Thesis Andaz Amsterdam Prinsengracht

A study at Andaz Amsterdam Prinsengracht on the attractiveness of the organization to the new generation 'Millennials'.

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"How attractive is Andaz Amsterdam Prinsengracht to Millennials, and how can the organization improve this?"

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Preface

This report was written as a thesis project about Andaz Amsterdam Prinsengracht. It was the final assessment in order to graduate the International Human Resources Management programme at Saxion University of Applied Sciences in Enschede.

As of September until February of the school year 2018-2019, I have been a trainee at the Human Resources department of another brand of the portfolio of Hyatt, Hyatt Regency Amsterdam, located in Amsterdam East. During this period, I have been able to develop the skills and knowledge learned during this education. After this internship, I got the opportunity to work for Andaz Amsterdam Prinsengracht to do this thesis assignment. I would like to thank both Hyatt Regency Amsterdam and Andaz Amsterdam Prinsengracht for giving me this opportunity.

During my time at Andaz Amsterdam Prinsengracht, I noticed that employee retention has been a difficult point. Due to the growing labor market within the hospitality industry, it is has been difficult to retain current employees and filling open vacancies. A brainstorm session about this subject with Sarah Abels (Human Resources Asst. Manager) and Lydia Zuurbier (Cluster Director of Human Resources) aroused my interest.

During the process of this research, there have been multiple people who supported me and helped me writing this thesis project. Firstly, I would like to thank Floortje Vening – Tausch and Jos Mesu, who have been my supervisors from the International Human Resources Management programme. Despite the longer process, Floortje and Jos have always been there for me if I had questions or when I could not figure something out. Even though there has been a long distance between Amsterdam and Enschede, they made sure to have meetings with me every couple of weeks to give me feedback on my work. I experiences this to be very helpful in the process of this research and I would like to thank them for their help.

Secondly, I would like to thank the Human Resources department of Andaz Amsterdam Prinsengracht. Sarah Abels and Lydia Zuurbier have allowed me to conduct this research within the hotel and have guided me through the process. I hope that they are happy with the results and outcomes of this research and that the recommendations I have provided will be beneficial for them.

Thirdly, I want to thank all employees within Andaz Amsterdam Prinsengracht who participated in the research. Without them, I would not have been able to conduct this thesis project and I am very thankful that they were willing to share their thoughts and opinions with me.

To conclude, working on this thesis project has been a significant but educational challenge for me. I have the feeling that all of the skills and knowledge I have developed during the International Human Resources programme have come together to challenge me to use it into one final assessment. Hopefully I have lived up to the expectations of the International Human Resources programme and will be able to grow into a successful HR professional in the future.

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Management Summary

This research has been conducted amongst employees of Andaz Amsterdam Prinsengracht located in the city centre of Amsterdam, which is one of the hotels within the portfolio of Hyatt Hotels Corporation. This luxury collection reflects the unique personality of each locale and is dedicated to creating natural and vibrant living spaces where travellers can indulge in their own personal sense of comfort and style. Turnover in the hospitality industry rose by 2% last year and is increasing continuously over the years. Due to shortages on the labour market, employees have many organizations from which to choose. This makes it difficult for Andaz Amsterdam Prinsengracht to find new staff members, and retaining current employees becomes a crucial and important topic. Therefore, it is vital to research job and organization attractiveness within Andaz Amsterdam Prinsengracht. This leads to the following aim for this research: *to assess which elements will be most effective to improve employer attractiveness among employees within the organization, Andaz Amsterdam Prinsengracht needs to create an action plan and detailed recommendations on retaining their employees, which will positively affect turnover.*

In terms of theory, job and organization attractiveness can be defined as the overall opinion that an employee has about the degree of attractiveness of a job and organization (Chapman et al., 2005). In general, employees regard a job as attractive if the job and the environment in which it is carried out appeals to them (Corporaal, 2014). Opinions are divided regarding the definition of Millennials. Smolaand Sutton (2002) state that Millennials are born between 1979 and 1994 instead of between 1980 and 2000 (Schullery, 2013). According to Nolan (2015), half of the workforce will consist of Millennials in 2020. Furthermore, it is suggested that an estimated 75% of the workforce in general will consist of Millennials in 2025. To successfully retain the new generation, it is important to invest in the job and organizational attractiveness of Andaz Amsterdam Prinsengracht. The outcome relates to the job choice of employees and is therefore an important aspect (Barber, 1998). Many studies address attractive employment practices and they have determined which job- and organization characteristics are related to attractive employment. Chapman (2005) identifies three job- and organizational characteristics that relate to attractive employment practices: 1. Work content (challenge, variety and autonomy), 2. Work environment (colleagues, manager, training and development, workplace and flexibility), and 3. Image (the type of products and services). The attractiveness within Andaz Amsterdam Prinsengracht will be measured based upon above characteristics. The results of this research aim to solve the following research question: *"How attractive is Andaz Amsterdam Prinsengracht to Millennials working in the organization and how can the organization improve?"*

A quantitative method was selected for this research. This method allows the researcher to analyze a significant amount of data and to target a large group of participants. The survey questions are based on the research of Corporaal (2014), and questions are asked about the characteristics that influence job- and organization attractiveness. The survey was distributed by e-mail and on paper amongst a select group of participants: the Millennials working within Andaz Amsterdam Prinsengracht. Not all employees within the hotel have an Andaz e-mail address. Therefore, the researcher actively attended the morning briefings of the different departments to assist employees in completing the survey on paper. The Cronbach's Alpha score of the different indicators and characteristics was discussed. Except Workplace, all characteristics were sufficiently reliable. A possible reason for this might be that the questions regarding Workplace has not received similarity in answers and therefore the results from this target group did not meet the research expectations and are not as reliable as other results. The response rate of the survey is 58% amongst participants.

The overall result of the computed job- and organizational attraction amongst the participants in the hotel is 3.45 on a scale of 1 to 5. In terms of the characteristics, the results of job- and organization attraction demonstrated that work environment scored the lowest, work content scored higher and the image of the organization the highest. Work Content, Work Environment and Image will have asignificant influence on job- and organization attractiveness when they are improved. Variety, Flexibility, Training and Development and Workplace received the lowest scores within the three characteristics and are, therefore, important improvement points. Therefore, the recommendations focus on the improvement of these characteristics.

The research question of this research is: *"How attractive is Andaz Amsterdam Prinsengracht to Millennials working in the organization and how can the organization improve this?"* As previously mentioned, variety, flexibility, training and development and workplace received the lowest scores by participants. However, training and development and challenge are perceived as highly important and have high correlations to attractiveness (Corporaal, 2014). Andaz Amsterdam Prinsengracht can improve the Work Content and Work Environment in order to improve employee retention, which is crucial because of the staff shortage within the hospitality industry in The Netherlands. This will lead to a lower staff turnover.

The overall recommendation of this research regarding Andaz Amsterdam Prinsengracht is to invest in employee retention, as this will lead to a lower staff turnover. This research offers different recommendations on how this can be achieved. The answer to the research question indicates that Andaz Amsterdam Prinsengracht can still significantly improve their job- and organization attractiveness within the hotel, specifically focused on Work Content and Work Environment. Therefore, the recommendations focus on improving these topics. The first recommendation is to implement a system of job rotation, which will increase job variety and learning and development. The second recommendation is to implement a system of job crafting, which will increase learning and development, flexibility and the overall challenge of filling different positions. The third recommendation is to implement Olympia to create flexible working hours, which will increase flexibility for employees and the organization. The last recommendation is to make the offices on the fifth floor more creative, which will help the office departments work more easily and in a pleasant environment. The fifth floor should radiate the same atmosphere as the atmosphere of the hotel. These recommendations can lead to improved employee retention and to a lower staff turnover now and in the future.

Chapter 1. Introduction

This chapter discusses Andaz Amsterdam Prinsengracht in general, its organizational context as well as the hospitality sector within the Netherlands.

1.1 The Organization

1.1.1. Andaz Amsterdam Prinsengracht

Andaz Amsterdam Prinsengracht is part of Hyatt Hotels Corporation, which is a leading global hospitality company with 14 different brands. The headquarters is situated in Chicago. A typical Andaz hotel delivers an innovative hospitality experience that blends personal preferences with attentive and uncomplicated service. This luxury collection reflects the unique personality of each locale, and it is dedicated to creating natural and vibrant living spaces where travellers can indulge in their own personal sense of comfort and style.

The Andaz Amsterdam Prinsengracht hotel is a five-star lifestyle hotel and is part of the Hyatt Hotels Corporation. The hotel has 122 rooms (five of which are suites), the Blue Spoon restaurant, Spa and Fitness, three meeting spaces and a separate bar "Bluespoon", which is well known in Amsterdam.

Overall, Hyatt demonstrates care by acknowledging people and getting to know them as individuals so that they can design and deliver personal experiences. Making a difference in the lives of the people they touch is very important for Andaz Amsterdam Prinsengracht.

The hotel is focused on becoming the most preferred brand in each segment that they serve. They believe that they will reach this goal by caring about the people with whom they interact.

1.1.2. Culture within the organization

Andaz Amsterdam Prinsengracht aims to position itself as the leading provider of authentic hospitality and sincere service in the city of Amsterdam. To achieve this, they not only have to maintain the best physical building but, more importantly they have to build a team that will consistently offer superior service and hospitality. The management team of Andaz empowers the employees with the confidence and ability to make the on-the-spot adjustments necessary to ensure complete guest satisfaction. They train and constantly update their employees' guest-relation skills and support their guest-relation decisions.

There is no single "type" of employee. So many different people of all ages, from around the world and in at least 15 different departments work there. Employees have two things in common: their love of hospitality and a unique identity. The hotel encourages people to be themselves and this is taken very seriously. Nevertheless, an aging situation has recently arisen among executive professions, such as housekeeping and front-office staff. Some employees complain about their backs and joints because of the harsh working conditions, since they have to stand for long periods and have to lift heavy luggage.

1.1.3. Structure of the organization

The hotel has fifteen departments comprising people with many different educational levels, ages, ethnic backgrounds and nationalities. The purpose of Hyatt is 'we care for people so they can be their best'. This sentence functions as the foundation of their overall strategy.

The hotel has 165 employees at the reference date of 9 September 2019 and a large flexible staff of part-time employees. The majority of the employees (68.6%) work on a fulltime basis. Only 2% have a zero hour contract.

There is substantial contract flexibility since at least 35% of employees are employed for less than a year. As discussed, there is significant deflation in the hospitality industry and, therefore, also in the hotel. Of course, the hotel does not immediately offer the new employees a permanent contract. The aim is nevertheless to retain as many employees as possible and thus to increase the workforce, both numerically and qualitatively in terms of experience.

The salaries within the hospitality industry are low and therefore result in competition. Employees are scaled up with standard salaries in order to be able to differentiate their competitors by means of salary. In addition, the average lower salary is supplemented by secondary employment conditions, such as 12 free nights at Hyatt hotels around the world, a guest experience where employees spend a night in their hotel as guests, a travel allowance, two weeks paternity leave, local discount banks, insurance and local boutiques and the Hyatt spa, training courses and workshops, hotel meals, international opportunities, and new staff from abroad are accommodated in the hotel for the first two weeks.

1.2. Organizational Context

Within the organizational context, the external and internal developments within the hospitality sector and Andaz Amsterdam Prinsengracht are discussed. This clarifies the reason for the research and the aim of the research.

1.2.1. External context

The hospitality industry is characterized by its outputs of service products, which in this case is to satisfy the demand for accommodation and food and beverages. Within the hotel branch, employees play a key role in the daily operations, therefore it is important to determine how attractive the organization is and how they can improve. According to Statistics Netherlands (CBS), turnover in the sector hotels and restaurants rose by almost 2%. Turnover in this sector has increased steadily over the years (CBS, 2019).

Although turnover is considered a major problem in the hospitality industry, limited research examines its influence on the employee's decision to remain at or leave the organization (Iverson & Deery, 2007). The labour market development that has the greatest impact on business operations is the shortage of well-trained hospitality workers in the Netherlands (Koninklijke Horeca Nederland, 2019). In the case of a hotel, their staff is the largest cost item and a very valuable investment that mostly depends on the success of the organization. Nevertheless, many employees leave the industry for various reasons, such as the physical working conditions, work pressure and salary (Blomme et al., 2013). The most significant reason is the fact that organizations in the general business services are eager to provide hospitality staff and they simply pay better (Blomme et al., 2013).

Due to the shortage in the labour market, employees have many organizations and employers from which to choose. Furthermore, all organizations are certainly sourcing staff, such as employees with hospitality qualities that can earn more in other industries and leave the hospitality industry. Within the first two months of 2019, the number of hotel stays increased by 6.5% (Gemeente Amsterdam, 2019). Iamexpat published an article in 2018, stating that 20% of Dutch employers face staff shortage due to growing industries, and that the hospitality industry is one of the industries that experience staff scarcity (Solanki, 2018).

Each year, attendees of the Deloitte European Hotel Investment Conference participate in their industry survey, which creates a factsheet on the current and future developments of the Dutch and European hotel industry (Deloitte, 2019). One of the outcomes is that Amsterdam retains the title of the most attractive European city for investment in 2019. Furthermore, they mention "over tourism" will appear which will be a risk for the European hotel industry (Deloitte, 2019). According to the Netherlands Board of Tourism and Conventions (NBTC), the number of tourists in the Netherlands is set to soar the coming years (I am Expat, 2019).

Proven that the hospitality industry is continuously growing, more tourists are visiting the top European cities, Amsterdam in particular, more nights are spend in hotels and more hotels are opening their doors which ends in having even more competition in the industry. Therefore, staff shortage is a significant and important topic within the hospitality industry and will remain an increasing problem. These reasons make it important to retain current staff and recruiting suitable candidates, this will remain difficult.

Employees with hospitality qualities can earn more in other industries and leave the hospitality industry. As a result, the replacement demand is high and around 90,000 people must be recruited annually. Therefore, maintaining good staff is the biggest challenge. This shown in the fact that the flexible shell of catering establishments has only increased to a limited extent since 2008 by only 4% around temporary and on-call workers (Groenemeijer, De Kort, Marchal, Grotenhuis, & Zwaneveld, 2017). The rapid recovery of the economy and the rising number of vacancies is a difficult situation and on this point, catering establishments are competing strongly with each other. The catering staff is generally young.

Competition

According to Sales Manager Raoul Fokke, Andaz has five real competitors. These are the Pulitzer hotel, The Dylan, the InterContinental Amstel hotel, the Conservatorium hotel and Hotel Sofitel Legend the Grand. These are designated as competitors because of their distinctive type of rooms, the quality of the service and the general location (personal communication, 2018). If a new competitor is added, this will undoubtedly be noticed by the long-term construction of a new hotel. Bankruptcies will also not come as a surprise due to the mandatory publication of financial figures.

Opportunities and threats

The threats to Andaz are based on the following topics. First, the supply of luxury accommodation in Amsterdam is increasing, which increases potential competition. Secondly, the purchasing behaviour of consumers is changing. People nowadays share more instead of buying, creating a sharing economy. This has resulted in considerable growth of the supply in alternative accommodations such as Airbnb. As a result, the demand for traditional accommodation is changing and more efforts are needed to create value for guests. Finally, Brexit can lead to a decrease in tourists from the United Kingdom. At least 16% of all tourists in the Netherlands come from there.

Collective Labour Agreement

The current Horeca CAO between trade unions Koninklijke Horeca Nederland as the employer representative, CNV, and the employers' organizations forms the general guideline for Andaz Amsterdam Prinsengracht. All functions in the hotel have been rated via this collective agreement, from chefs to HR and from Housekeeping to hotel management (personal communication, 2018). In addition, occupational safety, working hours, personal development, remuneration systems, vitality management, and pension accrual are regulated in the collective labour agreement. This is a minimum CLA, deviating in the interest of the employee is permitted. The FNV Horeca trade union calls this CLA "the worst hospitality CLA ever" and the salary scales in it start around the minimum wage. Many reimbursements have also been abolished and working hours have become more flexible (FNV Horeca, 2018).

One of the reasons why employees leave the hospitality industry is because of its low salaries. This is primarily due to the low level of organization at trade unions, especially in the hospitality industry. The organization rate was between 2012 and 2016 on average at 19% of all employees in the workforce (everyone between the ages of 15 and 75).

1.2.2. Internal developments

Secondly, internal developments within Andaz Amsterdam Prinsengracht are discussed, including a new strategy of clustering positions with more responsibilities and tasks and therefore the effect on employee engagement.

The technology in the hotel is partly outdated. On one hand, it is possible to check-in by I-pads and the hotel and Hyatt overall has an innovative HyattConnect intranet, financial systems such as I Scala and other modern systems. On the other hand, the programs for hotel operations such as checking in, available rooms and reserving tables are still carried out on Opera and Macros systems and all HR work is conducted via Word and Excel. In July, Kronos will be implemented, which is a time registration system for employees. This system will be linked to the salary administration, which will ensure smoother HR processes.

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Andaz will use a new strategy within the Event, Sales and Marketing department. Andaz needs to collaborate more with its sister hotel Hyatt Regency Amsterdam to address the competition. Most employees within this department are clustered, which means they work for both hotels.
The purpose is finding the right fit for all guests. This means for the particular positions, that more experience and responsibility are needed. Therefore, flexibility in all aspects is expected from employees.

1.3 Reason for the research

As discussed in the previous chapter, the hospitality sector keeps growing and has to compete with other companies worldwide. Therefore, it is difficult for Andaz Amsterdam Prinsengracht to fill their open vacancies and retain their employees. Securing and retaining skilled employees plays a significant role because the knowledge and skills of employees are central to the organization's ability to be economically competitive. Once employees feel they are no longer growing, they begin to look externally for new job opportunities (Kyndt et al., 2009).

