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**INSTITUTO
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Department of Human Resources and Organizational Behavior

Why It Is So Difficult to Retain and Maintain Talent in Hospitality and Tourism Organizations

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"If anyone can prove and show to me that I think and act in error, I will gladly change it – for it I seek the truth, by which no one has ever been harmed. The one who is harmed, is the one who abides in deceit and ignorance." – Marcus Aurelius

Resumo

A presente dissertação foca-se na temática das organizações turísticas e hoteleiras e consequentemente, nas pessoas que nelas trabalham ou trabalharam, em prol de compreender o porquê de ser tão difícil manter e reter talento nestas organizações. O principal objetivo passa por compreender melhor a realidade deste desafio que estas organizações enfrentam – tanto numa visão trabalhista através de atuais ou, ex-profissionais na área bem como, organizacional – dando voz a estes elementos e, conhecendo as suas experiências, opiniões, sugestões e outras eventuais relevantes partilhas para o estudo. Deste modo, foi realizado um estudo qualitativo, onde participaram 16 pessoas (atuais e ex-profissionais) de diferentes idades, géneros, níveis/graus académicos, com diferentes anos de experiência e também, embora todos relacionados com a indústria turística e hoteleira, de diferentes funções: desde chef de cozinha, empregado de mesa, diretor de hotel, empregada de quartos, guia turístico, rececionista de hotel, até barman e chefe de bar. Os principais resultados comprovaram e reforçaram não só algumas das características e lacunas existentes nestas indústrias que têm sido alimentadas ao longo de vários anos pelas organizações correspondentes sem grandes mudanças e que, continuam a provocar insatisfação pelos seus profissionais, como também, a dificuldade que os setores enfrentam atualmente em contratar mão de obra qualificada disponível no mercado que esteja disposta a trabalhar (sendo por isso, a imigração vista como uma solução rápida para as entidades), bem como, falta de investimento na formação, carreira e condições salariais dos trabalhadores.

Palavras-Chave: indústria turística, impacto económico do turismo, organizações turísticas e hoteleiras, serviço orientado ao cliente.

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Abstract

This dissertation focuses on tourism and hotel organizations and, consequently, on the people who work or have worked in them, in order to understand why it is so difficult to keep and retain talent in these organizations. The main objective is to better understand the reality of this challenge that these organizations face - both from a labor perspective through current or former professionals in the field, as well as from an organizational perspective - by giving these people a voice and getting to know their experiences, opinions, suggestions, and any other relevant information that they may share with the study. A qualitative study was carried out in which 16 people took part (current and former professionals) of different ages, genders, academic levels/degrees, with different years of experience and also, although all related to the tourism and hotel industry, from different functions: from chef, waiter, hotel manager, room maid, tour guide, hotel receptionist, to bartender and head barman. The main results proved and reinforced not only some of the existing characteristics and gaps in these industries that have been nurtured over several years by the corresponding organizations without major changes and which continue to cause dissatisfaction among their professionals, but also the difficulty the sectors currently face in hiring qualified labor available on the market that is willing to work (which is why immigration is seen as a quick fix for organizations), as well as a lack of investment in workers' training, careers and salary conditions.

Palavras-Chave: tourist industries, economic impact of tourism, hospitality and tourism organizations, service-oriented.

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1. Chapter I – Introduction

1.1 Introduction

This dissertation is the result of a desire not only to explore and study the characteristics of the hospitality and tourism area but, above all, to give voice to the actors who have worked in the sector or still work in it and, to understand with them, what are the main factors that made them either leave the sector as well as, what changes are needed to be done in these principal's economy sectors.

The motivation factor that impulsed to bring this topic for further academic research, is to comprehend why largest sectors like hospitality and tourism in which, globally, according with the World Travel & Tourism Council (2022), accounts for 1 in 4 of all new jobs created in the world: 10.3% of all jobs (333 million), and 10.3% of global Gross Domestic Product (USD 9.6 trillion), still however, sectors that continue to contribute to the increase in the overall turnover rate in which, is extremely higher than in other sectors and, in 2020 registered ranges from 30% to 73% worldwide (Malyarov, 2020) – reflecting the difficulty of maintaining and retaining talent in these organizations.

The hotel and tourism industry are competitive and labor-intensive, and thus depends heavily on human capital in which, employees play a prominent role in achieving organizational goals because this industry has unique human-centric characteristics, especially the high degree of human interactions between customers and service providers (Michael et.al, 2022).

As Kusluvan, et al. (2010) stated: the belief that the human element in tourism and hospitality organization is critical for the service quality, customer satisfaction and loyalty, competitive advantage, and organizational performance, is supported by many theories, models and empirical studies in the strategy, service, and tourism management literatures that stress the critical role of human resources for organizations. Therefore, employees in hospitality and tourism operations, become part of the product by representing and helping to form the image of the organization – contemplating the importance to recognize and comprehend how employees and their work are managed, since it's also crucial for service quality, customer satisfaction, loyalty, competitive advantage, organizational performance, and business success (Kusluvan, et.al, 2010).

Attracting talented people to the industry has become one of the biggest management's problems in these industries globally (Kusluvan, 2003). But what makes so difficult for

employers to attract, recruit, and maintain qualified talent in Hospitality and Tourism Industry? Well, to begin with, the main complaints about working in these sectors are related with poor work conditions, job insecurity, high levels of physical and emotional demands, low wages, working hours in the form of split shits and ranges of long hours, unskilled or semi-skilled employees, job stress, limited career opportunity, high level of subcontracting people, seasonal, casual, temporary and part-time employment (Ramona Grescue et.al, 2008; International Labor Organization, 2010).

According with the aspects described previously, the main objective of this study is not only to understand the main reasons that justify the difficulty of maintaining and retaining talent in these organizations, but especially, to know what kind of implementations and strategies should be considered so that there is the necessary change in both sector's, given the dysfunctionalities found and the high turnover rate felt worldwide.

1.2 Research Problem, Questions of the Investigation and Objectives of the Study

In an industry as large as hospitality and tourism, which employs millions of people worldwide and which has been gaining an even greater presence and economic impact, both in developed and underdeveloped countries, there is an increasing need to understand and look at the workers who are part of this context and get to know what the reality is behind so many employers in these sectors, to which professionals are exposed on a daily basis. In parallel, the dynamics that can be found within the work of these sectors have been debated for several years and, the perception that organizations have been showing is that it is more difficult to keep these same people given the associated conditions and somehow, this becomes a challenge for many organizations who seeks for qualified talent. With so, this dissertation therefore required to address the following research question: *Why is it so Difficult to Retain and Maintain Talent in Hospitality and Tourism Organizations?*

The general objective of the research was thus outlined, which consists of understanding, from the point of view of current or former hotel and tourism professionals, what the main factors are that cause workers to leave the sector, what these professionals consider to be the worst thing about the sector, what changes they would make and also what consequences the working conditions in hotel and tourism organizations may have on workers. Based on this, it was considered pertinent to outline the following specific objectives:

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1) Firstly, to find out the primary characteristics of the participants and their professional background in the areas.

2) Understand what they think is the biggest challenge of working in hospitality and tourism industries.

3) Find out what changes they would make in the sector to make it more attractive and pleasant.

4) Understand what their working conditions are, either in current or past organizations.

5) How the participant's feel about their working environment, including the physical and psychological effort they are exposed to.

1.3 Structure of Dissertation

This work is organized into five chapters. Chapter II, which follows, deals with the theoretical framework, where a general contextualization is made of the main concepts that are intended to be addressed, such as: high labor intensity and poor work conditions, unskilled and semi-skilled jobs, career progression and development as well as, poor pay and financial conditions. Chapter III refers to the research methodology, which describes both the basis of the chosen methodology, and the other components needed to carry out this research. Chapter IV presents the analysis of results of the interviews carried out and the final chapter, Chapter V, the discussion, and conclusion.

2. Chapter II - Literature Review

Tourism is a fragmented and diverse industry within the economy and is further characterized by diversity in organizational, ownership and operational terms. Tourism faces challenges which, in part, stem from these structural and environmental characteristics but also, draw on wider attributes that are also present within other areas of service work (Gruescu et.al, 2008). It is widely argued that people are vital for the successful delivery of tourism services and, as consequence, those who work in tourism are widely portrayed as a critical dimension in the successful operation of businesses within the sector (Gruescu et.al, 2008). Although the development of the tourism industry creates new employment opportunities, critics contend that tourism employment provides predominantly low-paid and low-skilled demeaning jobs. The negative aspects of tourism employment focus upon the physical demands of the job, poor conditions of work, job insecurity, low pay, long working hours, high turnover of labor and lack of training (Gruescu et.al, 2008). Despite the requirement for long, irregular, and unpredictable hours of work leading to higher level of employee turnover in hospitality and tourism industry, work and family issues have received little attention of researchers in terms of their assessment of current practice, future potential, and health effects (Rezapouraghdam, 2018).

The real human resource challenge for the tourism industry is recruiting and retaining employees with the right skills, knowledge, and attitudes to their work (Gruescu et.al, 2008).

With this, in this chapter is going to be approach the following topics:

2.1 High Labor Intensity & Poor Work Conditions

Labor intensity varies according to the type and stage of tourism development, infrastructural development level, and type of establishment. One of the main reasons that people usually name hospitality and tourism industry as the "people industry" is due to the labor-intensive character and the involvement of personal services in the service delivery (Kusluvan, 2003), requiring "people skills" from its employees. Moreover, there is a certain amount of capital invested in the tourism and hospitality industry that creates more jobs than the same amount of investment would, in other industries – this means that these industries employ more employees than, other business sectors.

According with Poulston (2009), hospitality managers are challenged with the task of extracting the maximum value from employees to generate a profit. The emphasis on achieving results through others can result in the exploitation of workers, as those at the bottom of the hierarchy may work hardest for the least pay. Consumer demand patterns in hotels and restaurants require working conditions that are frequently characterized as unsocial and irregular working hours in the form of split shifts, weekend shifts, nightshifts, or work during holiday periods. These working conditions heighten stress on workers with family responsibilities.

Hotel and restaurant staff are often treated poorly not only by managers, but also by customers. The industry pays poorly, trains poorly, and demands long hours. Due to these main reasons, hospitality employees may find their work difficult or unpleasant, and perhaps hold management responsible – not forgetting that unhappy employees are also prone to stress and absenteeism, aggravating staff turnover, workplace problems, and further damaged in profits (Poulston, 2009).

The research done by Poulston (2009, p. 26) shows that: "Working conditions are difficult, largely because of the hours needed to cope with the 24h nature of the industry, and supervisors and managers are often inadequately skilled. Persistent staff shortages, time constraints, work overload, long hours, shift work, and difficult customers, all contribute to stressful working environments that can stimulate staff turnover". Nevertheless, "The poor pay and working conditions experienced in many hospitality workplaces suggests employees are unlikely to find their work satisfying, leading them to consider alternative employment." (Poulston, 2009, p.26).

Staff retention is a present problem in hospitality and tourism industry, due to the factors described above, in addition, hygiene factors – those which decreased job dissatisfaction, and rather than relating to the content of the job in itself, tend to relate to contextual factors, such as: interpersonal relationships, salary, company policies, administration, relationship with supervisors and, working conditions – are also identified as a possible reason for staff being unsatisfaction at work, since if they doesn't met, can cause dissatisfaction (Poulston, 2009).

Trough Poulston (2009) study that aimed to understand the key issue in the relationship between staff turnover in hospitality and poor working conditions or, unmet hygiene factors experience by staff, was possible to understand the many complaints by the respondents who claim that they use to work many hours per day as it reflects in one of the main industry's problems when attracting and maintaining reliable staff. In addition,

their feedback relies on working 12 hours straight with only two breaks for 15 minutes and only half an hour break between the shifts. The lack of breaks that is usual to miss out during the shifts, is mainly because of the staff shortage along with the excess of work that is felt on these industries. Roster changes, cancelled shifts, pressure work to extra shifts, inadequate time off extended well beyond wanting scheduled days off, being bullied and pressure to work extra hours, presumably to cover for absent staff or short staffing without being paid fairly, is due to recruitment and retention problems (Poulston, 2009).

The study of Poulston (2009) enhances the fact as well that hospitality employees are likely to be subjected to unpleasant working conditions – the kind of conditions that act against motivating factors such as: promotion prospects and recognition. Moreover, the facts that dissatisfy, like the poor working conditions, have also been found to militate against staff retention. If staff is dissatisfied, they are likely to take action and, resign (Poulston, 2009). Turnover is one of the biggest consequences due to the verification of poor work conditions in hospitality and tourism industry in which, is self-inflicted resulting from poor management practices as well.

2.2 Unskilled and Semi-Skilled Jobs

It is commonly held that a large proportion of jobs in tourism and hospitality is semi-skilled or un-skilled, this happens because most of the knowledge and skills required can be learned easily and quickly by on-the-job training without formal training and education (Kusluvan, 2003). Nevertheless, the quality of tourism and hospitality jobs starts to be questioned due to these low-skills profile jobs and therefore, it starts to explain the low status, low pay and poor working conditions that it's present in many jobs of these sectors. According with Kusluvan (2003), there is an estimation that about 64% jobs in the hotel, restaurant and catering sector are unskilled or semi-skilled, 6% managerial, 8% supervisory and 22% craft (which means, skilled).

"(…) managers in the industry value practical and operational skills and training, which may be acquired easily on the job, and do not require formal qualifications from new entrants. Unsurprisingly, a large proportion of tourism and hospitality employees are workers with other formal educational backgrounds (other than tourism hospitality), students who work part-time and contingent workers." – Kusluvan, 2003, p.7.

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There is, however, a contrast between authors since some of them might share different opinions regarding the unskilled and semi-skilled jobs in these sectors. For instance, Guerrier (1999), warns us that the assumption of tourism and hospitality jobs being unskilled or semi-skilled may be attributable to the circular logic used, rather than empirical measurement of the skill content required of tourism and hospitality jobs, he also states that "(…) if a job has low status in society and is done by low status people, it is assumed that it must require few skills." In the other hand, authors like Baum (1996), states that in developing countries the hospitality industry needs to recruit a much higher level of entrant for many positions, both in terms of educational attainment and all-round skills, than would be the case in more developed countries. The author argues that people in developed countries are better acquitted with the culture of the tourism and hospitality industry in general and the industry is mainly of European and American origin in terms of systems and organizations. He further notes that front-line employees should acquire considerable cultural and communication skills to provide service standards at the international level. According with Williams and Shaw, while direct employment in tourism may be unskilled, indirect employment may be highly skilled and well rewarded. (Salih, 2003).

