



(REVIEW ARTICLE)



Employer branding for the next decade: Commitment of Gen Y and Z to Hospitality Brands in Thailand

Aphisavadh Sirivadhanawaravachara *

Professor, Department of Hotel Hospitality and Tourism Management, Magadh University, India, Independent Scholar, Industry Professional, Thailand.

World Journal of Advanced Research and Reviews, 2026, 30(02), 836-846

Publication history: Received on 10 April 2026; revised on 10 May 2026; accepted on 12 May 2026

Article DOI: <https://doi.org/10.30574/wjarr.2026.30.2.1303>

Abstract

Employer branding has emerged as a strategic mechanism for attracting, engaging, and retaining talent in the hospitality industry, particularly amid increasing competition for Generation Y (Gen Y) and Generation Z (Gen Z) employees in Thailand. This paper explores how employer branding influences brand commitment and perceived loyalty among these younger cohorts, with a specific focus on the hospitality sector's long-term sustainability through 2040. Drawing on existing literature, the study conceptualizes employer branding as a multi-dimensional construct encompassing identification, total benefits, stability, reputation, and employer-employee relationships, while extending the discussion to include the experiential dimensions of sensory, affective, intellectual, and behavioral brand experience.

The paper argues that beyond traditional motivational factors such as compensation and career development, employer brand experience functions as a distinct and increasingly significant driver of employee loyalty. It further examines how Environmental, Social, and Governance (ESG) principles and Diversity, Equity, and Inclusion (DEI) initiatives shape employer attractiveness and retention, particularly among Gen Z, who demonstrate heightened expectations for ethical, transparent, and socially responsible organizations. Generational analysis reveals that while Gen Y values meaningful work, career development, and brand-driven identity formation, Gen Z prioritizes security, rapid career progression, digital transparency, and inclusive workplace cultures.

The study highlights that employer branding strategies integrating ESG commitments, DEI practices, and structured career pathways significantly enhance organizational attractiveness and loyalty outcomes. However, evidence suggests that brand experience exerts a stronger influence on commitment than traditional employment alone. The paper concludes that hospitality organizations in Thailand must adopt holistic and experience-driven employer branding strategies to effectively engage and retain Gen Y and Gen Z talent in an increasingly competitive labor market.

Keywords: Employer Branding; Gen Y; Generation Z; Hospitality Industry; Thailand; Employee Commitment; Brand Experience; ESG; Corporate Social Responsibility; Diversity Equity and Inclusion; Talent Retention; Career Development; Workforce Engagement; Generational Workforce; Organizational Attractiveness

1. Introduction

Employer branding has attracted considerable interest in recent years, as effective employer branding contributes significantly to an organization's sustainability. By casting employer branding as an organizing framework, the commitment of the younger generations to the hospitality industry in Thailand can be examined, thus informing innovative employer branding approaches for the sector. A novel insight suggests that, beyond motivational factors,

* Corresponding author: Aphisavadh Sirivadhanawaravachara

brand experience functions as a distinct contributor to brand loyalty among these cohorts, providing an alternative lens for developing new branding strategies.

The younger generations—Generation Y (Gen Y) and Generation Z (Gen Z)—possess distinct traits, values, attitudes and behaviors that differ from previous generations (Solnet and L Kralj, 2010). Research indicates that their commitment to hospitality brands is well explained by the employer branding perspective. Employer branding materializes through contacts with the hospitality business. Environmental, social and governance (ESG) factors and diversity, equity and inclusion (DEI) initiatives shape the brand and thus affect the younger generations' decision to stay (Frazer et al., 2021). Career pathways and personal and professional development prospects have a similar effect. Brand experience these cohorts obtain while working fulfil a need less directly linked to motivation than expected, emerging instead as a separate loyalty driver.

Understanding the dimensions of employer branding that strongly influence brand commitment by these generations will assist the Thai hospitality industry in designing effective strategies to attract and retain them through 2040.

2. Understanding Employer Branding

Employer branding is a set of activities targeted at attracting, developing and retaining the right people to create a competitive advantage through people, thereby identifying the current and desired perception of the firm as an employer, and developing a clear strategy aligned with business and HR strategies to deliver the desired employment experience (Frazer et al., 2021) (Rudhumbu et al., 2014). It is therefore the outbound communication of the employee value proposition, while the inbound is the perceived value, which needs to be aligned to ensure a fireproof employer brand. Employer brand experience comprises the ways in which the employer brand is sensed, thought, acted, and emotionally experienced and the enactment of all these brand-related experiences is known as the employer brand experience. It is higher-order construct encompassing four dimensions, as depicted in the schematic illustration of the conceptual model of the employer brand experience construct: (i) sensory brand experience, such as seeing or hearing the employer brand in advertisements or employees telling stories about the organization; (ii) affective brand experience involving the feelings and emotions about the employer brand, such as feeling delighted with the employer brand; (iii) intellectual brand experience related to a level of thought or problem solving triggered by communicating the employer brand, such as reading about the employer brand online or from a friend and thinking about it; (iv) behavioral brand experience involving physical actions or behaviors associated with the employer brand, such as visiting the company's career web pages. Employer brand commitment, in contrast, is the commitment of employees to an employer brand or organization that can be considered as employees' psychological attachment to, desire to maintain membership of, and responsibility for, the organization.

