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The Importance of Employees' Engagement Initiatives in the Hospitality Industry in Portugal

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Master's in Management

Supervisor:
PhD, Ana Patrícia Duarte, Invited Assistant Professor
ISCTE-IUL

November, 2021

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Abstract

Dealing with employees' turnover intent is a current issue in the hospitality world. Covid-19 has created anxiety and tensions around the globe, reflecting on multiple layoffs and a greater impact on staff turnover intent. This study aims to examine the effect of employees' perceived incentives on turnover intention through the mediating role of employees' satisfaction for a sample of hospitality workers in Portugal. Additionally, it provides important findings regarding the incentives that hotel employees value the most. A set of hypotheses were developed through a conceptual framework based on the literature review. An empirical study was developed by means of anonymously surveying responses from 194 employees, as well people who had work in this sector during the past year. After collecting and analyzing the data through SPSS, it was established direct and positive relationships between the variables under study. Results indicate that perceived incentives, job satisfaction, and turnover intention are significantly associated. Employees' perceived incentives diminish directly turnover intention, and indirectly through job satisfaction. As the direct effect of perceived incentives is significant, the mediation through job satisfaction is partial. Results also suggest that perceived incentives have a significant effect on employees' satisfaction and that this relationship diminishes turnover intention. Additionally, confirms that base salary, career development, good work environment, and training and development are the incentives most valued by employees. This study reveals relevant results that will help manage the organizations' staff and provide social and practical implications concerning employee engagement initiatives on human resource management (HRM) practices.

Keywords: employee incentives; employee retention; job satisfaction; hospitality; turnover intention; motivation; HRM practices.

JEL Codes: M12; Z30.

Resumo

Lidar com a intenção de rotatividade dos trabalhadores é uma questão atual no mundo da hotelaria. A Covid-19 criou ansiedade e tensões em todo o mundo, refletindo sobre despedimentos múltiplos e um grande impacto na intenção de rotação de pessoal. Este estudo examinou o efeito dos incentivos percebidos pelos trabalhadores na intenção de saída através do papel mediador da satisfação no trabalho, numa amostra de trabalhadores do sector hoteleiro em Portugal. Adicionalmente, pretendeu oferecer conclusões importantes sobre os incentivos que os trabalhadores mais valorizam. Um conjunto de hipóteses foi desenvolvido através de um quadro conceptual baseado na revisão de literatura. Um estudo empírico através de um inquérito anónimo aplicado a 194 empregados. Após a recolha e análise dos dados através do SPSS, os resultados indicam que os incentivos percebidos, a satisfação no trabalho e a intenção de saída estão significativamente associados. A perceção dos incentivos dos trabalhadores diminui diretamente a intenção de rotatividade, e indiretamente através da satisfação no trabalho. Uma vez que o efeito direto dos incentivos percebidos é significativo, a mediação através da satisfação no trabalho é parcial. Os incentivos percebidos têm um efeito significativo na satisfação dos trabalhadores, e a sua relação diminui a intenção de rotatividade. A remuneração base, a progressão de carreira, o bom ambiente de trabalho e a formação e desenvolvimento são os incentivos mais valorizados pelos trabalhadores. Este estudo apresenta resultados que ajudarão a gerir os trabalhadores nas organizações e fornece implicações relativas a iniciativas de retenção dos trabalhadores nas práticas de RH.

Keywords: incentivos, retenção, satisfação no trabalho; hotelaria; intenção de rotatividade; motivação; práticas de GRH.

JEL Code: M12; Z30.

INDEX

INDEX OF FIGURES

INDEX OF TABLES

Introduction

A study conducted by OECD (2020), shows that tourism is considered an important driver of economic growth globally, remaining one of the world's most important economic sectors. This sector generates income and foreign exchange, stimulates regional development, and supports local communities. Additionally, the tourism sector is an important job creator, supporting over 319 million jobs over the world and generating 10.4% of global GDP in 2018 (World Travel & Tourism Council, 2019). This sector is highly dependent on the quality of human resources to develop and deliver a competitive tourism offering; however, attracting and retaining the companies' staff has been a challenge in this sector, especially with the difficulties presented in dealing with its staff voluntary turnover (Davidson & Wang, 2011; Ribeiro et al., 2020).

Within the tourism sector, the hospitality industry is known as one of the sectors with the highest level of staff turnover in the world (Booz, 2017). The industry's high-turnover environment remains, as hospitality jobs are known for being low-wage and low-skill (Tracey, 2020).

When managers ignore the concept of retention, there may be high employee turnover in an organization that could lead to lower performance of the company (Curtis & Wright, 2001). Therefore, it is important to understand the best engagement initiatives or incentives for companies to adopt to maintain their workers. Anwar et al. (2020) provide interesting findings regarding the competence of human resources which has been classified as an important driver of customer satisfaction and customer retention. Other recent studies (i.e., Jung et al., 2020) have analyzed the impact of employee satisfaction on customer satisfaction, having determined that these two variables are positively associated. As Simão (2019) affirmed, one of the major issues of the hospitality industry is considered the quality of human resources. As other authors assessed the influence of human resources on employee behavior and concluded that human resource management plays an important role by placing efforts in employees' values and shaping service encounters (Tiago et al., 2020).

Through the years, many authors have tried to determine what are the main reasons for employees to leave their job and what are the ideal measures for companies to prevent and avoid this situation to happen in their companies. However, the solution can depend on multiple factors. The challenge of this study will be to find how to best retain hotel companies' staff in Portugal.

Due to the issues identified, the research questions this dissertation seeks to answer are: What are the incentives hospitality employees value the most? What is the relationship between employees' perception of incentives, job satisfaction, and turnover intention? Does job satisfaction mediate the relationship between employees' engagement initiatives and turnover intention?

This study's objectives attempt to measure the benefits employees value the most through quantitative research and analyze if the incentives provided are sufficient for companies to retain them. Moreover, the actual coronavirus pandemic has been causing a lot of damages through industries around the world. While many studies focused on the impact of COVID-19 on travelers' choices, this research will have into consideration the impact of the pandemic on employees' responses.

In this research it will be possible to compare the results collected from previous studies, and to achieve the aim of this study which is to advise hospitality organizations on the best human resource (HR) practices that should be adopted to diminish employee turnover; hence, contributing as a helpful instrument to the theoretical and practical study of HR practices that should be implemented on hospitality organizations.

This dissertation is composed by it follows. The first part is directed to the introduction of the research, followed by the theoretical investigation, research hypotheses, and conceptual framework included in chapter one. Furthermore, chapter two describes the study methodology such as research context and design, procedures, population and sampling, and instruments. Chapter three encompasses the statistical analyses and findings. Finally, chapter four is presented the overall conclusions of the research, as well as theoretical and managerial implications, terminating with limitations and suggestions for future research.

Chapter I - Literature review

1.1. Hospitality industry

Hospitality was the industry chosen for this study, since, as mentioned before, it has been gaining relatively importance over the years, not only for being a considerable contributor for the economy over the world, but also for being a sector which enriches the region's development in terms of job creation, and tourism awareness (OECD, 2020).