Since this is a topic that divide opinion among the experts, it's necessary to know more about other studies. For instance, according with the International Labor Organization (2010, p.15), women make up between 60-70% of the labor force of the unskilled or semi-skilled jobs. They tend to work in the most vulnerable jobs, where they are more likely to experience poor working conditions, inequality of opportunity and treatment, violence, exploitation, stress, and sexual harassment. Nevertheless, women are on average paid 25% less in the sector than male workers for comparable skills.

"Around the world, between 13 and 19 million people aged under 18, work in an occupation linked to tourism. They represent 10-15% of the tourism workforce. (…) Many work long hours in poor or dangerous working conditions. (…)" (International Labor Organization, 2010, p.15). The unskilled or semi-skilled jobs in Hospitality Industry aggregates globally either different ethnic, cultural, gender, age, religion, and educational background. Even though these characteristics might change considering the developed and non-developed countries, is important to bear in mind that employee skill development has a positive impact on the service quality, and this practice reinforces the behavior, skills and attitudes of service employees – as a consequence, hiring people with a low-skill profile without having the proper training may influence directly or indirectly

the impact of the service provided to the costumer. There is also a statement saying in that even though direct employment in tourism may be unskilled, indirect employment can be highly skilled and well rewarded (Kusluvan, 2003).

According with R. Walker (2009), hotels and restaurants are dependent on a large number of people to fill low-wage entry-level jobs that have little attraction and no perceived future. Washing pots, busing tables, dishing out the same food every day from the steam table, lifting heavy bags, mopping dirty floors, cleaning restrooms, straightening up messy rooms left by unheeding guests every single day can become very tiresome. Employees who take these jobs is either because no special skill is needed, or ability, experience required or just because, nothing else is available – some of these people consider the work demeaning: even though they are doing demanding work that is essential to the operation, management often looks down on them. Consequently, they feel ignored, taken for granted, and due to the nature of the work and consequently, the attitudes of management, they decide to leave the organization (increasing the turnover in the industry) (Walker et.al, 2009).

Roles such as front desk clerk, barman/barmaid, waiter/waitress, cook…and so on, are jobs that can be more attractive and the wages can be better, however, we often find temporary workers in these positions as well: students, moonlighters, people who cannot find anything in their own fields, emigrants, for example (Walker et.al, 2009). Besides these aspects, many employers assume that their employee will not stay in a long-term period and usually, is what really happens. According with the National Restaurant Association's Restaurant Industry Operations Report, "(…) the turnover rate for hourly workers in full-service operations is 100%." – in other words, this means that the typical full-service restaurant (for example) will lose every one of its hourly employees for one year and have to fill every position.

Ethnic and cultural minority groups also tend to be numerically overrepresented in the tourism workforce, particularly in developed regions like Australasia, Europe and North America. Such minority groups are able to gain employment in occupations that require low skills level or can obtain jobs within the informal sector, something that may not be possible in other sectors of the economy. It is also widely accepted that high labor fluctuation, business expenses, and lack of skilled workers are avoidable consequences that affect the tourism sector's competitiveness, productivity and service quality, making recruiting and retaining employees more expensive (International Labor Organization, 2010).

The importance of employees training emerges as a result of the competition among hospitality companies emphasizing on employees' skills – in which, guides new employees to the best and correct techniques, which improve their skills, knowledge and abilities to work within teamwork, work environment and performance appraisal (Jawabreh et.al, 2020). Hotel managers, therefore, adapt to investment in training to reinforce their employees' skills and abilities. Competition and interest in the subject of performance, requires hospitality organization to focus on the human element to achieve their goals through the effective use of resources and the exploitation level of human performance and institutional performance of institutions, in order to provide services quickly and with high quality – so there is the accordingly responding to the needs and expectations of employees (Jawabreh et.al, 2020). So, this can happen, employees must know on what basis their performance will be measured. Performance assessment for example, is an effective management tool to make management decisions related to identifying the training and development needs of employees, and for the purposes of promotion, motivation, and transfer and to enable employees to perform their work by providing devices, equipment and work tools.

Nevertheless, choosing the qualified employee for training leads to create a reliable workforce result in having the best qualified employees, that are empowered enough to adopt novel ideas and, an effective distinguished method to accomplish a task. In addition, training has a key role in enabling employees by refining their work skills and attitudes toward working in hospitality field (Chen, 2013). Is important for hotels to attract and encourage employees to keep them working in their organizations by understanding their employees' needs and expectations by offering the highest level of quality of serviced for customers (Jawabreh et.al, 2020). Not forgetting that, hotel managers should follow administrative strategies which may increase employees' satisfaction, leading to stimulate professionalism in performance (Jawabreh et.al, 2020). Incentive systems for example, are crucial for improved prosperous hospitality companies based on the reinforcement of employee's professionalism, cooperation, skills sharing and creativity and so competition among companies depends on all these factors (Obouy, 2013).

2.3 High proportion of Seasonal, Part-time and On-Call Workforce

Management of human resources in tourism and hospitality industry is challenging because of seasonality effect, and the variations in demand with time (Rezapouraghdam,

2018). Tourism, it's among the world's top creators of jobs requiring varying degrees of skills and allows for quick entry into the workforce for youth, women, and migrant workers. It accounts for 30% of the world's export services (International Labor Organization, 2010).

According with Jollife et. al (2003), seasonality is recognized as a factor affecting all aspects of contemporary hospitality industries, in which influences industry employment, leading to widespread seasonal employment, underemployment, and unemployment. The sector is characterized by diversity, complexity, interlinkage, and fragmentation terms of employment relations. Direct occupations are not the only jobs linked to the sector's activities (for instance, hotels and restaurants employees), there are also many jobs that have indirect relationships with the sector, likewise: tourist guides, taxi drivers, gift shops, and so on. These relationships influence many types of workplace contracts that include full-time, part-time, temporary, casual, and seasonal employment (International Labor Organization, 2010).

It is claimed that the tourism and hospitality industry, particularly at the operative and the lowest level jobs, employs a high proportion of the young ethnic minority groups, migrant workers, and 'misfits' who may be considered disadvantaged and marginal in society (Kusluvan, 2003). The people who usually are hired in a certain type of season (most likely, in high season due to high demand), are often described as being flexible seasonal workers, part-time or, on-call employees, student and also, immigrants (or even, volunteers). It's also very common in hospitality and tourism organizations employee's working in shift's, long and irregular hours – making difficult the possibility a work-life balance within employees.

This happens because, in tourism, the demand in the hotel industry fluctuates and therefore, employing too few or, too many permanent (full-time) employees for hotel operations turns into a significant risk and this, led hotel managers to adopt a cost-reduction strategy by hiring more temporary and part-time casual staff (Hewaganma, 2015) – which means that employee retention is not the main goal when hiring.

Seasonality is at the same time a challenge and a problem for the human resources management of these organizations: it creates a cyclical employment environment requiring extraordinary resources devoted to recruitment, selection, training, and retention of staff Jollife et. al, 2003). Moreover, the predominance of on-call, casual, temporary, seasonal and part-time employment is related to insecurity, comparatively low pay, job instability, limited career opportunity, high level of subcontracting and

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outsourcing as well as, high turnover rate (International Labor Organization, 2010). Therefore, "(…) during the slower seasons, there is excess capacity resulting in staff being underutilized or unemployed. Addressing seasonality in tourism employment and the HR response to it, is an issue that affects individual employers and employees but, is also a concern to entire communities and local, provincial, and federal governments." (Jollifee et al., 2003).

It is important to highlight that the sector and its informal components provide a significant number of jobs to workers with little or no formal training and who do not want to enter log-term employment commitments (like students). In addition, hospitality and tourism industry provides opportunities for migrants to find jobs, as well as, for workers who have family responsibilities, providing opportunity for those facing significant social and capability disadvantages in a way that is now always offered by other environments (International Labor Organization, 2010).

2.4 Work-Related Stress

According with Sheng-Hshiung Tsaur et.al (2012), job stress refers to an individual's reaction to threats which are derived from the characteristics of his or her job, including time stress and anxiety. In other hand, the European Commission (2002) define work-related stress a pattern of emotional, cognitive, behavioral, and physiological reactions to adverse and noxious aspects of work context, work organization and work environment, characterized by high levels of arousal and distress, often by feeling of not coping. In addition, the workplace is an important source of both demands and pressures causing stress, structural and social resources to counteract stress (H. Schewepker, 2021). As H.Schwepker Jr. et.al stated (2021), organizations have the ability to both positively and negatively affect employee well-being trough their impact on job stress.

Workplace factors that have been found to be associated with stress and health risks can be categorized as those that have to do with the content of work and those that have to do with the social and organizational contexts of work, standing out as a potentially important source of stress purely because of the amount of time that is spent in the workplace (Sampson et.al, 2014).

Factors that are intrinsic to the job such as, long hours, work overload, time pressure, difficult or complex tasks, lack of breaks, lack of variety and poor work conditions, under work or conflicting roles and boundaries, under promotion as well as lack of promotion,

lack of training and job insecurity, work feeling badly managed and resourced and managerial responsibilities dealing with costumers, are characterized as sources of stress at the workplace (Sampson et.al, 2014).

The intangible aspects of customer service felt in hospitality and tourism industries, confirm the presence of these sources: the long working hours, demanding and sometimes "impossible" guests, as well as the emotional labor that is required (H. Schewpker, 2021), frequent rotations, work overload, role pressure, anti-social working hours, shift work, high workspace, problems with coordination of work, intensive contact with the costumers (Tsaur, 2012), indicating how complex, stressful and challenging, the hospitality industry environment can be (H. Schewpker, 2021). Moreover, there is also the presence of inadequate guidance and support from higher administration, a lack of constant supervision, a limited number of strong role models and, established ethical rules and policies, as it becomes apparent how lost, insecure, confused, vulnerable and misled hospitality industry employees might feel on their job (H. Schewpker, 2021).

Control is also considered to be a source of stress, and it's related in how much say and involvement the person has in the way they do their work (Sampson et.al, 2014). The implication is that lack of control in relations to the demands of work, lack of autonomy and too much supervision can lead to job related stress, as well as pressure, in which is strongly linked to perceptions of control. Some examples of control at work can be for example: lack of involvement in decision making, account not taken of staff ideas or suggestions about the job, lack of influence over performance targets, lack of time and, lack of influence and consultation in the way the work is organized and performed (Sampson et.al, 2014). The author also presents relationships at work as another source of stress, resulting of conflicts with co-workers as well as, lack of staff support. This can be presented in a form of poor relationship with the boss or colleagues, unacceptable behaviors such as bullying, harassments and conflicts at work, being the most stressful factor within an organization. Role is another source of stress and it's in fact, identified as one of the major causes of job stress, since employee's when facing with conflict job requirements and demands, are likely to suffer from stress at work. Role ambiguity – when there is a confusion about the scope or specific responsibilities of the job –, role conflict – being pulled in different directions by incompatible demands –, roles which are high in responsibility for workers, and the perception of minimal authority in one's organizational role, are some examples of role-related factors that can be stress-inducing (Sampson et.al, 2014).

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According with Sampson et.al (2014), individuals working in the hospitality industry show signs of stress and overwork, due to demands place by organizations that tend to pressurize the employees, in which, include exposure to issues such as workload, work patterns, and work environments (volume, complexity of work and unrealistic deadlines). The hotel environment has been described as characterized by shift work and fatigue as a result of the working long hours, unpredictable shifts, few breaks, heavy physical demands, mental and emotional demands (Sampson et.al, 2014).

As Sampson et.al (2014) also stated, the frontline employees in hotels are usually focused on the face-to-face contact with guests and the real time nature of service delivery, being a subject to a mass competing, often contradictory of conflicting demands and expectations for a multiplicity of services, affecting these frontline employees in relation to their output, resulting in health-related issues.

The results of work-related stress on employees can result not only in high labor turnover, high absenteeism, poor time keeping, poor performance and productivity, but have mainly, impact in employee's health and well-being (Sampson et.al, 2014). According with the author, employees can be either physical or psychologically affected through sleep disturbances, headaches, raised blood pressure, anxiety and irritability, depression, loss of concentration, lack of motivation, isolation, unpunctuality, difficulty with thought process, and so on.

Job stress is a significant issue within the hospitality industry and has awful consequences for both employees and employers. Although addressing and reducing stress is both a moral goal and can result in expense reductions for employers, the nature and quantity of hospitality employee stress is not fully understood (Sampson et.al, 2014).

2.5 Leadership

As mentioned, and described previously, in hospitality and tourism industry, almost everything depends on the physical labor of many workers, who make the products, and serve the costumers (Walker et.al, 2009). But one important detail is that how well these workers produce and serve their clients, depends essentially on how well they are led. If they are not led as they supposed to be, the product or the service suffers and has an impact on the organization itself. So, we may affirm that it is the people who supervise these employees who are responsible for the keys to the success of the operation (Walker et.al, 2009). According with Okumus (2020) leadership is crucial for organizational

success in the hospitality and tourism industry, and can have an impact in organizational profitability, innovation, team productivity and customer loyalty. Moreover, the most important asset of any organization is the employees which are responsible for their overall performance (Armstrong, 2016). Employees performance are the results that are attained, and outcomes made at the organization, bearing in mind that the performance of an employee depends on how organization treats its employee, how the policies, environment and other factors affect employees (Ashfaq et.al, 2023). Human useful resources control is a characteristic accomplished by all the supervisors to set up human talent, understanding, experience, and enhance their performance to gain corporate objectives. With so, managing employee performance is the most important thing to increase the effectiveness and organization performance. (Ashfaq et.al, 2023). But how are hospitality and tourism managers, managing their employees?

In accordance with Hight et.al (2019), a recent Gallup poll indicated that only 32% workforce (referring to the operational employee's) was engaged in their workplace, from the remaining 68%, 50.8% were not engaged and, 17.2% were actively disengaged. Individuals who either are not engaged or actively disengaged, are often mentally and emotionally absent, and will conduct the minimum requirement needed to fulfill their job duties (Adkins, 2016). Behaviors like this, can result in a significant loss of productivity, higher turnover, and ultimately, a decrease in organization performance. Accordingly, many business management professionals believe that employees do not choose to leave a company, they choose to leave their manager (Limpman, 2015). Is important to bear in mind that the competencies and skills required of hospitality managers, are different than those of other industries, since hospitality firms must navigate traditional business processes, as well as frontline interactions with a diverse clientele (Hight et.al, 2019). Thus, according with the author, a hospitality manager should be business savvy – back-house processes –, people savvy – front-house interactions and day-to-day management of his or her subordinates –, and self-savvy – confident in their abilities to perform the job –, as result, one would expect that the characteristics of bad hospitality managers would be different from characteristics of bad managers in other industries (Hight et.al, 2019). However, the hospitality industry is noted for high turnover and a lack of comprehensive training programs for both frontline and management employees. Thus, a hospitality managers' poor leadership qualities may not be a result of willful hostility (Hight et.al, 2019).