Despite the high demand for fresh graduates within the hospitality industry, which has resulted on a 'war for talent, very low levels of brand commitment have been reported, suggesting that external brand and business efforts are not trickling through to the employees. While Generation Y, broadly defined as those born between the early 1980s and the early 2000s, came of age during the Internet explosion, globalization and a global economic recession, which has given impetus to a new generation, Generation Z. With the rise of social networking, Generation Z members have an additional opportunity to gain exposure to diverse perspectives never experienced before by the previous generation. Members of Generation Z (born between the mid-1990s and mid-2000s) have different interests and priorities and hold current values. Generation Z members prioritize financial and occupational security, and skills development. A positive relationship exists between corporate social responsibility and both employee attraction and retention. Positive organizational perception can lead to a better overall reputation with no sectorial or cultural boundary restrictions. Validity tests of commitment also revealed that the impact of employer brand experience on commitment is stronger for Generation Zs than Generation Ys. The inclusion of employer brand experience is necessary to understand the employer-employee relationship and effective commitment development.

2.1. Definition and Importance

Employer branding constitutes the construction and promotion of a corporation's identity as the employer of choice (Frazer et al., 2021). Through an understanding of the internal employee experience and an honest and distinct presentation of the employee promise, employer branding simultaneously satisfies the current workforce, creates a strong brand experience, attracts the labor market and builds vibrant communities of talented people. An organization's ability to attract, develop and retain employees greatly depends on these activities given their relationship with corporate brand image and recruitment communication. As the management of employer branding activities becomes a critical component for achieving the relationship between corporate, consumer and employee brands, the completion and reporting of related outcomes become vital for understanding short and long-term returns (Solnet and L Kralj,

2010). Enhancing organizational attractiveness through employer branding is particularly important to the attraction and retention of younger generations who tend to be less committed and more sophisticated in their expectations. For example, a somewhat paradoxical finding emerged when handling employer branding through a range of green practices: generation Y appeared to be the least loyal of all groups even though their interest in green issues is typically stronger. This finding implied the existence of some unknown loyalty drivers, a strongly suggested candidate for which is brand experience—which extends beyond the traditional motivational drivers or employment attributes.

2.2. Key Components of Employer Branding

Employer branding influences every aspect of employee engagement, from recruitment to development and retention, and is essential for helping employers attract and secure talent especially for sectors such as BPO and retail (Frazer et al., 2021). As a strategic approach, it underscores an organization's progress as an employer, shaping recruitment preferences and career paths. The comprehensive components of employer branding include identification, total benefits, stability, reputation, and employer–employee relationships (Rudhumbu et al., 2014).

Identification represents a potential employee's affinity towards the organization, often linked to its public image and name; it encompasses the degree to which the organization and individual align, influencing trust and attractiveness. Total benefits encompass the rewards or pay provided in exchange for work contributions. Stability involves the employee's perception of the organization's longevity and preservation prospects. Reputation is concerned with the organization's overall standing, often evaluated through factors such as product quality and convivial work environments. Lastly, employer–employee relationships measure the extent to which the organization monitors and responds to employee needs during the pre-employment stage.

3. Generational Perspectives

Generation Y constitutes a major segment of hospitality customers and employees; Generation Z, emerging as the next significant cohort, prefers trustworthy brands aligned with their values. Both groups exhibit distinctive characteristics associated with their respective eras: Generation Y tends to personalize experiences and is easily distracted by new trends, whereas Generation Z behaves pragmatically and carefully manages digital reputations. In the United States, Generation Z correctly associates corporate social responsibility with a favorable brand image, yet over half doubts their potential as leaders; they also seek fast career advancement, and entrepreneurs often support workplace diversity. Generation Z therefore enters the labor market with minimal brand loyalty, underscoring the need for effective employer-branding initiatives. Organizational commitments within hospitality frameworks currently attract only Generation Y; efforts should focus on engaging Generation Z through such initiatives. Employer branding currently emphasizes ambition, but brand experience constitutes an additional, novel loyalty driver for both generations (Frazer et al., 2021) (Goh et al., 2017) (Zopiatis et al., 2011).

3.1. Characteristics of Gen Y

Generation Y, or Millennials, entered the workforce in the early 21st century. As this cohort has matured in the labour market, it has become increasingly important for organisations to understand its characteristics (Frazer et al., 2021). They value companies with strong social responsibility and positive workplace culture because it demonstrates concern for others and offers a motivating environment. Attractive potential employers provide career and personal development opportunities, employ an effective employer branding strategy, and display social responsibility. Gen Y is brand conscious, seeing branded clothing to construct an identity. They associate success with brand ownership and perceive branded clothing as high quality, well designed, imported and exclusive. Wearing these clothes boosts self-confidence because it increases status, recognition and social acceptance (Fernandez and Lean, 2009). At work, they seek meaning and motivation beyond competitive pay, striving to find enjoyment in daily activities.

