

Strategies to Increase Workforce Effectiveness of the Zoomers Generation in the Hospitality Industry: A Case Study of Hotels in Magelang Area

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balance

ABSTRACT

This research aims to analyze effective strategies to increase the effectiveness of the Generation Z workforce in the hospitality industry, with a focus on hotels in Magelang area. A qualitative approach using Miles and Huberman's interactive data analysis model was used to process the data obtained through interviews, observation, and documentation. The research population included all of the star hotels in Magelang area that have Generation Z workers. The sample was selected using a purposive sampling technique, with the criteria of 1) generation Z workers who have worked for more than six months; 2) managers or administrators who are directly involved in managing human resources; and 3) management practitioners or experts who have experience in managing Generation Z. The sample involved 3 Generation Z workers, 2 hotel managers, and 1 management practitioner. The research results show that the application of digital technology is a key element in supporting the efficiency and engagement of the Generation Z workforce. In addition, technology-based training and interactive methods have proven to be more effective in improving their skills compared to traditional methods. Generation Z also show high expectations for work-life balance, which has an impact on their level of satisfaction and loyalty to the organization. An inclusive work culture and recognition of performance are other factors that encourage their motivation and productivity. This research concludes the importance of an adaptive and innovative management approach to managing the Generation Z workforce. With strategies that include technology, relevant training, work flexibility, and reward systems, hotels in Magelang can increase their competitiveness in the increasingly competitive hospitality sector.

INTRODUCTION

The hospitality industry is an important sector in the global and local economy, including in Magelang area, which is known as a tourist destination with cultural and natural attractions. A hotel's operational success depends on the professional and effective performance of its workforce. Currently, the workforce in the hospitality sector is dominated by the Zoomers generation, or Generation Z, which has unique characteristics compared to previous generations. This generation is known for its ability to use technology, high expectations for work-life balance, and a preference for a work environment that supports creativity and innovation (Indrayani et al, 2024). A research by Reginald et al. (2024) reveals that managing the Generation Z workforce requires an innovative approach, especially in applying digital technology and providing faster feedback. Therefore, special strategies are needed to ensure that this generation's work effectiveness can be achieved.

As the Zoomers generation dominates the hospitality sector, new challenges arise in creating a management system that suits their needs. This generation often has a preference for flexible work systems, inclusive organizational cultures, and opportunities for career development (Redafanza et al., 2023). Hotels in

Magelang face similar challenges in creating management strategies that not only meet the needs of this generation's workforce, but also ensure their effectiveness in achieving operational goals. The previous research by Claudia and Rahman (2024) shows that an inclusive work culture and competency-based training are important elements in increasing the motivation and productivity of Generation Z in the hospitality sector. Thus, management that is not responsive to the needs of this generation can hamper a hotel's ability to compete in an increasingly competitive industry.

In this context, the effectiveness of the Zoomers generation workforce can be improved through a management approach that combines digital technology, relevant training, and a supportive organizational culture (Claudia and Rahman, 2024). Fauzan (2024) highlights that implementing digital technology that is aligned with the needs of generation Z, such as application-based internal communication platforms, can increase employee engagement and operational efficiency. In the context of hospitality in Magelang, identifying key factors such as job satisfaction, work environment, and reward systems becomes a strategic step. This approach is not only relevant but also provides a solid basis for creating adaptive management solutions.

This research aims to analyze strategies that can be implemented to increase the effectiveness of Zoomers generation workforce in the hospitality industry, with a focus on hotels in Magelang area. This study explores management approaches that are adaptive to the needs of the Zoomers generation and identifies challenges and opportunities in implementing these strategies. Ramadhan and Setiawan (2023) show that a training approach based on individual needs and strengthening internal communication is very effective in increasing the satisfaction and performance of Generation Z in the service sector. Thus, management strategies that focus on individual development not only contribute to increasing productivity but also build loyalty of this generation's workforce. Thus, this research is not only important for addressing the practical challenges of managing the Zoomers generation workforce in hospitality, but also provides theoretical contributions in understanding the relationship between management strategies, Generation Z characteristics, and work effectiveness. The result of this research is expected to be a reference for hotel managers in Magelang area to increase their competitiveness in the increasingly competitive hotel industry. Setiono (2019) asserts that adaptive and technology-based workforce management can be one of the main strategies to increase competitiveness in the hotel sector. Therefore, this research has the potential to provide applicable recommendations for facing future challenges in workforce management in the hospitality industry.