Within Andaz Amsterdam Prinsengracht, 136 of the 160 employees working within the organization are born between 1980 and 2000, and are therefore called "Millennials". It is important that organizations attract this generation, as they are the generation currently seeking for a job. Therefore, it is important to determine how attractive Andaz is and how they can improve this to attract and retain their important target group. According to Corporaal et al. (2012), 200.000 young adults enter the workforce annually. These young job seekers are often called the Millenials, the new generation born between 1980 and 2000. This generation is shaking up the workplace and is serious about changing work environments to meet their needs (Alsop, 2008). This generation has its own preferences for jobs and organizational characteristics (Corporaal, 2014).

Research indicates that Millennials want to have a well-divided work-life balance (Overdijk, 2017). Andaz is struggling with this issue, and this will be addressed later. The organization spends much effort in recruiting suitable employees for all the various jobs. It is a significant challenge to find the right fit for the job.

Nowadays, in our society, organizational performance increasingly depends on the quality of staff. Therefore, retaining sufficient and suitable people is becoming an important strategic activity. Simply stated, if an organization is not attractive to employees, they will leave the organization at an early stage. Moreover, the attractiveness of a job or an organization is also important to estimate the intention and actual choice of employees. Having this information can help with the retention of current staff and potential candidates in the future.

An organization that wants to survive needs to ensure that it positions itself in an attractive way on the labour market (Corporaal, 2014). Literature shows that it is difficult to attract Millennials and that, once hired, they do not remain for long. Millennial turnover is high; they move fast and want to be challenged. Millennials are loyal to people, therefore relationships are important to them. During a conversation with the restaurant manager of the hotel, it was mentioned that employees can earn more in other industries and therefore not only leave Andaz, but also they choose to leave the hospitality industry. The fact that the organization cannot compensate monetary shows that it is even more important to determine how attractive Andaz is as an employer and in which ways the organization can develop their job- and organization attractiveness (Corporaal, 2014).

Thus, research on the topic of attractiveness amongst the new generation within Andaz Amsterdam Prinsengracht is highly important and will have a positive effect on the retention of employees. Furthermore, it can have a negative effect on organizational performance if problems are not solved.

1.4. Theoretical justification

Job and organization attractiveness can be defined as the overall opinion that an employee has about the degree of attractiveness of a job and organization (Chapman et al., 2005). In studies, job and organizational attractiveness are often used as a concept, and attention is paid to both the attractiveness of a job and that of an organization (Chapman et al., 2005).

In general, employees find a job attractive if the content of a job and the environment in which it is carried out appeals to them (Corporaal, 2014).

Opinions are divided about the definition of Millennials. Smola and Sutton (2002) states that Millennials are born between 1979 and 1994 instead of between 1980 and 2000 (Schullery, 2013).

According to Nolan (2015), half of the workforce will consist of Millennials in 2020. Furthermore, it is suggested that an estimated 75% of the workforce, in general, will consist of Millennials in 2025. In chapter 2, the above theory is discussed further.

1.5. Aim of the research

As mentioned in above paragraph, this research addresses the topic of the job- and organization attractiveness amongst the new generation "Millennials" within Andaz Amsterdam Prinsengracht.

Within this thesis, the different elements that show the attractiveness of an organization are investigated amongst the Millennials working within the organization. Furthermore, recommendations of the outcomes need to increase the attractiveness to the new generation Millennials within the organization and should improve the retention of current staff and provide opportunities for further research into attracting new staff.

Thus, to assess which elements will be most effective in improving the employer attractiveness among employees within the organization, Andaz Amsterdam Prinsengracht needs to create an action plan and clear recommendations on retaining their employees, which will lead ensuring a positive effect on their turnover.

1.6. Reading guide

The first chapter explains what Andaz Amsterdam Prinsengracht does and stands for, their values and highlights of the external and internal context, which leads to the study for which this research is conducted: determining how attractive Andaz Amsterdam Prinsengracht is and how they can improve their attractiveness to improve business outcomes.
The second chapter presents the theoretical justification, which discusses the definitions of Millennials and employer attractiveness, why attractiveness is important for an organization, and what the needs and expectations are of the new generation of Millennials. Furthermore, this chapter proves the importance of Millennials in the current workforce and therefore the need and importance of this research.
The third chapter consists of the method of the research. It explains why a quantitative research method has been chosen, discusses the research group, how the data has been gathered and how the analysis has been made. Furthermore, it provides an overview of the demographics of the respondents, which will be compared to the demographics of the research group.
The fourth chapter presents the results of the research by answering the sub-questions of the research, followed by of a conclusion of the research in the fifth chapter, which offers an interpretation of the results mentioned in chapter four. It links the results to literature used and answers the research question. The last (sixth) chapter of this research discusses the recommendations based on the answers of the research questions. It states the elements that should be improved to reach the desired outcome for the organization. Practical ideas and recommendations for improvement will become clear, which can have a positive effect on the attractiveness of the organization to Millennials and, ultimately, the retention of employees.

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Chapter 2. Theoretical framework

The previous chapter establishes the aim of the research, which is to improve the attractiveness of Andaz Amsterdam Prinsengracht to the new generation. This can increase employee performance, employee retention and the overall organizational performance. In the hospitality industry in particular, employees' mental outlook, mood and behavior are very important as they exert a critical influence on performance, outcomes and guest satisfaction (Kattara et al, 2015). This chapter concludes with a conceptual model followed by the research questions.

2.1. Millennials – expectations and needs

Research demonstrates that Millennials have different attitudes, values, beliefs and aspirations in the workplace compared to previous generations. Corporaal et al. (2012) suggest that Millennials value freedom, challenges and space for their private life. It is important that organizations understand the expectations and needs of this group (Corporaal et al., 2012).

Job-hopping appears to be a trend within this new generation (Vollering, 2011). According to Vollering, organizations should pay more attention to recruiting and retaining the newer generation. Research by Vollering. (2011) indicates that around 53% of the young workers have had already between five different employers. The new generation wants to decide themselves how they want to grow through their career, without committing to one employer. When they feel they have finished learning, they will look further.

Millennials work well in teams, are motivated by significant tasks, prefer open and transparent communication and communication technologies (Smith & Nichols, 2015). Literature shows that a challenge faced by many working people is to find the right balance between their work and family life. Research indicates that work-life balance is highly valued by Millennials in general and is, therefore, a priority. The millennial generation has been fully involved in the quickly changing technology wave. They adopt the new technologies into their lives and become experts. Millennials find that technology makes their life easier. Technology makes it easier to combine work and personal life (Cara, 2009), which also plays a significant role within the hotel, and is shown by Millennials during conversations. Working in hospitality means working on days that others are off, having changing schedules, and some departments have night shifts. Therefore, it can be a challenge to acquire a work-life balance when working in the hospitality industry.

It is clearly proven that they are impatient, want to achieve their career goals quickly and receive immediate feedback. When communication is perfect and frequent, this should not be a problem (Beekman, 2011).

2.2. Attractive employment

According to the Collins dictionary (2019), attractiveness means providing pleasure or delight, especially in appearance or manner. Some research suggests that organizational attractiveness can be explained in terms of organizational reputation. Furthermore, in marketing, organizational attractiveness is mostly referred to as branding (Hendriks, 2016). Attractive employment constitutes an important concept in knowledge-intensive contexts where attracting employees with superior skills and knowledge provides the primary source of competitive advantage. Jobs must attract, develop and motivate employees, while addressing the overall objectives of the organization (Albinger & Freeman, 2000).

2.2.1 Job- and organization attraction

Job- and organization attraction can be defined as the overall opinion that a job seeker or employee has about the attractiveness of a job an organization. This is an important predictor for both the job seeker's intentions to apply and the employee's actual job choice (Chapman et al., 2005).

If an employee is not attracted to a job or organization, they will leave the orientation and application process of the organization concerned at an early stage. If that happens, they can no longer be influenced by other recruitment and selection activities. Therefore, an attractive job and organization is necessary to encourage Millennials to stay with their employer (Corporaal et al., 2012).

To become successful in retaining the new generation, it is important to invest in the job and organizational attractiveness of Andaz Amsterdam Prinsengracht. The outcome relates to the job choice of employees and is, therefore, an important aspect (Barber, 1998).

Many studies have been conducted about attractive employment practices and more is known about which job- and organization characteristics are related to attractive employment. Chapman (2005) proposes three job- and organizational characteristics that relate to attractive employment practices, which consist of different aspects:

1. *Work content – challenge, variety and autonomy.*
2. *Work environment – colleagues, supervisor, training and development, workplace and flexibility in place of work.*
3. *Image – the type of products and services.*

Work content

Challenge
There are many ways to define challenge. It is often defined as when traditional ways and routine work is not challenging enough, new ways of working need to be implemented (Preenen et al., 2011). Challenge within a job is essential for Millennials and influences their choice for a particular job and organization (Corporaal, 2014).

In this research, challenge is measured by a few aspects that the new generation associate with challenge (Corporaal et al., 2012):
1) Learning new things: the new generation prefers solving and dealing with certain problems on their own, or performing more complex tasks in which they learn many different things and perform new tasks (Morgeson, 2003).
2) Performing tasks that show results: the new generation likes to work in an environment with many responsibilities and visibility. According to the research of Corporaal, 2012, a challenge consists when work has a significant influence on improving the organization, performing tasks that provide results and aim to satisfy the consumer.
3) Performing tasks that match current knowledge: the new generation believes that a challenge is created if an appeal is made to what they can already do, and they are confident that they can do it and it does connect with their knowledge (Corporaal et al., 2014)

Variety

Variety of a job can be defined as the degree to which people can perform a various number of tasks. Variety can be associated with type of the work place and social contacts at work. The new generation attaches great value to the ability to work in different departments, teams or places within the organization (Morgeson & Humphrey, 2006). According to Corporaal (2014), properly performing a job depends on the number of different tasks a person has the opportunity to perform.

In this research, variety is measured by a few aspects that the new generation associates with variety (Corporaal et al., 2012):
1) Variety in type of tasks: the variety between the type of different tasks and between simple and difficult tasks (Morgeson & Humphrey, 2006).
2) Variety in type of workplace: the preference of the new generation is to work in different places, departments and spaces within an organization (Corporaal, 2014).
3) Variety in social contacts: the new generation attaches great value to the variety between teamwork and individual tasks. They regard it as important to have contact with different types of colleagues, departments and clients (Corporaal, 2014).

Freedom/Autonomy

Autonomy is often defined as the environment that offers the right degree of freedom to determine goals and the way to achieve these goals. According to Robbins and Judge (2008), autonomy in relation to a job is the degree to which an employee has freedom, independence and a certain form of control in their work.

In this research, autonomy is measured by a few aspects with which the new generation associates autonomy (Corporaal et al., 2012):
1) Freedom in the way of working: the new generation likes to determine how they work, when they do certain tasks and what they do first. They want to spontaneously carry out tasks instead of have a fixed schedule within which tasks need to be done.
2) Clarity about content and expectations of work: the new generation expects clarity about what is expected of them in terms of what they have to do and what they are responsible for, what freedom they have in planning their tasks and the implementation of work (Corporaal, 2014).
3) Given trust to work independently: young people earn trust by feeling that they are not scrutinized for every task they perform. The new generation prefers a manager who does not interfere with their work. Trust is an important aspect that is linked to autonomy because without trust, no one can work in freedom (Corporaal, 2014).

Work environment

Colleagues

Collegiality focuses on shared values in culture, structural collegiality on governance and organization and behavioral collegiality on acts of interpersonal nature beyond the requirements of the culture or organization (Sun, 2008). According to Austin et al. (2014), collegiality can be defined using the following terms: community, respect, value of peers and their work, concern for colleagues, highly valued peer interaction and a sense of belonging. Having social connections and building friendships are key elements for a truly collegial environment (Gappa et al., 2006). Morgeson and Humphrey (2006) determined that colleagues have a positive effect on job satisfaction, organizational involvement and internal motivation.

In this research, colleagues are measured by a few aspects that the new generation associates with colleagues (Corporaal et al., 2012):
1) Atmosphere: the new generation regards it as important that co-workers do respect each other as a person, are honest to each other and do not gossip about their fellow colleagues. Being informal to your colleagues is an important aspect (Corporaal, 2014).
2) Developing friendships: the new generation does not only want to talk about work with their co-workers; they are also sincerely interested in each other. They want to talk to their colleagues about private matters as well as fun subjects and to participate in activities outside work (Corporaal, 2014).
3) Helping each other: for the new generation, helping each other when necessary is highly important. This can be about problems/challenges at work as well as private matters. Giving

and receiving feedback is highly appreciated (Corporaal, 2014).

4) Having fun: humor is highly valued by the new generation at work and outside work. Having a laugh with colleagues and having a working environment in which humor is valued builds joy into work (Corporaal, 2014).

Manager/supervisor

A leader is someone who selects, equips, trains and influences one or more employees who have diverse abilities and skills. The leader focuses on the employees through the organization's mission and objectives, causing the employees to willingly and enthusiastically expend spiritual, emotional and physical energy in an effort to achieve the organization's mission and objectives (Winston and Patterson, 2006). Watson (2000) indicates that social contact with colleagues and managers strengthens job characteristics and, thereby, contributes to attractive employment.

In this research, manager/supervisor is measured by a few aspects that the new generation associates with manager/supervisor (Corporaal et al., 2012):

1) Respect: the new generation values a manager who has respect for different ways of thinking, who respects and values colleagues (Corporaal, 2014).
2) Participative leadership style: the new generation prefers a manager that involves employees in decision-making processes, asks for opinions and ideas and consults employees regarding problems, challenges or tasks (Corporaal, 2014).
3) Showing interest: it is very important for the new generation to have a manager that shows interest in them and is someone with whom they can talk about work-related manners as well about their private life. Having a manager who often enquires about personal well-being is highly valued by this generation (Corporaal, 2014).
4) A manager needs to deal with each person individually, listening to them, asking questions and working together. Therefore, a good manager is someone who will help talented people find satisfaction in their work, which is the key to an employee's decision to remain with or leave the organization (Buckingham & Coffman, 1999).

Training and development

According to Corporaal et al. (2012), training and development opportunities are one of the key aspects of attractive job- and organizational characteristics.
Training and development can be defined as the possibility to gain new knowledge and skills (Corporaal, 2014). When organizations invest in training and development opportunities for employees, they are more likely to attract talented employees. When an organization does not want to invest in this, their labor market position will be reduced and talented employees will leave the organization (Van der Heijde, 2006).

The new generation is constantly seeking for new training and development opportunities; they want to continue developing themselves. When they do not have this option, those who highly value this will find another employer who can fulfill their needs (Corporaal, 2014).

In this research, training and development is measured by a few aspects that the new generation associate with manager/supervisor (Corporaal et al., 2012):

1) Training possibilities: the opportunity to attend training during work is highly valued by the new generation. This generation would like to participate in a training program with the possibility to work into higher positions. Furthermore, they value training that is customized to match their current skills and knowledge.
2) Growth opportunities: this generation likes the possibility to grow into different positions; this can be a position with more contact with guests/customers and having greater responsibility and independence (Corporaal, 2014). Creating leadership and management programs helps employees understand their impact on the organization; employees feel more appreciated when an organization recognizes efforts and talents (Gray, 2014).

Flexibility

Flexibility can be defined as the ability to determine when, where and how work is done (Workplace Flexibility, 2010). The new generation prefers having flexible working hours. However, they prefer receiving their schedule in advance, including their working days and times so that they can schedule activities outside of work and change shifts with their colleagues when necessary (Corporaal, 2014).

In this research, flexibility is measured by a few aspects that the new generation associates with flexibility (Corporaal et al., 2012):

1) Working from home: the new generation prefers having the opportunity to work from home occasionally, deciding for themselves when they work from home and not feeling obligated to physically be at work at all times. However, they value contact with colleagues, so this will not happen very often (Corporaal, 2014).
2) Clarity about working days and hours: the new generation prefers having fixed working days and times and they value having a schedule before the time so they know what is expected of them. In this way, they can plan activities around their schedules and change shifts with colleagues (Corporaal, 2014).
3) Flexibility in working days and hours: For the new generation, the possibility to organize their own start and end times of their shifts and to choose their own times to take breaks is preferred as well as the opportunity to work from home. Furthermore, they value being able to work on the days that they prefer and they appreciate it when they can choose their own free days (Corporaal, 2014).

Workplace

The physical working environment influences the execution of work and the working conditions, such as noise and a lack of ventilation. This can lead to an uncomfortable workplace and sometimes even to stress and health damage (Corporaal, 2014).

In this research, workplace is measured by a few aspects that the new generation associates with workplace (Corporaal et al., 2012):

1) Physical demands of a job: the degree of physical activity or movement required to do a job (Corporaal, 2014).
2) Working conditions: hygiene, temperature, smell and the extent to which the workplace is ergonomically responsible (Corporaal, 2014).
3) Availability of materials: the availability, variety and complexity of materials that are needed to perform the work (Corporaal, 2014).

Image

While the work content and working environment contribute to the attractiveness of the employer, the image of the employer is also a significant characteristic. Image can be defined as the image that job seekers have about the organization from the way the organization deals with its employees and customers. A positive organizational image stimulates the sales of products and services and helps to recruit employees (Corporaal, 2014).

Type of products and services

This can be defined as the way in which people outside of the organization observe products or services. The type of products and services contributes to the image of the organization, and when an organization is known because of their innovative products or services, this may signal to the new generation that the working environment in this organization could be innovative and challenging (Cable & Graham, 2000). The new generation indicates that they do not want to work in an organization known for moderate or low quality products, or within a low budget organization (Corporaal et al., 2012).

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2.2.2. Assessing job- and organization attractiveness

In order to fascinate and bind the new generation from the start, it is important to know how the new generation arrives at a job choice. Three theories can be distinguished that describe how Millennials assess the attractiveness of jobs and organizations (Behling et al., 1968).