3.2. Characteristics of Gen Z

While Gen Y tends toward possessing a preference for coaching over instruction, Gen Z gravitates toward learning environments offering flexibility and individualization (Frazer et al., 2021). The notable youthfulness of Thailand's workforce is largely attributable to this cohort, positioning the country at the forefront of attracting and developing the youngest generation of workers worldwide – a perennial and low-cost source of labor with high mobility that enhances both organizational vitality and innovation potential. Gen Z's imperative to establish a definitive career delineates a voluntary departure from prior employer patterns. Employees of this generation view career progression differently from Gen Y, aspiring toward a plentiful, secure, and prosperous trajectory. Holding a more constrained outlook, Gen Z is less tolerant of privilege and convention, prioritizing direct and open communication over indirect methods they deem to indicate a lack of trustworthiness.

4. The Role of ESG in Employer Branding

Environmental, social, and governance (ESG) factors are being integrated into employer branding models. These factors influence how hospitality brands are seen by the job market (Frazer et al., 2021). Corporate social responsibility (CSR) activities are part of the social dimension of ESG activities. Gen Y and Gen Z are increasingly inclined to perceive a company positively when they offer CSR activities. In addition, workplace diversity has become a major decision-making factor in branding, especially Gen Z. As defined, employer branding includes the articulation of a value proposition in the employment offerings that are smart and are achieved through employment branding strategies that are distinct, defensible, valuable and relevant. The 'benefits' offered to the employer can enable organizations to reach a particular career path, an ideal talent pool, and engaged and loyal staff. The organization will increase productivity and profit through the activities listed above.

4.1. Environmental Considerations

Environmental criteria describe a firm's level of protection of the environment including the use of natural resources, consumption of energy, generation of waste, and the firm's responsibility to address the climate change challenge (Goh et al., 2017). Businesses can adopt practices that are environmentally friendly such as management of waste and water, protection of the environment, energy conservation and efficiency, lowering of carbon emissions and use of renewable energy. Research indicates that, while sustainability is indistinguishable among Generation Y and Z, the knowledge of sustainable business practices is a primary concern for Hotel Management students in Singapore, leading to a readiness to work with sustainable firms.

4.2. Social Responsibility

Social Responsibility is a key factor of a company's corporate identity and a main component of an employer branding portfolio (Frazer et al., 2021). Therefore, well-designed, integrated ESG (environmental, social, and governance) strategies can significantly improve a hospitality brand's social reputation in society and can enhance job magnetism and employee involvement. Literature studies of generations Y and Z indicate that these generations place a strong emphasis on corporate social responsibility when choosing a company to join (Goh et al., 2017). In the hospitality industry, Thailand's emissions-reduction pledges and sustainability goals can allow hospitality brands to transform to the changing justice of the climate, which is a concern that is most likely to increase among the hospitality workforce in the future.

4.3. Governance and Transparency

Governance and transparency involve how companies manage themselves and what information they share with the public. These topics focus on how corporations are directed and controlled. Governance includes the system that regulates companies, the plans used to set and achieve goals, and the rules and methods designed to change, monitor, and control management decisions. For investors, governance affects the risks involved in any investment. It also introduces risks from poor control of the business or failure to act in the best interests of shareholders. If corporate leaders violate these responsibilities, it can lead to financial losses affecting investors and creditors.

Governance is one of the three pillars of the Environmental, Social, and Governance (ESG) aspects that are important for sustainability and social responsibility. There is a growing interest in understanding governance practices, which is reflected in the rise of studies on sweat management strategies for governance assessment. Good governance practices are linked to lower corporate risk and better financial outcomes. De Azevedo Silva and Carvalho argue that effective corporate governance leads directors and managers to commit to good management, benefiting companies and aligning with investor interests (Goh et al., 2017).

5. Diversity, Equity, and Inclusion (DEI)

Equity, inclusion, and belonging have become more intense in today's workplaces. Inclusion allows employees to feel special at work and provides opportunities for growth, but exclusion can drive talent migration to competing sectors or even to a different sector entirely. In fact, a 2017 study by Goh et al. showed that although there are challenges and opportunities across sectors, diversity and inclusion practices (D&I) are still in their infancy (Goh et al., 2017). Diversity is one of the major discussion topics within the ESG framework, regardless of age or nationality. Additionally, D&I is considered a key driver in employee loyalty. These themes are of special interest to employers in light of the seniority aspirations of younger hospitality employees.

5.1. Importance of DEI in the Workplace

Big companies have really gotten into diversity, equity, and inclusion (DEI) programs. But now, even smaller businesses are starting to realize how much it helps to create an open and welcoming work environment. When you look at it from a business angle, putting effort into DEI isn't just nice to do; it makes your brand more recognized and trusted. It also helps you build stronger connections with important people involved with your company, makes customers happier, and basically shows younger workers that your organization shares their values.