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In a study done by Poulston (2009) that aimed examine employee's views on how well the hygiene factors identified in Herzberg's (2003) two-factor theory are met in hospitality workplaces, to determine whether employees are likely to be satisfied in their work, and whether they are motivated to make a meaningful contribution, regarding the negative management behavior, it was found several behaviors such as: abuse of position, commodification of employees, petty malice, discrimination, and bad management. It was also perceived through the Poulston (2009) study, comments related with a persistent theme of incompetence, lack of appropriate skills, and a 'dog-eat-dog' environment from the managers. "Abuses of position were also evident from some managers' and supervisors' disrespectful treatment of employees." (Poulston, 2009, p. 35). Other complaints about managers were suggestive of inappropriate promotion processes that seemed to "favor the least suitable contenders." (Poulston, 2009). In addition, the author conclude that hospitality staff turnover was largely 'self-inflicted', resulting from poor management practices.

Abusive supervision includes actions by the manager that are either indifferent, willfully hostile or, a combination of the two, some examples can be: publicly criticizing employees, loud and angry outburst, inconsiderate or inappropriate interactions, disrespect, showing favoritism and bullying (Hight et.al, 2019). Toxic leadership can be described as the leadership which causes bad sentiments and motivation in people and has a bad impact on the organization (Tezca and Uysal, 2019), nevertheless, toxic leaders are considered to be "dangerous to humans and terrible for the organization's bones" (Singh et.al, 2018, p.2). When discussing the negative aspects of leadership, the terms toxic and destructive are frequently used interchangeably, toxic leadership is a dysfunctional leadership which is "unique" and "insidious" (Schmidt, 2008, p.1). Even though abusive and toxic leadership might be similar, toxic leadership includes management actions such as ridiculing, social, exclusion, coercion, and blaming others for the leaders' mistakes, and it includes more hostility and open aggression (including actions that are premediated and designed to negatively impact employees over a period of time) (Hight et. al, 2019).

According with the study done by Zang et.al (2021), in which the main goal was to investigate the influence of abusive supervision on PSCP (Proactive Customer Service Performance) in China hotels, says that abusive supervision is quite common in the

service industry and, there is a negative association between abusive supervision and proactive customer service that was found. In addition, affective commitment and customer orientation act as the mediators between abusive supervision and proactive customer service performance. As a negative work event, abusive supervision drive employees to reduce customer orientation by affecting employees' affective commitments, thereby, reducing their proactive customer service performance. Nevertheless, the authors found through this study that abusive supervision has a significant negative impact on affective commitment. Previous studies also found that there is a negative reciprocal exchange relationship between abusive supervisors and employees (Cropanzano et.al, 2017) and, abused employees would take a negative attitude toward the organization as a reciprocation for the abusive supervision.

The consequences of bad management are directly linked with employee performance, affecting the organizations goals (Ashfaq, 2023), and can purposely harm subordinates for the sake of their achievements at cost of others (Koo, et.al, 2022). Consequences include higher turnover, lower job satisfaction, lower life satisfaction, lower job engagement, higher work-life conflict, and increased psychological distress (Hight et.al, 2019).

2.6 Career Progression & Development

According with Ladkin et.al (2017) career progression can be taken loosely to mean the process of making progress towards better jobs, implying an upward trajectory, and is a sequence of positions, which might be occupied by workers from the junior to the senior level in any given organization. Career progression can even be contextualized as a step-by-step development of employees' career stages, from a lower to a higher rank in hospitality and tourism organizations or, between organizations with similar professions or specialization (Ladkin et.al, 2017).

Human Resources practices system can be differentiated to ensure efficiency in human capital investment by allocating high investment to employees with higher strategic value. The opportunities that can be found in career development for example, are also concentrated in supervisory and management levels whereas for the lower levels, hotel occupation is perceived as 'transient and casual' (Ahmad et.al, 2010). The human resources practices system is integrated in human recourses functions, such as: staffing, training and development, performance management, compensation management,

employment security, functional flexibility, empowerment, and employee involvement (Tremblay, 2007). These human resources practices are very important as hotel image makers between the hotel management and the customers (Hrout et.al, 2014). In accordance with Jawabreh et.al (2020), studies show that there is a positive relationship between the human resources system in an organization and the cumulative achievements for this organization, such as the organized performance, productivity improvement, financial achievements, innovative performance, and task rotation.

Performance appraisal for instance, is a tool that provides management with valuable information regarding the quality of human resources the organization possess which may serve as a basis for important human resource decisions that may result in motivation or, demotivation of the employees (Ozgen et.al, 2008). The information generated through performance appraisals form the basis for all human resources decisions like selection and placement techniques, promotions, demotions, transfers, layoffs or termination, training and development, career development, as well as all other managerial functions like planning, organizing, leading and controlling. Performance appraisal is also useful for evaluation, often in writing an employee's work and job performance according to specific criteria (Ozgen et.al, 2008).

As individuals gain more experience, they take on more challenging roles and responsibilities, usually rewarded with higher levels of pay and is also implicit the assumption of ever improving occupations and status. Regarding the reality of career progression, is that some have clear progression routes, and these are largely professional careers but others, follow a much less well-defined route, being developed with greater fluidity and variability.

As Ladkin et.al (2017) stated, tourism and hospitality employment involve a multitude of different activities, types of establishments, working arrangements and employment contracts, however, little is known about how people develop careers in these sectors. Medium to large hotel companies offer a range of different functions for employment, such as: FrontOffice, Food & Beverage, Human Resources Management, Finance and Accouting, Housekeeping... (and so on) and, recognized job levels, like: general manager, duty manager, assistant manager, department head, supervisor, operator....

Regarding the subject of career development in hospitality and tourism industry, previous studies in the context of hospitality have explored a range of career choice and development issues, confirming that these sectors have few structured career opportunities. Is very common that occupations are seen as transitory, with many people

working in the sector for short periods of time and with notion that it will only be in fact, temporary. In addition, the employees who remain working in the sectors are more likely to become frustrated by the lack of career opportunities and therefore, do not remain (Ladkin et.al, 2017). Compared to the permanent employees, causal workers usually get lower wages and limited training opportunities, and little career development. Investing in training activities helps employees in their career progression and can result in better service quality (Hewahama, 2015).

In accordance with Preko et.al (2022), the barriers to career development in the tourism and hospitality industry and hence their mobility in the industry are evident, specially mobility, since the education levels in the sector are low, the entrance barriers are relatively low compared to other industries, renumerations are also low, it is quite easy to change jobs in the sector because most jobs are mostly temporary, and sometimes, seasonal. Staff mobility for example, is a serious challenge to career development and overall growth of the sector.

According with Tolkach and Tung (2019), the hospitality and tourism industries depends on recruitment and employee career progression, taking human capital development has vital for this process. A study done by O'Leary and Deegan (2015) through data from the career progression of Irish tourism and hospitality sector context, found that there is a significant dropout of workers in these both sectors due to poor remuneration and unfavorable working hours. Not only this but, Hakim's (2020) study provided evidence that career development significantly influenced organizational commitment of employees in the tourism sector. Lack of promotion and development opportunities are important reasons for many qualified and talented employees leave the industry and for others not to take up employment (Kusluvan, 2003).

Another issue found in hospitality and tourism employment, is that lower levels and occupations with few career development opportunities are being dominated by women, while key managerial positions are dominated by men. Women are under-represented in managerial and senior positions, comparing to man (Aynalem et.al, 2015). According with the author, women represent only 32% of managers in companies within the EU, 10% of members of management boards of the largest companies, and 29% of scientist and engineers across Europe.

However, from organization's point of view, the provision of career progression pathways offers opportunities for employees to have a clear direction and become managers of their own career paths and motivates them to work hard in achieving higher positions. In

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addition, clear and concise career pathways may enable employees to choose a path that correlates with their interest and abilities or realign their career path (Preko et.al, 2022). Managers from hospitality and tourism jobs have to take into consideration that, satisfaction of the employees will be determined by the extent to which the management or the organization meets their expectations in terms of their wages and salaries, the training provided to them to develop, and the treatment they get in return for their contributions to the organization (Ozgen et.al, 2008).

2.7 Poor Pay and Financial Conditions

In a labor-intensive industry such as tourism and hospitality the greater proportion of income is likely to be derived from wages and salaries paid to those working in jobs either directly serving the needs of tourists or, benefitting indirectly from tourist' spending (Aynalem et. al, 2016).

Comparing with other low-wage sectors, lower wages in hospitality are explained almost entirely by the specific characteristics of its workers and jobs (particularly their lower educational qualifications and their higher presence in low-skilled occupations), and not by the existence of lower rewards to those characteristics (M.Casado-Díaz et.al, 2016). A European Foundation for the Improvement of Living and Working Conditions (Eurofund) report, states that the average payment rate in hotels and restaurants is low when compared to average wages in almost all EU member states. Including, the tourism and hospitality sector are recognized by the low hourly rates of pay, over time work without extra money, long working hours of 50 per week, little or no adequate breaks during peak season periods (Aynalem et. al, 2016). According with D. Djajasinga et.al (2020), hotel staff is traditionally considered the lowest-paid employers by jobs in other sectors because they lack syndical resources and expertise. The hotel industry lacks high-quality human capital, and workers do not want to remain at the hotel's front office because of the work pressures, poor pay, and unclear prospects for advancement. Simon & Enz (1995) underlines that positions are widely considered unfavorable in the tourism and hospitality sector and, hotel jobs have general features of low pay and bad working conditions, a lack of job stability and opportunity for advancement, resulting in a high employee turnover. In the article written by M.Casado-Díaz at.al (2016) states that, the evidence obtained for the 2002-2010 period shows that, the wage disadvantage of hospitality and tourism industry presents an increasing profile along the wage distribution so that is particularly

relevant for those earning comparatively higher salaries. Thus, as it has been discussed previously during this research, tourism jobs are characterized by long unsociable hours and unfavorable pay and working conditions, poor wages, shifts, gender discrimination and narrow job functions, as well as low skilled work and lack of training opportunities. According with Kusluvan (2021) one of the outstanding characteristics and conditions of employment in the tourism and hospitality industry is its poor remuneration of employees, particularly in lower and operational level positions, either in developed or developing countries. In fact, the low pay and poor benefits found in hospitality and tourism industry, are one of the main causes of low job satisfaction, low motivation, and low organizational commitment and job involvement – contributing for the high employee turnover. A study from ILO (2001) notes that in 15 European Union Countries, wage levels in the hotel, catering, and tourism sector, is 20% below the European Union Average. Considering that, not only do employers pay low wages to employees, but also a large proportion of employers are illegally their workers. Moreover, the physical and emotional workload, hospitality employees face perceptions of low social status and prestige, along with poor employment conditions and unsocial and irregular working hours (Kusluvan et.al, 2010). The author also reveals that there is clear evidence that a substantial number of minimum wage earners are working in the tourism and hospitality sector, and its organizations pay their employees less on average than do other businesses. Among the many reasons offered for the widespread existence and persistence of low wages in the industry are, low levels of productivity, added value, and skills of employees, reluctance of managers to raise prices by raising labor costs, lack of trade union influence, and a weak internal labor market drawn the secondary labor market such as students, housewives and school leavers.

Considering Sheehan survey (2022), only 1 to 10 young people were willing to choose a career in hospitality and tourism industry, and about 31% said that they would not choose a career in these sectors, because they perceived it to be low paid. Moreover, according with Shannon (2022), in Portugal, the Algarve Hotel Workers' Union has said that low salaries paid in the sector are hindering the return to work of thousands of people, since the Covid-19 pandemic. The main reason for the lack of workers is, first and foremost, the low wages paid in the sector, which do not allow workers to meet their basic needs. The Union affirmed that the sector's employers are once again complaining about the difficulty in hiring the workers they need and, complain about the governments strategies

that facilitate the recruitment of workers abroad in which, they doesn't agree on being the right solution. Tiago Jacinto from the Algarve's Union of Hotel and Similar Industry Workers, also pointed the finger that the closure of establishments in the low season in order to avoid permanent jobs, arguing that workers need to live all year around (Shannon, 2022). Complementing as well with the C.Sturman (p., 73, 2001) statements: "(…) there are indeed pay disparities for hospitality-industry positions. In particular, while increases in human capital were associated with increases in average pay for jobs in all industries, the hospitality industry's differential payments for increases in human-capital requirements were lower than those of other industries. Specifically, hospitality jobs pay less overall-roughly $2,429 less per year on average than other industries after controlling for the effect of human capital."

In order to motivate employees, supervisors must understand what employees want from work. In one study, hospitality industry workers reported that the three things they most valued from their employers were good wages, job security, and opportunities for advancement (Simmons & Enz, 1995). While money, advancement, and job security are typically the most effective motivators, they may not work for everyone. Some employees are better motivated by praise, recognition, openness, or honesty (Janes et.al, 2011). The satisfaction of the employees will be determined by the extent to which the management or the organization meets their expectation in terms of their wages and salaries, the training provided to them to develop, the treatment they get from their managers and above all, the equity of the rewards they get in return for their contributions to the organization (Ozgen et.al, 2008). Performance appraisal provides management with valuable information regarding the quality of the human resources the organizations possess which may serve as a basis for important human resources decisions that may result in motivation or, demotivation of the employees, and can often be described as an evaluation system, when writing an employee's work and job performance according to specific criteria. In the service industries such as hospitality and tourism sector's, performance appraisal is much more important than it is in other types of industries mainly because, it is not a tangible output. This system should be designed to meet the needs of the employees, managers and the organizations, improving the quality of the products they are offering and therefor, the competitiveness of the organization (Ozgen et.al, 2008).

In accordance with the study done by Ozgen et.al (2008), that aimed to evaluate the performance appraisal practices at tourist accommodation and hospitality in Turkish Republic of Northern Cyprus, found that collective bargaining and government practices regarding the wages and salaries play the major role in determining the wages and salaries (about 61.8%). Only 13.5% of the managers said that performance is the determinant of the wages and salaries and, 10.1% according to seniority. However, in the private sector, more managers believe that performance plays an important role in the wage and salary determination. Considering their study, only 23.5% of the managers from hospitality and tourism industry claim that wages and salaries are determined by employee's performance. Adding to this, most of the managers (64.4%) interviewed responded that promotions in their organizations were made through performance, 2.2% according to the results of promotion tests and, 23.3% claim that criteria other than the above are considered in promotion decisions. Moreover, the managers of organizations where formal performance appraisal are practiced claimed that performance appraisal in their organizations is mostly used for promotion purposes, in addition, 63.6% of these managers identified promotion decisions as the purpose of performance appraisals. All participating managers (49.5%) in their survey irrespective of whether formal performance appraisal is practiced or not in their organizations, said it should be used for promotion purposes. Other purposes and uses favored by managers are recognition of performance by 48.4%, and training and development purposes by 40.7%. Most managers from organizations where formal performance appraisal is practiced, claim that the successful employees are rewarded by promotions (66.7%), and salary increases (42.4%). Pay raises is the second most favored reward for success by 46.2% of all managers responding to the questionnaire.