Characteristics of Generation Z in the World of Work

Generation Z, born between the mid-1990s and early 2010s, has unique characteristics that differentiate it from previous generations. People of this generation grow up in the digital era that influences the way they interact, learn, and work (Ismail and Nugroho, 2022). In the context of work, this generation tends to prioritize balance between personal and professional life, flexibility in work structures, and deep meaning in the work they do (Suharjo and Harianto, 2019). This study highlights that this generation has a high expectation for a work environment that is able to provide technological support and opportunities for personal development. Therefore, it is important to design management strategies that can accommodate the unique needs of this generation, especially in the hospitality sector that has a strict hierarchical structure.

Challenges in Integrating Generation Z in the Hospitality Industry

The hospitality industry, which is known for its long working hours and structured work system, faces major challenges in integrating Generation Z workforce. According to Suharjo and Harianto (2019), this generation is less interested in jobs that limit their creativity or that do not provide flexibility. This is a challenge for hotels in the Magelang area, as they require a competent and dedicated workforce to support daily

operations. This study highlights that strategies such as the introduction of digital technology in operational management and providing job autonomy can help attract and retain this generation of workforce.

The Role of Technology in Increasing Generation Z Engagement

Technology plays a key role in increasing Generation Z's engagement in the workplace. Luntung et al. (2014) shows that this generation is more responsive to work environments that use digital technology for communication, training, and operations. In the hospitality sector, technology can be applied to improve operational efficiency and support application-based training. This is relevant to the needs of Generation Z who want a fast and efficient work process. The use of technology also provides opportunities to create engaging and motivating work experiences for this generation.

Training Strategies for Generation Z

Training is an important element in increasing the work effectiveness of Generation Z. Kawatak et al. (2022) highlight that technology-based training programs and interactive learning methods are more effective for this generation compared to traditional approaches. Generation Z prefer training that is practical and relevant to their needs. In the hospitality industry, simulation-based training or digital applications can help improve their skills in daily operations, while providing a more engaging learning experience.

Social Media as Tools for Recruitment and Retention

Social media are not only used for marketing, but can also be effective for recruiting and retaining the Generation Z workforce. Kawatak et al. (2022) suggest that platforms such as Instagram and LinkedIn can be used to attract this generation's attention to job opportunities. In addition, social media can be used to build effective communication between management and employees, which ultimately increases job satisfaction and workforce retention. By utilizing social media as part of a management strategy, companies can more effectively reach and retain Generation Z's talents.

Based on the explanation above, it shows that Generation Z have unique needs in the working field, which include flexibility, use of technology, and opportunities for personal development. The hotel industry in Magelang area can take advantage of these insights to design effective strategies to manage this generation. By implementing digital technology, individual needs-based training, and communication via social media, hotels can increase the engagement and effectiveness of Generation Z. This strategy will not only improve operational performance but also help retain qualified young talents in the hospitality sector.

METHOD

This research is descriptive qualitative in nature, which aims to explore the experiences, perceptions, and views of Generation Z workforce and hotel management regarding the management strategies implemented. The subjects of this research were Generation Z who work in hotels in Magelang area and human resource managers in these hotels. The research object was the management strategy implemented to increase the effectiveness of the Generation Z workforce. The research population included all star hotels in Magelang area that have Generation Z workers. The sample was selected using a purposive sampling technique, with the criteria 1) Generation Z workers who have worked for more than six months; 2) Managers or administrators who are directly involved in managing human resources; 3) Management practitioners or experts who have experience in managing Generation Z. The sample involved three Generation Z workers, two hotel managers, and one management practitioner. The data were collected through three main methods, namely in-depth Interviews, direct observation, and documentation. The data analysis was carried out using Miles and Huberman's (1994) approach that consists of three main stages, namely data reduction,

data presentation, and conclusion and verification. The validity of the data was maintained through triangulation of methods (interviews, observation, and documentation) and triangulation of sources (workforce, management, and practitioners). Member checking was carried out by asking for confirmation from the informants regarding the results of the interview to ensure accurate interpretation of the data.