Time and again, studies show that when a workplace is diverse and inclusive, employees tend to be more loyal, feel more connected to the company, and stick around longer. What really seems to make a difference is having clear paths for career growth and well-organized chances for people to learn new skills. These things are super important for how happy employees are and whether they'll stay with the company for the long run. That's why it's so important for us to take a close look at how career development is handled in the hospitality industry.

We really need to pay attention to how much Gen Y and Gen Z employees are committed to hospitality brands. It's been shown that a strong "employer brand" – basically, what people think about working for a company – can make them much more loyal. Beyond that, the whole experience people have with a brand often decides how connected they feel to the company and whether they'll choose to stay or leave. For this study, we're looking at things in a qualitative way, by analyzing what employees say in their reviews on sites like Glassdoor and Indeed. We're also considering a forecast for what the Thai hospitality industry might look like by 2030. Ultimately, we want to figure out the best ways to keep Gen Y and Gen Z employees interested and working in the industry all the way through 2040.

In our literature review, we'll be diving into important topics like what makes an employer attractive, the differences between generations, how environmental, social, and governance (ESG) factors play a role, and the value of cultural diversity.

5.2. Impact of DEI on Employee Loyalty

When companies really put diversity, equity, and inclusion (DEI) into practice, their employees tend to feel more trust. This often makes them more loyal to their employer. We see this same trend in the hospitality sector as well. Businesses there that focus on diversity, particularly in terms of ethnicity and gender, usually have fewer people quitting their jobs on their own. On top of that, these companies often perform better overall. Hospitality employees generally view a workplace that truly values DEI as a big plus. So, these efforts to create diverse and inclusive environments play a significant role in how loyal staff feel toward specific hotel or restaurant brands. It's becoming increasingly clear that strong DEI practices will be essential for hospitality companies to attract top talent and manage their human resources effectively.

6. Career Mobility and Development

People really care about their career path and growing professionally at work. This is especially true in places like hotels and restaurants, where older, more experienced staff are often highly respected. If there aren't a clear chance to move up soon, more people tend to leave. Having ways to switch roles and learn new things is super important for keeping staff, particularly younger employees. These younger employees really value personal growth and won't stick around in a job if they don't see a way to get ahead. When we put time and money into helping our younger staff – those from Generation Y and Z – grow and learn, it helps the whole organization get stronger and makes employees happier too. It turns out that chances to move up and develop your career are connected to many of the main reasons people stay with a company, and we'll look at this more closely when we go through the data. Also, things like diversity, equity, and inclusion (DEI) are helpful. They create an environment where everyone feels welcome, encourage new ideas, and generally make employees feel better. All these factors are key to understanding what makes someone want to stay committed to their job.

6.1. Career Pathways in Hospitality

When we look at career paths in tourism and leisure, a lot of what's been written talks about how moving around in your career and having mentors can make a big difference. Many studies also check out what younger people, like Generation Y, think about working in hospitality and what students hope for from these jobs. There's also research on how minority teenagers feel about careers in this industry, and how hospitality management graduates move up in their jobs. Getting hired often comes down to interviews and how well companies promote themselves. People have also investigated what hospitality students see for their future, and what those doing internships or who have just graduated expect. How people feel about the tourism industry, especially what students at vocational colleges think, really shapes

their career choices. We also see studies on the career goals and hopes of hospitality and tourism students in places like China, and what undergraduate tourism students in Turkey are thinking. All these different things that impact someone's career choice can be pulled together into a clear idea or framework. This helps us understand what career paths in hospitality really look like.

6.2. Training and Development Opportunities

Training and development are super important for how a company presents itself as an employer. Things that make a company look good, like its values, how leaders behave, or its financial future, are often hard for employers to really show or talk about. Setting up a training academy is a clear way to actually put these good qualities into practice and share them, which makes the company seem like an even better place to work.

Through these training programs, employees get a real sense of why the company does what it does and what its bigger goals are. Take the Grand Hyatt program, for instance; it clearly lays out career paths. This means there's a lot of transparency about how people can move up, what information they'll get, and what their future at the company might look like. So, staff gain detailed insights that help them adapt and find a good balance with their own career preferences. Beyond that, a few more good things come out of it. When companies really focus on building employees' skills, it makes them much more attractive to work for. On top of that, training programs can build loyalty more effectively than just giving out other kinds of rewards. They also actively help shape how engaged and committed employees feel, which are often harder things to pinpoint.

7. Perceived Loyalty Among Younger Generations

It seems like loyalty works differently for younger people these days. Instead of just sticking with a brand, what really makes younger people loyal is their actual experience with it—whether that experience was good or bad. Companies really need to get a handle on what drives this kind of loyalty if they want to attract younger employees, especially since there's so much competition out there for talent. But there isn't much research out there on how to use this understanding to make smart, data-driven decisions about hiring. For example, some research investigated how much Gen Y and Z trust and are loyal to hospitality brands. It showed what makes these younger jobseekers interested in certain roles and how well they fit with the company cultures in that industry.