First, the objective factor theory: The new generation makes a choice by weighing up the pros and cons of a job based on objective job and organizational characteristics. Examples include the following: salary, location, working hours, company car and development opportunities. A job becomes more attractive when these characteristics match their preferences (Behling et al., 1968).

Second, the subjective factors theory: The job choice stems from the new generation's feeling about the similarities between their needs and what the organization offers (the person-organization fit). The image / image that the employee has about the organization is decisive in this. Examples of the image / image are culture and the social involvement of the organization. It is, therefore, necessary that the organization meet the needs of the new generation (Behling et al., 1968).

Third, the critical contact theory: While the first two theories are based on different factors, the critical contact theory is based on an assumption. It assumes that the new generation is not able to distinguish different job opportunities since they have little contact with organizations. In addition, they have limited experience evaluating job alternatives; they read little literature about this and do not discuss it with friends, family, fellow students, etc. When the new generation has the option of several jobs, they are forced to make a choice. Behling et al. (1968) indicates that the new generation makes this choice based on the difference in the way he / she is approached and treated by the organizations. The better someone feels about this approach and treatment, the more attractive the person will find the job and organization.

As explained above, an organization must meet the needs of the new generation, and it is even more important to meet the needs of employees working in the organization. Since employee commitment and retention issues are among the most critical workforce challenges of the immediate future, it is important to keep improving the factors they find most attractive in order to keep current employees on board (Kreisman, 2002).

2.3. Employee retention

Employee retention should be a key part of an organization's vision, mission, values and policies. Most employers often fail to understand why employees leave the organization. According to SHRM (2004), employees quit their job due to reasons that include lack of development opportunities, compensation, poor work/life balance, job stress and unfair treatment (Powell, 2012). Training and development motivates employees to remain loyal to the organization and is, therefore, critical for employee retention (Heathfield, 2008). Recent studies demonstrate that a manager has more power than anyone else does to reduce turnover, since factors that drive employee satisfaction and commitment are mostly within the direct manager's control (Buckingham & Coffman, 1999). It is imperative that a manager effectively motivate and retain employees by opportunities for their learning and growth, good work environment and recognition.

2.4. Conceptual model

Elements, predictors and potential causes have been analysed, therefore, the conceptual model for this research is explained. The conceptual model of job- and organization attraction is based on the research of Corporaal et al. (2012; 2014). Within this model, three predictors are important and central: content of work, working environment and the image of the organization.
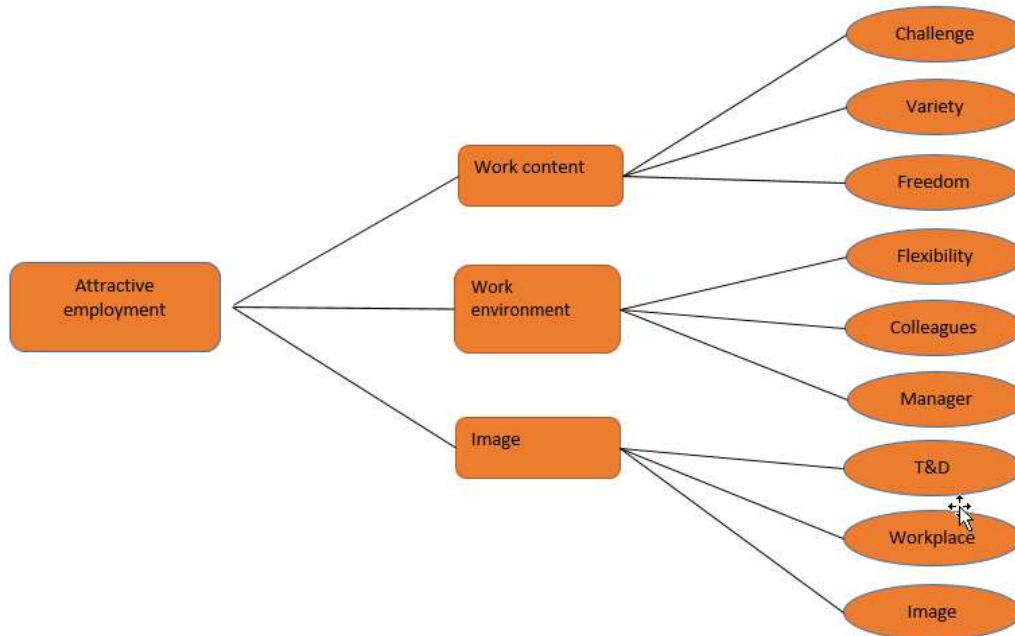

Figure 1. Conceptual model

The job and organizational preferences of Millennials are described in the above conceptual model. Corporaal (2014) conducted research on the strength of job and organization preferences of the new generation per sector group. The model of Corporaal (2014) is based on the research of Chapman et al. (2005), which focuses on the job choices of young job seekers. This research forms the basis of this conceptual model, because it pertinently addresses the question of this research. However, for Andaz Amsterdam Prinsengracht it is important to gain insight into the strength of the job- and organization preferences of a specific group: the Millennials working within Andaz Amsterdam Prinsengracht. Therefore, the researcher has chosen to design a model that highlights the job- and organizational characteristics of work content, working environment and image of the organization. This presents a clear picture of the attractiveness of the job- and organization to the Millennials working within the organization can be predicted to an important extent.

2.5. Main question and sub questions

"How attractive is Andaz Amsterdam Prinsengracht to Millennials working in the organization and how can the organization improve this?"

Below sub questions define how attractive the organization is amongst Millennials working within the organization and which actions they need to take to improve their attractiveness.

1. *How do employees within the category Millennials experience the three organizational characteristics: work content, working environment and image within Andaz Amsterdam Prinsengracht?*

2. *What characteristic of the three organizational characteristics, work content, work environment and image, is most important for employees within Andaz Amsterdam Prinsengracht?*

3. *To what extent do the variables work content, work environment and image influence attractiveness?*

Chapter 3. Methodolody

The previous chapters explain the aim of the research, present the theoretical framework and conclude with the conceptual model. The chosen type of research is described in the following chapter. This chapter consists of a clear description of the population and the method of research.

The purpose of this research for Andaz Amsterdam Prinsengracht is to determine how attractive they are to the new generation and how they can improve in order to recruit young job seekers. In this way, the attractiveness of Andaz Amsterdam Prinsengracht is established and recommendations will be given. A survey list was distributed amongst all millennial employees within Andaz Amsterdam Prinsengracht, which will offer insight into what they regard as important in a job.

3.1 Method

To assess the topic of job- and organization attractiveness within Andaz Amsterdam Prinsengracht, a quantitative research method was selected. The research data of Corporaal (2014) showed which preferences are highly valued by young job seekers, which build the foundation for this research. The survey will be used to measure the employees 'experiences of job- and organizational characteristics and to show if they match with the needs and preferences, so to research what to improve. A list of survey questions based upon the conceptual model, as explained in the previous chapter will been drawn up and distributed amongst the Millennials within Andaz Amsterdam Prinsengracht. The advantage of using this method is that, as job- and organization attractiveness has been measured throughout a significant group of the employees, a survey is a simple method to reach a high number of participants. Furthermore, using a quantitative research method is an effective way to analyze a significant number of data, by using the questionnaire of Corporaal (2014). Through this method, statistical tests can be applied on data and statements and conclusions can be made. A quantitative research method makes it possible to find important facts from research data and to see the differences between groups and demographics (Holton & Burnett, 2005). Another option would be qualitative research. Qualitative data collection methods commonly include focus groups, such as individual interviews and participant observation. Because the group analyzed in this research is a large group, quantitative research was chosen.

3.2. Measurement instrument

The previous paragraph explains that the researcher has chosen to conduct quantitative research with a particular group of participants: the Millennials working within Andaz Amsterdam Prinsengracht. A questionnaire was used to determine which job and organization preferences young job seekers have (see appendix). This questionnaire was designed and validated by Corporaal, Van Riemsdijk and Van Vuuren (2015). In this paragraph, the translation from the conceptual model to the survey is explained. The full list of survey questions is presented in appendix 4.

3.2.1. General Questions

In the beginning of the survey, the participants were asked seven general questions. These questions include whether the participant is male or female, the age of the participants, how many years the participant is working in the organization, how many years the participant is working in total, the highest educational level of the participant, the name of the highest level of the participant and the department the participant works in. For these questions, participants could also choose to answer: "I prefer not to answer". The option was offered as participants might feel uncomfortable answering these specific questions about themselves. By giving this option, the researcher wants to ensure that employees feel comfortable sharing their honest opinion about the subjects questioned in this survey.

As mentioned in the previous chapter, job- and organization attractiveness are measured based on the conceptual model of Corporaal et al. (2012; 2014). The predictors of attractive employment include work content, work environment and the image of the organization.
To ensure the survey is not too time consuming for employees and meets the needs of the group of participants, nine characteristics of the three most important predictors were selected for analysis. Every characteristic consists of various questions that form a topic together. At least three related questions have been asked per subject. At the end of the survey, a question is asked about which of the nine characteristics they find the most important. Participants can rank their answers from 9 to 1, with 9 being the most important characteristic.

Work content

The first characteristic that has been measured is *work content*, which includes three of the nine characteristics: challenge, variety and freedom/autonomy. An example of the questions asked about challenge is: 'In my job, I experience that I do tasks that are new to me'. An example of a question asked about variety is: 'In my job, I do experience that I work in different departments within the organization'. An example of a question asked about freedom/autonomy is: 'In my job, I do experience that I get clarity about my responsibilities'. In the survey, eight questions about Challenge are asked, while there are 10 questions about Variety and nine about Freedom/Autonomy.

Working environment

The second characteristic that was measured is working environment, which includes five out of the nine characteristics: flexibility, colleagues, manager, training and development and workplace. An example of the questions asked about flexibility is: 'In my job, I do experience that I can determine my own start- and end times of the day'. An example of a question asked about colleagues is: 'In my job, I do experience that I have colleagues who help me with my problems at work'. An example of a question asked about manager is: 'In my job, I do experience that I have a manager who regularly asks me how I am doing'. An example of a question asked about training and development is: 'In my job, I do experience that I get the opportunity to follow a part-time course'. An example of a question asked about workplace is: 'In my job, I do experience that I work in a space that is well ventilated'. In the survey, 12 questions about flexibility were asked, while there are eight questions about colleagues, nine about manager, nine about training and development and seven about workplace.

Image

3.2.3. Scale
The researcher has chosen to work with a five-point scale with the following options: totally agree (1), agree (2), neutral (3), disagree (4), totally disagree (5). It was decided to use a scale with uneven numbers because not all the questions would be relevant for all departments within the research organization.

3.2.4. Cronbach's Alpha

The job- and organizational characteristics: work content, work environment and image are measured by various questions which are reliable and valid (Corporaal, 2014).

For this research, Cronbach's Alpha was measured to test whether the research can be considered reliable. For the research to be reliable, the outcome of Cronbach's Alpha has to be as close to 1 as possible; a Cronbach's Alpha that is 0.70 or higher means that the extent to which a set of questions sufficiently measures the same and are, therefore, qualitatively good. When it is lower than 0.50, the questions have not measured the same thing (Sijtsma, 2008).

The exact results of the Cronbach's Alpha analysis are shown in table 2. As measured individually, Challenge scored 639, which is under .70, but still above .50 and Workplace scored .461, which means this result is not reliable. However, when measuring the categories Work content, Work environment and Image shown in table 1, together all three categories remain above .70, which means these results are reliable.

Subject	Cronbach's Alpha	N of items
Work content	.742	27
Work environment	.909	45
Image	.869	3

Table 1. Cronbach's Alpha Result per Category

Cronbach's Alpha – per characteristic

Category	Variable	Cronbach's Alpha	N of items
Work content	Challenge	.639	8
	Variety	.711	10
	Freedom	.811	9
	Flexibility	.898	12
Working environment	Colleagues	.873	8
	Manager	.897	9
	Training & Development	.742	9
	Workplace	.461	7
Image	Image	.869	3

Table 2. Cronbach's Alpha Result per Category and Variable

3.3 Research group

The research group for this research were all Millennials of Andaz Amsterdam Prinsengracht, because job- and organization attractiveness was measured amongst that particular group. In addition, using a quantitative research method allows such a large group to be part of the research. This group consists of around 120 employees. As job- and organization attractiveness was measured throughout all Millennials in the organization, it was important that employees of different departments and different levels throughout the organization completed the survey. This way, the responses of the survey can be representative for the research group.

Now that the research group has been discussed, the demographics of the participants will be compared to the demographics of the research group. A number of 70 Millennials within Andaz Amsterdam Prinsengracht have filled in the survey. Therefore, the response rate is 58% for this research.

Age	Frequency	Percentage	Cumulative Percentage
Younger than 20	1	1,4	1,4
20 – 22	12	17,1	18,6
23 – 25	27	38,6	57,1
26 – 28	13	18,6	75,7
29 – 31	15	21,4	97,1
Older than 31	2	2,9	100
Total	70	100	

Table 3. Age distribution amongst participants

Table 3 shows the age distribution amongst the participants. As shown, the largest group is 23 to 25 years old, followed by the group that is 29 – 31 and 26 – 28. These outcomes are close to reality, as halve of the employees are between 20 and 29 years old. Amongst the participants, 58.6% were female and 41.4% male. A figure showing these results can be found in appendix 4. Table 3 shows that 36 participants have been employed by Andaz Amsterdam Prinsengracht for 2 or less than 2 years, followed by 14 participants working for less than a year and 15 participants working for 4 or less than 4 years. The average number of years that employees remain with Andaz Amsterdam Prinsengracht is 2.2; therefore, this result might be representative of the research group.

3.4. Procedure

The job- and attractiveness of Andaz is measured by an existing survey. This questionnaire is developed and validated by Corporaal (2013). The researcher has chosen to receive the data on paper, because not all employees within Andaz Amsterdam Prinsengracht do have an e-mail address and are not all specialized in technology. Therefore, the survey was distributed amongst the participants on paper. The survey was printed out and during the daily morning meetings was mentioned to fill in the survey as well as during hand-overs from different departments. However, not all employees have had the time to fill it in and the response was low. Therefore, the researcher was present at the hotel for a few days to assist the employees completing the survey and to personally remind employees to do so. In addition, department heads were asked to help their employees complete the survey. Thus, by distributing the survey amongst different platforms, the method is reliable as it does not exclude employees from being able to complete the survey.

3.5. Analysis

First, to analyse the data that was retrieved from the survey, all results were compiled into SPSS (descriptive statistics). Results were shown per question but were also grouped in their categories. Second, all questions belonging to the same category were computed into one result; these results offered an overview of scores per category. Furthermore, the three characteristics leading to job- and organization attractiveness were computed into one result, which provided an overview of the overall score of job- and organization attractiveness. Lastly, the correlations between the characteristics and job- and organization attractiveness were calculated and compared. By analysing this, the characteristic with the largest correlation, and therefore the characteristic with the most significant impact, was shown and this led into further recommendations. Frequency tables were created for all questions and specific results are given.

A quantitative research method was chosen for this research. Therefore, a survey was designed according to the conceptual model, as explained in previous chapter. Two channels have been used to distribute the survey amongst the employees of Andaz Amsterdam Prinsengracht: the hard copy version of the survey was brought to the morning and afternoon briefings of every department and it was sent by e-mail to the department heads. This led to a response rate of 58 percent. The Cronbach's Alpha result is not that positive for every variable. The analysis of data, which was explained briefly in this chapter, is explained in further detail in the next chapter.

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Chapter 4. Results

This chapter provides an overview of the results as obtained by the research. It states the most important results and provides answers to the sub-questions of this research. This chapter illustrates the most important findings and figures. However, a complete overview of figures are presented in appendix 4. No conclusions will be made, as this is done in Chapter 5.

4.1. Results experiences of job- and organization attractiveness

The first sub-question of the research is *(1) How do employees within the category Millennials experience the three organizational characteristics: work content, work environment and image within Andaz Amsterdam Prinsengracht?* To answer this sub-question, the three characteristics were measured through the important variables.

Variables	Mean	Std. Deviation
Work content computed result	3,32	,471
Work environment computed result	3,13	,475
Image computed result	3,91	,938
Total computed result	3,45	,473

Table 4. Computed score characteristics of job- and organization attractiveness

As shown in table 4, the computed results of the three characteristics of job- and organization attractiveness provide a total score of 3.45. The characteristic work environment scored the lowest of the three characteristics with a score of 3.13, closely followed by work content. Image received the highest score of the three characteristics.

4.1.1 Work content

Work content consists of three characteristics: challenge, variety and freedom/autonomy. The researcher chose to use a scale from 1 to 5, where (5) indicates that employees experience this to the highest extent and (1) indicates that employees experience this to a low extent.

Variables	Mean	Std. Deviation
Challenge computed result	3,57	,591
Variety computed result	2,92	,672
Autonomy/Freedom computed result	3,47	,739
Total Score Work Content	3,32	,471

Table 5. Work content computed results

As shown in table 5, the computed results of the three variables of work content provide a total score of 3.32. Andaz Amsterdam Prinsengracht aims for an attractiveness of 70% amongst all Millennials. Therefore, the chosen cut off point is 3.5. Autonomy/Freedom scored the lowest of the three variables of work content. Individuals who score high on autonomy/freedom are independent and have control over their work, know their responsibility and are trusted, which means, in this case, that mostparticipants do not feel this way (Corporaal, 2014). Challenge scored highest of the three variables and higher than the overall work content score. Challenge is characterized by doing tasks that are new and learning new things (Corporaal, 2014). The questions with the highest scores are: 'Do tasks that I know I can already do', 81.4% of the participants voted either agree or totally agree; 'Do tasks that connect to my knowledge', 75.7% and 'Do tasks that produce results for the organization in short-term' 73.3%. This means most participants feel positive about Challenge within their work amongst the three variables. Variety does not meet the cut-off point and can be regarded as low in comparison to the expectation of Andaz Amsterdam Prinsengracht. The score of Autonomy/Freedom is just 0.03 points under the cut-off point. The questions that received the lowest overall score were questions within the element Variety: "In my work I do experience that I do perform many different tasks", 52.9% of the participants voted either disagree or totally disagree and for the question 'In my work I do experience that I work in different departments' 76.2%. The questions with the highest overall score belong to the topic Variety and Freedom/Autonomy, these are: 'get in touch with many different colleagues'.