3. Chapter III - Conceptual Model and Methodology

The current study investigation was throughout exploratory qualitative research, through semi-structured interviews. The interviews followed a script with pre-defined topics of interest to the research topic. The interview scripts were drawn up in order to gain a better understanding of the reality of the hospitality and tourism industries, with the aim of exploring deeper into aspects related to the object of study.

As the research was qualitative in nature, the individuals who made up the sample were selected for convenience according to their experience in the research area, either from current professionals or, ex-professionals in hospitality and tourism industries.

3.1 Participants

The sample consisted of 16 participants, 3 of whom were previous hotel and tourism professionals and the remaining 13 still actively working in the sector. Of the 16 participants, 13 were male and 3 females, aged between 24 and 64 ($M = 32.68$).

The sample was drawn using a non-probabilistic convenience method, and the inclusion criteria were (a) being aged 18 or over, (b) having a good communication in Portuguese or English, (c) having worked or currently working, in the hospitality and tourism sector, (d) for at least three years and, (e) within the last four years.

Regarding the participants' socio-demographic information, Table 1 shows their characterization, with the main following parameters: name, age, gender, academic level and degree, years of experience in the sectors and predominant role.

From the 16 participants, only 13 have academic training in hospitality and tourism area, with different academic levels: 1 with a master's degree, 1 with high school level, 1 only with the secondary education level (9ºyear), 6 with a bachelor's degree, 6 participants with a technical course completed (4Level), and 1 with an incomplete bachelor's degree. Concerning the total professional experience working in the sector's, the minimum years of experience registered was 3 years, and the maximum 42 years, which results on a total average of 10 years ($M=10.12$), working on the hospitality and tourism industries.

Regarding the different roles presented by the 16 participants, the most predominant roles performed by the interviewer's were between: barman/waiter, cuisine chef, bar manager, hotel manager, receptionist, assistant reception manager, housekeeper, tourist guide and groups & events coordinator – roles with operational and management functions, either from the FrontOffice and BackOffice areas.

About the different organization's dimension where they work or have worked, 11 participants have worked/work on a big size organization and, the other 5 in small organizations, regarding the type of organization, 12 worked/have been working in a hotel, 2 in restaurant's, 1 in a particular house and the other participant in touristic services.

Table 1.

Table 1 - Sociodemographic data of the participants

Participant	Age	Gender	Academic Level & Course	Years of Experience in the Sector	Predominant Role
Participant 1	29	Male	Bachelor's Degree in Touristic Information	6 Years	Touristic Guide
Participant 2	29	Female	Master's Degree in international Hotel Management	3 Years	Groups Coordinator
Participant 3	32	Male	CTESP - Hotel and Food&Bevarage Management	7 Years	Cuisine Chef
Participant 4	22	Female	Bachelor's Degree in Hotel Management	5 Years	Group & Events Organizator
Participant 5	62	Female	9ºYear	6 Years	Housekeeper
Participant 6	28	Male	Technical Course Level 4 of Cooking and Pastry	7 Years	Cuisine Chef
Participant 7	25	Male	High School	6 Years	Barman | Assistant Bar Manager
Participant 8	24	Male	Bachelor's Degree in Hotel Management	6 Years	Waiter
Participant 9	24	Male	Technical Course Level 4 of Food & Beverage Management	8 Years	Barman | Waiter
Participant 10	64	Male	Graduation in Hotel Management	42 Years	Hotel Manager
Participant 11	28	Female	Technical Course Level 4 of Cooking and Pastry	8 Years	Cuisine Chef
Participant 12	39	Male	Technial Course Level 4 Tourism and Hospitality	19 Years	Bar Manager

Participant 13	30	Male	Bachelor's Degree in Management Incompleted (2 Years)	5 Years	Recepcionist
Participant 14	29	Male	Double Degree: Hotel Management & Management of Touristic Organizations	7 Years	Recepcionist | Assitant Reception Manager
Participant 15	36	Male	Technial Course Level 4 Tourism and Hospitality	21 Years	Barman | Waiter
Participant 16	25	Male	Bachelor's Degree Restaurant Food Production	6 Years	Cuisine Chef

3.2 Instruments

3.2.1 Semi-structured Interview

Considering that most qualitative research data is collected through interviews, it is important, according to deMarrais (2004, p.54), that interviews are "(…) a process in which a researcher and participant engage in a conversation focused on questions related to a research study. Usually, these questions ask participants about their thoughts, opinions, perspectives, or descriptions of specific experiences". The type of interview used in this study was the semi-structured interview, which is based on a qualitative interview guide, acting as road map for the researcher in order to explore and question certain perspectives that the participants present, so it is obtained new information on the topic itself. Whereas qualitative interview studies are flexible in that questions are generated in the processes of the interview, an interview guide serves as the basis for the interview (deMarrais, 2004, p.53).

The interviews were carried out either in person with the participants, or, online via Zoom ®, lasting a minimum of 13 minutes and a maximum of 40 minutes, with an average of approximately 19 minutes (*M= 19.18*). The interview script is shown in Annex A.

3.2.2 Sociodemographic Questionnaire & Closed Ended-Questionnaire

Before the interview (one or two days before), the interviewees were given two questionnaires: the socio-demographic questionnaire and the closed-ended questionnaire,

via a pre-prepared Word document that they had to send back to me via e-mail or *WhatsApp*, with the appropriate answers.

The socio-demographic questionnaire which aimed to characterize the participants and collect data to contextualize the content they shared, as mentioned previously, had different parameters such as: name, age, gender, academic level and degree, years of experience in the sectors, predominant role, type of position (operational/management), area (FrontOffice/BackOffice), type of organization (hotel, restaurant, touristic services…) and dimension of the organization (small/big). In this questionnaire was also asked if the participant still's working in the sector (yes/no), the last year working in the sector (if it was the case), and the main reason why the participant is no longer working in the hospitality and tourism sectors.

Beyond the socio-demographic questionnaire, it was also created a closed-ended questionnaire, which aimed to facilitate the collection of the information, through questions with shorter and more direct answers, as a complement to the semi-structured interview in the study. The closed-ended questionnaire had 8 main questions, most of them related with the work conditions through the participant's experience in hospitality and tourism industries.

Regarding the data collection from this closed-ended questionnaire survey, it was possible to verify some relevant information regarding the work conditions from the current or, previous experiences of the interviewees. When they were asked about if they work/worked through shifts, 11 participants answered "*Yes*" and only 5 participants answered "*No*", emphasizing that there is a higher number of professionals working through shifts in hospitality and tourism jobs. The same applies for the days off, in which, 11 participants have answered that they had "*Fixed*" days off, and only 5 responded having "*Rotating*" days off in their job.

Regarding the overtime work, the unanimous answer by the hospitality and tourism professionals was "*Weekly*", meaning that every week they work extra hours besides their own schedule. In addition, when they were asked about how many hours they usually worked/work per day in peak seasons, only three participants answered with "*8 hours*" and the rest have mentioned more extra hours in their shifts. With this, since the minimum amount of overtime recorded was (more) 2 hours of work, and the maximum was 6 hours of overtime, on average, each professional in the hospitality and tourism sector works at least 4.076 hours more ($M = 4.076$), than stipulated in their timetable. Considering this fact, it was also asked if their overtime work is (or was) paid by the organizations, and

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only 4 participants have answered "*Yes*", 6 have answered "*No. Trough hours bank*", and about 5 participants answered that their overtime work wasn't paid by their institutions, concluding that companies are most likely to not pay overtime in a monetary reward but instead, through the hours bank system. To observer further information, it's possible see the close-ended questionnaire in Annex B.

3.3 Study Procedure

3.3.1.1 Data Collection

With the aim of choosing the participants, after defining all the questionnaires and concluding the structure of the interview script, since I have some personal contacts of people who have worked or currently work in the hospitality and tourism industries, I reached the interviewees directly. When contacting them, I explained that I was conducting a study for my master's thesis through interviews and, from that point, I checked their availability/interest, and started explaining what the next steps were.

Since a certain number of interviews has to be reached for the data collection, some of my first contacts also suggest me people they knew from hospitality and tourism sectors, whom I then contacted as well.

As mentioned previously, before the interview (one or two days before), the interviewees were given two questionnaires: the socio-demographic questionnaire and the closed-ended questionnaire, via a pre-prepared Word document that they had to send back to me via e-mail or *WhatsApp*, with the appropriate answers. In addition, I also sent the interview script so they could analyze it and perhaps, prepare themselves for the interview moment.

Before beginning each interview, an attempt was made to explain the research and give the participants space to ask any questions they felt were important. In addition, the participants were asked to authorize audio recording and signed Informed Consents (Appendix C) were collected - which included information about the participant's voluntary act, as well as the possibility of them having the right not to answer questions they didn't feel comfortable with or even to withdraw from the interview at any time, without any consequences. The same document also emphasized the confidentiality of the information shared.

3.3.2 Data Analysis

After transcribing the interviews and organizing the data, the qualitative method chosen to analyze the content was Thematic Analysis. Thematic Analysis focus on identifying and describing both implicit and explicit ideas within the data (Greg at.al, 2012), and is considered to be a flexible method that can be adapted to many different kinds of research (Caulfield, 2023). According with Clarke et.al (2006), this type of analysis also requires a recursive process, which means that as required, the researcher moves dynamically through the different phases, not necessarily concluding the first phase in order to proceed to the second, for example. The authors also describe the Thematic Analysis in different six phases, such as: 1) familiarization: corresponds to transcribing the interviews, reading and re-reading them; 2) initial generation of codes: which requires initial coding of the data and subsequent organization of the main categories; 3) search for themes: involves grouping codes into themes of interest in order to gather the most relevant data; 4) reviewing the themes: aims to reflect on and check whether the themes work in relation to the codes created; 5) defining and categorizing the themes; 6) producing the report: meaning that it's the last opportunity to elaborate the report, based on the relationship between the literature review and the research objectives (Clarke et.al, 2006).

According with the Thematic Analysis phases, the further presented data resulted in the elaboration and definition of dictionary of categories. The results are also going to be divided in five domains: Stress, Career Progression & Development, Financial and Payment Conditions, Work Conditions and Leadership.

It was developed the dictionary of categories, understanding all the domains that can be found in Annex D.

4. Chapter IV – Investigation Results

4.1 Stress Domain
In this domain, it's presented only one category: job stress.

4.1.1 Job Stress

The first category defined is Job Stress, and has as the main goal, to understand what kind of stress the participants used to feel at work, through what kind of moments. It was possible to verify that job stress can come from different situations concerning the service-oriented jobs presently in hospitality and tourism organizations and, can be directly related with the job or tasks from the work itself or even, from the interpersonal relationships contact during the operation.

Beginning with the job stress directly related with the job or tasks associated with the operation, participants claim to feel stressed when there is the urgence to solve problems at last minute: *"(…) when I was working in the reception it was necessary to manage all the accommodation (rooms), and sometimes it was needed to do some changes in the guests' rooms if they arrived and find the room not ready yet in order to use it, according to their requests and room typology. In these situations, it's important to solve the problem and find a quick solution, in which can be very stressful since we are managing at the same time, the client and his/her expectations."* (P2), another participant also mentioned that used to be feel stressed with solving last-minute problems or requests, claiming that when feeling that way, the work was also influenced by the stress: *"(…) when something unforeseen happens at short notice that must be solved on the spot, and then, ends up influencing the whole service, as consequence, everyone around the operation gets stressed and that influences all the work done."* (P3).

Participants also referred managing client expectations as another potential stressor in their workplace: *"(…) we are managing at the same time, the client and his/her expectations."* (P2); *"It's very stressful to meet customer expectations. Customers spend a lot of money to go on holiday, they make efforts to do so, they idealize a certain utopia of their holidays and when they are faced with a situation/reality that doesn't resemble their expectations or their image, they complain, they try for something better...and for us, we have a whole operation in which everything is defined, and the hard part ends up being knowing how to manage the business, make a profit and keep customers satisfied."* (P14) – enhancing the fact that hospitality and tourism professionals have to

manage and oriented different tasks at the same time. Another participant also explained that managing customer expectations when the service and operation have been defined by them beforehand, all the work can be jeopardized if there is a chance that the employees won't respond to customer requests – *"(...) but if I'm not working on the day the reservation is made, there's a chance that things won't go as planned/requested by the client and that will compromise the whole service and operation afterwards."* (P9).

Regarding the interpersonal relationships that exists between people at work, there was one participant that reported experiencing moments of stress at work, due to the management of teamwork that needed to be coordinated and delimited, since not everyone could be committed to the work in the same way – *"(...) for example, I passed the information to the teams about what needs were needed to be done and, there was a day when I arrived at my workplace very early, but the client arrived even earlier than I did (about 15 minutes before), and the colleagues who should have been preparing the room didn't do anything that had been asked for them and at that point, the only solution was to have to prepare everything in front of the client, something that could have been avoided since they already had the guidelines, apart from the whole scenario in front of the client."*(P4). Similar has happened with the participant 12 in which, refers that becomes stressful when there is the urgence to train people in a short-term period, guarantying at the same time the quality of service that is provided to the clients: *"Yes, quite a lot. Imagine what it's like to have a team of 3-4 people and in 2 months those people leave, and another 3-4 new people join the team, who come in at 0. You've started training people who suddenly leave, and you have to start training other people, with the need to maintain the same quality service, with the same standards, so that they feel that nothing has changed, which is quite difficult."* (P12). Finally, two participants affirm feeling stressed through the teamwork, when people start to be affected during the operation with the overwork that might have, causing stress to others – *"(...) the stress associated with people, in this case teams, because people are easily influenced by stress, causing friction or conflict, which in turn influences the service/work.* (P16); *"Then what also happens, is when people have been working for many hours, they end up clashing with each other due to tiredness, stress...and it creates conflict during the operation."* (P11).