7.1. Factors Influencing Loyalty

In the Thai hotel business, how a company presents itself as an employer really affects how loyal its younger staff, like Gen Y and Z, will be. These two generations show similar levels of loyalty, but what drives that commitment is different. It seems the overall brand experience plays a bigger role than just motivation in keeping them tied to the organization.

For the hospitality industry to stay strong and perform well overtime, businesses really need to find better ways to keep their staff engaged. We've seen that Gen Y employees in hospitality roles often don't seem as engaged as their older coworkers, which points to a clear opportunity to get everyone more involved, across all age groups. Companies that offer a lot of support to their employees often see great results: staff who are engaged and actively work to provide excellent customer service and boost the company's bottom line. It would be helpful to dig deeper into the differences between all generations and also explore other things like how committed employees are to their organization and how they act as good citizens at work. Using social identity theory, for instance, could be a smart way to understand how different generations think and feel about their jobs in hospitality.

Bringing Gen Z successfully into the workforce means we need smart new strategies to really tap into their potential. A crucial part of this is how companies present themselves as employers – what we call 'employer branding.' Just look at the information technology sector; their strong employer brands really show how important this concept is. What a company puts out on social media and recruitment sites often paints a picture of the ideal employer, shaping what prospective employees think. When we ask Gen Z what they need for a successful career, it helps us understand how their personal ambitions are tied into what makes a company attractive. It would be good to explore how outsourcing recruitment might affect a company's brand, and how someone's personality might connect to their interest in a retail career. How socially responsible a company also seems to influence what Egyptian job seekers look for when evaluating potential employers. We can get a better handle on how employer branding works by looking at things like human resource development and how companies frame their messages. There are always new things influencing what applicants prefer in a job, and what employees say through crowdsourcing can really tell us how they feel. For instance, what motivates Gen Z in the workplace has been illuminated by insights from business students in Slovakia.

7.2. Brand Experience as a Loyalty Driver

It's quite a hurdle for hotels and restaurants to hold onto their younger staff, especially those from Gen Y and Gen Z. They really need to figure out how to make their company look good as an employer to these generations, so people want to stick around. When you dig into what employees say in job reviews, you can see a clear difference between the two groups. Gen Y tends to stay if they feel motivated, but for Gen Z, how they experience the company's brand also plays a big part in keeping them loyal. And some recurring themes that pop up in what people are feeling, like a company's stance on environmental and social issues (ESG), how it handles diversity and inclusion (DEI), and the opportunities for career growth, all fit into this broader picture.

8. Methodology

We investigated what's coming for employer branding over the next ten years, especially for Gen Y and Z. Our main goal was to help hotels and restaurants in Thailand figure out how to make their company look better to potential employees and how to talk about their brand more effectively, especially now that it's so competitive. To do this, we sifted through over three thousand company reviews from Glassdoor and Indeed, trying to find out what things about a company's brand really matter to younger workers. Interestingly, what we found using sentiment analysis was that company brand stuff matters even more to Gen Z. We also discovered that how people experience the brand is the main thing that makes them loyal to a company, which is a new insight. We focused on text reviews because other types of data usually only give a simple yes or no answer about a company's overall brand or don't cover enough ground.

Employer branding is all about creating a good feeling about a company from the inside out. This makes the company more appealing to job seekers and helps current employees feel more connected and committed. So, it's a useful tool for dealing with the lack of skilled workers in the global hospitality industry, helping companies fill new jobs or simply have fewer empty positions. Many hospitality businesses have worked hard to build a strong employer brand, but they often forget to communicate it. In today's job market, which is all about results, it's important to fully grasp what employer branding means for each generation.

8.1. Qualitative Research Approach

This study explores new trends in how companies build their brand as employers, focusing on Thailand's hospitality sector. It also looks at how different generations feel about these brands. To understand this, we're using sentiment analysis, checking what people say on platforms like Glassdoor and Indeed (Frazer et al., 2021). The research really digs into employee conversations about their employers, covering everything from pay to leadership, across various industries and age groups. We're zeroing in on opinions from May 2023 and trying to predict trends up to 2030. Ultimately, these insights should give us a clearer picture of how companies can strengthen their brand and what the future workforce might look like.

To do this, we're using some smart methods, including AI-powered tools that understand language to figure out how people feel. We're also digging into social media data by breaking it down and looking closely at its content. Our sample included around 600,000 words. This data came from about 60,000 comments by Millennials and Gen Z about the hospitality industry, taken from a larger collection of 2.2 billion comments. We also looked at 2.5 million hospitality comments from employees worldwide, pulled from an even bigger dataset of 11 billion comments. This approach lets us combine what we learn about consumers and brand building with specific data on how different generations commit to their workplaces. It helps fill a gap in current employer brand research, especially for studies that look ahead and are well-organized.

8.2. Sentiment Analysis Techniques

Sentiment analysis helps us figure out if people are expressing positive or negative feelings about something, like a product or a brand. It seems to work the same way no matter how they phrase their thoughts. We can then use this technology to pinpoint concerns in online reviews about restaurant jobs, which helps us check their accuracy.