For this question 70% answered strongly agree and 22.9% agree; 'In my work I do experience that I get clarity about my responsibilities' with 81.4%. These answers indicate that staff members generally do not feel that positive about the variety of their tasks and the freedom they have in their work, but overall do feel challenged. Frequency tables showing these answers can be found in appendix 4.

Challenge

As shown in table 6, employees within Andaz Amsterdam Prinsengracht scored the highest on the variable Challenge, which measures whether employees feel that job- and organization is challenging. Therefore, this result indicates that employees within Andaz Amsterdam Prinsengracht perceive challenge of the job- and organization to be the most positive amongst the three variables. The question that received a lower score within Challenge is 'In my job, I do experience that I do tasks in which I learn many different things'. For this question, 37.2% voted either totally disagree or disagree and 21.4% voted neutral, which means they do not agree or disagree. The questions that received a higher score are 'In my job, I do experience that I do tasks that do connect to my knowledge', 'In my job, I do experience that I do tasks that I know I can already do', 'In my job, I do experience that I do tasks that are new to me' and 'In my job, I do experience that I solve problems that are new to me'. For these questions, over 50% of the participants agreed with these statements. This means, on one hand, they do tasks they have mastered for some time, but they agree that they do learn new tasks and have to deal with new problems. It is important to mention that the scores between the different questions are similar but interesting to see that participants agree that they do new tasks, but disagree that they do tasks in which they learn new things. Therefore, it is interesting to consider possible improvements on this specific topic within Challenge. Frequency tables showing the answers on the questions can be found in appendix 4.

Variety

Employees within Andaz Amsterdam Prinsengracht gave the lowest score to Variety, shown in table 5. Furthermore, this means that employees within the organization perceive Variety within the job- and organization to be the most negative amongst the three variables. The questions with the highest scores over 50% within this variable are 'In my job, I do experience that I get in touch with many different colleagues', 'In my job, I do experience that I get in touch with many different people outside the organization' and 'In my job, I experience that I get in touch with many different departments'. There is a division of opinion about the statements 'In my job, I do experience that I perform many different types of tasks' and 'In my job, I do experience that I have variety between the type of tasks'. For both statements there is no majority that agrees or disagrees.
The questions with the lowest scores are 'In my job, I do experience that I work in different departments' and 'In my job, I do experience that I work in different places within the organization'. Over 60% of the participants voted either totally disagree or disagree. There is dissension about the last question, which is 'In my job, I do experience that I have alteration between simple and difficult tasks'. A total of 52.9% of the participants voted either totally agree or agree, 12.9% voted neutral, so they do not agree or disagree and 34.3% voted totally disagree or disagree. It is important to note that the results of the nine questions are quite similar and Variety scored the lowest of the three characteristics, which is why it is more interesting to consider possible improvements of Variety overall, as a whole, rather than focussing on one of the specific topics. Frequency tables showing the answers on the questions can be found in appendix 4.

Freedom/Autonomy

This variable scored above the total work content score and only 0.03 below the cut-off point, as shown in table 6. The three questions with the highest scores are 'In my job, I do experience that I get clarity about my responsibilities', 'In my job, I do experience that I get clarity about what tasks I have to do' and 'In my job, I do experience that I am not always checked upon'. Over 70 percent of the participants agreed with these statements.
The question with the lowest score is 'In my job, I do experience that I can determine the order in which I do the work myself', above 50 percent of the participants disagreed with this statement.
The other five questions received a slightly higher score, over 50 percent of the participants agreed with these statements. We can see that the outcome of most questions is very similar, therefore it would be interesting to determine how to improve freedom/autonomy within Andaz Amsterdam Prinsengracht. Frequency tables showing the answers on the questions can be found in appendix 4.

4.1.2. Work environment

Work environment consists of five characteristics: flexibility, colleagues, manager, training and development and workplace. The researcher has chosen to use a scale from 1 to 5, where (5) indicates that employees experience this to the highest extent and (1) indicates that employees experience this to a low extent.

Variables	Mean	Std. Deviation
Flexibility computed result	2,38	,996
Colleagues computed result	3,82	,787
Manager computed result	3,66	,712
Training & development computed result	2,68	,735
Workplace computed result	3,11	,629
Total Score Work Environment	3,13	,475

Table 6. Work environment computed results

The three variables of work environment score 3.13 overall, as shown in table 6. We can see that only two of the five variables score higher than the cut-off point, which are Colleagues and Manager.

Flexibility has the lowest score of the five variables with 2.38, which is lower than the total score as well. Flexibility helps with the willingness and ability to respond readily to changing circumstances and expectations. Therefore, it should be important to train employees to approach their job with a flexible mind-set (Corporaal, 2014). Colleagues received the highest score of the three variables, 0.69 higher than the total score of working environment as well. Furthermore, this variable is above the cut-off point of 3.5. Therefore, participants feel most positive about Colleagues within their job- and organization. The next variable is above the cut-off point as well, with a score of 3.66, Manager is the second most positive variable. The other two variables: workplace and training and development do not score that well, with scores below the cut-off point. These answers indicate that employees generally do not feel that positive about their workplace, training and development within the organization and the flexibility of their job- and organization.

Flexibility

As shown in table 6, participants in this survey gave the lowest score to variable Flexibility, which measures whether employees feel they have flexibility in hours, times and type of work in their job. This means that employees perceive Flexibility to be the most negative amongst the five variables of work environment. The two questions which received slightly high scores within flexibility are 'In my job, I do experience that I have clarity in advance about the scheduled days I have to work' and 'In my job, I do experience that I have clarity in advance about the scheduled times I have to work'. For these questions, over 50 percent of the participants agreed with these statements.
With over 80 percent of participants agreeing with 'In my job, I do experience that I can work on days that suit me', this statement received the lowest score of the twelve questions, only 18.6 percent agreed with this statement and 8.6 percent voted neutral.
More than 70 percent of the participants disagreed with the following statements: 'In my job, I do experience that I am not obligated to be physically present at work during all my working hours', 'I can decide for myself when to work from home', 'I can determine my own start- and end times of the day' and 'I can occasionally work from home'. Furthermore, participants do not feel that they have flexibility to take time off and decide when to take a break, more than 58 percent voted either totally disagree or agree. There is clear majority of who agrees or disagrees with the question 'I have the freedom to change working hours with colleagues', 45.7 percent agreed and 47.2 percent disagreed, however 7.1 percent voted neutral, this might be a personal feeling. Because flexibility scored lowest of the five variables, it would be interesting and good to determine which improvements can be done throughout all points. Frequency tables showing these answers can be found in appendix 4.

Colleagues

This variable received the highest score of all five variables. When we examine the scores of the survey in table 20 in the appendix 4, we can see that the participants agreed with almost all statements. The four questions with scores over 80% are 'I have colleagues who help me on their own initiative', 'I have colleagues who help me with my problems', and 'I have colleagues who accept me as a person' and I have colleagues who help each other out a lot'. Colleagues have a positive effect on job satisfaction, organizational involvement and internal motivation (Morgeson & Humphrey, 2006). This means that employees who are in good standing with their colleagues are more satisfied within their job and are more motivated. There is a worrying question: 'I have colleagues who do not gossip about each other'. A total of 41.4% of the participants disagreed with this statement, which means they do experience that colleagues gossip about each other. This indicates a poor connection between employees and the organization. Therefore, it would be interesting to determine which improvements will improve the team spirit. Frequency tables showing the votes on these statements are shown in appendix 4.

Manager

Manager scored 0.16 above the cut-off point and is the second highest variable of all five, as shown in table 6. Two questions scored above 80%, which are 'I have a manager who values me' and 'I have a manager who respects me in who I am'. Social contact between colleagues and managers do strengthen job characteristics and thereby contribute to attractive employment (Watson, 2000). Five questions scored above 60%, which include 'I have a manager who regularly asks me how I am doing', 'I have a manager who shows interest in my private life', I have a manager who respects different ways of thinking', 'I have a manager who consult me when there is a problem' and 'I have a manager that listens to me when tasks need to be done'.
The last two questions scored above 50% but also received a higher neutral score. A total of 55.7% of the participants agreed with the statement 'I have a manager with whom I can talk about private matters', 20% voted neutral and 24.3% disagreed. Therefore, only a small majority agreed with this statement and improvements are needed. A total of 55.7% of the participants agreed upon the statement 'I have a manager who consults me before he/she takes action', 30% of the participants voted neutral and 14.3% disagreed. Therefore, this statement indicates a majority who does agree, but a significant portion of the participants do not agree or disagree and, therefore, do not know what to vote. In this case, it would be interesting to determine where this originates and what can be done to improve communication between the manager and the colleagues. Frequency tables showing the votes on these statements can be found in appendix 4.

Training & Development

This variable scored slightly higher than flexibility and therefore 0.82 lower than the cut-off point and 0.45 lower than the total score of work environment. There is a strong division into where participants agree and disagree with the statements. The statement 'I experience that I can continue to grow to positions with more independence' scored the highest of the nine statements. 67.1 percent of the participants agreed with this statement, which is more than half of them. The two questions 'I do experience that I can do a practice-oriented course that has a direct link to my tasks' and 'I do experience that I can grow to positions with more responsibility' received a majority score as well, above 50% of the participants voted either totally agree or agree. The following five questions received a low score 'I experience that I get the opportunity to follow a part-time course', 'Can do courses during work time', 'Can follow a training program that is linked to moving on to higher positions', 'Get a training course that has been put together for me personally' and 'Can grow to various positions'. Over 50 percent of the participants disagreed with these statements. Therefore, we can say that employees within Andaz Amsterdam Prinsengracht do not experience support in training and development. What is a bit contradictory is the fact that people experience that they can grow into positions with more independence and responsibilities but on the other hand do not feel that they can follow a training program which will help them to move on to higher positions. Therefore, they experience that there are chances for them to move on, but they are not given the right tools to proceed. Frequency tables showing the votes on these statements can be found in appendix 4.

Workplace

According to table 6, workplace has a middle score of 3.11 of the three variables. The score is 0.02 lower than the total score of work environment and 0.39 lower than the cut-off point, which means that the score does not meet the expectations of Andaz Amsterdam Prinsengracht. If we examine the results of this part of the survey, we can see that most of the statements show a positive result if it comes to percentages of totally agree or agree, but there is still not a significant majority. The question with the highest score is 'In my job, I do experience that I have free access to internet', with almost 80 percent of the participants voting totally agree or agree. This statement can be interpreted as neither negative nor positive, since we do not know how the participants experience this fact. More than 50 percent of the participants voted either totally agree or agree on the next four statements 'I work in a space that is well ventilated', 'I work in a clean workplace', 'I can use my cell phone during working hours' and 'I work in a safe workplace'. Having a closer look on the last statement, 54.2% agreed with this statement and 42.8% disagreed, which means that a high amount of participants do not feel that they work in a safe workplace, this is absolutely something that needs improvement. Another statement of which the results are interesting is 'I work in a tidy workplace', 48.6% disagreed with this statement and 38.5% agreed. Within Human Resources, Finance and Revenue Management, 6 respondents agreed with this statement, which means that there is a difference in experiences between the operational departments and the offices. Therefore, a majority of the employees within the office departments are not happy with their workplace. The workplace environment influences the execution of tasks and working conditions such as noise and a lack of ventilation. This can lead to an uncomfortable workplace and sometimes even to stress and health damage (Corporaal, 2014).

4.1.3. Image of the organization

Image is measured around the Millennials in the organization. The researcher has chosen to use a scale from 1 to 5, where (5) indicates that employees experience this to the highest extent and (1) indicates that employees experience this to the lowest extent.

Questions	Mean	Std. Deviation
Produce products or services that are known for their high quality	4,14	1,183
Have many satisfied customers/guests	3,87	1,006
Make innovative products or services	3,73	,962
Total Score Image	3,91	,938

Table 7. Image computed results

A positive image stimulates the sales of products and services and helps in recruiting employees (Corporaal, 2014). Image of the organization scores 3.91 overall, as shown in table 6 and therefore does meet the cut-off point with a higher score of 0.41. With more than 70 percent of the participants agreeing upon the three questions, these characteristics achieved the highest score of them all. The statement with the lowest score is 'In my job, I do experience that I make innovative products or services' with 78.6% of the participants voting totally agree or agree, therefore this is not even a bad score. Therefore the two statements with the highest scores are 'In my job, I do experience that I produce products or services that are known for their high quality' and 'In my job, I do experience that I have many satisfied customers/guests'. If we examine the departments, the operational department score highest on these statements, as well as sales & marketing. We can conclude that this characteristic needs the least attention, but, Andaz Amsterdam Prinsengracht can still improve its image and therefore it is interesting to determine how.

4.2. Results most important characteristics

The second sub-question of the research is *(2) what characteristic of the three organizational characteristics: work content, work environment and image is most important to employees within Andaz Amsterdam Prinsengracht?* To answer this sub-question, the three characteristics were measured by analysing the important characteristics.

The question asked in the survey was: *'Which characteristic do you find most important? Please rank from 9 to 1, with 9 being the most important'.* Important to mention is that these results can be ranked from a lowest to a highest score.

This result is measured on a 9-point Likert scale. As shown in table 8, the scores are all between the 2.41 and 8.10. That is because participants could vote for the most important characteristic, which means the lowest characteristic received only one point, and the highest characteristic 9 points.

Score	Variable
9	Colleagues
8	Training & Development
7	Challenge
6	Flexibility
5	Manager
4	Workplace
3	Freedom
2	Variety
1	Image

Table 8. Score importance of characteristics

Shown in table 8 is the ranking from 9 to 1, with Colleagues being the most important characteristic, followed by Training & Development, Challenge and Flexibility. This means most participants voted these characteristics as their most important. All tables can be found in the appendix. The five most important variables are explained below.

4.2.1 Colleagues

As shown in table 8, participants of employees within Andaz Amsterdam Prinsengracht find Colleagues the most important characteristic. The outcomes are made visible in table 20 and table 34. The mean score is 8.10 and participants ranked this characteristic as 6th minimum important and 9th maximum. As shown in table 39, this characteristic scored 8 out of 9 points by 61.4 percent of the participants and 27.1 percent gave a score of 9. As explained and concluded in previous chapter, challenge received the highest score of the five variables within the characteristic of work environment. The fact that participants gave colleagues the highest rank and that this variable scores high within the group of participants means that it has a positive effect on job satisfaction (Corporaal, 2014). Furthermore, because it is ranked as the most important variable, improvements should be made to show importance into this subject.

4.2.2 Training & Development

This variable did not receive a high score and it was lower than the cut-off and overall score. As shown in table 8, this variable is ranked as second most important. The outcomes are made visible in table 22. The mean score is 7.34 and participants have ranked this characteristic in between the 4th and 9th place. In table 39, in-depth results of this characteristic are given. 45.7 percent of the participants ranked this as the highest score, however 30 percent of the participants ranked this characteristic in the middle, and gave a score of 5. As shown in previous chapter, there is a strong division into the agreement and disagreement of participants, which makes it more difficult to analyse. However, we can see that within the operational departments, there is more disagreement. Because of the contradictory explained as well, it is very important to find ways to improve training and development within Andaz Amsterdam Prinsengracht overall, instead of focussing on a specific topic of Training & Development.

4.2.3. Challenge

Challenge ends up in the top three of most important characteristics, with a mean of 5.64, but participants scored in between 1 and 9, which means the opinions are divided about this characteristic according to table 8. Table 39 gives us a closer look into the outcomes of this characteristic and shows that there is significant division about this characteristic. A total of 27.1 percent of the participants gave a score of 4; however, 24.3 percent gave a score of 8. Looking into previous chapter, we can see that participants scored highest on this variable within the characteristic of work content. Therefore, is shows its importance of this variable and therefore, Andaz Amsterdam Prinsengracht needs to ensure to find ways to improve the way employees are challenged now a days and find tools which can help them.

4.2.4. Flexibility

The next variable is flexibility, and it is ranked as number 4 of the 9 most important variables, with a mean score of 5.38. According to table 39, the minimum score has been 2 and the maximum 9 by the participants. If we more closely examine the outcomes of this characteristic, according to table 28, a majority of 35.7 percent of the participants gave a score of 7; however, 27.1 percent gave a score of 3. Flexibility received the lowest score by the participants and therefore employees within Andaz Amsterdam Prinsengracht perceive flexibility to be the most negative amongst the five variables of work environment. Because flexibility is perceived as one of the most important variables of job- and organization attractiveness, but did not receive a high score within Andaz Amsterdam Prinsengracht, improvements should definitely be made for flexibility as a whole instead of particular points.

4.2.5. Manager

The fifth most important variable chosen by the participants is manager. According to table 21, the mean of this characteristic is 5.02, with a minimum score of 2 and a maximum score of 9. If we take a closer look into the outcomes of this characteristic, according to table 39 we can see that 32.9 percent of the participants gave a score of 7. This variable scored above the cut-off point and is the second highest variable of the five variables of work environment. As explained in previous chapter, social contact between colleagues and the manager is very important, as it contributes to attractive employment (Watson, 2000). One of the results is that only a small majority agrees with the statement 'I have a manager with whom I can talk about private matters'. Since this is important to the new generation, a plan needs to be made to improve this. This also applies to the fact that the manager does not consult the colleague before he/she takes action. The fact that a significant percentage voted neutral means that some employees do not know if they agree or disagree, or do not have an opinion about the statement.