The fact that hospitality and tourism jobs are known as being demanding and people can be exposed to overwork, we already knew but, how do they feel about it? Overwork can be caused in these types of industries due to the lack of human resources to carry out the

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tasks required – "*"A personal example was when I was working in a hotel where I had an event for 300 people, that is, 300 dishes to plate, and we were only 3 cooks, which gave an average of 100 dishes for each one, a process that has to be carried out as quickly as possible at the moment, and in these cases stress is inevitable."* (P11); *"Yes, I find quite stressful because, due to the lack of staff in the area, we end up being underload with functions/tasks that are not our responsibility as well, making it stressful in that sense. Also, sometimes, we end up not being able to meet certain deadlines that may be imposed, and this also ends up influencing our work and the stress involved."* (P8). Thus, managing different tasks, requests and customers at the same time, the need to be completely engaged, makes the participants confess feeling stressed at work – *"Yes, it's stressful. In my opinion there are two types of stress... Overwork, with the influx of requests that come in due to the greater number of clients (...)."* (P16); *"Yes, it's clearly stressful. An example of this was working in a hotel with 25 rooms, where we did around 10 to 15 check-ins a day (average), and in a hotel that wants to provide a personalized service to the customer as much as possible, it's sometimes difficult to find the time and space to provide the best service required by the hotel to the customers."* (P13); *"Quite stressful. We can't discard moments, tasks, worries in our day-to-day lives. We must be 100 per cent always involved."* (P9); *"It's very stressful. There are several tasks that we have to manage at the same time depending on the hotel's accommodation bookings in a short space of time (...)."* (P5).

The last source of job stress found in the data previously collected, is concerning the pressure that interviewees are exposed at their work. This pressure can come through the quality that is ordered for the service – *"In terms of pressure, which there is a lot of, when I worked in a Michelin restaurant for example, the pressure is quite different because it's not in terms of quantity, but in terms of the quality and precision of the work. There was a situation where I spent about 6 hours checking whether the crab meat we had removed and were about to serve had shells or not, with a black light in a closed room. It's a different kind of pressure, and although it doesn't require speed, it does require quality, which can be crucial."* (P11); *"Yes, a lot. As a chef in a 2-star Michelin restaurant, practically every service is stressful because of the pressure to meet the required quality standards."* (P6); But also, due to physical and psychological efforts associated – *"(...) physically exhausting job, which in turn has a psychological impact on us due to the pressure that tiredness brings."* (P16) *"(...) several hours of work associated with a lot of physical effort, as well as all the stress and pressure that was felt during some*

services." (P3)*.* Overwork can also cause pressure to the employee's: **"In terms of** *pressure, it was something I felt during the jobs I did, especially when it came to managing group bookings, which were under my full responsibility and availability."* (P2).

4.2. Career Development and Progression
This domain is composed by three categories: 1) training, 2) possibility of career development and growth, 3) role recognition.

4.2.1. Training

This present category has the intention to 1) get to know if hospitality and tourism industries invests in employee's professional training, 2) if so, what kind of training action plain employee's use/used to have in their work. To begin with, there were at least five participants that answered not receiving or not received, professional training in their previous jobs as well as, not having a training action plan – *"I've never had any professional training organized by the companies I worked with."* (P1); *"I've never had any training action plan or professional training."* (P5); *"I didn't have any type of training or a training action plan in the past organizations."* (P11); One of these participants also enhances the importance of organizations to develop and create specific training action plan for each employee's according with their goals and needs – *"I don't think it exists (professional training in the current hotel). In my case, the company forgets this point a lot. Which is a motivational point for the person to grow. (...) There's no individual training plan (...) It's not enough just to demand the minimum number of hours of training, many of which consist, for example, of HACCP training, in which people end up losing interest and not benefiting. Human resources must adapt the training plan to the objectives and needs of each worker.* (P14). In other hand, another five participants have answered that they had/have technical training according to their professional role provided by the organizations – *"Yes, when I worked as a bartender, I had some sommelier training, for example. In the kitchen area, when I was working in Switzerland, I also had pastry training provided by the organization."* (P3); *"(...) as the hotel I'm currently in belongs to the "Leading Hotels" line, for the employees who are in the operations part (Front Office), there are certain rules and standards that must be met, and the corresponding employees are given the necessary training for these standards."* (P4); *"We have constant training because we are a "Leading-Hotel", with requirements and standards that must be met, similar to the criteria for Michelin-starred restaurants.*

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To fulfil these rules, we are duly trained with appropriate training for each protocol." (P7); *"At the moment I'm training in the area of wine (sommelier training), which my superiors have offered me, so that I can develop my skills in this subject."* (P8). *"In my case, I have specific training program in areas such as wine and cocktails. And the hotel also has course and training projects for us."* (P15).

As employees with a managerial position were interviewed as well, three participants also revealed that they themselves provide training for their teams: *"At the moment I work as a consultant, i.e. I provide consultancy services to hotel/restaurant organizations. (...) Essentially, the idea is that all employees, whether they're internal or associates, have access to content and support in terms of knowledge so that it's a long-term growth for them to develop as professionals at all levels. (...) We currently have some employees taking etiquette training (for example), and we have also implemented the desire and need for the official language in the company to be English among everyone, and as such we have hired an English teacher so that everyone can learn, for example."* (P9); *"Normally we draw up a training plan for all employees, which can be generic training for everyone, or more specific to each function."* (P10); *"At the moment I'm working on a project that's still in its beginning called the "X Academy", whose main objective is to train young people up to the age of 18. I'm responsible for the F&B training area, so they're given all the training and theoretical preparation so that they can then put the knowledge they've acquired into practice. Right now, my career in the company involves being part of this training project."* (P12).

On the contrary, some participants have explained that the type of training they used to have is mainly generic for all positions, mentioning some training courses related more to hygiene and safety at work, basic life support for example…, questioning the value of this type of training for the work they do on a daily basis and, above all, for their professional career in hospitality and tourism – *"I had training because it's also mandatory by law. Are these training programs worthwhile? Perhaps not, since there isn't a great deal of investment on the part of the employer in making the training interesting and useful, not only in terms of theory, but above all in terms of day-to-day practice at work."* (P13); *"The training programs are defined by the department in charge, and every month we have the opportunity to have different types of training. They're mostly generic, for example, the last one I did was about "Basic Life Support".* (P4); *"We used to have training in the beginning when starting the position and, in a long-term period there we did occasionally other type of training, general topic common to every employee but also,*

more specific regarding the role.” (P2). *“(...) when I was in Dubai, I received training in hygiene and safety at work, but that was all.”* (P16). Finally, only one participant with a Chef kitchen position has answered that the only training experienced was on-the-job – *“I only have practical training, most likely, on-the-job.”* (P6).

4.2.2. Possibility of Career Development and Growth

This second category related with the *“Career Development and Progression”* domains, focus on understanding what employee’s feel about their career evolution in hospitality and tourism jobs, more likely, if they consider that there is the possibility of career development and growth in the hospitality and tourism areas, but also, in what kind of situations there is or not, this type of opportunities, according with their previous or current experiences. To begin with, from the 16 participants interviewed, 7 respondents have said that the possibility of development and growth in their career is mainly dependent in how committed employees are with their jobs as well as, how they performed their tasks, enhancing that this is besides all, in individual decision, in terms of demonstrating that they really want and deserve to evolve in their career, and also, if they are willing to take that step forward – *“Yes, I think that's possible, but it takes a lot of commitment and dedication for everyone to somehow prove that they're capable of acquiring more responsibilities in order to grow as professional.”* (P2); *“Yes. If people manage to stay long enough in this area (...) and demonstrate through their work that they deserve or are worthy of development, this growth will happen.”* (P6); *“Yes, I think it's possible if there's willpower, and if there's mutual support between the teams as well, then this progression is possible.”* (P7); *“There is that possibility, but it depends on everyone. If they intend to continue investing in their training, to increase their knowledge with the proper dedication, it is possible that they will gradually evolve, yes.”* (P10); *“I think so (possibility of career development and growth), but sometimes it also depends on whether we want to take the leap and whether we're ready for it.”* (P1); *“Yes, it's very much up to the individual too (...)”* (P12). There is also one participant who said that the possibility of career development and growth is only possible if we give up on our personal time to the organizations, and that recognition often comes more from an associated sacrifice than professional merit – *“There is the possibility of evolution and growth for people who give more of their personal time to work. In other words,*

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progression doesn't always come from merit per se, but from the personal sacrifices associated with it." (P16).

Two participants claimed that career progression and growth in hospitality and tourism jobs is only possible if someone leaves a certain higher position that comes to be available, although it's not clear whether it's an evolution with an appreciation and merit associated with their effort and dedication as well, or not: *"Yes. There is always the possibility of a person growing as there are always employees leaving, making room for certain positions and jobs, to be filled by others internally."* (P8); *"There's a reason for this: since labor is in short supply, it's easy to move up through the ranks. But does this mean quality development? Not always, because sometimes people end up moving up just because a vacancy arises that needs to be filled because someone has left, not because their superiors have proactively offered to move you up."* (P9).

About six interviewed mentioned that career development and growth only happen depending on the organization or department that they belong in – *"(...) and of course, it will always depend on the organization in particular (...)"* (P6); *"(...) I think it always depends on the organization."* (P3); mentioning that, the possibility of career development and growth in the area can also happen through hotel chains that have different hotels, where the employees have the chance to integrate other positions in different hotels of the same organization – *"(...) even sometimes, when it comes to a hotel chain with several hotels, it's possible that employees can also be promoted to another hotel in the company, and this also ends up being career progression in some way."* (P15);

In addition, another participant revealed that career progression often happens when you change organization: *"Yes, I think so. Often, it's not as fast as we'd like, but this difficulty in moving up sometimes forces employees to change companies in order to achieve the desired progression and a better position."* (P13) and of course, being possible due to the hierarchy present in the organization – *"Yes, there is that possibility. It ends up happening because of the hierarchy that exists in a hotel(...)"* (P3). Another participant also said that he/she feels that the possibility of career development and growth not only depends on the department he's/she's in but also, the fact that it only happens if our superior likes the employee's that much – *"I think that above all it depends a lot on the people running each department. Unfortunately, no matter how hard we work and how much dedication and effort goes into it, from what I've experienced, I think that if we don't fall "in love" with our superiors, we're unlikely to move up the ranks."* (P4).

In parallel, participants find that there is possibility of career development and growth in hospitality and tourism jobs, depending on the progression associated with the role/area, and the fact that, since there is the possibility of exploring the diversity of positions and functions in these areas, this progression is achievable – *"(…) in all areas of business there is the possibility of career progression, depending on the path you choose. In my case as a bar manager, you can be a bar manager, you can manage bars, you can be a bar consultant... so there's room for that evolution."* (P12); *"Yes, there always is, since there are various functions that we can explore in different areas even within the hotel industry (…)"* (P15); However, this may not be the case in all professions – *"In my area specifically, I don't think so. Working in the housekeeping department, the evolution of the department if quite limited"* (P5); *"Yes, but in the kitchen area, for example, when you become a chef there is no longer a higher level of progression associated with the role, so you must change organization."* (P11).

4.2.3. Role Recognition

In this category, the principal aims are 1) understand if employee's feels that their work is acknowledged in their organizations or not, and if yes, 2) from what kind of actions, people, changes, and behaviours, according with their professional experiences. The first two examples of how and when employee's work is acknowledged, can be either through client's feedback or, through words of appreciation/encouragement by their superiors or colleagues – *"Yes! When things went well, there were words of encouragement from my supervisors and collogues to keep going (…)"* (P2); *"Yes. Often by word of mouth at the end of the operation. (…)"* (P3); *"It's recognized in my day-to-day life, in this case in my current company, by my superior. In different ways, whether through communication or positioning, recognition also from colleagues, either directly or indirectly, who tell you that you're doing a good job, is also positive."* (P9); *"When you reach a managerial position, your work is always recognized, and then not only does this appreciation count, but also the appreciation of your colleagues, which can even allow management, which isn't so present, to have some feedback on the work being done."* (P12); *"(…) and also, through some word of mouth."* (P15); *"Yes, I feel that this valorization usually comes through a few words from the superiors."* (P16); *"I'm valued through words because I know they like and trust my work, but that's it. There is no practical action, for example, that shows any other kind of appreciation."* (P5). Client's recognition can come through different types of feedback evaluation systems in review platforms – *"Yes. In my area in*

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particular, we have to be evaluated happily or, unfortunately, through an international system corresponding to 5 stars, which many websites and review platforms (...) , and it's through the feedback written by clients that employers can also get some idea of our work, since, as a tour guide, it's not customary to have someone above me or the person in charge of the company accompanying me and observing my work. This allows us to be valued in this way too and, in some way, to be appreciated for our work." (P1); or, can also come as well by words – *"(...) when there was certain feedback from the costumers (...)."* (P2).

Role recognition can be expressed as well through monetary improvements in which, four participants have experienced this type of acknowledgement – *"But also, through salary improvements or perks that came my way. (...)"* (P3); *"Through words, perks, and remuneration - although this is something recent."* (P6); *"Monetarily and by moving up a category is their way of showing that our work is recognized."* (P7); *"Yes, both monetarily and in terms of autonomy from the organization."* (P10). Monetary improvements sometimes can be associated with role promotion, and in this case, five participants have already been promoted in their previous, or current organizations – *"(...) Through the promotions I've had, for example."* (P10); *"Yes, mostly through the promotions I've had over the years (...)"* (P15); *"(...) As well as promotions, like when I became the assistant manager."* (P3); *"Yes, firstly because I was promoted twice and then also because of the personal atmosphere in the place where I worked."* (P13). Even dough role recognition can happen through role promotion in hospitality and tourism organizations, there is an opinion from one participant saying that according with his/her experience, this more likely to happen if we persist with this hypothesis than, being an attitude that comes from our superiors – *"At some point I feel it because I've been promoted. However, I feel that it ends up being a time when we "have to knock on the door" to get that promotion. There's no proactive attitude from superiors who step forward to take the action of making someone move up in position or function."* (P14).

4.3. Financial and Payment Conditions
This domain includes the categories 1) salary package benefits and 2) salary package.