Although turnover in the hospitality industry is a worldwide problem, in 2018, data demonstrated that Travel & Tourism sector in Portugal was the highest of any country in the European Union, and significantly above the EU average of 3.1%; which employed 1.05 million people and represented 21.8% of all jobs. Also, in 2019, Portugal was considered one of the countries in the world with the highest income from this sector (US$ 12.055 or more) and ranked the 1st globally score on Tourist Service Infrastructure thanks to the exceptional hotel density (World Economic Forum, 2019). Later, according to 2021 Annual Research from the World Travel and Tourism Council, 2019 represented 20.7% of total employment; however, in 2020 had a decrease to 17.7% mainly due to the Coronavirus pandemic.

A hotel is not only the facility but also a combination of multiple "ingredients" that creates the whole. The hotel location, rooms, dining places, and decoration are only a few characteristics that complement it. The most important component is the hotel staff, they are the ones who create the hotel reputation and the consequent clients' engagement (Santos, 2017) which leads to the higher success of the organization.

Nowadays, according to statistics, some of the key worldwide players in the hotel industry include InterContinental Group, Marriot International, Wyndham Hotel Group, and Hilton Worldwide. When determining the biggest hotel companies, they are categorized as the leading global hotel brands by brand value, the biggest hotel brands by revenue, most properties in the world, and hotel companies with the most guest rooms (Statista, 2020). It was proven that 45% of the hospitality and tourism workforce is employed in roles where staff behaviors make the crucial difference to a great customer experience (Economic Insight, 2019).

A study conducted in Portugal by Deloitte in 2018, affirms that Pestana Hotels & Resorts/Inns of Portugal, Vila Galé Hotels, and Accor Hotels, lead the national ranking based on the number of rooms. Additionally, it is important to refer to the growth of the occupancy rate in Lisbon over the years, this city had a greater occupancy rate than the biggest European cities in 2018, such as Madrid, Barcelona, Rome, and Berlin. Due to this continued growth of

the occupancy rate in Lisbon throughout the years, it is likely that after the pandemic effect on this sector, that these numbers remain the same or keep growing.

It is important to notice the development and evolution of the studies in this industry. Many authors have been creating updated and new theoretical frameworks, discovering recent data that has been complemented the whole industry, and serving as a guide to important figures and leaders in hospitality. In the XX century, investigations in this sector started analyzing issues such as organizational commitment (Weis et al., 1973; Riegel, 1985), turnover and retention (Wasmuth et al., 1983; McFillen et al., 1986), the effect of leadership and management (Nebel et al., 1977; Goll, 1988), and the importance of service quality issues (Wyckoff, 1984; Barrington et al., 1987; Ross, 1994).

Ross (1994), for instance, was one of the first investigators to mention service quality issues in tourism and hospitality research. His study explored personality needs, work motivators, and industry employment interests together with service quality ideals. The need for achievement was found to be the most prominent personality variable, whereas accomplishment was the major work motivator. In addition, service quality ideals were found to be associated with higher levels of the need for achievement; and lower levels of the need for autonomy together with higher levels of management and accomplishment motivation were also obtained. Variables such as personality, motivation, and work interest, were combined as a set of predictor variables, and the need for achievement and accomplishment motivation were demonstrated to be the prominent predictors of high hospitality industry service quality ideals.

In the new century, many authors tried to continue and update the previous studies while others opted to investigate new components. Work behavior (Huang et al., 2014; Makrinova et al., 2015; Awasthi et al., 2020), the role of motivation (Hazra et al., 2014), and service climate (He et al., 2011) are some of the most relevant variables studied in the hospitality sector.

For instance, He et al. (2011), attempted to investigate the relationship between service climate and customer satisfaction. The authors considered different dimensions of service climate separately, including customer orientation, managerial support, and work facilitation, through employee commitment as a mediator. The study proposed a theoretical framework that suggests links among the three dimensions of service climate, employee commitment, and customer satisfaction. Customer orientation showed to have a direct and positive influence on customer satisfaction, however, managerial support and work facilitation demonstrated an indirect positive influence on customer satisfaction, through improving employee commitment.

4

For hospitality organizations, it is crucial to provide an organizational culture that promotes teamwork and collaboration of their workers (Naves et al., 2003). Being hospitality, a sector made of people that dedicate their day-to-day serving and engaging other people, it is crucial to talk about how companies engage and retain their staff.

1.2. Companies' retention strategies: awareness of employee retention

Through the years, several studies have been investigating how is the hotel industry staff turnover changing, how are human resources teams managing their employee turnover, and what strategies are being implemented to retain their staff. As information becomes easily accessible and used, it is important to analyze and understand how companies select the right information, what measures they adopt, and how they communicate new strategies to their workers. The present research used the findings from previous studies as a framework, which will serve as a natural starting point to extend their analysis.

The importance for organizations to provide effective management is crucial, once it has been revealed that improves self-awareness in the organization, reduces blind spots that decrease the perception of unaccomplished tasks, and creates a more transparent organizational culture (Moore et al., 2013).

A clear perception of retention has been mentioned throughout this century. Retention has been previously defined as the effort an employer does, to keep desirable workers to meet business objectives (Frank et al. 2004). Retention has always been a very known concept in the hotel industry. Previously more focused on clients, retention has been gaining a broader meaning on employees. As Gberevbie (2008) affirms, employee turnover is known as a state of affairs in the organization, referring employees tend to leave or resign from their jobs due to reasons concerning personnel policies and practices of a firm. Other reasons private life-related also exists. Chipunza (2009), concluded that the most important purpose of retention is to look for ways to prevent the capable workers from quitting the organization as this could harm the productivity and profitability, which is directly related to Cascio (2003) previous perception, assuming retention as possible initiatives managers take to prevent employees from leaving the organization.

Saifullah (2014) tested strategies to see if they influence employee retention. Compensation and training were the variables under study and revealed that compensation has a significant impact on employee retention, whereas training did not have any impact on employees' perception of retention. Later, Ohunakin et al. (2020) investigated the influence of retention

strategies such as training and development, and job security on employees' behavioral outcomes; it also discovered, through a questionnaire analysis, that those retention strategies had a significant impact on employees, implying that management should support for the career development and economic stability of their workforce.

Human resource management practices influence employees' motivation and loyalty to the organization. Khuong et al. (2020), developed research to identify possible relationships between HR practices, employee motivation, and employee loyalty. Although this study is only related to hospitality in Vietnam, it provides empirical results demonstrating that variables such as team spirit, career development, compensation, relationship with the manager, and working environment directly affected employee motivation, and indirect effects on employee loyalty through the mediation of employee motivation. Moreover, the authors suggested that the hospitality sector should develop attractive compensation and benefits policies, a comfortable workplace environment, coherent teamwork culture, and straightforward career training and development plan for achieving a higher level of employee loyalty.

Despite most of these studies not being centralized in Portugal, they still provide important findings to the literature review presented in this research.

1.2.1. Employees' Incentives

Employee engagement is important in all industries, but in particular in the hospitality industry. As a customer service-centered industry, hospitality businesses need to focus on employee engagement to be successful (Kurtzman, 2017).