4.2.6. Workplace

According to table 8, workplace ends up as one of the least important characteristics chosen by participants. Shown in table 23, in the appendix is a mean of 4.50 and a minimum score of 1 and maximum score of 7. When we take a closer look into the outcomes of this characteristic, we see that only 28.6 percent of the participants gave a score of 3 as well as 6, according to table 39. We can conclude that there is a division in opinions about this characteristic, divided between the back of house and the front of house. Employees in the offices do regard it as important to have fresh air and daylight, which might be because they work behind their desks most of the day.

4.2.7. Freedom

According to table 8, freedom ends up as one of the least important characteristics chosen by participants. Shown in table 18, in the appendix is a mean of 3.50 and a minimum score of 2 and maximum score of 7. When we take a closer look into the outcomes of this characteristic, we see that a majority of 45.7 percent of the participants gave a low score of 2, according to table 39. Furthermore, 21.4 and 22.9 percent gave a score of 4 and 6. Therefore, we can conclude that there is a division in opinions about this characteristic as well

4.2.8. Variety

According to table 8, variety ends up as one of the least important characteristics chosen by participants. Shown in table 17, in the appendix is a mean of 3.08 and a minimum score of 1 and maximum score of 9. When we take a closer look into the outcomes of this characteristic, we see that the majority of the participants, 50 percent ranked this characteristic as least important, according to table 39. Interesting to see is that 20 percent of the participants gave a score of 9, which means they find this characteristic the most important. The other votes are all in between a score of 1 and 3.

4.2.9. Image

According to table 8, image ends up as the least important characteristics chosen by participants. Shown in table 24 in the appendix is a mean of 2.41 and a minimum score of 1 and maximum score of 6, which means no participants have scored higher than 6. When we take a closer look into the outcomes of this characteristic, we can see that 47,1 percent of all participants ranked this characteristic as lease important and 22.9 percent as number 2, according to table 39. However, this characteristic received a high score within the questionnaire. People do find the image of the hotel is good, they feel they have satisfied guests and stand behind the product and service they deliver.

4.3. Correlation scores

The last sub-question of the research is *(3) To what extent do the variables influence job- and organization attractiveness?* According to Corporaal (2012), these three variables are in correlation with each other and therefore the predictors of job- and organization attractiveness of Andaz Amsterdam Prinsengracht. To ensure the three variables of job- and organization attractiveness influence attractiveness in a positive way, correlations are calculated by SPSS as shown in the table below.

	Job- and organization attractiveness	Content of work	Work environment	Image
Pearson Correlation	1	,755**	,539**	,649**
Sig. (2-tailed)		,000	,004	,002
Sum of Squares and Cross-products	15,318	11,663		
Covariance	,222	,169	,150	,205

Table 9. Correlation between the three characteristics and job- and organization attractiveness

According to the research of Corporaal (2014), job- and organization attractiveness can be measured by the three indicators: content of work, work environment and image. Therefore, we can assume that the three indicators are in correlation with attractiveness.

The correlation between variables is large if the outcome of Pearson correlation is between 0.5 and 1. As shown in above figure, the outcomes of Pearson Correlations are between 0.5 and 1 for all three characteristics. This means that the correlation between the characteristics and job- and organization attractiveness are all high. According to SPSS (2019), a correlation is statistically significant if Sig. (2-tailed) is < 0.05. Sig. (2-tailed) is 0 for content of work, 0.04 for work environment and 0.02 for image, which means that all correlations of the characteristics to job- and organization attractiveness are statistically significant.
The characteristic with the strongest correlation with attractiveness is Content of Work, followed by Image and Work Environment as the least correlation to Job- and Organization attractiveness but still has a strong correlation. Thus, Content of Work has the strongest correlation with Job- and Organization attractiveness.

After reviewing these results, it can be stated that Image is the characteristic with the highest score among employees within Andaz Amsterdam Prinsengracht, but has a lower correlation to attractiveness whether Content of Work has the strongest correlation to attractiveness, but has received a lower score amongst the employees. The characteristics Content of work and Work environment have been chosen as subjects for the recommendations.

This chapter reviewed the results of the research and concludes that Work Content, Work Environment and Image will have a significant effect on job- and organization attractiveness when they are improved. Variety, Flexibility, Training & Development and Workplace received the lowest scores within the three characteristics and are therefore important improvement points. The next chapter will give an interpretation of these results and will conclude this research.

Chapter 5. Conclusion

The previous chapter has stated the results of this research. This chapter presents an interpretation of these results and answers the research question, which will lead to the conclusion of this research. This research has been conducted because Andaz Amsterdam Prinsengracht has encountered difficulties in retaining their staff and reduce turnover numbers. Therefore, the aim of this research was to determine how attractive Andaz Amsterdam Prinsengracht is as an employer to the new generation and in which ways they can improve their job- and organization attractiveness, which will lead to reduced turnover numbers, overall organizational performance and a happy team of employees. This chapter is a first step to the recommendation chapter, as discuss the subjects for the points of action that are further explained in chapter 6.

5.1. Job- and organizational attractiveness

As has been discussed in the first chapter, Andaz Amsterdam Prinsengracht has experienced difficulties in filling their vacancies and experience increased employee turnover, which has led to problems in the organization due to the growth of the hospitality sector and a staff shortage within the whole sector. Ultimately, this will influence guest satisfaction. According to the Restaurant Manager of Bluespoon, a few people have left Andaz because they received the opportunity to grow into another organization and that the organization is only filling the gaps. This is a significant problem, since Andaz Amsterdam Prinsengracht is a five-start luxury hotel and the services they provide are their top priority. Therefore, having not enough employees is in direct conflict with Andaz Amsterdam Prinsengracht and therefore Hyatt overall and the reason why it is so important to improve job- and organizational attractiveness at Andaz. As shown in the previous chapter, the result of the computed job- and organizational attraction amongst the participants in the hotel is 3.45 on a scale of 1 to 5. The target for overall attraction within the hotel has been set at 70%. In chapter 3, the cut-off point has been chosen to be 3.50, therefore we can conclude that job- and organization attractiveness within Andaz Amsterdam Prinsengracht is below the cut-off point. This means that actions should be taken in order to improve job- and organization attractiveness within Andaz Amsterdam Prinsengracht.

5.2. The indicators

The results of job- and organization attraction showed that work environment scored the lowest, work content scored higher and image of the organization the highest. A reason for the highest score of image could be because image also measured having many satisfied customers/guest, the mean of this score was actually the highest score amongst the questions asked about image. These results demonstrate that employees are happy with the image of Andaz to guests, as well as themselves. This might be the reason image received a higher score than the other two indicators. The content of work is all about being challenged and experiencing variety and autonomy/freedom. This indicator could have received a lower score, since most employees perform routine-based jobs, for example, a room attendant cleaning rooms or a waitress following their restaurant procedure. In the case of the back-of-house departments, more freedom is available in performing tasks. Thus, there is a division in opinions about how much employees have to say in how they perform their job. This could be a reason why work content received a lower score. Work environment has received the lowest score amongst the three indicators. Furthermore, employees work the amount of hours that they have to and do not feel flexibility within their schedules. Because the departments are short staffed, other employees have to fill the gaps and do not feel there is much flexibility to decide when to take a break.

5.2.1. Work content

With regards to work content, employees within Andaz Amsterdam Prinsengracht scored relatively low on variety and autonomy/freedom. From the results, it can be concluded that there is a significant challenge for Andaz Amsterdam Prinsengracht within the field of these two characteristics. The new generation find it very important that they can learn new things in their job and get enough development opportunities, when this is not happening anymore within 1 or 2 years of employment, the new generation will more likely leave the organization (Corporaal, 2014). Furthermore, employees within Andaz Amsterdam Prinsengracht do feel that they get clarity about their responsibilities and tasks, which is very consistent with routine work.

5.2.2. Working environment

In the case of work environment, employees within Andaz Amsterdam Prinsengracht feel the most positive about their colleagues and their manager and the most negative about the following characteristics: flexibility, training and development and workplace. According Corporaal (2014), it is important to train employees to approach their job with a flexible mind-set. However, is this taking place within Andaz Amsterdam Prinsengracht at the moment? No, as employees feel the most negative about the flexibility within their job and the organization, and a few have fixed scheduled days and times. However, most employees have flexible start- and end times and flexible days. They see it as important to have clarity in advance, which is one of the things that most participants were positive about. Furthermore, they feel they cannot work from home and have to be physically present at work, which is challenging to approve as a hotel, since for most jobs, working from home is not an option. Therefore, it would be challenging to examine possible improvements to make jobs as flexible as possible within the hospitality industry. The next characteristic, colleagues, scored high amongst all participants. However, one statement stood out most prominently. Most employees within Andaz Amsterdam Prinsengracht do have the feeling that colleagues are gossiping, which means this has something to do with the culture within the organization. The organizational culture brings employees on a common platform, it is important for employees to fit in the organizational culture to deliver their highest potential. Challenging for the organization would be how to work on a more positive organizational culture without the gossip. As described above as well, training and development is highly important by the new generation. Within Andaz Amsterdam Prinsengracht, there is no clear training and development policy. If employees want to do training, they can do online training courses on Hyatt Connect, one of the platforms of Hyatt. Furthermore, employees have to show initiative on their own in order to do certain training. The new generation would like to get a training program that is linked to moving on to higher positions in which they will learn things anew. In addition to this, they prefer a personal training course that is adjusted to their skills and needs. In the case of Andaz Amsterdam Prinsengracht, we can conclude that employees know that there is a chance to grow into higher positions, however, it is not clear to them how this works and they have to take initiative on their own instead of getting more information from their manager or human resources. Therefore, they do not feel that they will get these opportunities. Furthermore, the new generation prefers variety in social contacts and consider important that they have contact with different colleagues and guests. They also value the possibility to work in different departments. This is something that Andaz Amsterdam Prinsengracht can work on. Results show that Andaz Amsterdam Prinsengracht does not fully meet the needs of the new generation when it comes to workplace, especially the employees who work in the back of house (offices). They find their workplace too tidy. A reason for this could be that there is no clear balance between the amounts of space compared to the amount of employees working in the offices. Therefore, there is not much room to organize work stuff. Furthermore, they find that there is a lack of ventilation. Because the offices are located on the fifth floor of the building, all office departments are centralized in a small space. Not all offices have windows, so fresh air and daylight is missing.

5.2.3. Image

Regarding the image, Andaz Amsterdam Prinsengracht does meet the needs of the new generation. The new generation associates image with the quality, price and innovation of products and services from the organization. Employees within Andaz Amsterdam Prinsengracht feel that they produce products and services that are known for their high quality, that they have many satisfied guests and that they make innovative products. Therefore, it can be concluded that they support the image of the organization, but they regard this characteristic not as important as the other characteristics.

5.3. Most important characteristic of job indicators and correlations between the indicators

According to the research of Corporaal (2014), the three characteristics do have a positive influence on the attractiveness of an organization. However, the correlations have been measured in chapter 4. This has been done to show and prove that the results and recommendations of this sub-question are of high value to the research done within Andaz Amsterdam Prinsengracht.

In chapter 4, all nine variables that fall under the three characteristics were measured. The participants were asked to rank the variables in order of importance from 9 to 1, with 9 being the most important. The ranking of the characteristics is shown in table 8. We can see that colleagues received the highest score and image received the lowest score of importance amongst employees.
However, image has shown a positive outcome in results and, therefore, meets the needs of the new generation. As the second most important characteristics, the participants have chosen training and development, closely followed by challenge and flexibility; they also find their manager important within job- and organization attractiveness. Therefore, the two indicators work content and work environment are selected as subjects for recommendations. Within these two indicators, improvements can be made, which would have a positive effect on the overall attractiveness of Andaz Amsterdam Prinsengracht and retention of Millennials within the organization.

5.4. Research question

The research question for this research is: *"How attractive is Andaz Amsterdam Prinsengracht to Millennials working in the organization and how can the organization improve this?"*

To get a clear answer on this research question, different indicators that influence job- and organization attractiveness have been measured and correlations between the indicators and attractiveness have been assessed. As mentioned in above paragraph, the outcome of the research is that Work Content and Work Environment are the indicators that have received the lowest scores by employees within Andaz Amsterdam Prinsengracht, but have high correlations to attractiveness (Corporaal, 2014). To answer the research question: Andaz Amsterdam Prinsengracht does not meet all the needs to be attractive to the new generation "Millennials", and can work on the improvement of Work Content and Work Environment throughout the organization, in order to improve job- and organization attractiveness which will lead to improved business outcomes. The following chapter offers comprehensive recommendations, which include points of action that Andaz Amsterdam Prinsengracht can implement to achieve improved attractiveness amongst the Millennials.

5.5. Limitations of the research

The higher the respondent's rate, the more reliable the research is. With a respondent's rate of 58%, we can state that the research is reliable. However, realistically, the respondent's rate could have been higher, thus the research could have been more reliable than it is now.

In addition, in the third chapter, the Cronbach's Alpha score of the different indicators and characteristics are discussed. Except for Workplace, all characteristics were sufficiently reliable. A possible reason for this could have been that the questions of Workplace have not received similar answers and, therefore, expectations were not fulfilled with this target group. This means that the results are not as reliable as the others are. Because one specific group response has shown strong similarities in answers, which are departments located in the office spaces, the characteristic will still be considered reliable for the sub group. Furthermore, a recommendation is presented regarding this outcome in chapter 6.

The questionnaire was distributed amongst the Millennials currently working within the organization. However, it would be important for Andaz Amsterdam Prinsengracht to determine how attractive they are to the young job seekers. The outcomes might not be representative of young job seekers who do not work for the organization yet as the questionnaire was based on the actual experiences of employees working within Andaz Amsterdam Prinsengracht. Therefore, it would have been beneficial if a separate questionnaire were distributed amongst young job seekers in order to investigate an additional perspective. Therefore, the research would have been more reliable if this perspective had been measured.

To conclude this chapter, the overall result of this research is that Andaz Amsterdam Prinsengracht can improve the two indicators Work Content and Work Environment to increase job- and organizational attractiveness. The improvement of attractiveness will increase employee retention, which is crucial because of the staff shortage within the hospitality industry in The Netherlands. This will lead to a lower staff turnover. The following chapter provides a comprehensive recommendation plan on how this can be achieved.

Chapter 6. Recommendations

The previous chapter concluded that the most effective way of improving the attractiveness of Andaz Amsterdam Prinsengracht to the new generation 'Millennials' is to focus on the improvement of the Work Content and Work Environment. This chapter presents a comprehensive improvement plan with recommendations on these topics. As discussed throughout this research, it is crucial that Andaz Amsterdam Prinsengracht improve these factors to increase the attractiveness of the organization to the new generation and, therefore, fill their vacancies and improve their overall business outcomes. As a five-star luxury hotel, high-quality customer service is one of the most important priorities of Andaz Amsterdam Prinsengracht, as well as Hyatt worldwide. Furthermore, the hospitality industry is growing and more hotels are opening its doors, which increases competition and staff shortage. The new generation enters the work-life. Therefore, improving the attractiveness will increase employee engagement and retention and have a positive effect on business outcomes. Therefore, it is crucial for Andaz Amsterdam Prinsengracht to take steps to improve their attractiveness. Thus, the overall recommendation is to invest in improving the characteristics of work content and work environment in order to make the recruitment process work properly, engage employees and find ways to bind the new generation to the organization. This chapter provides recommendations on how Andaz Amsterdam Prinsengracht can invest in job- and organization attractiveness to the new generation.

6.1. Focus areas
As concluded in this research, the indicators that were most negative but have a high correlation to attractiveness, are Work Content and Work Environment. Within Work Content, focus areas are challenge, variety and freedom/autonomy. For Work Environment, this would be flexibility, training and development and workplace. In this chapter, different recommendations are given and explained to improve these areas, and an implementation plan is presented.

6.2. Job rotation and Cross exposure

6.2.1. Cross exposure within Andaz Amsterdam Prinsengracht

Another word for cross exposure is "cross-training", which refers to 'worker multi-functionality'. This is the process of developing a multi-skilled labour force by providing employees with training and development opportunities to ensure they have the skills necessary to perform various job functions within an organization (Haas et al., 2010).

The various departments within Andaz Amsterdam Prinsengracht are all different, but they need to work together to ensure guest experiences remain high. Therefore it is important that they work as one team in order to ensure guests have everything they need and are happy at all times. Not all employees working within the hotel have a hospitality background, for not all positions this is explicitly needed. Furthermore, during difficult times in which the hospitality industry is struggling with labour shortage, this is not something to hold onto. Therefore, it would be beneficial for Andaz Amsterdam Prinsengracht to use cross exposure for new employees who do come from the hospitality industry, but also for employees who are new to the hospitality industry. It is intended that these new employees will do a two weeks cross training through the different departments, which provides them with a good overview of the different types of positions. Furthermore, this will give them a better understanding of what other departments are doing and they can anticipate better as a team. To have the knowledge what one department does gives an understanding of what happens if something is not going correctly, and the consequences become clear by doing this.

6.2.2 Job rotation and benefits

The third recommendation is to implement Job Rotation within Andaz Amsterdam Prinsengracht. Job rotation can be defined as lateral transfer of employees among a number of different positions and tasks within jobs, where each requires different skills and responsibilities (Huang, 1999). Employees do not remain on jobs permanently during job rotation, but they return to former jobs and other positions. Rotating job tasks helps employees understand department differences, how their own effort affects the quality and efficiency of service delivery and customer service and how each team member contributes to the process (Huang, 1999).