4.3.1. Salary Package Benefits

The participants were asked about if throughout their experience they were entitled to a salary benefits package, and if so, what type of benefits they consisted of/consist of. Some

participants affirmed that their salary package benefits were focused on receiving certain discounts, partnerships, and other incentives – *"(…) and then we had some differentiation awards for example: revelation of the year, best employee of the month, of the year... and we also had career incentives, focused more on employees who had been with the house longer. The incentives could not only be financial, but also: accommodation, household appliances, beds, partnerships, and discounts with brands."* (P9); *"I had access was the possibility to stay some nights in other hotels of the company around the world, according with certain number of nights that were available to."* (P2). The most common in hospitality and tourism employees, is to be rewarded through monetary prizes or bonuses, according to the fulfilment of objectives and possible metrics achieved – *"(…) although in recent years we've provided our employees with a card with a certain value on which they can make purchases in certain shops. They receive this card according to a certain set of objectives and requirements."* (P10); *"At the moment, the hotel gives a quarterly profit bonus to all employees."* (P12); *"If we meet our target, where the minimum is 86%, we receive a 100% bonus; if we don't, we receive 75% of the bonus, monetarily."* (P7); a compensation that can be made at different times: annually, half-yearly, quarterly, and even, monthly – *"(…) we had the annual incentive in which passing the annual objectives, we received a 3rd salary on top of that (…)"* (P9); *"It was an annual bonus where in the first year it was around €350, and in the last year it went down to €70 - an amount that only a few employees were receiving and everything."* (P13); *"Yes, we have a monthly performance bonus (…) We're all entitled to a bonus, but it differs between employees, with different amounts, for example. Then, occasionally, at 6 months, 1 year, or quarterly, there is a financial reward. It's something that used to happen more regularly, but after Covid there's been a bit of a drop, in addition to the agreed monthly performance bonus."* (P14); *"It was a cash prize for those who had worked for the company for more than a year, and it was a fixed amount for everyone."* (P16).

Only one participant has claimed received commissions as a form of compensation in terms of salary benefits: *"(…) In the past I worked for a company where, if we achieved a certain number of 5-star reviews, we were paid a certain amount for achieving that target. If we also made some sales during our tour, we received between 5 and 10 per cent of the tour's income."* (P1); and, according with another participant experience, only managers had the right of earning a salary benefits package – "Only department heads are entitled to bonuses." (P8).

4.3.2. Salary Package

In terms of the salary package of hospitality and tourism employee's, the participants were asked whether they agree or not, that their salary package corresponds to their job/role, experience in the field and training (allowing to understand how they feel about this topic). The results were clear and, the majority of participants (nine) said that they did not consider their salary package correspondent to their position, experience in the field and training – *"I don't consider it corresponds"*. (P15); *"No, it doesn't correspond."* (P4)*; "Without counting the tips, I would say no."* (P8); *"In relation to my training and experience, no (...)."* (P12). Nevertheless, some participants emphasized the wage conditions as a shortcoming of the hospitality and tourism sectors by saying that they are underpaid either because of the market comparison, work demands associated and, considering the profits that can be made in a hotel organization – *"No. In my opinion, it should be a higher salary due to the demands and effort involved."* (P5); *"(...) however, compared to other hotels on the market, I think I was paid much less."* (P13); *"No, not at all. I think we're very poorly paid in the sector. Given the level of revenue that is generated in the company, which I even have access to, I think that all employees should be much better rewarded financially with a pay rise. The difference in salary between someone in an operational role compared to a management role is very small, and in my case it shouldn't be. And the amount itself is also low given the situation we live in and the work we do. We not only deal with and serve the customer, but we also manage the business."* (P14). Two interviewees who had the opportunity to work in an international context also confessed that their salary package in Portugal is lower compared to other countries, doing the same role: *"In Portugal, no I don't consider that was correspondent (...)."* (P3); *"Not in Portugal. In Australia, which is where I am now, yes. Not forgetting that these are completely different realities."* (P16).

The rest of the 7 participants consider their salary package correspondent with their job/role, experience in the field, and training.

4.4. Work Conditions

In this domain is made up by three categories: 1) physical health, 2) psychological health and 3) work-life balance.

4.4.1 Physical Health

In this category, the objectives are 1) understand how much impact and how work conditions in hospitality and tourism industries can affect employee's physical health, 2) through what kind of moments this might happen and finally, 3) if they already were affected physically at work.

One of the main characteristics of working conditions in the hospitality and tourism industries is the constant need of standing for long hours, moving from side to side throughout the services/operation and this, has legitim impacts on the physical health of the employee's as we can understand through 9 participants experience – *"Lately, I've made some physical effort, since I've been doing a lot of walking tours"* (P1); *"There was more physical effort involved in the reception area, due to the hours we had to stand up while working."* (P2); *"(…) we had to be on out feet for so many hours, sometimes even without breaks during work."* (P3); *"Yes, it does. In my area, since it's more operational, you have to be constantly on your feet, constantly moving around."* (P7); *"Yes, especially those of us who work in F&B, we're always on our feet, which can be quite tiring. It's a job that ends up being exhausting."* (P8); *"Yes, it does. We must be on our feet all day (…)"* (P11); *"We move around a lot, always on our feet."* (P12); *"(…) we spend many hours on our feet running around. (…) hospitality in general is a physically exhausting job."* (P15).

Long hours of work on the operation has also impact on employee's physical health as it was perceived from four participants – *"(…) several hours of work associated with a lot of physical effort."* (P3); *"(…) for example, a one-off event that requires me to be at work from 5pm and leave at 6am tomorrow, as happened recently, it's extremely exhausting and tiring both physically and psychologically."* (P8); *"I spend a lot of time in the operation, as I spend a lot of time on the ground, and it's necessary to set an example for others (especially in the market I'm working in: Angola. (…) As I end up doing several tasks in the operation, it becomes physically hard and demanding."* (P9); emphasizing the physical consequences of this effort: *"I lost around 14kg in 3 months, due to the many hours of work that were done."* (P15).

Certain physical efforts are also related to carrying weights during work, especially in roles such as Chefs/cooks when receiving goods – *"(…) and also, the fact that we have to carry weights, particularly merchandise."* (P11); and, by room maids*: "Yes, a lot. It's*

not easy... we're making beds every day, scrubbing baths and toilets, loading the service car, moving beds and some furniture in the rooms when necessary." (P5).

In this process was important to understand if hospitality and tourism employee's have been already physically affected during their jobs or not, and the answers from six participants were very clear – *"Physically, with pains in my legs and lower back." (P3); "Physically only through burns, cuts..."* (P6); *"Physically, however, it's happened quite a few times that I've come home to severe pain in my legs due to the exhausting load of constantly standing."* (P8); *"(...) In physical terms, it was effectively weighting loss (...)."* (P15); *"I've had to make several cuts in my work or carry weights and hurt my wrists or back."* (P16).

4.4.2. Psychological Health

Regarding the psychological health, the aims in this category are basically the same as the previous one: 1) understand how much impact and how work conditions in hospitality and tourism industries can affect employee's psychological health, 2) through what kind of moments this might happen and finally, 3) if they already were affected psychologically at work.

As a service-oriented industry like hospitality and tourism, there is the constant need of having a customer contact during the operation that is present in different types of roles from all the diverse jobs in these areas. However, the urgence of dealing with many people daily, from different countries, with different languages, personalities and needs, might have an impact on the psychological health from the hospitality and tourism employees, reflecting at the same time, the regular overwork and demand work present in these jobs. Four participants have this described these conditions as a potential factor that influences their psychological health at work, considering even feeling mentally exhausted at the end of the day – *"When you work and deal with people, you have to manage and deal with different personalities, and other circumstances that also arise and that you have to manage in the moment, so there ends up being a psychological effort associated with it, yes, apart from the fact that I speak several languages, so I can get a bit mentally worn out by the end of the day."* (P1); *"Firstly, the fact that we must deal with people. It requires focus, performance, motivation... which, after a day's work, becomes exhausting."* (P12); *"Yes. We have to think a lot, manage complaints, accommodation, manage expectations, we're multi-faceted and it's not easy for anyone entering the hotel business to perform several tasks at the same time without having to write them down on paper, for example.*

(…) After 8 hours of hard work and not enough people to do it, it can become exhausting." (P14); *"We have to manage a lot of people, kids with a different mindset, train people, the pressure associated with the service and the deadlines that have to be met, and it ends up being exhausting."* (P15).

Demand work can be described and perceived through different moments and experiences in hospitality and tourism jobs and can have highly impact on psychological terms on people, either because of there is the urgence of manage various processes and tasks at the same time – *"We have several processes that must be carried out and managed at the same time, as quickly as possible for the client. There are budgets to manage, proposals to draw up and present, contacting different suppliers... so that we can deliver a job that matches what is required, which becomes very stressful."* (P4); *"(…) managed astronomical amounts of cash, I led large teams of different ages and functions, the demands of clients, the CEO, stakeholders, shifts from 3pm in the afternoon until 3am in the morning..."* (P9); as well as because of the quality of service that is demanded: *"Yes, it's always demanding. In seasons when we know we're going to be evaluated, when there are 20 weeks of preparation, the work is all planned to the maximum detail, without the slightest flaw, and it becomes psychologically exhausting."* (P7); respective hours of work – *"Psychological due to the fact it was necessary to endure several hours of work associated with a lot of physical effort (…)"* (P3); *"In psychological terms, in the long term, working 6 days a week for 8/9/10 hours."* (P16); but also, due to of the constant changes taking place: *"But personally, when there are moments in my organization that end up changing our daily tasks (for example, a one-off event that requires me to be at work from 5pm and leave at 6am tomorrow, as happened recently), it's extremely exhausting and tiring both physically and psychologically."* (P8); and lastly, the physical effort impacting psychologically as well – *"I think that hospitality in general is a physically exhausting job, which in turn has a psychological impact on us due to the pressure that tiredness brings."* (P16).

A characteristic such as shift work, is also a factor mentioned by participants when asked about the presence of psychological draining associated with their jobs – *Yes, when I worked as a night auditor for six months. Working night shifts is quite complicated psychologically and physically, where the lack of rest hours and the routine of going to bed at 9am had a big impact on my day-to-day life and routine."* (P13); *"I used to work shifts... I worked mornings, afternoons and I even became a night auditor working night shifts. It got to the point where I was quite exhausted because I didn't have the*

professional and personal balance that was necessary and that my body/organism demanded. Sleep deprivation, lack of rest, my head working 24/7, ended up having a huge influence on my day-to-day life, psychologically." (P14).

Adding to this, we can almost affirm that stress and pressure come along together when debating about psychological impact on employee's health from hospitality and tourism jobs – *"In terms of pressure, it was something I felt during the jobs I did (...)"* (P2); *"(...) as well as all the stress and pressure that was felt during some services."* (P3); *"Now I'm in charge of and manage a two Michelin-starred restaurant, so there's a lot of pressure and it's exhausting."* (P6); *"Psychologically, I don't feel too affected or pressurized, but there are stress levels associated with it."* (P5); *"(...) people shouting, stress, the need for speed so that the service doesn't take too long..."* (P11).

Mentally, there was only one participant revealing feeling mentally affected due to his/her role – *"On a mental and intellectual level, I feel that we have to be even better prepared to work in this area. For example, at the moment I'm working with untrained people, many of whom have limited or almost no access to things that are basic for us in everyday life (such as social networks or web tools like Excel), some of whom are info-excluded, not familiar with the subject, and at the moment it takes some extra mental capacity to be able to teach these small actions to people so that they can do what is asked of them, and sometimes it gets exhausting."* (P9).

The consequences on a psychologically level caused by hospitality and tourism jobs can be many, from anxiety to burnouts, headaches and even tachycardia's revealed, by 8 of the 16 participants – *"I was suffering from various signs of burnout, essentially due to overwork (...)"* (P4); *"(...) psychologically, it's more in terms of anxiety and severe headaches."* (P6); *"There have been times when psychologically I've suffered from anxiety (...)."* (P8); *"Several bouts of anxiety and tachycardia when I even considered leaving the profession."* (P12); *"I also began to suffer from anxiety and had to be followed up professionally."* (P14); *"I began to feel anxiety for the first time."* (P15); *"I started to feel psychologically quite damaged out, yes."* (P16); *"I had burnouts almost every month."* (P9).

4.4.3. Work-Life Balance

In this category, the participants were asked if they considered to be possible balance their personal life with their professional life in hospitality and tourism jobs, and even though

two participants have affirmed being possible and only one, considers not being possible, about 11 participants said that this balance is possible "but", with some added constraints, proving to be a difficult cause – *"I think it's possible, but it's very difficult." (P9); "It's possible but very difficult." (P3);* either because of work schedules as well as shifts: *"Very difficult. I'd like to emphasize shift work and its timetable. When you work shifts with rotating days off, it's difficult to have routines/habits that provide a so-called "normal" life for workers."* (P13); *"It's possible, although difficult. Above all because of the schedules and time off, which may not be compatible with those who don't work in the same field as us and have other types of availability."* (P5); *"This is possible if there aren't constant last-minute changes of schedule. Avoiding disrespect for hospitality professionals and their personal lives, better planning and more human resources are needed to respond to needs."* (P4); *"As I work, the tourism and/or hotel industry has characteristics that are incomparable to other areas of business and that in itself makes it difficult for any change to happen, such as the issue of working hours and shifts. (...) So, if there is a balance was more valued and weighted, and some limits were placed on it, it would naturally have benefits associated with it.* (P1); which makes it difficult to reconcile with the availability of other people from the participant's personal life – *"(...) But it becomes difficult if you have relationships with people from other professional backgrounds who manage their time and schedules completely differently from you."* (P6); *"It's possible, but it depends. In terms of relationships, it's not always easy to find someone who understands your unavailability and everything that this job requires of you. This balance also depends on the particular organization and how flexible it is."* (P15); *"(...) but there has to be an understanding on the part of the family and friends to accept the unavailability that may exist for those who work in the hospitality industry."* (P10)". And also, due to the fact that is a test to keep ourselves disconnected from work: *"I think it's possible if our mindset at work is to give everything, and then outside of work to be as relaxed and disconnected from work as possible.* (P12).

Taking into account this challenge, three participants consider work-life balance possible on hospitality and tourism jobs, depending on the organization and/or the area as well as team's management and the organization that exists between people – *"I think it depends a lot on the organization in question and, in turn, the organization that exists between teams. I've had the chance to be in workplaces that allowed me to balance my personal and professional life by working 8-9 hours a day, but I've also been in places where I spent all day at work and had no personal life."* (P16); *"Yes. I've worked in two completely*

different realities. You have to pay attention to the team, the team's schedules, avoid working shifts, don't make people's work physically or psychologically exhausting." (P14); *"I think it's possible, but it also depends not only on the organization, and the job. I think it also has to do with personal management, although clearly the organization plays a fundamental role in this."* (P8).

4.5. Leadership
In this last domain, was defined the category of leadership behaviours.

4.5.1 Leadership Behaviours

This last category exists in order to understand if employee's have experienced bad leadership during their career, and the possible behaviours associated with it. It was possible to identify at least five different behaviours related with bad management during participant's experiences, in which, six participant's reveals that they have experienced abusive leadership from their superiors, either due to communication gaps – *"Yes, it has happened in the past, mostly due to poor communication, understanding and interpretation."* (P2); *"(…) sometimes spoke badly or didn't act in the right way towards their staff, transmitting an energy to the employees that had a negative influence on our work."* (P16); hostile interaction – *"I had a boss who had a very particular way of addressing the team in a more aggressive or rough way, who wasn't always flexible in terms of timetables, for example..."* (P6); *"I had a manager who constantly attacked his employees when their work wasn't going well, and when things were going well, he took all the credit for himself."* (P7); and lack of role clarity: *"Basically, passing on responsibilities to people who don't have them was one of the reasons. And I think this happens a lot with managers, unfortunately, because I believe that a manager or someone who is above someone else, their job is to serve the person below them, and in my case, the complete opposite happened."* (P13).