Armstrong (2002) defined reward management as strategies, policies, and processes required to ensure that the contribution of staff is recognized by both financial and non-financial means. Reward management is not just about pay and employee benefits, is also concerned with non-financial rewards such as recognition, learning, and development opportunities and increased job responsibility. Later, McQuerrey (2017) described that incentive plans are formalized approaches that offer recognition and reward to employees for meeting pre-established goals or objectives. Some of these incentives may include monetary bonuses, additional paid vacation time, or other motivational prizes. Many organizations offer these programs to encourage their employees to work harder and achieve specific goals.

Shin et al. (2018) focused on the importance of work engagement and the lack of engaged employees in the workplace. Furthermore, the authors dedicated their investigation to the processes and conditions in which employees who craft their assignments become engaged. Psychology capital was used as a mediator on the association between job crafting and work

engagement, and if coworker support is likely to moderate the relationship between job crafting and psychology capital. After the hypotheses were tested, the authors recognized that employees' actions taken to create changes in carrying their tasks determine their levels of work engagement. The study suggested that is necessary for contemporary organizations to encourage their workers to gain more psychology capital that is based on job crafting and to create a mutual cooperative culture.

Flexibility is an increasingly relevant aspect within the business environment of an organization, it is important to understand how companies are using this flexibility on their employee benefits. Geert (2019) reveals that organizations are following from a strategic perspective, more institutionalized approaches rather than choosing a differentiation strategy on their competitors. Some HR professionals are providing flexible benefit plans due to the diversity in the composition of their staff, by doing this, the organization has the advantage to fully meet the needs and desires of their employees. Some organizations mentioned that were using their employee benefits as an attraction, retention, and motivation strategy.

Hassan et al. (2020), investigated hotel workers' preferences, in the United Arab Emirates, among intrinsic and extrinsic motivators, as well as non-material and material factors, through a quantitative and descriptive method. Their results suggested that employees differ in their preference for some material and non-material benefits, proposing the design of a well-balanced but flexible reward-recognition system that serves motivating employees.

1.2.2. Relationship between employees' incentives, job satisfaction, and turnover intention

"You can manage your service operation for both quality and cost control without treating your staff members like cogs" (Wyckoff, 1984).

First studies on turnover (i.e., Mobley, 1978) evaluated a simplified heuristic model of the withdrawal decision process and suggested that the immediate precursor for employees leaving their jobs is the intention to quit. At the same time, concluded that satisfaction had no direct effect on employee turnover. Later, Mobley (1979) developed a conceptual model that indicates the need to distinguish satisfaction (present-oriented) and expected utility (future-oriented) for present and alternative roles, considering the consequences of turnover behavior as well as contractual constraints.

High employee turnover has been a concern inside the hospitality industry. It was explored with other dimensions, such as authentic leadership and affective commitment. Ribeiro et al.

(2020) investigated the effect of authentic leadership on customer orientation and turnover intention, through the mediator role of affective commitment. With a sample of 350 employees from Portuguese hospitality organizations, the data concluded that authentic leadership has a positive effect on customer orientation, a negative effect on turnover intention and that affective commitment mediates this relationship.

Motivation is considered a mechanism of work behavior enhancement of employees. In 2014, Musa et al. examined the effects of a motivational incentive and staff turnover in the hotel industry in Nigeria. This study englobed 45 respondents from three different hotels. The authors discovered that promotion, salary, payment of leave benefits, career development, and workhours impact significantly labor turnover. Makrinova et al. (2015) developed an open system, together with six groups of motivators of labor activity such as material motivation, wide social motivation, participation, motivation of affiliation, procedural motivation, and motivation to self-actualization were analyzed. This article proved that if organizations want to pursue effective management of work behavior, they should clearly understand each employees' incentives aligned with their work motivation, which is a combination of external and internal force.

One of the main concerns of organizations is their capacity to attract, engage, and retain their right staff. Many researchers attempt to identify factors that can influence employees to stay in the organization. Aguenza et al. (2012) investigated how can motivational factors influence employees and organizations through a holistic system approach, considering financial rewards, job characteristics, career development, recognition, management, and work-life balance; thus, suggesting companies should adopt different strategies such as designing an interesting employee value proposition; develop a total reward system; provide a point of view on employee performance; implement flexibility programs; create culture engagement; and refine management skills, as to reduce turnover rates.

Recent research has shown that although economic benefits are important, psychological incentives have been getting more attention over the years, revealing important implications for managing hotel employee turnover, and improving the psychological achievements of employees to enhance attitudinal and behavioral loyalty (Qiu et al., 2019).

Thus, the following hypothesis was formulated:

H1: Perceived incentives are negatively correlated with turnover intention.

In addition, this study will identify, within the Portuguese context, the incentives most valued by employees.

If staff incentives are effective, they can promote job satisfaction, provide higher degrees of service to their customers, boost teamwork, and will also lead to greater productivity of their workers. It is critical to know how to engage employees in the right way to retain and motivate them.

Zhao et al. (2016) dedicated their study examining only the intrinsic motivation for hospitality jobs and the effects of job characteristics on job satisfaction, job stress, and life satisfaction, particularly on front-line employees. Results demonstrated that autonomy, task identity, and task significance reduced job stress; feedback increased job satisfaction; whereas task significance enhanced life satisfaction. The same investigation suggested that skill variety was negatively associated with job satisfaction, but positively associated with job stress. The analysis of employees' service jobs was recommended for organizations to improve the intrinsic motivation of their employees.

As mentioned, recruiting, and retaining qualified workers is an evident problem in this sector, therefore, job satisfaction is becoming increasingly important. More recent, Heimerl et al. (2020) focused on discovering the main factors that influence job satisfaction in the hospitality industry in the Alpine region. A total of 345 employees had responded to the authors' questionnaire and the analyses showed that a positive relationship with the supervisor, adherence to the duty roster, and personal development opportunities are the most important factors for predicting job satisfaction. On the other hand, remuneration, task portfolio, working atmosphere, and the infrastructure provided were less important drivers.

Following on from the research presented, the following hypothesis was constructed:

H2: Perceived incentives are positively correlated with job satisfaction.

Some authors such as Zopiatis et al. (2014) studied the casual relationships of job involvement, organizational commitment, and job satisfaction, with the turnover intention of hospitality employees. The same authors utilized a structural equation modeling and positive associations were found within job involvement, organizational commitment, and job satisfaction (intrinsic and extrinsic). Additionally, negative associations between intrinsic job satisfaction and turnover intention were not supported. More recently, Linggiallo et al. (2020) developed a study that seeks to examine the influence of predictor variables, such as personality,

motivation, job satisfaction on employee engagement, and organizational commitment. The same study concluded that employee engagement and organizational commitment are significant for employee performance.