Rotation refers to any change in assignment, usually indicated by a change in title or department that does not involve a change in compensation level (Campion, Cheraskin, & Stevens, 1994). The ability of employees to perform various tasks and skills will increase and maintain the employees' employability within the organization. Therefore, by rotating through different job functions, they can enrich their knowledge about the most important aspects of the organization and build new knowledge (Zin et al., 2013).

Job rotation is linked and related to learning new knowledge and skills and offers opportunities to increase variety, challenge and achievement. Furthermore, this means that job rotation would be effective to improve variety. Thus, implementing job rotation would also have positive effects on the characteristics flexibility and learning and development, as working in different departments is viewed as negative within the characteristic flexibility, and, through job rotation, employees learn new skills and are trained to perform in different positions, which leads to learning and development.

6.2.3 Job rotation within Andaz Amsterdam Prinsengracht

A figure showing the different departments, positions and levels can be found in the appendix. Within this table, staff members should be able to rotate to jobs within their job level. However, this is only possible for employees within the lowest three job levels, as the employees within higher levels have more responsibilities and are more specialized within their department. Employees involved in job rotation usually do not remain in these jobs permanently. For Andaz Amsterdam Prinsengracht, it might be beneficial if employees can return to former jobs and, therefore, rotate through departments. For example, an employee would be a front office host, but might like to work in the restaurant for one day a week or a couple of weeks in a row. Perhaps, after a while, he or she would like to work in housekeeping for two days and work in the bar for three days. As a result, employees have the opportunity to have more than one position, doing all kinds of different jobs.

6.2.4. Sharing responsibility

It is important to focus on increasing challenge within different positions. In different departments within Andaz Amsterdam Prinsengracht, there is a significant difference in the division of tasks between positions. According to Bluespoon's Bar Manager Lorenzo, it can be difficult to divide the tasks in such a way when the bar and the restaurant are understaffed. Managers and team leaders are work overtime because they have to do their administration tasks and cover normal shifts. It would be beneficial for the organization to join forces. In every team, certain employees are ready for a small change and feel they can take on new responsibilities, as well as managers who see high potential in their employees. Combining this two creates an opportunity for managers to reward high-potential employees by giving them more responsibilities, and managers and team leaders can have more time for their own tasks, and they can even train their high potentials to take over a small part of the administrative tasks. Discuss with employees what gives them energy or how they want to develop and agree on a distribution of tasks together. Giving people more responsibility, on the other hand, requires that one rewards them for it. Because the salaries within the hospitality industry are relatively low, employees often would like to receive a higher salary. Nevertheless, it is advisable not to raise the fixed-wage too significantly, but rather to set multiple variable rewards.

6.3. Job Crafting

To improve the challenge and learning and development within Andaz Amsterdam Prinsengracht, the following recommendation has been introduced. Nowadays, employability is very important, and employees are constantly working on improving themselves in order to become multi-employable in the labour market (Lifebrander, 2019). The idea of employees working from a fixed job description is becoming less common. A job design is comprised of the tasks and relationships assigned to one person in an organization. Research suggests that job designs may be starting points from which employees introduce changes to their tasks and relationships at work (Berg et al., 2013). Job carving can be defined as the act of analysing work duties performed in a given job and identifying specific tasks that might be assigned to an employee (Griffin & Winter, 1988).

Job crafting refers to the adjustments that employees make to their position so that they better meet their own needs and strengths. This can relate to adaptions of both the content of work and the social and relational aspects of the job. Therefore, employees play an active role in shaping their position and are engaged in job crafting (Dorenbosch et al., 2013). In job crafting, people use existing options or they look for new opportunities to perform their work in a better way by for example making it more challenging. Therefore, it redefines and reimagines job designs in personally meaningful ways (Berg et al., 2013).

6.3.1. Benefits

Instead of just reacting to a set of job responsibilities, employees' personal initiatives in shaping their jobs often deliver benefits to organizations by fostering innovativeness and adaptability. Freedom to take initiative opens up opportunities for employees to create meaningful experiences for themselves through job crafting. By job crafting, employees can react to organizational change and communication more rapidly (Berg et al., 2013).

Research demonstrates that job crafting will mediate both positive relationship between career competencies as well as internal (a workers' ability and willingness to remain employed by current employer) and external employability (the ability and willingness to switch to a similar or another job in another firm, which reflects the value of workers' human capital in the external labour market) (Tims et al., 2013). Moreover, an increase in meaningful work and the person-job fit will result in a more central role of career success as an indicator of successful career development (Akkermans & Tims, 2016). When job crafting is implemented, employees are more vital, they deliver better quality and their added value becomes clearer. For managers, it means that they get to know the talents of their employees. Furthermore, managers are important in the process of job crafting, the ones that encourage employees in their personal development and self-management have 36 percent more vital employees (Duurzame Inzetbaarheid, 2014).

This means that implementing job crafting would have a positive effect on the characteristics learning and development and challenge. It is likely that employees could feel like they have more opportunities and freedom when they have a share in their job design. Furthermore, they will get the opportunity to increase challenge in specific areas in their work that they might miss at the moment. This indicates that a system of job crafting could have a positive effect on employee retention.

6.3.2 Job crafting at Andaz Amsterdam Prinsengracht

To implement a system of job crafting the core functions and tasks of the different positions need to be noted. This means that the different departments should have a meeting in which they take the time to get clear what exactly happens in every position. Furthermore, departments must determine what the employees' talents are and what the different persons like to do. When this becomes clear, this can be linked to each other by finding out which tasks suit a person more.

To determine what employees like the most in their positions, or what their talent is a suggestion would be to plan sessions with the department heads and employees. Another way to encourage job crafting is to supplement questionnaires in which work characteristics and work outcomes are measured with feedback in which job crafting is encouraged.

For example, employees can indicate how they experience their work characteristics, after completing the questionnaire they will receive a report with their personal scores. This report can be provided with suggestions or tips to get started with high or low scores on the job's characteristics. This will offer a clear picture of what exactly can be adjusted and how. Another way for employees could be to make a top-ten list of their tasks, with number one being the task that he/she is spending most time on. They have to determine for each task whether they like it, do not like it or do it with pleasure, if there are any talents they want to share, they can mention it. Within the conversation between the department head and the employee, they can investigate which small adjustments can make their work more suitable.

According to Tims (2013), it can be helpful to provide training or workshop that explains what job crafting is and which work characteristics can and may be adjusted. Within this session, attention can be paid to the different ways of job crafting, which will lead to better outcomes than lowering certain job requirements.

6.3.3. Pilot

A pilot is a test of a proposed recommendation and solution that will be carried out on a small scale in order to get a better understanding of the effects it will bring. Moreover, by learning from the outcomes of the pilot, better implementations can be made on a large scale. Therefore, an implementation plan is presented that contains what needs to be done, who does what and when actions need to take place.

Andaz Amsterdam Prinsengracht has different departments, one larger than the other. Therefore, the suggestion would be to do a pilot within the Restaurant to see how it works out and what employees encounter during the implementation.

6.4. Flexible working hours by implementing Olympia

As explained in the theoretical framework, the new generation prefers to have a good work-life balance. This is also one of the results of this research. Therefore, flexible working hours can offer results. Part-time employees within Andaz Amsterdam Prinsengracht have a contract based upon four days – 30.4 hours, three days – 22.8 hours, two days – 15.2 hours and one day – 7.6 hours. Why should employees with a 15.2 or 22.8 hours on contract work this amount in two or three days? For example, if employees work three, five or seven hours several times, they will ultimately also get their contract hours. In addition, the services within operational departments can also be divided. For example, at the Front Office, the services are from 7:00 am - 3:00 pm, from 3:00 pm - 11:00 pm and from 11:00 pm - 7:00 am. Four services can be made from 6:00 - 12:00, from 12:00 to 18:00, from 18:00 to 24:00 and from 24:00 to 06:00. This allows employees to work fewer hours in one day.

6.4.1. Benefits
Flexible working hours were introduced as a benefit for employees to help them fulfil work and life responsibilities and achieving their work-life balance. Research shows that employees believe that flexible working improves workplace morale, which might positively influence work-life balance (Yazdanifard, 2014). According to Kelliher and Anderson (2009), evidence suggests that flexible workers show a higher level of job satisfaction and organizational commitment. When employees have a choice in their working patterns, this will show a positive impact on job satisfaction (Hill et al., 1998). By implementing more flexibility in working hours within Andaz Amsterdam Prinsengracht, this will benefit employees who prefer to have flexibility in their hours and timeslots. The organization plans to implement an hour registration system. Employees will need to punch in and out every day, which will be very beneficial for Andaz Amsterdam Prinsengracht, since hours are correctly registered at all times and it is more visible how many hours have been worked per employee and how much over-time they make. Kronos offers more options that the organization can choose from. Employees can request days off and vacation days within this system. Furthermore, employees can decide when they want to request days off, and they can also request the days and times that are most suitable for them to work.

6.4.2. Implementing Olympia within Andaz Amsterdam Prinsengracht

To increase productivity within the hotel and distribute the work in a better way, a suggestion would be to start with the program Olympia. Olympia is a labour market program that implements winning strategies, overcomes obstacles and celebrates champions that will allow the hotel to accurately forecast labour to align with the predicted business volume (Kronos, 2019). This program provides a summary of the schedules of departments based on business demands. However, only operational departments are tracked, as the other departments do not depend on business demand. Per department the volume drivers will be visible. The system will help to conduct observations and schedule times in the operation to help improve processes, and it reports findings to the hotel leaders for support and guidance in driving change and monitors changes in productivity to understand the impact of scheduling decisions on hotel performance (Kronos, 2019). It will provide an indication to managers what is needed within their department in terms of hours based on sales and staffing. Therefore, managers can be more creative and can create shorter or longer shifts, which offers room for variation in the number of working hours and days.

6.5. Creative offices

Employees within the departments located in the offices on the fifth floor of the hotel indicated that they were not happy with their physical workplace. They feel their office is too tidy and there is a lack of ventilation. This recommendation should increase positivity within the characteristic workplace. The physical workplace is very important, and it should tell a story (Phin, 2017). The key is to put in as much effort as possible to develop the internal brand as has been done to the external brand. In this case, Andaz Amsterdam Prinsengracht is a five-star luxury hotel, offices should reflect a little of the five-star quality.

I suggest starting with small changes that can make a significant difference. The hotel is styled by a famous artist. Marcel Wanders is the face behind the style and art of the hotel, which is one of the features of the hotel. Furthermore, Andaz Amsterdam Prinsengracht is known for its open concept, which means in the hotel that there is an open atmosphere. The lobby flows into the bar, the bar in the restaurant and so on. Even the rooms have an open-bathroom concept. The story that the hotel is telling their guests should also become clearer within the offices. This can be accomplished by using pictures of employees, posting company slogans, decorating with Marcel Wanders' artwork, posting corporate highlights, but most importantly, allow the employees to decide on the decoration.

Furthermore, it would be good to pay attention to the desks and spaces of employees because the office spaces are very small, and desks are constructed close together, which leaves limited privacy and all are at the same height. Because employees in the office departments work at their desks all day, it is very important to have a personally adjusted desk and chair to ensure good posture while working (Denekamp, 2017). This allows employees to decide for themselves when they want to stand or sit behind their desks.

6.6. Other recommendations

The above recommendations want to ensure employees feel more attracted to Andaz Amsterdam Prinsengracht and will ensure employees will become more engaged. Through job rotation and learning and career paths, employees do get the chance to work in different departments and perform in different positions. Therefore, employees will become multi-employable. In this way, the vacancies who are still available can be filled in by those employees. However, a recommendation for Andaz Amsterdam Prinsengracht would be to do further research into the job- and organization attractiveness to young job seekers, which will offer more insight into what they regard as important and how the organization can improve their recruitment process.

6.7. Implementation plans

Recommendation 1: Job rotation		
How	*Responsible person*	*When*
1.Creating a table which makes clear what the different departments are and what the levels and positions are;	1.HR representative and L&D executive	1.Immediately
2.Organize a meeting with the management team (from all departments) to investigate and discuss which levels and positions will be able to rotate, a plan needs to be made in which this will be presented;	2.HR representative and all departmental managers	2.After a week
3.Creating a plan which contains the different job rotation possibilities and needs to be presented to the management team during a meeting in which the pilot group will be chosen;	3.HR representative and L&D executive	3.Directly after the meeting
4.The pilot phase will start in which three employees will be chosen to start with job rotation;	4.HR, L&D and departmental managers	4.Within the meeting
5.A clear plan needs to be created for the pilot group in which their tasks and responsibilities will be explained, what is expected of them and when the job rotation process will be evaluated;	5.HR representative and L&D executive	5.When the pilot group is chosen
6.After the first two weeks, a meeting will be organized in which a representative of the Human Resources department will evaluate the pilot group together with the different managers, within this meeting successes and improvements will be discussed;	6.HR representative, L&D executive, departmental managers and members of the pilot group	6. One week after the pilot group has started
7. Meetings in which successes and improvements will be discussed need to be scheduled bi-weekly. In these meetings difficulties can be discussed;	7. HR representative, departmental managers, members of the pilot group and a representative of the leadership committee.	7. Bi-weekly after the start of the pilot group
8. After four months, a meeting needs to take place with the pilot group and their managers for the final evaluation. In this meeting the entire plan needs to be evaluated and needs to be presented to the management team again and discussed whether job rotation would be effective within the hotel and if it would be available for other employees.	8. HR representative, departmental managers, members of the pilot group, the leadership committee and the Cluster General Manager.	8.Four months after the start of the pilot group

Table 10. Implementation plan job rotation

Recommendation 2: Job crafting		
How	**Responsible persons**	**When**
1.The core functions and tasks from the job description needs to be written down of all restaurant positions;	1.HR representative, F&B director and Restaurant Manager	1. Immediately
2.HR needs to plan a meeting with department heads in which will be explained what job crafting is and why this target group is chosen;	2.HR representative and departmental managers	2. One to two weeks
3.HR needs to organize a meeting with de F&B director and restaurant manager to discuss the core tasks and responsibilities of every position;	3.HR representative, F&B director and Restaurant Manager	3.A week after the presentation
4.Finding out what the most important tasks, talents are of employees as well as what they find the least interesting to do by distributing a questionnaire/test;	4. HR representative and L&D executive	4.Directly after the meeting
5.Comparing and measuring the results of the test with the tasks and responsibilities of the different positions;	5. HR representative and F&B managers	5.When the pilot group is communicated
6. Planning one on one meetings with the F&B director, restaurant manager and employees to discuss the options and outcomes of the tests;	6. HR representative and F&B managers	6.Directly after receiving the results
7.Making clear agreements on the adjustments that will be made within the different positions;	7. HR representative, F&B managers and cluster general manager	7.After one-on-one meetings have been done
8.Implementing the adjustments within these positions;	8. HR representative, F&B managers and pilot group	8.Directly after adjustments have been communicated
9. Reviewing and evaluating the process and what impact it has on the operation of the restaurant and how the in other departments.	9. HR representative, F&B managers, the pilot group and the cluster general manager	9.Two months after the implementation
10. If successful, implementing this in other departments	10. HR representative and departmental managers	10. Five months after the implementation

Table 11. Implementation plan job crafting

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Recommendation 3: Flexible working hours by implementing Olympia		
How	**Responsible persons**	**When**
1.HR needs to organize a meeting with department heads to present Olympia, explaining what the program is and the possible changes that this program will make;	1.HR representative and departmental managers	1. Quarter one
2. The Olympia implementation team will come over and will work on the design of the system and discover the team;	2.HR representative, leadership committee and Olympia implementation team	2. One week after the presentation
3. Managers need to be trained on how to work with this system and communicate the implementation of the system to their teams;	3. Olympia implementation team, HR representative and departmental managers	3. Directly after the system has been designed
4.A pilot will be organized for two months, in which adjustments can be made during the implementation;	4.HR team, management team, leadership	4. A week after the training
5. Evaluation of the pilot;	5.HR representative and departmental managers	5. After two months
6. Kick off working with Olympia.	6. HR team and departmental managers	6. Directly after evaluation of the pilot

Table 12. Implementation plan Olympia

Recommendation 4: Creative offices		
How	**Responsible persons**	**When**
1.Scheduling a meeting with the Leadership Committee and Human Resources to discuss options of improvement;	1. HR representative and Leadership Committee	1. Immediately
2.Communicate options during a meeting with a representative of each department located on the fifth floor;	2. Representatives of all departments located on the fifth floor	2. After the meeting with the Leadership Committee
3.Departmental representatives need to schedule a meeting with their team to discuss ideas;	3.Departmental representatives and their teams	3.In one to two weeks
4.Sending out communication for a brainstorm session with all employees	4. HR representative	4. One week after the team

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6.8. Cost and benefit analysis

Recommendation 1: Job rotation and cross exposure			
Action	**Time indication**	**Cost indication**	**Benefits**
A table needs to be created which makes clear what the different departments are and what the levels and positions are;	22.8 hours		1.Creates multi-employable employees 2. Creates a better bonding for employees with the entire hotel; 2.Brings more flexibility to managers and employees; 3.Gives employees the opportunity to learn new tasks and knowledge; 4. Increasing challenge and opportunities for promotion and growth; 5. Helps managers in improving their allocation of tasks.
A meeting needs to organized with the management team to investigate and discuss which levels and positions will be able to rotate, a plan needs to be made in which this will be presented;	3 hours		
HR needs to create a plan which contains the different job rotation possibilities per department and job level;	38 hours		
The plan needs to be presented to the management team during a meeting in which the pilot group will be chosen as well;	3 hours		
HR and department heads needs to create clear plan for the pilot group in which their tasks and responsibilities will be explained, what is expected of them and when the job rotation process will be evaluated;	38 hours		
After the first two weeks, a meeting will be organized in which a representative of the Human Resources department will evaluate the pilot group together with the different managers, within this meeting successes and improvements will be discussed;	2,5 hours		
Bi-weekly meetings will be scheduled for departments and the pilot group. In these meetings difficulties can be discussed;	1,5 hours bi-weekly		
After four months, a meeting needs to take place with the pilot group and their managers for the final evaluation. The plan needs to be evaluated and discussed whether job rotation would be effective within the hotel and if it would be available for other employees.	4 hours		