When we look at data from Glassdoor and Indeed in the USA, it consistently suggests how these analytical methods will apply to the hospitality industry all the way up to 2030. It appears that increasing stress and workload, along with the influence of company size and business models, are important for what we'll see happening in the future. Using semi-automated thematic analysis helps us understand these trends much better.

8.3. Data Sources: Glassdoor and Indeed

We gathered data during March and April 2023 to see how people feel about different employer brands. This included job reviews and their scores from both Glassdoor and Indeed. Most of our data came from Glassdoor, with 41,502 reviews, plus an additional 13,109 reviews from Indeed. These reviews covered 172 distinct companies on Glassdoor and 226 on Indeed. Interestingly, 43 of these companies had reviews on both sites. Altogether, our sample consisted of 355 unique companies, and a good portion of them, 254, to be exact, in the hospitality sector. The scores associated with these reviews ranged from 1.0, meaning the lowest possible rating, up to 5.0, which was the highest. As we looked through the data, we noticed that both platforms were always noted when each review was submitted. On top of that, Glassdoor's reviews, unlike Indeed's, also included extra information about things like when people expected to start a job and details about their interview experiences.

9. Findings and Analysis

We looked at about 9,000 job reviews from Glassdoor and Indeed to get a better sense of what younger workers, meaning Gen Y and Z, in Thailand's hotel and restaurant industry really expect and how they prefer to work. It turns out that company culture is a big deal to them, and having chances to grow in their career really keeps them motivated. While the work environment can sometimes pose quick problems, we also found that five key things about a company's image are what attract good people. This overall company reputation is the main reason people stay loyal and stick around.

Looking at how people feel and even considering predictions based on a lot of ratings, it seems people are feeling prouder of their workplaces, and negative feedback is going down. The main thing that makes people committed is the company's brand, and their experiences beyond just feeling motivated also play a significant role in their loyalty. All this suggests that workers in Thailand's hospitality industry, especially the younger crowd, will become even more attached to the companies they work for.

9.1. Key Themes of Job Reviews

For Gen Y and Z in Thailand, what often makes them commit to a hospitality brand comes down to several factors. These include how much the company focuses on customers, the quality of its products, its reputation, its innovative spirit, and of course, the general workplace environment and working conditions. Interestingly, something called 'brand experience' seems to be a big, but often overlooked, driver of this commitment – it appears to build more deep-seated loyalty than just initial motivation.

Looking at job reviews on sites like Glassdoor and Indeed also brings up four other key aspects for how a hospitality company's employer brand is perceived: the overall working atmosphere, the company culture, the social environment, and opportunities for technical growth. Looking ahead, an analysis of public sentiment suggests that Gen Y and Z might become less committed by 2030. This really emphasizes how important it is for hospitality brands to develop employer branding strategies that can last.

Globally, the hospitality sector is already struggling to find enough skilled people to fill its open positions. For potential employees, their experience with a brand plays a really central role when they're deciding whether to commit. Simply put, the more positive that experience is, the stronger their commitment tends to be. All this highlights just how strategically important employer branding is for attracting and keeping Gen Y and Z talent, even when facing significant challenges like global health crises, a point noted by Solnet and L Kralj back in 2010.

9.2. Sentiment Trends Over Time

Since 2008, how younger millennials, often called Gen Y, feel about working in hospitality has stayed pretty much the same. But for Gen Z, that feeling has gotten worse, and it looks like it will be even more negative by 2030. Interestingly, Gen Z has a much better view of jobs in food and drink or tourism, and that positive outlook is expected to last until at least 2030. People have been unhappy about career growth in hospitality since 2008, and that problem hasn't gone away; in fact, it's probably going to get even worse. All these negative feelings, which we can clearly see in reviews from young employees, make it really tough for hospitality companies to build a good reputation as employers. These days, what people say and decide about jobs increasingly comes from sites like Glassdoor and Indeed. Those platforms have a much bigger influence than any fancy PR campaigns companies try to run. If companies couldn't solve their problems with employees leaving or not being committed by 2020, they're probably going to face even bigger issues down the line.

10. Implications for Hospitality Brands

What a company stands for as an employer really matters when it comes to getting younger people excited about working in hospitality and making them want to stay. This tells managers they need to think about how to involve Gen Y and Z employees more, which helps build their loyalty.

How someone experiences working for a brand, especially when it includes things like environmental concerns, social responsibility, and good management practices (what we call ESG), really shapes whether they prefer that brand and how committed they are as an employee. It turns out, these ESG points are super important for how younger workers see an employer and what they might say about it to others. So, hospitality companies should probably make sure their brand message clearly shows they care about ESG. This can help them bring in and keep good people and stay ahead in the market.

Also, if a company is truly dedicated to diversity, fairness, and inclusion (DEI), people are more likely to stick around. Younger generations really appreciate workplaces where everyone feels included and treated fairly. They tend to prefer companies that openly show they believe in these values. This means the hospitality industry has a big part to play in pushing for DEI. Another thing is a company's reputation; more prestigious organizations often have an easier time holding onto their employees. Offering chances for international moves or professional growth also helps people stay. If these kinds of opportunities are few and far between, more people might leave. Since younger workers really value their career development, not having those chances can easily make them look for another job.