Other studies focused on understanding the correlation of different variables, trying to identify possible key contributors to employee retention. Ineson et al. (2011) research, investigated the attitudes of hospitality employees in Romain regarding their loyalty to the organizations. The majority were not contemplating leaving their jobs, most of the reasons for employees' loyalty were found to be mainly intangible, linked to workmates, bosses, and customers. Other characteristics such as gender, age, job level, and tenure demonstrated having limited influence on loyalty. Job satisfaction focused on opportunities for personal skills development, utilization of strengths, and achievement of workplace objectives. Related to retention, the respect for management and pride had critical importance, followed by main reasons for employees' turnover such as the lack of career development and opportunities for promotion were considered key reasons. In 2013, Ineson together with other authors focused on his previous study as a starting point but analyzing the Hungarian employees' perception. The association between employees' job satisfaction and their loyalty to the organization was analyzed. An examination of inter-relationships revealed that the way managers treat their employees and the positive benefits of social involvement in the workplace had a greater impact on staff loyalty, hence contributing to a lower turnover intention. The conclusions of both studies show similarities in the results mainly on management importance.

Coelho et al. (2019) research tried to identify factors that determine satisfaction and employees' turnover in the hotel business in Brazil. With a total of 57 interviews, the authors concluded that working environment and payment affected employees' satisfaction, the commitment to the company, the quality of work performed, and staff turnover. Results also showed that hotels that offered better working conditions brought positive changes to their work environment, improved quality of the selling product and employees' quality of life, increased costumers' satisfaction, reduced staff turnover, and raised the company profit. Duarte et al. (2019), also investigated the variable job satisfaction but as a mediator of the effect of corporate social responsibility (CSR) on employees' customer orientation for a sample of 125 respondents from hospitality employees in Angola. Results showed that the three dimensions of CSR have dissimilar levels of association with customer orientation, assuming that perceptions of company engagement in social CSR practices explain employees' customer orientation and that this relationship is partially mediated by job satisfaction.

While investigating the relationship between satisfaction and turnover intention, as well as if job satisfaction exerts a mediating effect on the relationship between the offered incentives and turnover, the following hypotheses arise:

H3: Employees' job satisfaction is negatively correlated with turnover intention.

H4: Employees' job satisfaction mediates the relationship between perceived incentives and turnover intention.

1.3.   The effect of COVID-19 on the hospitality industry

Being hospitality a sector that has been growing very fast over the years, it was predicted that in the present and a nearly future the growth will continue; however, no one predicted a pandemic. In this way, resulting on one of the reasons to mention the impact of Covid-19 on the hospitality industry.

Due to the pandemic that is affecting the whole world, many researchers have been analyzing the adverse negative impacts of the measures taken to combat the spread of COVID-19. Although many companies are working remotely, many businesses, such as tourism and hospitality, are less able to perform their job at home. The challenges that the hospitality industry is facing, collides also with their customers seeking to avoid contact with the virus, resulting in lower demand, and consequently, lower income. The effect of the pandemic on the tourism industry has been forecasted, showing a drop in demand in international tourism arrivals (Figure 1.1.).
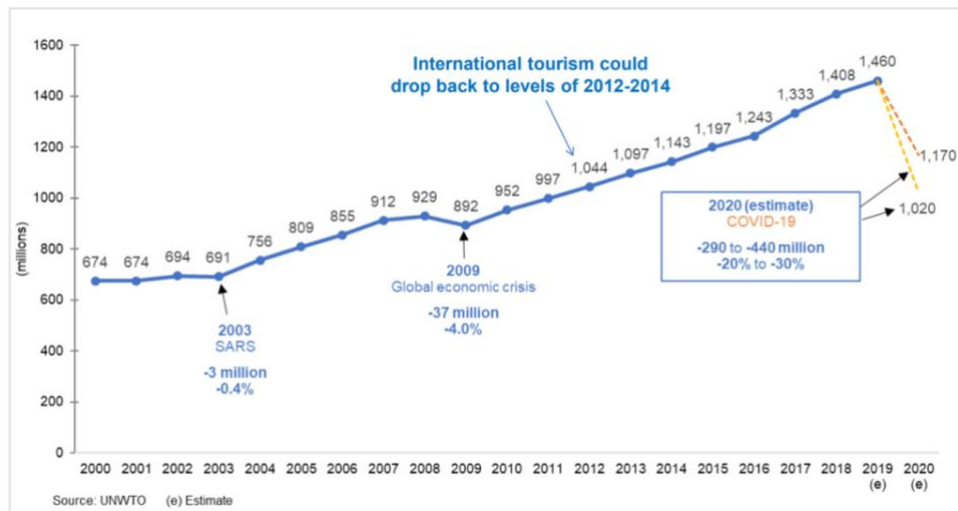
Figure 1.1. - *2020 Forecast - international tourist arrivals around the world (millions). Source: travelBI (2020).*

In the hospitality industry, many hotels started transforming their concept and helping hospitals utilize their free space into hospital beds, and the lack of tourists into new customers such as hospital employees, giving hope for this sector, as Deloitte (2020) mentions.

At the same time, researchers have been analyzing the impact of COVID-19 in this industry. Baum et al. (2020) conducted a study to discover the immediate impact of the coronavirus pandemic on the hospitality workforce at three different levels (macro, meso, and micro). The study's conclusions are tentative and question if hospitality stakeholders will come up from the pandemic with changed attitudes facing hospitality workers.

Jung et al. (2020) research verified that job insecurity significantly affects employees' engagement and turnover intent, while at the same time determining the moderating effect of generational characteristics. The conclusions showed that job insecurity had negative effects on staff engagement, but also that has an impact on their turnover intent caused by COVID-19. The author provides us with relevant findings affirming the virus had a greater impact on Generation Y than Generation X.

Other significant research (Hafsa, 2020) besides analyzing the impacts of the pandemic on the tourism and hospitality industry, presented recovery plans for minimizing the negative effects. The author suggests the industry should offer different discount packages for attracting domestic tourists, specifying the promotion of different types of tourism (e.g., agro-tourism, village tourism), the need to ensure and monitor the proper utilization of resources, and the adequate execution of their recovery plans. Although the research is conducted in Bangladesh

and emphasizes a different culture from the study this paper aims to address, promotes interesting suggestions to the industry.

The outbreak of Covid-19 and its consequent effect brought even more challenges to the hospitality sector. All these transformations imposed by the pandemic led to major concerns, especially for organizations managing their staff. The influences that made attract and retain employees difficult pre-COVID-19 are even more challenging during and after the pandemic. Knowing how to prevent voluntary turnover is the key to successfully retain employees.