Table 40. Cost and benefits job rotation

Recommendation 2: Job crafting			
Action	**Time indication**	**Cost indication**	**Benefits**
The core functions and tasks from the job description needs to be written down of all restaurant positions;	Two days		1.Employees can react to organizational change and communication more quickly
HR needs to plan a meeting with department heads in which will be explained what job crafting is and why this target group is chosen;	One day	External trainer for one day = €150	2.It will give an indication of successful career development
HR needs to organize a meeting with de F&B director and restaurant manager to discuss the core tasks and responsibilities of every position;	3 hours		3. Will increase challenge and joy into work 4. Increase in the vitality of employees, they deliver
Finding out what the most important tasks, talents are of employees as well as what they find the least interesting to do by distributing a questionnaire/test;	38 hours		better services and their added value becomes clear 5. Encouragement of self-management 6. It will give managers a
Comparing and measuring the results of the test with the tasks and responsibilities of the different positions;	38 hours		better deviation of tasks amongst employees and an increase in time management.
Planning one on one meetings with the F&B director, restaurant manager and employees to discuss the options and outcomes of the tests;	1 hour per meeting		
Making clear agreements on the adjustments that will be made within the different positions;	2 hours		
Implementing the adjustments within these positions;	Ongoing		
Reviewing and evaluating the process and what impact it has on the operation of the restaurant and how the employees are doing;	One day		
When it is successful, implementing this in other departments.	Ongoing		

Table 41. Cost and benefits job crafting

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Recommendation 3: Flexible working hours by implementing Olympia			
Action	**Time indication**	**Cost indication**	**Benefits**
HR needs to organize a meeting with department heads to present Olympia, explaining what the program is and the possible changes that this program will make;	30.4 hours		1.Will increase the fulfilment of work-life responsibilities 2. It will help achieving work-life balances 3. Employees will show a higher level of job satisfaction and organizational commitment 4. Above benefits will have a positive effect on employee retention
The Olympia implementation team will come over and will work on the design of the system and discover the team;	38 hours	Facilitating a hotel room including breakfast, lunch and dinner for a member of Hyatt's Kronos team. Estimation €700.	
Managers need to be trained on how to work with this system and communicate the implementation of the system to their teams;	2 days	Costs of implementing this system is confidential. An estimate of €18.000.	
A pilot will be organized for two months, in which adjustments can be made during the implementation;	Two months		
Evaluation of the pilot;	One day		
Kick off working with Olympia.	Ongoing	Around €1.250 a month	

Table 42. Costs and benefits Olympia

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Recommendation 4: Creative offices			
Action	**Time indication**	**Cost indication**	**Benefits**
Scheduling a meeting with the Leadership Committee and Human Resources to discuss options of improvement;	2 hours		1.It will increase employees' feeling to be proud of the brand they work for
Communicate options during a meeting with a representative of each department located on the fifth floor;	2 hours		2.It will increase creative thinking
Departmental representatives need to schedule a meeting with their team to discuss ideas;	1 hour		3. The improvement of health in the offices. 4. Ensuring employees have all the tools necessary to be at their
Sending out communication for a brainstorm session with all employees working on the fifth floor;	3 hours		best when working in the office.
Presenting the outcomes of the brainstorm session to the Leadership Committee including the Cluster General Manager;	4 hours		5. Implementing ergonomic working, the ability to stand and sit while working.
Implementing the decided outcomes, schedule days in which these adjustments will be made.	38 hours	An estimation of €600 per adjustable desk, €400 for other decorations.	

Table 43. Costs and benefits creative offices

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Self-recommendations

I would like to conclude this report with a small evaluation of this thesis projects and a few recommendations for myself. The first recommendation I would like to give myself is about the overall research of job- and organization attractiveness. I chose to use the research of Corporaal (2014), which is about attracting young job seekers, as well as retaining their current employees. During the research, I have been focusing on retaining current employees. Therefore, I have used the survey of Corporaal (2014) and distributed amongst employees working in the organization. However, if I look back on the process, it would have been beneficial if I would have paid attention to the process of how attractive Andaz Amsterdam Prinsengracht is to young job seekers.

The second recommendation I would give myself is regarding the participants' rate. I think that the participants' rate could have been higher if I had been more creative in approaching the research group to fill in the survey. I could have thought of different ways how to approach the employees who did not fill in my survey yet. For example, I could have given chocolate or candies to the employees who would still fill in my survey. Therefore, if I ever have to conduct a survey again, I would consider this as an important element to make my research even more reliable.

This chapter has given several recommendations to improve the areas work place and work environment as outcomes of this survey. The four recommendations are the implementation of: job rotation, job crafting, flexible working hours through the implementation of Olympia and creating creative offices. The goal of these recommendations is that they improve the following subjects: Work Content and Work Environment. These subjects have received the lowest score amongst employees within Andaz Amsterdam Prinsengracht. Therefore, throughout this thesis project, focussing on the improvement of attractiveness within the hotel will influence employee retention and will decrease turnover numbers at the end. Therefore, by implementing job rotation, job crafting, Olympia and creative offices, Andaz Amsterdam Prinsengracht can improve their attractiveness amongst current employees, which will lead to an increase in retention. Thus, this will positively influence turnover numbers.

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Appendices

Appendix 1. Survey questions

For my studies International Human Resource Management at Saxion University of Applied Sciences located in Enschede, I am working on my final thesis project at Andaz Amsterdam Prinsengracht. The purpose is to find out how attractive the organization is to the new generation and what actions the organization can take to improve their attractiveness.

I would like to ask you to fill in below survey. With the results of these survey, I can give an advice to Andaz about what extent the preferences of the new generation match and fit in with the work that Andaz offers.

This survey will be anonymous and will take around 10 to 15 minutes.

I want to thank you for your cooperation!

When you have any questions about this survey, do not hesitate to contact me.

Warm regards,

Eva van Helmond (thesis graduate)

1. What is your gender?
2. What is your age?
3. How many years have you been working in this organization?
4. How many years have you been working in total since completing your education?
5. What is your highest level of education?
6. What is the name of the highest level of education that you have followed?
7. In which department do you work?

TA = Totally agree
A = Agree
N = Neutral
D = Disagree
TD = Totally disagree

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In my job I do experience that I: TA   A   N   D   TD

Challenge
Do tasks that do connect to my knowledge
Do tasks that I know I can already do
Do tasks in which I learn many different things
Do tasks that are new to me
Solve problems that are new to me
Do tasks that gives results for the customer/guest on short term
Do tasks that produce results for the company in short term
Do tasks in which I can improve things in the organization

Variety
Get in touch with many different colleagues
Get in touch with many different people outside the organization
Have alternation between work and what I do alone/with others
Get in touch with many different departments
Work in different departments within the organization
Work at different places within the organization
Work in different spaces
Have alternation between simple and difficult tasks
Perform many different types of tasks
Have variety between the type of tasks

Freedom
Can determine the order in which I do my work myself
May determine in which way I perform my work
Can decide for myself when I will do certain tasks
Get clarity about what is exactly expected of me
Get clarity about my responsibilities
Get clarity about what I have to do (tasks)
Am not always checked upon
Have a manager who does not always interfere with my work
Gain confidence to carry our my work independently

                                                                                 TA   A   N   D   TD

Flexibility
Can determine my own start- and end times of the day
Can work on days that suit me
Can decide for myself when to take a break
Have a lot of flexibility for taking time off
Have the freedom to change workdays with colleagues
Have fixed working hours
Have fixed work days
Have clarity in advance about the scheduled days I have to work
Have clarity in advance about the scheduled times I have to work
Can occasionally work from home
Not obliged to be physically present at work during all my working hrs
Can decide for myself when to work from home

My colleagues
Have colleagues who help me on their own initiative
Have colleagues who help me with my problems at work
Have colleagues who help each other out a lot
Have colleagues with whom I do fun things outside of work
Have colleagues with whom I can talk about private problems
Have colleagues who do not gossip about each other
Have colleagues who accept me as a person
Have colleagues who are being honest with me

My manager
Have a manager who regularly asks me how I am doing
Have a manager who shows interest in my private life
Have a manager with whom I can talk about private matters
Have a manager who values me
Have a manager who respects me in who I am
Have a manager who respects different ways of thinking
Have a supervisor who consults me before he/she takes action
Have a supervisor who consults me when there is a problem
Have a supervisor who listens to me when tasks need to be done

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	TA	A	N	D	TD

Training and development

Can do courses during work time
Can do a practice-oriented course that has a direct link to my tasks
Get the opportunity to follow a part-time course
Can follow a training program that is linked to moving on to higher positions
Get a training course that has been put together for me personally
Continue to grow to positions with more independence
Can grow to positions with more responsibility
Can grow into a managerial position
Can grow to various positions

Workplace

Work in a space that is well ventilated
Work in a clean workplace
Work in a tidy workplace
Work in a safe workplace
Can use social media during working hours
Can use my cell phone during working hours
Have free access to internet

Image

Produce products or services that are known for their high quality
Have many satisfied customers/guests
Make innovative products or services

Which characteristic do you find most important? Please rank from 9 to 1 (with 9 being the most important)

Challenge _____
Variety _____
Freedom _____
Flexibility _____
My colleagues _____
My manager _____
Training & development _____
Workplace _____
Image _____

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Appendix 2. E-mail communication

Dear all,

For my studies International Human Resource Management at Saxion University of Applied Sciences located in Enschede, I am working on my final thesis project at Andaz Amsterdam Prinsengracht. The purpose is to find out how attractive the organization is to the new generation and what actions the organization can take to improve their attractiveness.

I would like to ask you to fill in attached survey. With the results of these survey, I can give an advice to the hotel about what extent the preferences of the new generation match and fit in with the work that Andaz Amsterdam Prinsengracht offers.

This survey will be anonymous and will take around 10 to 15 minutes.

I want to thank you for your cooperation!

When you have any questions about this survey, do not hesitate to contact me.

Warm regards,
Eva van Helmond

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Appendix 3. Research Results

General questions
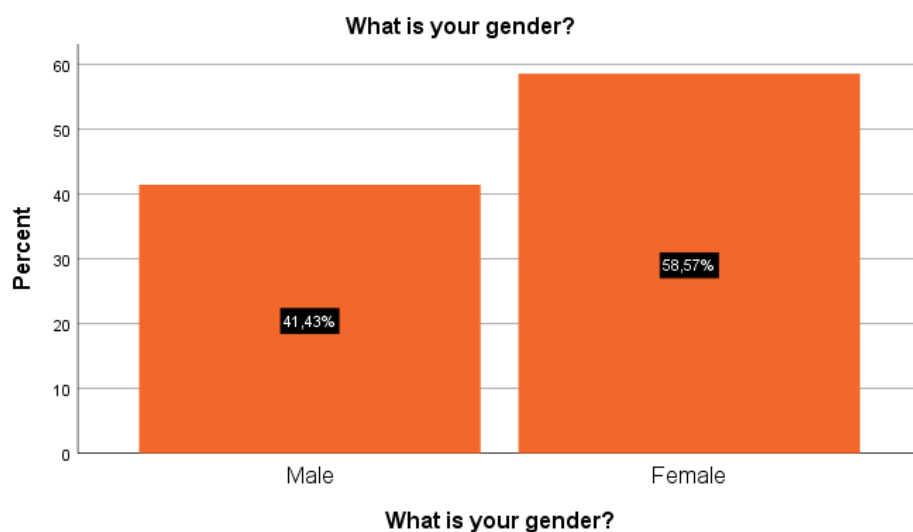
Figure 2. Gender distribution

Department	*Frequency*	*Percentage*	*Cumulative Percentage*
F&B – Restaurant	*11*	*15,7*	*15,7*
F&B – Events Operations	*3*	*4,3*	*20*
F&B – Bar	*6*	*8,6*	*28,6*
F&B - Kitchen	*7*	*10*	*38,6*
Housekeeping	*12*	*17,1*	*77,1*
Front Office	*11*	*15,7*	*94,3*
Guest Services	*4*	*5,7*	*100*
Sales & Marketing	*9*	*12,9*	*51,4*
Human Resources	*2*	*2,9*	*54,3*
Finance	*4*	*5,7*	*60*
Revenue Management	*1*	*1,4*	*78,6*

Table 14. Distribution of participants amongst departments

Number of years	*Frequency*	*Percentage*	*Cumulative Percentage*
Less than a year	*14*	*20*	*20*
1 – 2	*36*	*51,4*	*71,4*
2 – 4	*15*	*21,4*	*92,9*
4 – 6	*4*	*5,7*	*98,6*
6 – 7	*1*	*1,4*	*100*
More than 7 years	*0*	*0*	
Total	*70*	*100*	

Table 15. Years of employment within the organization

Frequency tables Characteristics

Questions	TD	%	D	%	N	%	A	%	TA	%
Do tasks that I know I can already do	0	0	13	18,6	0	0	43	61,4	14	20
Do tasks that connect to my knowledge	6	8,6	8	11,4	3	4,3	42	60	11	15,7
Do tasks in which I learn many different things	10	14,3	16	22,9	15	21,4	17	24,3	12	17,1
Do tasks that are new to me	4	5,7	14	20	2	2,9	34	48,6	16	22,9
Solve problems that are new to me	6	8,6	14	20	13	18,6	24	34,3	13	18,6
Do tasks that give results for the customers/guests on short-term	1	1,4	6	8,6	6	8,6	42	60	15	21,4
Do tasks that produce results for the company in short-term	2	2,9	10	14,3	6	8,6	43	61,4	9	12,9
Do tasks in which I can improve things in the organization	1	1,4	11	15,7	25	35,7	16	22,9	17	24,3

Table 16. Questions 8 – 15. Frequency table Challenge

Questions	TD	%	D	%	N	%	A	%	TA	%
Get in touch with many different colleagues	4	5,7	2	2,9	3	4,3	16	22,9	45	64,3
Get in touch with many different people outside of the organization	10	14,3	11	15,7	2	2,9	12	17,1	35	50
Have alteration between work I do alone and with others	8	11,4	31	44,3	2	2,9	22	31,4	7	10
Get in touch with many different departments	17	24,3	11	15,7	4	5,7	11	15,7	27	38,6
Work in different departments within the organization	38	54,3	16	22,9	5	7,1	5	7,1	6	8,6
Work at different places within the organization	36	51,4	10	14,3	4	5,7	14	20	6	8,6
Have alteration between simple and difficult tasks	16	22,9	8	11,4	9	12,9	27	38,6	10	14,3
Perform many different types of tasks	20	28,6	17	24,3	5	7,1	15	21,4	13	18,6
Have variety between the type of tasks	15	21,4	19	27,1	4	5,7	26	37,1	6	8,6

Table 17. Questions 16 – 25. Frequency table Variety

Questions	TD	%	D	%	N	%	A	%	TA	%
Can determine the order in which I do the work myself	21	30	13	18,6	3	4,3	18	25,7	15	21,4
May determine in which way I perform my work	3	4,3	23	32,9	4	5,7	35	50	5	7,1
Can decide for myself when I will do certain tasks	5	7,1	16	22,9	3	4,3	42	60	4	5,7
Get clarity about what is exactly expected of me	10	14,3	7	10	5	7,1	33	47,1	15	21,4
Get clarity about my responsibilities	5	7,1	4	5,7	4	5,7	40	57,1	17	24,3
Get clarity about what tasks I have to do	5	7,1	4	5,7	6	8,6	40	57,1	15	21,4
Am not always checked upon	3	4,3	13	18,6	5	7,1	46	65,7	3	4,3
Have a manager who does not always interfere with my work	4	5,7	10	14,3	8	11,4	41	58,6	7	10
Gain confidence to carry out my work independently	6	8,6	3	4,3	14	20	35	50	12	17,1

Table 18. Questions 26 – 34. Frequency table Autonomy/Freedom

Questions	TD	%	D	%	N	%	A	%	TA	%
Can determine my own start- and end times of the day	44	62,9	7	10	6	8,6	7	10	6	8,6
Can work on days that suit me	42	60	14	20	6	8,6	5	7,1	3	4,3
Can decide for myself when to take a break	25	35,7	16	22,9	4	5,7	19	27,1	6	8,6
Have a lot of flexibility for taking time off	28	40	15	21,4	6	8,6	15	21,4	6	8,6
Have the freedom to change workdays with colleagues	24	34,3	9	12,9	5	7,1	27	38,6	5	7,1
Have fixed working hours	32	45,7	5	7,1	6	8,6	16	22,9	11	15,7
Have fixed work days	37	52,9	6	8,6	3	4,3	11	15,7	13	18,6
Have clarity in advance about the scheduled times I have to work	12	17,1	15	21,4	5	7,1	20	28,6	18	25,7
Have clarity in advance about the scheduled days I have to work	10	14,3	15	21,4	3	4,3	20	28,6	22	31,4
Can occasionally work from home	49	70	5	7,1	4	5,7	4	5,7	8	11,4
Not obligated to be physically present at work during all my working hours	45	64,3	5	7,1	5	7,1	10	14,3	5	7,1
Can decide for myself when to work from home	46	65,7	4	5,7	2	2,9	12	17,1	6	8,6