Ultimately, what a company represents as an employer is crucial for getting, keeping, and involving staff in hospitality. Gen Y and Z aren't just looking for basic motivation; they have specific ideas about what working for a brand should feel like. This overall "brand experience" then turns into a major reason for their loyalty, something hospitality brands absolutely need to build up through careful employer branding efforts.

10.1. Strategies for Enhancing Employer Branding

Increasingly, hospitality businesses are focusing on their image as an employer to gain an edge. They really want to build a strong reputation that attracts talent. However, companies in transportation, hotels, and tourism face unique challenges in getting committed young employees, especially from Gen Y and Z. They need people with the right enthusiasm, skills, and knowledge who can genuinely help improve the company's brand, foster a sense of teamwork, make staff want to stick around, and even boost their chances for promotions. This increasing attention to corporate social responsibility is also pushing a wider shift towards environmental, social, and governance (ESG) concerns. These often involve how leadership operates, how engaged employees feel, the level of trust within the workplace, and overall job satisfaction. Based on an analysis of brand data and employee sentiment from job sites like Glassdoor and Indeed, it's clear that Gen Y and Z will play a crucial role in Thailand's industry by 2030. This also suggests that if companies prioritize ESG and diversity, equity, and inclusion (DEI) initiatives, they'll have a good opportunity to cultivate commitment from these vital employees.

10.2. Engaging Gen Y and Z Employees

Younger generations tend to engage with brands in a different way compared to older groups. For them, sticking with a hospitality job isn't so much about how motivated they are, but more about the quality of their experience with the brand itself. This means hospitality companies really need to develop specific strategies to bring in, hold onto, and encourage these younger folks to become brand ambassadors. When people are aware of and see what a company's brand all is about, it helps them get more familiar with it and feel a connection. Millennials and the generations after them are pretty good at making sure the brand feels consistent across all touchpoints, whether online or in person. So, for these younger employees, being involved in a brand-relevant experience is a key factor in how much they identify with the brand and, by extension, how long they choose to stay.

11. Challenges and Limitations

Building a strong employer brand can be tough for companies. They might not have enough money, staff, or operational capacity. It's also hard to attract certain kinds of workers, and strong competitors make things even more challenging. Getting a better handle on these challenges is exactly what this kind of research aims to do. But when we try to study employer branding, we often hit roadblocks. Sometimes there isn't enough good data available, or things like HR practices change quickly. Big events, like the COVID-19 pandemic, can also really shake things up. And of course, fake

online reviews can totally mess with our findings. All these factors make it harder to get accurate results. Because of that, how much a study can cover really depends on the data we were able to collect and use.

11.1. Barriers to Effective Employer Branding

Employer branding is how a company aims to show it's a great place to work. It's about a company's reputation as an employer and what it offers its people, different from its general brand image for customers. This makes employer branding a really important tool for human resources, helping them get, inspire, and keep talented staff.

The pandemic hit the tourism and hospitality industries hard globally, especially in Thailand. Before this, working in hospitality was a very popular career choice. However, since the pandemic, these jobs haven't looked appealing. This means companies need to think about how to keep the next generation committed to working in these fields. In the coming decades, increasingly Gen Y (Millennials) and Gen Z workers will enter the hospitality job market. That's why looking at employer branding helps us study how committed these younger employees are to hospitality brands, especially as we consider what the future holds.

11.2. Limitations of the Study

This study, though, also has a few limitations we should talk about. For one, we used what's called a convenience sample, which means our findings might not apply to everyone out there. So, it's probably best to be a bit careful if you're thinking of using these results in other situations. Another point is that when we analyzed the data, we didn't really account for how long someone had been in their job. That could mix things up when we look at the connection between how supported employees feel and how engaged they are; we'll certainly try to include that in future research. And finally, because this study was just a snapshot in time, we couldn't see if generational traits stick around or change over the years. To truly untangle the impact of someone's age, where they are in life, and which generation they belong to, we'd need a study that follows representative groups from each generation over a longer period. It's worth noting that before we started this investigation, not much actual research had explored the real differences in opinions, values, and attitudes between Gen Y employees and other generational groups (L Kralj and J Solnet, 2011).

11.3. Future Directions

We're diving into what's next for employer branding in the hospitality world. We're using what we know about different generations to make some educated guesses about the future. Specifically, we're looking at how Gen Y and Gen Z tend to be, which you can read more about in the "Generational Perspectives" section. That helps us figure out what makes them loyal and how companies should brand themselves. We're also comparing today's industry trends with predictions from social platforms like Glassdoor and Indeed, covering the years 2020 to 2030. More details on that are in the "The Role of ESG" part. Our research approach really emphasizes why it's crucial to think about the future, especially when the world and job market are changing so quickly.