1.4. Conceptual framework

Based on the reviewed literature, the following conceptual model has been conceived (Figure 1.2.).
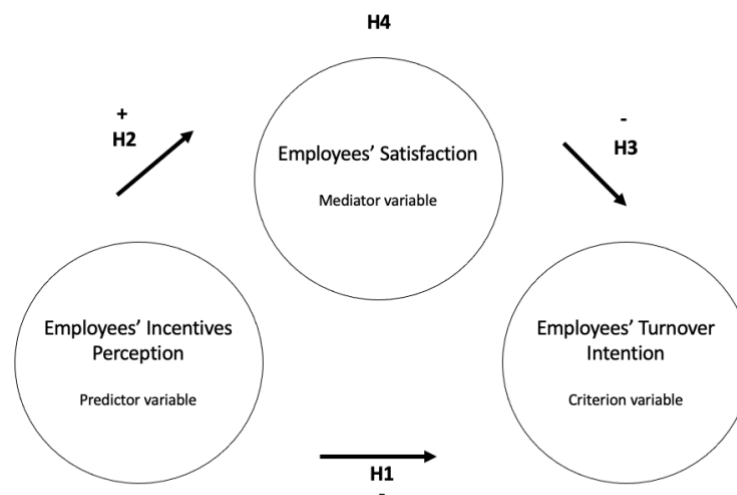
Figure 1.2 - *Conceptual Framework. Source: author.*

This model represents the variables under study, defining employee incentives perception as the predictor variable that will related with turnover intention (criteria variable), through employee job satisfaction (mediating variable). An empirical study using a quantitative descriptive and correlational design was developed to test the proposed research model as detailed in the next chapter.

Chapter II - Methodology

To assess and find the answers to the study aims and hypotheses, quantitative research based on the data obtained from current and ex-employees of the hospitality industry in Portugal was conducted. This section will present the context and design of the study, sample characterization, and the instruments used in the data collection.

2.1. Research Context and Design

Due to the difficult challenge inside the hotel industry of retaining their employees, accentuated by the COVID-19 pandemic, this research paper provides important findings collected from current hotel employees and people who had worked in the industry in Portugal until last year. The research design is conducted as quantitative, descriptive, and correlational research.

Secondary data was collected from the literature. According to Johnston (2014), utilizing existing data for research is becoming more common, is flexible, and can be used in several ways, while also an empirical exercise and a systematic method with procedural and evaluative steps. Also, being considered a viable method in the process of inquiry. Secondary data in this study was used to present fundamental concepts, identify the most relevant topics from the hospitality industry studied over the years, and collect important findings and conclusions that led me to investigate the variables under study, while also defining the main objectives of this research.

Following the analysis of the secondary data, theoretical research was conducted to investigate the perception of employees regarding incentives most valued by them and those offered by companies, their level of satisfaction, and turnover intent. Curtis et al. (2016), concluded that findings from correlational research can be used to determine prevalence and relationships among variables and to forecast events from current data and knowledge. Hence, a correlational study was chosen for this research, to better understand and assess the statistical relationship between the variables. To collect the primary data, descriptive survey research was used. The Institute for Work and Health (2015) affirms that primary data provides the researchers with specific information focused on the purpose of their study.

2.2. Procedures

To address the research questions of this study, the sample had to be properly defined. This investigation required the participation of current and ex-employees of the hospitality industry

in Portugal, to answer an online questionnaire through Qualtrics. A set of questions was prepared to consider both labor situations.

A pilot test was performed before the survey launch to prevent possible mistakes and to guarantee each question was perfectly understandable. The questionnaire was available between February 3rd and April 15th, 2021, being distributed via E-mail, LinkedIn, Facebook, and WhatsApp. The questionnaire was made available both in English and Portuguese languages.

At the beginning of the survey, participants were informed that its goal was to investigate the perception of each respondent regarding various aspects of their organization functioning. The researcher was available to provide any additional information if needed (an email contact was provided). The participation was volunteer, anonymous, and confidential.

The survey was divided into four groups, the first section started with the socio-demographic questions with the aim of better understanding the sample of the study (Annex A), followed by three sections created to investigate the level of satisfaction, the intention to stay at the organizations, the incentives offered by organizations, as well the respondents most valued incentives.

To guarantee greater scientific rigor in the results obtained, the questionnaire included measurement scales previously tested and validated selected from the relevant literature. Also, to avoid bias, the survey included a marker variable (see section 2.4).

2.3. Sample

The target population was individuals currently working in the hospitality industry or who had been working during the past year. Therefore, the researcher decided to integrate a question to discard eventual respondents who answer the questionnaire but have not been working during this or the past year. The sample followed a non-probabilistic approach since the respondents were not selected through a statistical random criterion but assessed by researchers' convenience. The questionnaire was accessed by 299 people, however 102 participations had to be excluded as the answers were not completed (i.e., individuals who only opened the questionnaire link or who did not finish the questionnaire), and/or the imposed selection criteria were not met (had not been working in the hospitality sector for more than a year). After validation, only 197 participants were considered to the study, a number that is considered relatively adequate to reach conclusions.

The sample was distributed as 53,1% were female, and 46,9% were male, regarding age was distributed between 20 and 61 years *(M= 31,01; DP= 9,4),* and 56,2% of the respondents possess a bachelor's degree. Most of the respondents are working in Lisbon and Tagus Valley region (52,1%). The sample was composed by mostly Portuguese workers (94,8%). As far as the current labor situation of the respondents, most was still working in the hospitality industry (78,4%) – Table 2.1. Further, when asked for how long the respondents were working in their organization, the responses vary between 8 months and 9 years *(M= 6,17; DP= 7,32),* where 0,5 equals 6 months. The sample also shows that 58,2% of the respondents never passed through a management position.

As far as the unit typology is concerned, a large part of respondents is working in 5 stars hotels (44,85%). Front Office (30,9%) and Food and Beverage (27,3%) were the most mentioned departments. Due to the coronavirus pandemic, it was important to understand what type of working model is being implemented - Table 2.2., where 34% of the respondents confirmed presential work, 18,6% at home office, and 23,7% being in layoff.

Table 2.1 – *Participants' currently working in Hospitality Industry. Source: Author.*

	Frequency	**Percentage**
Yes	152	78.4%
No, left the sector during last year	42	21.6%
Total	194	100%

Table 2.2 - *Current Labor Situation. Source: Author.*

	Frequency	Percentage
Presential Work	66	34%
Lay-Off	46	23.7%
Home-Office	36	18.6%
Unemployed due to Covid-19	27	13.9%
Unemployed due to other reasons	7	3.6%
Student	5	2.6%
Medical Leave	2	1%
Other	2	1%
Both home-office and presential work	2	1%
Reduced Hours	1	0.5%

2.4.   Instruments

This research has examined possible relations between the mentioned variables (employees' engagement initiatives, job satisfaction, and employees' turnover intention), and the role of job satisfaction as a mediator on employees' turnover intention. The questionnaire used to collect data about these variables was composed of the following measures.

2.4.1. Employees' incentives preference and perception

According to Manurung (2017), both direct and indirect compensation have a significant and positive relation to employees' loyalty to organizations. To evaluate workers perception regarding the incentives offered inside organizations and their preference for incentives, Silva's (2008) was scale was chosen, including both direct and indirect compensation.

The scale has 13 items (Annex B), where the respondents must select and put by order the three incentives, they consider most important (1 – the most important; 2 – the second most important; 3 – the third most important). Within the 13 items, it is present financial incentives

(base salary, guaranteed bonus, car, health insurance, allowances, short- and long-term incentives), training and development opportunities, as well as career progression, changes in organizational culture, concern about the work environment, care for employee recognition and flexible work. The respondents had the opportunity to add some other incentives they considered relevant with an open-ended question. The analysis of the most selected incentives was used as indicator of workers preferences. All participants were invited to answer this question.