Table 19. Questions 35 – 46. Frequency table Flexibility

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Questions	TD	%	D	%	N	%	A	%	TA	%
Have colleagues who help me on their own initiative	3	4,3	4	5,7	6	8,6	36	51,4	21	30
Have colleagues who help me with my problems	4	5,7	4	5,7	3	4,3	37	52,9	22	31,4
Have colleagues who help each other out a lot	3	4,3	6	8,6	5	7,1	36	51,4	20	28,6
Have colleagues with whom I do fun things outside of work	5	7,1	8	11,4	8	11,4	19	27,1	30	42,9
Have colleagues with whom I can talk about private problems	2	2,9	11	15,7	4	5,7	24	34,3	29	41,4
Have colleagues who do not gossip about each other	5	7,1	24	34,3	14	20	22	31,4	5	7,1
Have colleagues who accept me as a person	5	7,1	0	0	5	7,1	25	35,7	35	50
Have colleagues who are being honest with me	0	0	6	8,6	21	30	32	45,7	11	15,7

Table 20. Questions 47 – 54. Frequency table Colleague

Questions	TD	%	D	%	N	%	A	%	TA	%
Have a manager who regularly asks me how I am doing	5	7,1	2	2,9	9	12,9	38	54,3	16	22,9
Have a manager who shows interest in my private life	0	0	12	17,1	6	8,6	46	65,7	6	8,6
Have a manager with whom I can talk about private matters	1	1,4	16	22,9	14	20	31	44,3	8	11,4
Have a manager who values me	2	2,9	4	5,7	4	5,7	51	72,9	9	12,9
Have a manager who respects me in who I am	2	2,9	10	14,3	2	2,9	42	60	14	20
Have a manager who respects different ways of thinking	3	4,3	6	8,6	14	20	33	47,1	14	20
Have a supervisor who consults me before he/she takes action	3	4,3	7	10	21	30	31	44,3	8	11,4
Have a supervisor who consults me when there is a problem	2	2,9	6	8,6	18	25,7	36	51,4	8	11,4
Have a supervisor who listens to me when tasks need to be done	4	5,7	3	4,3	17	24,3	37	52,9	9	12,9

Table 21. Questions 55 – 63. Frequency table Manager

Questions	TD	%	D	%	N	%	A	%	TA	%
Can do courses during work time	37	52,9	7	10	2	2,9	14	20	10	14,3
Can do a practice-oriented course that has a direct link to my tasks	31	44,3	7	10	10	14,3	12	17,1	10	14,3
Get the opportunity to follow a part-time course	23	32,9	29	41,4	6	8,6	6	8,6	6	8,6
Can follow a training program that is linked to moving on to higher positions	22	31,4	14	20	7	10	21	30	6	8,6
Get a training course that has been put together for me personally	29	41,4	7	10	8	11,4	20	28,6	6	8,6
Continue to grow to positions with more independence	4	5,7	10	14,3	9	12,9	46	65,7	1	1,4
Can grow to positions with more responsibility	6	8,6	18	25,7	10	14,3	35	50	1	1,4
Can grow into a managerial position	5	7,1	10	14,3	27	38,6	27	38,6	1	1,4
Can grow to various positions	18	25,7	27	38,6	11	15,7	11	15,7	3	4,3

Table 22. Questions 64 – 72. Frequency table Training & Development

Questions	TD	%	D	%	N	%	A	%	TA	%
Work in a space that is well ventilated	8	11,4	18	25,7	8	11,4	32	45,7	4	5,7
Work in a clean workplace	5	7,1	14	20	14	20	32	45,7	5	7,1
Work in a tidy workplace	14	20	20	28,6	9	12,9	19	27,1	8	11,4
Work in a safe workplace	22	31,4	8	11,4	2	2,9	33	47,1	5	7,1
Can use social media during working hours	19	27,1	18	25,7	6	8,6	20	28,6	7	10
Can use my cell phone during working hours	9	12,9	18	25,7	6	8,6	26	37,1	11	15,7
Have free access to internet	5	7,1	7	10	4	5,7	28	40	26	37,1

Table 23. Questions 73 – 79. Frequency table Workplace

Questions	TD	%	D	%	N	%	A	%	TA	%
Produce products or services that are known for their high quality	6	8,6	2	2,9	2	2,9	26	37,1	34	48,6
Have many satisfied customers/guests	3	4,3	7	10	1	1,4	44	62,9	15	21,4
Make innovative products or services	1	1,4	12	17,1	2	2,9	45	64,3	10	14,3

Table 24. Questions 80 – 82. Frequency table Image

Questions	Mean	Minimum	Maximum	Std. deviation
Do tasks that do connect to my knowledge	2,20	1	5	1,030
Do tasks that I know I can already do	2,03	1	4	,816
Do tasks in which I learn many different things	2,81	1	5	1,311
Do tasks that are new to me	2,23	1	5	1,119
Sole problems that are new to me	2,46	1	5	1,163
Do tasks that give results for the customer/guest on short-term	1,86	1	3	,546
Do tasks that produce results for the organization on short-term	2,20	1	5	,849
Do tasks in which I can improve things in the organization	2,44	1	4	
Total Challenge Score	18,23			3,176

Table 25. Challenge Descriptive Statistics

Questions	Mean	Minimum	Maximum	Std. deviation
Can determine the order in which I do the work myself	3,19	1	5	1,600
Can determine in which way I do my work	2,50	1	5	1,032
Can decide for myself when I will do certain tasks	2,56	1	5	1,085
Get clarity about what is exactly expected of me	2,24	1	5	1,209
Get clarity about my responsibilities	1,91	1	5	,847
Get clarity about which tasks I have to do	1,90	1	5	,764
Am not always checked upon	2,39	1	5	,906
Have a manager who does not always interfere with my work	2,27	1	5	,916
Gain confidence to carry out my work independently	2,14	1	5	,921

Table 26. Flexibility Descriptive Statistics

Questions	Mean	Minimum	Maximum	Std. deviation
Get in touch with many different colleagues	1,40	1	4	,710
Get in touch with many different people outside of the organization	2,01	1	5	1,399
Have alteration between work I do alone or with others	3,24	1	5	1,256
Get in touch with many different departments	2,46	1	5	1,603
Work in different departments within the organization	4,39	1	5	,952
Work at different places within the hotel	4,03	1	5	1,307
Work in different spaces	4,06	1	5	1,273
Have alteration between simple and difficult tasks	2,96	1	5	1,419
Perform many different types of tasks	3,36	1	5	1,485
Have variety between the types of tasks	3,13	1	5	1,361

Table 27. Variety Descriptive Statistics

Variables	Mean	Std. Deviation
Challenge	5,64	2,085
Variety	3,08	3,072
Freedom	3,50	1,657
Flexibility	5,38	1,920
Colleagues	8,10	,745
Manager	5,03	1,817
Training & Development	7,34	1,776
Workplace	4,50	1,293
Image	2,41	1,740
Total score	5,00	,000

Table 28. Mean outcomes of the nine characteristics

	Frequency	Percentage	Valid Percentage	Cumulative Percentage
1	1	1,4	1,4	1,4
3	20	28,6	28,6	30
4	13	18,6	18,6	48,6
5	15	21,4	21,4	70
6	20	28,6	28,6	98,6
7	1	1,4	1,4	100

Table 29. Frequency table Workplace

	Frequency	Percentage	Valid Percentage	Cumulative Percentage
1	1	1,4	1,4	1,4
3	11	15,7	15,7	17,1
4	19	27,1	27,1	44,3
6	13	18,6	18,6	62,9
7	5	7,1	7,1	70
8	17	24,3	24,3	94,3
9	4	5,7	5,7	100

Table 30. Frequency table Challenge

	Frequency	Percentage	Valid Percentage	Cumulative Percentage
1	35	50	50	50
2	8	11,4	11,4	61,4
3	13	18,6	18,6	80
9	14	20	20	100

Table 31. Frequency table Variety

	Frequency	Percentage	Valid Percentage	Cumulative Percentage
2	32	45,7	45,7	45,7
3	6	8,6	8,6	54,3
4	15	21,4	21,4	75,7
6	16	22,9	22,9	98,6
9	1	1,4	1,4	100

Table 32. Frequency table Freedom

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	Frequency	Percentage	Valid Percentage	Cumulative Percentage
2	4	5,7	5,7	5,7
3	19	27,1	27,1	32,9
4	1	1,4	1,4	34,3
5	1	1,4	1,4	35,7
6	16	22,9	22,9	58,6
7	25	35,7	35,7	94,3
8	4	5,7	5,7	100

Table 33. Frequency table Flexibility

	Frequency	Percentage	Valid Percentage	Cumulative Percentage
6	4	5,7	5,7	5,7
7	4	5,7	5,7	11,4
8	43	61,4	61,4	72,9
9	19	27,1	27,1	100

Table 34. Frequency table Colleagues

	Frequency	Percentage	Valid Percentage	Cumulative Percentage
2	10	14,3	14,3	14,3
4	21	30	30	44,3
5	14	20	20	64,3
7	23	32,9	32,9	97,1
8	1	1,4	1,4	98,6
9	1	1,4	1,4	100

Table 35. Frequency table Manager

	Frequency	Percentage	Valid Percentage	Cumulative Percentage
4	1	1,4	1,4	1,4
5	21	30	30	31,4
7	11	15,7	15,7	47,1
8	5	7,1	7,1	54,3
9	32	45,7	45,7	100

Table 36. Frequency table Training & Development

	Frequency	Percentage	Valid Percentage	Cumulative Percentage
1	33	47,1	47,1	47,1
2	16	22,9	22,9	70
3	1	1,4	1,4	71,4
5	19	27,1	27,1	98,6
6	1	1,4	1,4	100

Table 37. Frequency table Image

	Job- and organization attractiveness	Content of work	Work environment	Image
Pearson Correlation	1	,755**	,539**	,649**
Sig. (2-tailed)		,000	,004	,002
Sum of Squares and Cross-products	15,318	11,663		
Covariance	,222	,169	,150	,205

Table 38. Correlation between the three characteristics and job- and organization attractiveness

	Challenge	Variety	Freedom	Flexibility	Colleagues	Manager	Training & development	Work place	Image
Mean	5,64	3,08	3,50	5,38	8,10	5,02	7,34	4,50	2,41
Std. Deviation	2,085	3,072	1,657	1,920	,745	1,817	1,776	1,293	1,740
Minimum	1	1	2	2	6	2	4	1	1
Maximum	9	9	7	8	9	9	9	7	6

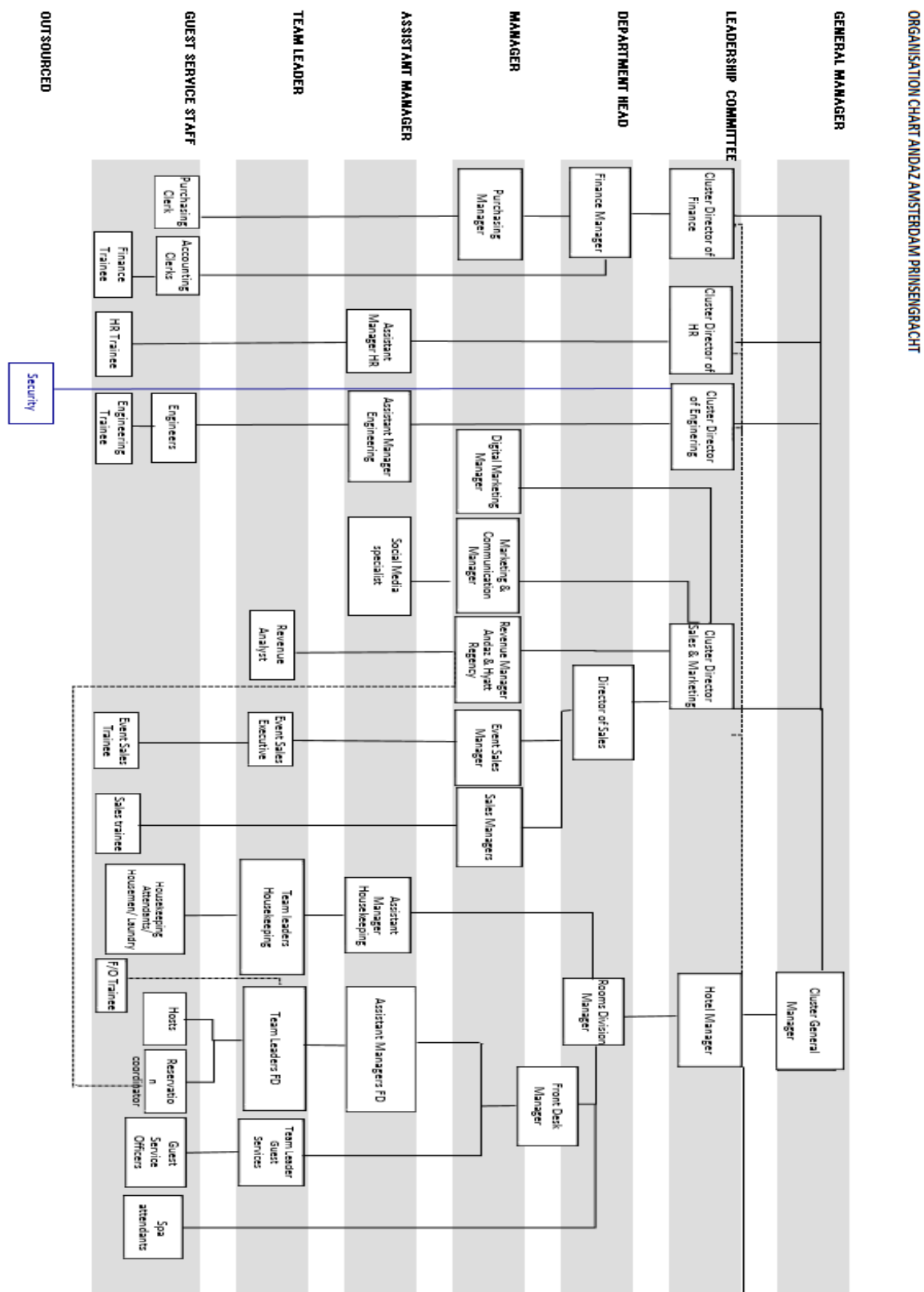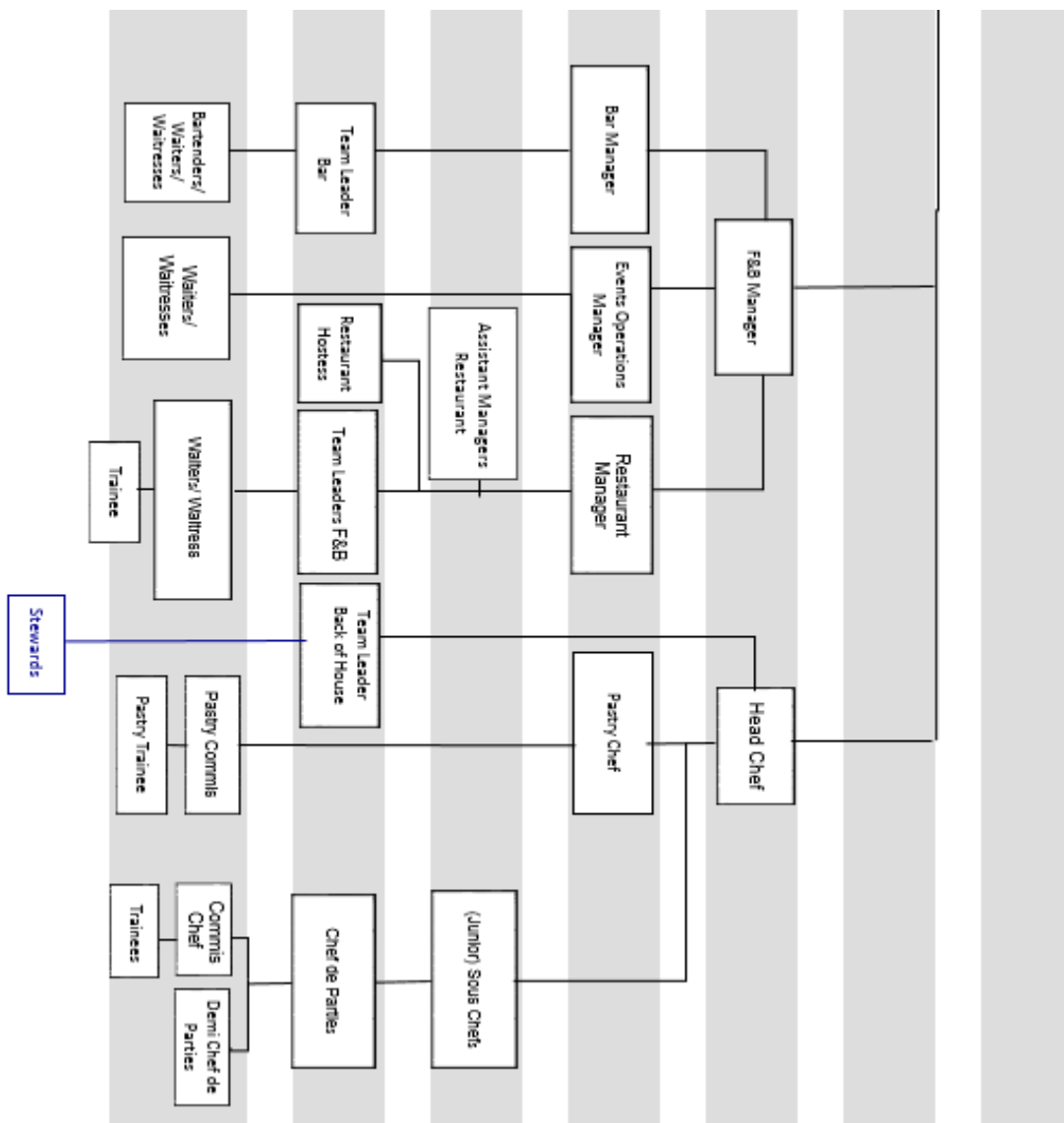*Table 39. Mean scores characteristics*

Appendix 4. Organizational chart

Figure 3. Organizational chart

Figure 4. Organizational chart