RESULTS AND DISCUSSION

Result

Based on the data analysis, several main findings were found regarding strategies to increase the effectiveness of the Generation Z workforce in the hospitality industry in Magelang area, as can be seen in the following:

1. Application of Digital Technology

Almost all Generation Z workers interviewed stated that digital technology influenced their work comfort and efficiency. For example, using internal communication applications such as WhatsApp or Trello to coordinate tasks really helps them complete their work on time. One informant, a housekeeping staff member, stated that with the application, tasks became clearer and he could immediately know that day's work priorities. Hotel management also confirmed that implementing this technology makes it easier to monitor employee work and increases operational efficiency.

2. Relevant and Interactive Training

Generation Z is more interested in training that is practical and uses a technological approach. The informants stated that they felt more involved when training was simulation-based or used digital tools. A front office employee added that interactive video-based training helps understand guest-facing techniques better than just theory. The hotel management stated that such training also increases the workforce's confidence in dealing with daily work situations.

3. Work and Life Balance

Generation Z show high expectations for balance between work and personal life. Many employees mentioned the importance of flexibility in work schedules, especially for personal activities or further education. One informant said that the work schedule that was too tight without any breaks decreased motivation. Some hotels have begun implementing more flexible work rotation systems to meet this need, which has been shown to increase employee job satisfaction.

4. Implementation of an Inclusive Work Culture

Generation Z appreciate a work culture that supports collaboration and provides space to convey ideas. An informant from the marketing team stated, "I feel appreciated when my ideas about social media strategy are accepted and implemented by the team." Hotel management also confirmed that employee involvement in decision-making increases their loyalty to the company.

5. Recognition and Awards

Performance recognition is also an important factor for Generation Z. They are more motivated when their hard work is recognized through awards, whether in the form of verbal, material, or career development opportunities. One supervisor stated, "Rewarding my performance makes me feel appreciated and want to continue to give my best."

Discussion

The research results show that strategies to increase the effectiveness of the Generation Z workforce must be tailored to their unique characteristics and needs. The application of digital technology is one of the main elements, considering that Generation Z grew up in the digital era and rely heavily on technology for work efficiency. This finding supports the research conducted by Wijoyo et al. (2020), which shows that digital technology increases Generation Z's productivity and engagement in the workplace.

Relevant and interactive training has been proven to increase the engagement and skills of the Generation Z workforce. A technology-based approach to training provides a more engaging and effective learning experience, as stated by Kawatak et al. (2022). This suggests that traditional training strategies need to be adapted to the learning style preferences of this generation.

High expectation for work-life balance becomes a challenge for hotel management, especially in the hospitality industry where work schedules are tight. This finding is in line with Suharjo and Harianto (2019), who state that flexibility in managing work schedules can increase employee's satisfaction and loyalty.

An inclusive work culture and rewards for performance have been proven to increase the motivation and loyalty of the Generation Z workforce. They feel more valued when they are given space to contribute and when their efforts are recognized. This finding is in line with Luntung et al. (2014), who stated that employee involvement in decision making increases their sense of ownership of the organization.

Overall, the results of this research show that an adaptive and innovative management approach is the key to increasing the effectiveness of the Generation Z workforce. This strategy not only increases workforce productivity, but also creates a work environment that supports their loyalty and involvement. Hotels in Magelang can apply these findings to increase their competitiveness in the increasingly competitive hospitality sector.

CONCLUSION

This research reveals that the effectiveness of the Generation Z workforce in the hotel industry, especially in Magelang area, is influenced by various factors that reflect the unique characteristics and needs of this generation. First, the application of digital technology is the key element in supporting work efficiency and increasing workforce engagement. Generation Z feels more comfortable and productive in a work environment supported by modern technology. Second, technology-based training and interactive methods have proven to be more effective in improving their skills and motivation compared to traditional training methods.

Third, work-life balance is an important aspect that influences Generation Z's job satisfaction. Hotels that provide work schedule flexibility and support this balance are able to create a more conducive work environment. Fourth, an inclusive work culture, in which the workforce is given space to express ideas and contribute to decision making, can increase their loyalty and involvement. Lastly, recognition and appreciation for performance become the main motivators that encourage Generation Z to continue to give the best in their work.

Overall, this research confirms that an adaptive and innovative management approach is needed to manage the Generation Z workforce in the hotel industry. By implementing strategies that include digital technology, interactive training, work flexibility, inclusive work culture, and effective reward systems, hotels in Magelang can increase workforce productivity while building competitiveness in an increasingly competitive market.

These findings provide practical contributions for hotel managers in managing the Generation Z workforce and support the development of the hospitality sector continuously.

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