Since this paper also attempts to investigate the incentives offered by organizations, the same scale was utilized to identify which benefits hotels currently offer. To this end, only participants currently working in hotels were invited to identify from the abovementioned list of incentives, the incentives they received. A composite indicator of incentives perception was created by adding together the number of incentives indicated by each participant. This composite indicator was used as predictor variable in the hypotheses testing phase.

2.4.2. Turnover intention

The Turnover Intention Scale by Bothma et al. (2013) was integrated into the questionnaire to assess the criteria variable with 3 items (i.e., "How often have you considered leaving your job?"; "How often do you dream about getting another job that will better suit your personal needs?"; and "How likely are you to accept another job at the same compensation level should it be offered to you?". These items were clustered, and the composite variable was created. Participants were expected to indicate their answer on a 5-point Likert scale, use labels vary from item to item (Annex C). The measure has a Cronbach's alpha of 0.71, considering a reliable measure.

2.4.3. Employee satisfaction

Employee satisfaction (mediating variable) was evaluated through Minnesota Satisfaction Questionnaire by Weiss et al. (1967) adapted by Martins et al. (2012). With this questionnaire, it was possible to validate the responses of the participants who are currently working in this industry, as the perception of the respondents who no longer work in the hospitality sector. This scale included 20 items, intending to discover which factors lead them to higher and lower satisfaction. According to Martins et al. (2012), this scale has been widely used in the literature being a well-known and stable instrument with previous research yielding excellent coefficient

alpha. It assumes that work fit is dependent on the correspondence between the individual skills and the reinforcements that exist in the work environment (Weiss et al., 1967).

The 20 MSQ-short version (Annex D) is rated on a 5-point Likert scale, where 1 corresponds to "Very dissatisfied with this aspect of my job" and 5 equals to "Very satisfied with this aspect of my job". The items assume a Cronbach's alpha of 0,94, indicating a good consistency, having proceeded to the creation of a general indicator based on the mean of the answers. Higher values indicate higher satisfaction with the job situation.

2.4.4. Core Self-Evaluation

To control for possible common method variance, the questionnaire included a marker variable. Core self-evaluations was selected as a marker variable because it is not supposed to be theoretical related to turnover intention. The perception of the participants regarding their core self-evaluations (i.e., self-esteem, locus of control, neuroticism, self-efficacy) was analyzed through Core Self-Evaluations Scale by Judge et al. (2004). This scale represents a stable personality trait composed of 12 items rated on a 5-point Likert scale, in which 1 represents "Strongly disagree" and 5 means "Strongly agree" (Annex E).

The Cronbach's alpha in this scale is 0,86, which guarantees good consistency and reliability between the items of the questionnaire.

Chapter III - Results

This chapter will present results and findings obtained from the statistical analysis using SPSS and Macro Process, that will clarify the relationship between employees' incentives perception and turnover satisfaction, mediated through employees' satisfaction, as well demonstrate discoveries concerning the incentives most valued by employees.

3.1. Descriptive analysis and correlation between variables

To observe the association between the variables of the study, correlations were analyzed. Table 3.1 shows the means, the standard deviation, internal consistency, and the results of the correlations.

Results reveal that current and recent employees are moderately satisfied with their working organizations *(M=3.7; SD=0.73)* and the perceived incentives indicate low values by the respondents *(M=2.0; SD=1.65; Min.=1; Max.=8)*. Likewise, current employees demonstrate a moderate level of turnover intention *(M=3.0; SD=0.53)*.

The analysis through Spearman's correlation indicates that not only the variables of the research model are significatively associated with each other, but also with the marker variable.

It is possible to identify stronger correlations associated with employees' job satisfaction, as the respondents' perception reveals being moderately correlated with turnover intention *(r$_s$=-.48, p<.001)*, and with employees' incentives perception *(r$_s$=.49, p<.001)*. These results suggest that higher levels of job satisfaction are associated with lower levels of turnover intention, on the other hand, a positive perception of incentives offered by organizations demonstrates being associated with higher levels of satisfaction. A moderate association between turnover intention and respondents' incentive perception is observed *(r$_s$=-.37, p<.001)*, meaning that lower levels of employees' incentives perception are associated with higher levels of turnover intention.

In addition, the marker variable Core Self-Evaluations reveals significantly associated with the predictor *(r$_s$=.18, p<.05)*, criterion *(r$_s$=-.23)*, and mediator variable *(r$_s$=.34, p<.001)*. Therefore, it is not possible to exclude the occurrence of common source variance in the data. This variable was included in the subsequent model analysis.

Table 3.1 - *Means, standard deviations, internal consistencies, and correlations*

	M	SD	1	2	3.	4
1. Job Satisfaction	3.7	.73	(.94)			
2. Turnover intention	3.0	.53	-.48**	(.71)		
3. Incentives perception	2.0	1.65	.49**	-.37**		
4. Marker variable	4.09	.51	.34**	-.23	.18*	(.86)

*Notes: *p < 0.05; ** p <0.01*

A descriptive analysis was conducted to investigate the incentives most valued by the respondents. Through Graphic 3.1 is possible to assume that base salary (74%) was the most valued incentive, followed by career development (51%), and a better work environment (28%). However, we can assume that training and development can also be considered as a strong benefit, since 27% of respondents pointed as one of the top 3 incentives.
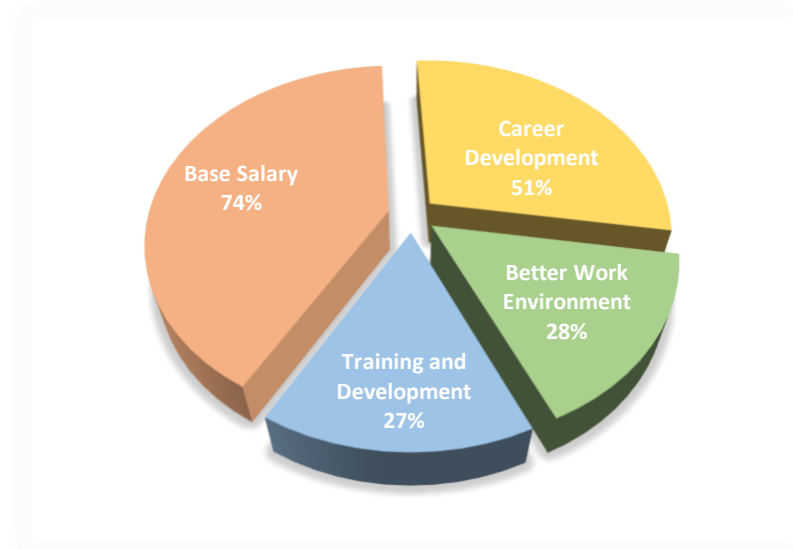
Graphic 3.1 - *Most valued incentives. Source: author.*

At the same time, the analysis of the incentives offered by organizations (Graphic 3.2) indicates where organizations can improve. Base salary and training and development were the incentives most offered by organizations, however we can assume that 44% of the respondents do not have a base salary, as well as 63% do not have training and development as an incentive.