Bad leadership often comes with work disorganization, sometimes associated with team management – *"Changing schedules without my knowledge to carry out duties that weren't even mine, changing days off without my consent (even during festive seasons), taking away tips that were rightfully mine, a spirit of dictatorship towards his workers."* (P4); *"The way the manager didn't know how to organize the team (…)". or promote team spirit, for example."* (P15). As well as, not appreciating employee's work – *"Lack of appreciation, an attitude of "Whoever wants to leave, let them go and I'll find new people*

in two days' time", which shows a lack of consideration and knowledge, a lack of awareness of everyone's duties and work." (P4), which job demotivation can be a possible consequence of this. The lack of involvement or lack of team spirit was also felt by two participants from their superiors – *"(...) they (managers) weren't 100% involved in their team. They even didn't give us space/openness to challenge their ideas, to debate opposing opinions."* (P14); *"(...) didn't know how promote team spirit, for example."* (P15), and to conclude, one participant confessed that he/she had suffered discrimination at work by his/her manager in the past: *"I had a chef who, although he wasn't directly in charge, worked with him, and once he said, "I'm used to seeing black people working in the pantry, now I have a black man in charge...", and approaches like these directly or indirectly influence everyone's work and their performance."* (P9).

5. Chapter V – Discussion and Conclusion

The purpose of this study was to understand why it's so difficult to maintain and retain talent in hospitality organizations. Throughout the 16 participants, it was possible to get a better perception about the reality of hospitality and tourism jobs, according with their previous or current experiences, allowing them not only to speak about their professional career but also, the pros and cons of working in these sectors, and above all, giving them space to express how they feel about the reality of working in these areas nowadays, in Portugal. According with the results of the investigation analysis, were identified five dimensions: 1) Stress, 2) Career Progression & Development, 3) Financial and Payment Conditions, 4) Work Conditions and 5) Leadership.

Concerning the Stress, the results highlight the fact that stress is always present in several kind of forms in hospitality and tourism roles, enhancing that employees are more likely to feel stressed at work due to the overwork/demand work that usually exists, either because they have a lot of different tasks to manage and correspond at the same time but also, due to the lack of qualified human resources that forces professionals to overwork and then, feel more stressed. Pressure is also another main stressor that influences the employee's work and well-being, since there is the urgence in certain hospitality and tourism organizations to fulfil the service and product quality demanded but also, pressure related with time and role pressure. This conclusion comes along with the statements of both authors Sampson et.al (2014) and H. Schewepker (2021) who considers work overload, time pressure, long working hours and shiftwork as stressful and challenging in hospitality and tourism environment, characterized as sources of stress at workplace.

Regarding the Career Progression & Development, when it comes to training, considering the analysis of results, there seems to be a division of findings since half of the participants stated they haven't/had any professional training in the past or current organizations, nor having/had a defined training action plan defined by the company. However, another half said that they were professional trained by their companies according as well with their technical role. Adding to this, when the participants were asked in the close-ended questionnaire about if they consider that are more people recruited with or, without hospitality/tourism training, the most common answer from 14 participant's was "*Without Training*", reflecting the justifications of this statement being about either due to the lack of skilled labor force, bad work conditions, low wages offered, higher levels of immigration (which leads these people to look for job opportunities in any area of

business regardless the salary conditions, subjecting themselves to a certain bad work conditions like in hospitality and tourism industries, moreover, employees who take low-wage entry-level jobs is either because no special skill is needed or, ability, experience required or just because, nothing else is available (Walker et.al, 2009), in addition hospitality and tourism industry provide opportunities for migrants to find jobs with little or no formal training, International Labor Organization, 2010). Considering all these factors, as it is an area that provides poor working conditions, qualified professionals tend to look for better opportunities/working conditions and often look for other business areas where they feel that are more valued. The lack of qualified labor also tends to come from the fact that companies continue to hire people with or without training in the area (as well as experience), because they are unwilling to pay more for the qualified labor on the market and what it demands – showing that companies tend not to invest in hiring qualified labor, and even if they do hire people without professional training in hospitality and tourism area, there is a tendency from the employers not to invest professionally and technically in these people, as they should – important to not forget that, hiring people with a low-skill profile without having the proper training, may influence directly or indirectly the impact of the service provided to the costumer (Kusluvan, 2003). As Jawabreh et.al (2020) stated, the importance of employees training emerges as a result of the competition among hospitality companies emphasizing on employees' skills, nevertheless choosing the qualified employee for training leads to create a reliable workforce result in having the best qualified employees, bearing in mind that employee skill development has a positive impact on the service quality (Kusluvan, 2003).

In relation with the possibility of career development & growth in hospitality and tourism industries, was noticeable to understand that there is an unanimity in the participant's responses in which the majority do believe that there is the possibility of career development and growth in these both sectors. However, this career development and growth might not be clear and understandable for all, since this possibility can come along with how committed and dedicated employees are as well as their performance, in what organization or department they are, if the role/position has a hierarchy progression associated with it (that is achievable), as well as, if someone leaves a certain higher position available. The author Ladkin et.al (2019) had a point when stated that the career development in hospitality and tourism industry has a range of career choice and development issues, plus a few structured career opportunities, since the participants were also asked if they have/had a career plan drawn up by the human resources department

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or, by their superiors and the most common answered was "*No*" (from 11 participant's). Yet, was also questioned if they have ever changed for a different or upper role or position in any of the organization they've worked/have been working, and about 13 participants have experienced this career opportunity – a process that can occur in different times of period (about 6-10 months, 1 year, 1 year and half, 2-3 years…), and more than once, enhancing what Ladkin et. al (2017) stated about the reality of career progression in which, some may have clear progression routes but others, follow a much less well-defined route, being developed with greater fluidity and variability. Bearing in mind that lack of promotion and development opportunities are important reasons for many qualified and talented employees leave the industry (Kusluvan, 2003).

Considering role recognition, it seems that hospitality and tourism organizations are missing out the point on the importance of recognizing employee's work and rewarding them accordingly. According with the results, it's clear that the most common way for employees to feel valued is through words of appreciation/encouragement either by superiors or, their colleagues rather than, through monetary improvements, perhaps, associated with role promotion. This comes along with the salary benefits package in which, although the results shows that there are organizations that reward their workers through prizes or bonuses according to the achievement of certain objectives or metrics, they do not prove to be a financial reward implemented in all hospitality organizations, nor equal for all workers (even those with the same role/position) – this lack of policies/implementations can also contribute for these sectors to continue to be known as the "*low wages*" and with "*poor financial conditions*" business sector's, further intensifying the difficulty of maintain and retain talent in hospitality and tourism organizations. As Simmons & Enz (1995) stated, in order to motivate employees, supervisors must understand what employees want from work, that can be either good wage's, job security, and opportunities for advancement. However, even dough money, advancement, and job security are typically the most effective motivators, they may not work for everyone. Some employees are better motivated by praise, recognition, openness, or honesty (Janes et.al, 2011). Managers from hospitality and tourism jobs have to take into consideration that, satisfaction of the employees will be determined by the extent to which the management or the organization meets their expectations in terms of their wages and salaries, the training provided to them to develop, and the treatment they get in return for their contributions to the organization (Ozgen et.al, 2008). About the salary package, it turns out to be true the fact that it's one of the biggest gaps and one of

the most addressed when professionals are asked about the worst thing or, the main challenge about working in this field. The majority of the participant's stated that their salary package does not correspond to the job/role, experience and training, adding as well the fact that through the close-ended questionnaire, it was also asked if the employee's overtime work is (or was) paid by the organizations, and only 4 participants have answered "*Yes*", 6 have answered "*No. Trough hours bank*", and about 5 participants answered that their overtime work wasn't paid by their institutions, concluding that companies are most likely to not pay overtime in a monetary reward but instead, through the hours bank system. These results found, shows what several authors have been stating about the hospitality and tourism sectors are: recognized by the low hourly rates of pay, overtime work without extra money (Aynalem et.al, 2016), poor remuneration of employees, particularly in lower and operational level positions, either in developed or developing countries (Kusluvan, 2021). If hospitality and tourism organizations continue without making a significant change in worker's wage conditions, there will be an increasing tendency for companies to be unable to retain and maintain talent, as well as, having difficulty hiring qualified workers, a scenario that is becoming more and more real in these sectors, and which is increasingly worrying some of the current professionals in the field. As Kusluvan (2021) affirmed, the low pay and poor benefits in hospitality and tourism industry, are one of the main causes of low job satisfaction, low motivation, and low organizational commitment and job involvement – contributing for the high employee turnover.

A demanded industry such as hospitality and tourism has inevitably physical efforts associated, and the results have shown that these physical efforts may impact employee's physical health brutally provoked by the characteristics of work conditions in these fields, either because they spend many hours on their feet and/or walking a lot during the operation, due to the long hours of work as well as, by carrying weights. The consequences tend to affect employee's physically with legs and lower back pain, fractures, cuts and even, weighting loss. It was also interesting the fact that when the interviewees were asked if they had ever been physically hurt as a result of their work, it seemed to be something considered as "normal", and without any major precautions against it from the organizations. However, between physical and psychological efforts associated with several roles in hospitality and tourism sector's, psychological health has been significantly more impacted on employee's life due to their professional psychological efforts. This might come from moments of pressure and stress, dealing with

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many people daily (with different languages, personalities, different needs…), work shifts, and remarkably, the demand work itself – as Sampson et.al (2014) stated, individuals working in the hospitality industry show signs of stress and overwork, due to demands place by organizations that tend to pressurize the employees. The hotel environment is characterized by shift work and fatigue as a result of the working long hours, unpredictable shifts, few breaks, heavy physical demands, mental and emotional demands. Participant's reveled suffer from anxiety, headaches, and from burnouts when working – an increasingly important topic in our society nowadays such as mental health, organizations should be more aware of this and not ignore this type of events or made up by simply taking one more day off or going on holidays (when there is also that possibility), as a reward for the psychological and mental effort that these employee's suffers due to the characteristics and conditions of their work – enhancing what Schewpker (2021) affirmed, regarding the presence of inadequate guidance and support from higher administration and a lack of constant supervision in hospitality and tourism organizations.

Concerning the possibility of having work-life balance in hospitality and tourism industries, although most of the participants believe that it's possible, there are various associated difficulties due to the schedules, work shifts and extra hours, that these professionals do daily, comparing with people from other business areas with different schedules and availability, concerning employee's personal lives. Is very common in several jobs of these industries to work on weekends, having rotating days off, shifts which can be in the morning, afternoon, or evening, they work on holidays like Christmas, Easter, and other festival days which are common for certain people not to work, and these conditions are very limited for someone who wants to have work life balance. Some of the participant's when asked about what should be changed in order to have a more work life balance in these industries, most of them suggested either having one or two weekends per month as day off, as well as hiring more people in order to have bigger teams so there is a more flexibility between worker's schedules and shifts avoiding as well, working extra hours, end with the split timetable (especially in kitchen and restaurant departments), fix the days off, reduce the workload and increase rest days like work 4 days a week (more hours), but rest 3x (for example), lowering the taxes on companies so that they can pay their employees better or at least, have enough staff and as well, avoid working shifts – this can be some policies and implementations that employers should discuss and taking into consideration in order to change the hospitality

and tourism perspectives and giving to their employee's better working and living conditions, promoting their job satisfaction and job motivation.

Lastly, something that most of these participants also have in common is the experience with bad management and abusive leadership behavior. It seems to be very usual in certain hospitality and tourism organizations the presence of professionals who demonstrate certain behaviors or the lack of adequate leadership manners to their employee's, fettering their work and affecting their performance as well, either because of bad communication, aggressive interaction (including in front of costumers or, colleagues), abuse of position and discrimination – reflecting the negative management behavior by Poulston (2009), that found several behaviors such as: abuse of position, commodification of employees, petty malice, discrimination and bad management. If leadership is crucial for organizational success (Okumus, 2009), how well these workers produce and serve their clients, depends essentially on how well they are led and, is the people who supervise these employees who are responsible for the keys to the success of the operation (Walker et.al, 2009), would be important for these organizations to focus more on what are the desired skills for managers, including offering the right training and try to get a better understanding through the employee's, with close monitoring, what are their perception of their supervisors and how they feel that they are managed, consecutively, understanding the impact it has or, doesn't have, on the results of the operation and, in turn, on the organization. Professionals must have the knowledge and ability to speak out when they experience moments such as discrimination or mistreatment, through communication channels in charge of these topics, which must above all, be promoted by companies – which must give their workers a voice.

In short, this study focused on gaining a better understanding of the difficulties associated with retaining and maintaining talent in hospitality and tourism organizations, obtaining a more realistic view from current or ex-professionals in these sectors, where the main causes of this challenge were presented. According with the results presented, it was possible to understand that certain labor aspects associated with the hospitality and tourism sector that were previously debated or referred by studies carried out in the past, continues to occur in these areas nowadays: from the low wages, poor work conditions associated with the demand/overwork, lack of recognition and monitoring from the supervisors, long hours of work through work shifts and rotating days off…, and so on. However, it was also possible to understand other flaws also present in these sectors,

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which can affect the difficulty in keeping and retaining talent in hospitality and tourism organizations, such as:

1. Not all organizations provide a properly structured and rewarding salary benefits package to their employees, nor are distributed equally to all employees in the different departments, resulting in inequality and failure to ensure equality within companies.

2. Employees do not have access to a defined career plan drawn up by the corresponding employers/human resources department.

3. It is becoming more difficult to hire qualified human resources available on the market, mainly due to the increase of the immigration in Portugal.

4. Companies are not willing to pay more for skilled labor, nor are they interested in investing in training their workers (whether they have or not, previous training).

5. Lack of initiatives by the companies to contribute to the mental and physical health of their workers, through programs, communication/help channels, and other awareness implementations.

6. Since companies are currently short of qualified workers, there is currently an excess of hierarchies depending on the number of workers available on the market.

