepreneurial Business and Economics Review*, 10(4), 23–36. [CrossRef]
- Story, J., Castanheira, F., & Hartig, S. (2016). Corporate social responsibility and organizational attractiveness: Implications for talent management. *Social Responsibility Journal*, 12(3), 484–505. [CrossRef]
- Tanwar, K., & Kumar, A. (2019). Employer brand, person-organisation fit and employer of choice. *Personnel Review*, 48(3), 799–823. [CrossRef]
- Tromp, D., & Blomme, R. (2014). Leadership style and negative work-home interference in the hospitality industry. *International Journal of Contemporary Hospitality Management*, 26(1), 85–106. [CrossRef]
- Tziner, A., & Vardi, Y. (1984). Work satisfaction and absenteeism among social workers. *Work and Occupations*, 11(4), 461–470. [CrossRef]
- Weerakit, N., Eason, D., & Chaiyasain, C. (2025). Workplace mental well-being: Exploring its effects on employee turnover intention in the Thai hotel industry. *Journal of Quality Assurance in Hospitality & Tourism*, 1–30. [CrossRef]
- Weiss, D. J., Dawis, R. V., England, G. W., & Lofquist, L. H. (1967). *Manual for the Minnesota satisfaction questionnaire* (Vol. 22). University of Minnesota, Industrial Relations Center.
- Wong, A. K. F., Kim, S. S., & Xu, Y. (2025). Does hotel employees' mental health matter? Assessment of its antecedents and coping behavior. *International Journal of Hospitality Management*, 126, 104084. [CrossRef]
- Yavuz Sercekman, M., & Akca, M. (2025). Transforming managers with mindfulness-based training: A journey towards humanistic management principles. *Current Psychology*, 44(2), 1382–1394. [CrossRef]
- Yikilmaz, İ., Sürücü, L., & Güleriyüz, İ. (2023). Workload, life satisfaction and intention to leave in hotel businesses. *Journal of Tourism and Gastronomy Studies*, 11(2), 1395–1415. [CrossRef]
- Yu, Y., Xu, S. T., & Li, G. (2023). Abusive supervision and emotional labour on a daily basis: The role of employee mindfulness. *Tourism Management*, 96, 104719. [CrossRef]
- Zoghbi-Manrique-de-Lara, P., Ting-Ding, J., & Guerra-Báez, R. (2016). Indispensable, expendable, or irrelevant? Effects of job insecurity on the employee reactions to perceived outsourcing in the hotel industry. *Cornell Hospitality Quarterly*, 58(1), 69–80. [CrossRef]

Disclaimer/Publisher's Note: The statements, opinions and data contained in all publications are solely those of the individual author(s) and contributor(s) and not of MDPI and/or the editor(s). MDPI and/or the editor(s) disclaim responsibility for any injury to people or property resulting from any ideas, methods, instructions or products referred to in the content.