Graphic 3.2. – *Incentives offered by organizations. Source: author.*

3.2. Hypotheses testing

To analyze the proposed research model and verify the mediation effect of the variables under study, the Macro PROCESS analysis modeling tool from IBM Statistics SPSS was used. This tool estimates direct and indirect effects in single and multiple mediators and moderation models (Hayes, 2013). Model 4 was used to analyze the mediation effect.

Results showed a significant prediction model *(F(2,135)=22.86, p<.001)*, accounting for 26% of turnover intention variance.

Hypothesis 1 proposes a negative relationship between employees' incentives perception and turnover intention, suggesting that higher levels of perceived incentives will lead to lower turnover. The results obtained support the hypothesis, as shown in Table 3.2., since employees' incentives perception is negatively related to turnover intention *(B= -.12, p<.01).*

Regarding Hypothesis 2, it suggests the existence of a positive association between perceived incentives and job satisfaction, meaning that the higher the number of offered incentives, the higher also employees' level of job satisfaction. Results indicate that incentives provided by the organization are positively correlated with participants' job satisfaction *(B=.20, p<.01).*

Concerning Hypothesis 3, it proposes a negative correlation between employees' satisfaction and turnover intention, suggesting that greater employees' job satisfaction, lower their intent of turnover. Through the obtained results, it is possible to confirm that turnover intention is significantly explained by job satisfaction *(B= -.28, p<.01).*

Finally, Hypothesis 4 that proposes the existence of a mediation effect of turnover intention through employees' satisfaction is also confirmed. Results previously showed that incentives have a significatively effect on job satisfaction, and it is possible to validate that this association diminishes their intent of turnover, based on the indirect effect (*B= -.06; 95% CI= -.08, -.03*). After analyzing the indirect effect between the model variables, results showed that perceived incentives diminish turnover intent through increasing employees' satisfaction.

All predicted relationships between the variables underlying the triangular model of mediation proposed in this study were supported.

Table 3.2 – *Mediation model. Source: author*

	Job Satisfaction	Turnover Intent
	B | CI	**B | CI**
Total Effect		
Constant		3.31** | 3.78;4.6
Incentives perception		-.12** | -.17; -.07
Direct Effect		
Constant	3.15** | 2.95;3.35	4.19** | 3.78;4.6
Incentives perception	.20** | .14; .27	-.06* | -.11; -.01
Turnover intent		-.28** | -.4; -.16
Indirect Effect		
Incentives > job satisfaction > turnover intent		-.06* | -.08; -.03
R^2	0.22	0.26
	$F_{(1,136)}= 38.91**$	$F_{(2,135)}=22.86**$

*Notes*p < 0.05; ** p < 0.01*

Chapter IV - Discussion and Conclusion

The present dissertation examined the relationship between employees' perceived incentives and their turnover intent, as well the mediating effect of employees' satisfaction on this relationship. It has also examined the incentives most valued by hotel workers.

To test the investigation research model, a correlational study was carried out and a sample of employees who were currently working in the hospitality industry and who had worked during the last year was used. By this mean, it sought to contribute to the theoretical knowledge by adding relevant and updated content concerning the factors that most lead to turnover intention, along with a better understanding of its relationship with the predictor variable, as well its effect on levels of employees' satisfaction.

This investigation arises in the context of the hospitality industry, due to the growing relevance it has in the economic sector in Portugal throughout the years, the lack of satisfaction of its employees, and the high turnover observed in this sector. This research aimed to provide updated and new findings to the knowledge acquired from similar and previous investigations.

This study shows that employee satisfaction has a relevant and significant impact on turnover intention. Recent studies like Coelho et al. (2019), proved a positive and relevant relationship between employee satisfaction and staff turnover, aligned with this study's results. More interesting, the present study's findings suggest that job satisfaction mediates the relationship between incentives and turnover intent. That is, the higher the number of incentives offered by companies, the higher is job satisfaction, which lead to lower desire to quit the job.

As regards the effect of perceived incentives on turnover, which this study assumed to have a positive and direct relationship with employees' turnover is in line with prior results from Musa et al. (2014) once concluded that specific incentives valued by employees such as promotion, salary, career development, and training, have a significant impact on labor turnover.

Moreover, the connection of perceived incentives on employees' satisfaction, the findings suggest a positive and direct relationship. Heimerl et al. (2020) result revealed that personal development opportunities are one of the most important factors that lead to job satisfaction, which is confirmed with the results obtained in this paper. However, it also affirmed that remuneration and work atmosphere are not important drivers for job satisfaction, and this research shows differently since both incentives demonstrated to have a positive impact on employees' satisfaction.

Along with the findings from previous studies, the quantitative results obtained show that the incentives considered most valued by employees, such as base salary (e.g., Musa et al., 2014; Saifullah, 2014; Coelho et al, 2019), career development (e.g., Ineson et al., 2011; Musa et al, 2014; Khuong et al., 2020), better work environment (e.g., Coelho et al, 2019; Khuong et al., 2020), and training and development (e.g., Ohunakin, 2020), are in congruence with the results obtained from this research. These incentives previously proved to have a significant impact on labor turnover are in line with the results obtained in this paper.

Interesting findings show that some incentives such as base salary and career development need to have major attention by organizations. Studies reveal that 60% of the workers from this industry receive the minimum salary (Publituris, 2018), which reflects on what benefit the respondents value the most. In addition, career development is also another incentive that needs to be revised by organizations.

For instance, assuring the right incentives for employees, like good compensation, providing training and development, as well as planning career development and contribution to a better work environment, can be positively reflected in job satisfaction and lead to lower turnover. When companies improve their compensation system, it will attract and engage employees and create long-term relationships.

Qiu et al. (2019) assumed that psychological incentives have been getting more attention through the years. With the results obtained in this paper, we can confirm this assumption. Although remuneration was considered the most relevant incentive, findings show high values on non-material incentives.

The present paper, thus, found support and acknowledges that it is critical to provide the right incentives to guarantee hotel employees' satisfaction and consequently, to diminish employee turnover intent.

Lastly, this paper suggests that if organizations want to retain their employees, the first step is to ask them what they value the most, and the second is to create an incentives' strategy based on employees' preferences, once that has a reflection on their satisfaction, thus, on their turnover.

4.1. Theoretical and practical implications

This paper intends to extend the theoretical knowledge from previous research as regards employees' retention in the hospitality sector, through the study of perceived incentives and job satisfaction.

From a theoretical point of view, by analyzing if employees' satisfaction has a mediation effect on the relationship between employees' perceived incentives and turnover intention, it was possible to conclude that all the tested hypotheses were supported. This is an important contribution that adds value to studies from the hospitality industry, admitting a direct and positive impact on employees' perceived incentives, job satisfaction, and turnover intention.