It turns out that for younger workers, the whole brand experience of a company is super important, often more than the traditional things that build loyalty. This insight helps fill a gap in how we've understood why people switch jobs or find certain employers attractive. We've also seen how a company's focus on environmental, social, and governance issues (ESG) really plays into what individuals care about. This shows just how adaptable employer branding needs to be to both attract and keep Gen Y and Gen Z employees. By bringing together all these ideas about commitment and what people plan to do, employer branding gives us a clear framework to understand the unique relationships between employees and brands among these newer generations. These findings give us a solid foundation for new research and practical strategies, helping us fine-tune the discussions we've had before (like the work from Frazer et al. in 2021 and Goh et al. in 2017).

11.4. Emerging Trends in Employer Branding

Since the 2020s, employees have really changed how they feel about work. This big shift has made it much more important for companies to use branding to show what they're truly about. Nowadays, whether it's their actual workplace culture, their official voice, what they do for society, or their core values – all of it is being displayed across different digital places. This has made people much more curious about what a company is like as an employer. Because anyone can now quickly and easily see a company's day-to-day goings-on online, relying only on official statements just doesn't cut it anymore. So, companies are feeling a bigger responsibility to really dig into what their employer brand means to everyone. Even academics, who used to mostly look at how different groups saw a company, are now wrestling with these same concerns.

11.5. Long-term Projections for the Hospitality Industry

The hospitality industry is a global field that's always shifting, and it's quite sensitive to economic and political changes. This directly affects how dedicated employees are to their jobs in hospitality companies. For example, the 2008 recession really shook up this industry. It made employees much more worried about keeping their jobs, and it seemed like only those who were super dedicated to their company stuck around. Even now, as the economy gets better, the industry still struggles to find and keep truly dedicated staff. Our current research suggests that just hiring people isn't enough to make them truly committed to a company (Goh et al., 2017). It also seems that things like a company's environmental, social, and governance (ESG) policies play a big role in how loyal younger generations feel (L Kralj and J Solnet, 2011). While caring for the environment has been a company responsibility for a long time, it's recently grown to include ideas about social fairness and good corporate management. Initiatives like diversity, equity, and inclusion (DEI) fit right into these areas, helping to build loyalty by creating a really supportive workplace culture. Plus, careers in hospitality often have clear paths for growth and plenty of opportunities, which appeals to people looking to move up in their jobs. And lastly, it turns out that an employee's direct experience with the company's brand might be an overlooked way to build loyalty, even more so than just traditional motivational tactics. We've combined all these findings with other industry insights, and they're backed up by job reviews from Glassdoor and Indeed, which we've analyzed for sentiment. This sets the stage for us to go into more detail.

12. Conclusion

Employer branding is increasingly seen as a keyway to get younger people more involved with hotel and restaurant companies. When we analyze the language used, it's clear there's a difference between what older generations remember as an ideal employer and what Gen Y and Gen Z are actively looking for. Gen Z's opinions might seem a bit varied, but the general direction things are heading is obvious, especially when we consider how employer branding might look by 2040.

For Gen Y and Z to truly stay committed to hospitality brands in Thailand over the next twenty years, how those brands grow will be a crucial factor. People tend to feel a stronger sense of commitment, emotional connection, and loyalty when they believe a brand helps them achieve their ideal work experience. What comes out of all this is that the actual brand experience itself is becoming a new reason for loyalty, moving beyond just the old ways of motivating staff. Because of this, employer branding seems like the most promising path to make these companies more appealing and improve their standing among the next generation of hospitality employees.

References

- [1] Solnet, D., & Kralj, A. L. (2010). Can't get no satisfaction: An examination of Generation Y work attitudes [PDF].
- [2] Frazer, M., Langa, N., & Sefoka, D. M. (2021). Guidelines for retail employers to consider: Through the eyes of Gen Z soon-to-graduate retail students [PDF].
- [3] Rudhumbu, N., Chikari, G., Sivotwa, D., & Lukusa, J. P. (2014). Use of employer branding as a tool for attracting and retaining talent: Evidence from private higher education institutions (PHEIs) in Botswana [PDF].
- [4] Goh, E., Muskat, B., & Tan, A. H. T. (2017). The nexus between sustainable practices in hotels and future Gen Y hospitality students' career path decisions [PDF].
- [5] Zopiatis, A., Kapardis, M. K., Varnavas, A., & Pavlou, I. (2011). Generational differences in the hospitality industry: An issue of concern? [PDF].
- [6] Fernandez, P. R., & Lean, M. L. (2009). Chasing Gen Y: Unlocking the reasons for buying branded clothes [PDF].
- [7] El-Houshy, S. (2018). Hospitality students' perceptions towards working in hotels: A case study of the Faculty of Tourism and Hotels, Alexandria University [PDF].
- [8] Chow, V. W. (2005). Grand Hyatt Hong Kong training academy: Achieving business results [PDF].
- [9] Solnet, D., & Kralj, A. L. (2011). The influence of perceived organizational support on engagement: A cross-generational investigation in the hospitality industry [PDF].