At a practical level, results suggest that companies should better analyze what their employees value the most, to contribute to high levels of job satisfaction and promote lower levels of turnover. Present findings reinforce concerns regarding base salaries and career development opportunities offered by hospitality organizations, results showed that only 56% of the respondents receive base salary, meaning that almost half of the sample of this study do not have that incentive, which can be seen as a major concern within this industry that needs urgently to be revised. As career development being considered extremely valued and yet poorly received from organizations, it is crucial to provide employees with a career path and follow-up. A better work environment is also relevant to employees, as companies should find and promote practices that lead to a work-life balance environment. In addition, training and development should be reviewed by organizations, if employees do not see themselves progressing and learning, they can demotivate and intent to leave their jobs. It is imperative that companies find the best strategies to stimulate their workers.

This study provides important discoveries that can help reducing voluntary turnover and hence, could serve as a starting point to show how companies could value more their employees in order to retain them.

4.2. Limitations and suggestions for future research

This study presents some limitations that must be considered, as well as opportunities for future studies.

First, this research follows a non-probabilistic convenience sample, once the results may not represent the perspective of the population. Future research should englobe a larger and more representative sample through different sources. Secondly, this study is only based in

Portugal, and it will be interesting to see if similar results are obtained from other countries and other cultures.

It is important to consider that these results were obtained during a pandemic, where inside the hospitality sector was difficult to find current employees to be part of the sample. In addition, the level of dissatisfaction could be higher during these times, which could lead to a reflection on the respondents' answers. Future research could evaluate the same study but after the pandemic to compare if the results would be similar.

Also, while analyzing the incentives most valued by employees, the work environment was considered as a relevant benefit. It would be interesting to understand, through the perception of employees, what are the factors that could lead to a better work environment. Interviews or focus group could be used in future studies to collect deeper information on this regard.

Finally, since this study is only focused on the hospitality sector, it could be interesting to realize if the same results are obtained in the same industry, but in a different sector such as restaurants, travel agencies or airlines.

Engaging employees is important to every business, and every company should try to find the best strategy to keep them.

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Annexes

Annex A – Informed Consent and Social Demographic Questions

Informed consent:

Welcome to the present investigation!

My name is Leonor Moura, and I am a 2nd year student of the master's in management in ISCTE Business School.

Within the scope of my research for my master's dissertation, I intend to carry out a study on the perception of workers about various aspects related to the organization where they work, namely in terms of incentives, satisfaction, and turnover intention.

To participate in the study, it is enough to find yourself working in the hospitality industry, or to have worked and left the sector no more than 1 year ago. Participation in this investigation is voluntary. There are no right or wrong questions, you are only asked to answer sincerely.

The completion of this questionnaire has an average duration of X minutes. All data provided will be kept confidential and anonymous and will be used exclusively for the purposes of this investigation. Your name will not appear on the questionnaire, guaranteeing anonymity and not having any type of personal identification.

I ask that you respond to all the questions, so that your answers can be considered for the study.

Thank you!

Leonor Moura

Social Demographic Section:

1. Are you currently working in the hotel sector?
   - Yes
   - No, I left the sector during the last year
   - No, I left the sector more than a year ago

2. What is your current labor situation?
- Presential work
- Homeworking
- Lay-off
- Unemployed due to Covid-19
- Unemployed due to other reasons
- Retired
- Other. Which?

3. Identify the typology of the unit where you work/worked in the last year:
- Hotel:
    - 1 star
    - 2 stars
    - 3 stars
    - 4 stars
    - 5 stars
- Apartment-hotel:
    - 1 star
    - 2 stars
    - 3 starts
    - 4 stars
    - 5 stars
- Inns
- Hostel
- Other. Which?

4. Identify the department where you perform/performed your activity:
- North region
- Center region
- Lisboa and Vale do Tejo region
- Alentejo region
- Algarve region
- Autonomous region of the Azores
- Autonomous region of Madeira

5. Identify the department where you perform/performed your activity:
- Front Office
- Human Resources
- Food and Beverage
- Housekeeping
- Sales
- Finance
- Other. Which?

6. Do you hold/held a leadership position?
- Yes
- No

7. Education level:
- Primary School
- Middle School
- High school
- Bachelor's Degree
- Master's Degree
- Doctoral Degree
- Other. Which?

8. Idade/Age:
- ☐

9. Gender:
- Female
- Male

10. Nationality:
- Portuguese
- Other. Which?

11. How long have you been working in your current organization? (If less than a year, use decimal places. E.g.: 6 months = 0,5).

Annex B – Employee Incentives Perception

Which of the following incentives do you consider to be more important in your perception as a collaborator? Order 3 of the following factors in order of preference, where "1" equals the most important, "2" the second most important and "3" the third most important.

1. Base salary	
2. Guaranteed bonus	
3. Short term performance incentives	
4. Long term remuneration incentives program	
5. Allowances	
6. Other financial benefits (ex: car, health insurance...)	
7. Training and development	
8. Career development	
9. Change in organizational culture	
10. Better work environment	
11. More employees' recognition	
12. Flexible work	
13. Other. Indentify:	

Annex C – Turnover Intention

The following section aims to ascertain the extent to which you intend to stay at the organization. Please read each question and indicate your response using the scale provided for each question:

1. How often have you considered leaving your job?	Never	1	2	3	4	5	Always
4. How often do you dream about getting another job that will better suit your personal needs?	Never	1	2	3	4	5	Always
5. How likely are you to accept another job at the same compensation level should it be offered to you?	Highly unlikely	1	2	3	4	5	Highly likely

Annex D – Employee Satisfaction

Within the organization where you work/worked, please identify the level of satisfaction to each of the situations presented corresponds:

	Very dissatisfied	Dissatisfied	Can't decide if I am satisfied or dissatisfied	Satisfied	Very satisfied
1. Being able to keep busy all the time.					
2. The chance to work alone on the job.					
3. The chance to do different things from time to time.					
4. The chance to be "somebody" in the community.					
5. The way my boss handles his/her workers.					
6. The competence of my supervisor in making decisions.					
7. Being able to do things that don't go against my conscience.					
8. The way my job provides for steady employment.					
9. The chance to do things for other people.					
10. The chance to tell people what to do.					
11. The chance to do something that makes use of my abilities.					

12. The way company policies are put into practice.					43
13. My pay and the amount of work I do.					
14. The chances for advancement on this job.					
15. The freedom to use my own judgment.					
16. The chance to try my own methods of doing the job.					
17. The working conditions.					
18. The way my co-workers get along with each other.					
19. The praise I get for doing a good job.					
20. The feeling of accomplishment I get from the job.					

Annex E – Core Self-Evaluation

Below are several statements about you with which you may agree or disagree. Using the response scale presented, please indicate your agreement or disagreement with each item:

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. I am confident I get the success I deserve in life.					
2. Sometimes I feel depressed.					
3. When I try, I generally succeed.					
4. Sometimes when I fail, I feel worhtless.					
5. I complete tasks successfully.					
6. Sometimes, I do not feel in control of my work.					
7. Overall, I do not feel in control of my work.					
8. I am filled with doubts about my competence.					
9. I determine what will happen in my life.					
10. I do not feel in control of my success in my career.					
11. I am capable of coping with most of my problems.					
12. There are times when things look pretty black and hopeless to me.					