So, what hospitality and tourism organizations should do, in order to change their reality and being able to retain and maintain talent? Besides the most known suggestion of increase salaries and hire more qualified human resources, these companies should invest more in the professionals training (especially technical training associated with each professional role), end of split schedules, implementation of one or two weekends per employee as a day off, rotation between team members in their schedules on holidays/festive days so that somehow everyone has the possibility of managing their personal life's accordingly, making wages more competitive trough wage benefits, such as: monetary prizes and bonuses, to be implemented in all companies and provided to all workers, internal programs that promote the importance of worker's mental and physical health, bring more recognition to the professions in this sector's by the government institutes associated with each country, and having a more control policies about the employee's hours of work, so they avoid to do extra work as well and lastly, implement certain human resources practices like performance appraisal for all employees, since this is a tool that provides management with valuable information regarding the quality of the human resources the organizations possesses, which may serve as a basis for important human resources decisions that may result in motivation and/or demotivation of the

employees – the labor intensive characteristics of the tourist accommodation and hospitality organizations make the management of human resources in these organizations a key element in managing in the service industries, being much more important than it is in other type of industries (since it's not a tangible output), with so, performance appraisal system should be designed to meet the needs of the employees, managers and the organizations, helping management improve the quality of the products they offering and therefore, the competitiveness of their organization (Ozgen et.al, 2008). As far as limitations are concerned, this is a qualitative study with a small sample size of 16 participants, so it is not possible to extrapolate the conclusions drawn. In addition to this, only three participants were ex-professionals in the field, although they have similar experiences to the current professionals, if more former professionals had been interviewed, it might have been possible to get a wider variety of feedback. Moreover, from the 16 participants, only one is a tourism professional itself (a tour guide), reflecting that this sample was taken based on more professionals specializing in the hotel industry than, in tourism industry (even dough they are related, and depend in one-another). In addition, it was not possible to interview any human resource's managers or directors, which would have provided a different perspective on the reality of the difficulties in these sectors. Some interviews were conducted online, which may also, have influenced the establishment of *rapport* and the participant's accounts. Finally, the thematic analysis was carried out by the researcher, supported by the dictionary of categories and consensus decisions made with the supervisor, but the interpretation and subjectivity inherent in qualitative studies are present in the interpretation of the results.

With regard to future studies, due to the potential wealth of data and information, further research is suggested: in one hand, would be relevant to study how the increasing immigration in Portugal is affecting the hospitality and tourism organizations format, and if this is an event that could possibility make some changes in the work conditions of these fields and also, study how the characteristics and working conditions in hospitality and tourism organizations can affect and harm the mental and psychological health of the employees, and consequently, their performance in the organizations.

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Annex

Annex A – Interview Script

1) How do you characterize working in the hotel/tourism sector?

2) What is the biggest challenge of working in the sector?

3) In 3 words, how would you describe the hotel/tourism sector?

4) If you could change one thing about the hotel/tourism industry, what would it be?

5) What do you considered to be the best thing about working in the hotel/tourism industry? Why?

6) What do you considered to be the worst thing about working in the hotel/tourism industry? Why?

7) Do you find working in the hospitality/tourism sector stressful? Can you give an example?

8) Do you have any specific actions to help you deal with stress in your profession? In a stressful situation, how do you usual deal with stress?

9) Do you think it's possible to balance your personal life with your professional life in the hotel/tourism industry? Why?

10) What do you think that should be done in the hotel/tourism sector to improve the balance between personal and professional life?

11) In the different experiences you've had, have you taken part in professional training organized by the company?

12) If you are currently working in the sector, does the organization you are part of, have a training action plan? If so, what does it consist of?

13) Do you think there is the possibility of career development and growth when working in the hotel and tourism industry? Why?

14) Have you ever changed for a different or upper role or, position, in any of the organizations where you have worked or, are working?

15) (If yes) How long did it take before you got that promotion?

16) In the organizations where you have worked and/or are working, is there a career plan drawn up for you by human resources or by your superiors?

17) Do you feel that your work was/is valued/recognized by your superiors? In what way?

18) In the organizations where you have worked and/or are working, is there a salary benefits package (e.g., prizes, bonuses...)?

19) (If yes) What does the salary benefits package consist of?

20) According to your salary package, do you consider that financially the amount you earn corresponds to the job you did/do, experience in the field and training?

21) Do you think your job requires a lot of physical effort? Why?

22) And regarding a psychological/mental level, is there any associated effort? What are the main reasons?

23) Have you ever been physically or psychologically affected by working in the hotel/tourism industry? What was the main factor?

24) Do you think that managers can have a negative and/or positive influence on the performance and motivation of workers in the sector? In what way?

25) Have you ever had a manager who influenced your work in a negative way? How?

26) Do you think that bad leadership has an impact on the running of the business?

27) What do you consider to be a good leadership according to your previous or current profession in the hotel/tourism industry.

Annex B – Close-ended Questionnaire

	Did you/Do you work through shifts?	**Did/Do you have fixed or rotating days off?**	**Did you/Do you work overtime? How often?**	**Was/Is overtime paid?**
Participant 1	Yes.	Rotating	Weekly	Sometimes.
Participant 2	Yes.	Fixed	Weekly	"No. It was through hours bank."
Participant 3	Yes.	Rotating	Weekly	No
Participant 4	Yes.	Rotating	Weekly	No
Participant 5	No.	Fixed	No	---
Participant 6	"No. I work every day when the restaurant is open, in both shifts."	Fixed	Every Day	"No. However, I have exemption from the timetable, which is paid through my salary."
Participant 7	Yes.	Fixed	Weekly	Yes

Participant 8	No.	Fixed	Every Day	"Half of the time is through hours bank, and the other half is paid."
Participant 9	Yes.	Fixed	Weekly	Yes
Participant 10	Yes.	Rotating	Every Day	Yes
Participant 11	No.	Fixed	Weekly	No
Participant 12	Yes.	Fixed	Every Day	"No. It was through hours bank."
Participant 13	Yes.	Rotating	1-2x per week	"No. It was through hours bank."
Participant 14	No.	Fixed	Currently does not work overtime but in the past, yes	"No. It was through hours bank."
Participant 15	Yes.	Rotating	Every Day	"No. It was through hours bank."

| **Participant 16** | Yes. | Fixed | Yes, 2-3 per week | No |

In peak season, how many hours a day did/do you work?	In your opinion and experience, do you feel that are more people recruited with or, without hospitality/tourism training?	If the answer to the previous question was "untrained". Why do you think that happen?	Do you think there are enough human resources working in the hotel/tourism industry?
Between 10h-12h	"Without Training."	"In one hand, due to the exponential increase in tourism and the fact that training is not keeping up with the trend in some cases, and on the other hand, due to the poor labor conditions in the world of tourism, those who are qualified want to find something that gives them more guarantees for the future, especially outside tourism."	"No. As a touristic guide, there is a lack of professionals in this area."
8hours.	"Without Training."	"Lack of skilled labor force corresponding the low wages proposals."	"Yes, if they get valued in financial and work conditions."
12hours.	"Without Training."	"Lack of skilled labor force."	No.
Between 9h-10h.	"Without Training."	"Due to the low wages offered."	No.
---	"Without Training."	"Due to the low wages offered."	No.
14hours.	"Always with training but, with low experience."	---	"Yes. However, with low experience or, low proactivity."
Between 10h-12h	"Without Training."	"Lack of skilled labor force, companies hire either with or without experience."	No.

At least, 10hours.	"Without Training."	"The main reason would be due to the low wages present in these sectors, long-work hours and the fact that, there isn't the recognition needed of the professions of these industries."	"No. Hospitality is increasingly becoming an unappealing area and consequently, there are fewer people taking up this path. The consequence is not having enough qualified professionals working in these areas, giving space to new people without any training or experience entering the sectors, further degrading the image associated with hospitality."
Between 12h-16h.	"Without Training."	"Lack of skilled labor force."	No.
At least, 15h.	"Without Training."	"Immigration and lack of labor force."	No.
Between 14h-15h.	"Without Training."	"Due to the bad work conditions."	"Yes, there is. However, because of the financial and work conditions (such as the work shifts), people decide either another country to work in these sectors that pays more or, another professional area."
At least, 10hours.	"Without Training."	"Due to the bad work conditions."	No.
At least, 9-10 hours.	"Without Training."	"Due to the lack of human capital in both sectors and the increase of immigration. With this, investors do not want to increase the payment conditions and hire unskilled/ "low-cost" labor force."	Yes.

8hours.	Without Training.	"In these industries and also because of the immigration, people are subjected to low pay in order to have a job, and has a consequence, employers don't mind paying less, even though the work done by these kinds of workers is usually done without the quality as it should be."	No.
Between 10h-12h	Without Training, especially after pandemic.	"After pandemic, people give up working on hospitality due to the mass redundancies and now, the people that we find doesn't have any training or experience."	No.
Between 10h-11h.	In my area, with training. However, I see a lots without training.	"Maybe due to the lack of work opportunities makes people accept jobs with bad payment conditions."	Yes.

Annex C – Informed Consents

This study is part of a research project being carried out at Iscte - Instituto Universitário de Lisboa.

The aim of the study is to find out about the experiences and challenges faced by professionals working in the field of humanitarian action. Your participation in the study, which will be highly valued and will contribute to the advancement of knowledge in this field of science, consists of taking part in an interview via zoom, lasting around 60 to 90 minutes, with audio recording.

Iscte is responsible for processing your personal data, which is collected and processed exclusively for the purposes of the study, on the legal basis of your consent.

The study is being carried out by Beatriz da Cruz Botelho (bcboz@iscte-iul.pt), as part of her master's dissertation in Social and Organisational Psychology under the supervision of Professor Maria João Velez (maria.joao.velez@iscte-iul.pt), whom you can contact if you have any questions, would like to share any comments or would like to exercise your rights regarding the processing of your personal data. You can use the contact details provided to request access, rectification, erasure or restriction of the processing of your personal data.

Participation in this study is confidential. Your personal data will always be treated with secrecy and confidentiality by the research team. Iscte guarantees the use of appropriate techniques, organisational and security measures to protect personal information. Everyone is required to scte guarantees the use of appropriate techniques, organisational and security measures to protect personal information. All researchers are required to keep personal data confidential.

As well as being confidential, participation in the study is strictly voluntary: you can freely choose to take part or not. If you have chosen to take part, you can interrupt your participation and withdraw your consent to the processing of your personal data at any time, without having to provide any justification. Withdrawal of consent does not affect the lawfulness of processing previously carried out on the basis of the consent given.

The audio recording of your interview will be kept until it has been transcribed, after which it will be destroyed; the transcription of the interview will be anonymised, guaranteeing your anonymity in the results of the study, only excerpts of which will be published in the dissertation and in the communication of results in possible scientific articles or communication at meetings.

There are no significant expected risks associated with taking part in the study. Nonetheless, we emphasize that when sharing your experiences and challenges you can choose to stop participating or refuse to answer any of our questions.

Iscte does not disclose or share information about your personal data with third parties. Iscte has a Data Protection Officer who can be contacted at dpo@iscte- iul.pt. If you consider it necessary, you also have the right to dpo@iscte- iul.pt. Should you consider it necessary, you also have the right to lodge a complaint with the competent supervisory authority - the National Data Protection Commission.

I declare that I have understood the objectives of what has been proposed and explained to me by the researcher, that I have been given the opportunity to ask all the questions about this study and that I have received an enlightening answer to all of them.

I agree to take part in the study and consent to my personal data being used in accordance with the information provided to me.

Yes ☐   No ☐

_____ (local),____/_____/_____ (data)

Name:_____

Singature:_____

Annex D – Categories Dictionary

Domains	Category	Definition	Subcategory	Example
Stress	**Job Stress**	*Understand what kind of stress the participants feel at work, through different situations.*	**Problem-Solving at Last Minute**	*"(…) when I was working in the reception it was necessary to manage all the accommodation (rooms), and sometimes it was needed to do some changes in the guests' rooms if they arrived and find the room not ready yet in order to use it, according to their requests and room typology. In these situations, it's important to solve the problem and find a quick solution, in which can be very stressful since we are managing at the same time, the client and his/her expectations." (P2)* *"(…) when something unforeseen happens at short notice that must be solved on the spot, and then, ends up influencing the whole service, as consequence, everyone around the operation gets stressed and that influences all the work done." (P3)*
			Manage Clients Expectations	*"(…) we are managing at the same time, the client and his/her expectations." (P2)* *"(…) but if I'm not working on the day the reservation is made, there's a chance that things won't go as planned/requested by the client and that will compromise the whole service and operation afterwards." (P9)* *"It's very stressful to meet customer expectations. Customers spend a lot of money to go on holiday, they make efforts to do so, they idealize a certain utopia of their*

					holidays and when they are faced with a situation/reality that doesn't resemble their expectations or their image, they complain, they try for something better...and for us, we have a whole operation in which everything is defined, and the hard part ends up being knowing how to manage the business, make a profit and keep customers satisfied."(P14)
				Teamwork	*"(...) for example, I passed the information to the teams about what needs were needed to be done and, there was a day when I arrived at my workplace very early, but the client arrived even earlier than I did (about 15 minutes before), and the colleagues who should have been preparing the room didn't do anything that had been asked for them and at that point, the only solution was to have to prepare everything in front of the client, something that could have been avoided since they already had the guidelines, apart from the whole scenario in front of the client."(P4)* *"Then what also happens, is when people have been working for many hours, they end up clashing with each other due to tiredness, stress...and it creates conflict during the operation." (P11)*

| | | | | | "(…) the stress associated with people, in this case teams, because people are easily influenced by stress, causing friction or conflict, which in turn influences the service/work. (E16)

"Yes, quite a lot. Imagine what it's like to have a team of 3-4 people and in 2 months those people leave, and another 3-4 new people join the team, who come in at 0. You've started training people who suddenly leave, and you have to start training other people, with the need to maintain the same quality service, with the same standards, so that they feel that nothing has changed, which is quite difficult." (E12) |
| | | | | Overwork / Demanding Work | "Yes, it's stressful. In my opinion there are two types of stress... Overwork, with the influx of requests that come in due to the greater number of clients (…)". (E16)

"Yes, it's clearly stressful. An example of this was working in a hotel with 25 rooms, where we did around 10 to 15 check-ins a day (average), and in a hotel that wants to provide a personalized service to the customer as much as possible, it's sometimes difficult to find the time and space to provide the best service required by the hotel to the customers." (E13) |

					"A personal example was when I was working in a hotel where I had an event for 300 people, that is, 300 dishes to plate, and we were only 3 cooks, which gave an average of 100 dishes for each one, a process that has to be carried out as quickly as possible at the moment, and in these cases stress is inevitable." (E11) "Quite stressful. We can't discard moments, tasks, worries in our day-to-day lives. We must be 100 per cent always involved." (E9) "Yes, I find quite stressful because, due to the lack of staff in the area, we end up being underload with functions/tasks that are not our responsibility as well, making it stressful in that sense. Also, sometimes, we end up not being able to meet certain deadlines that may be imposed, and this also ends up influencing our work and the stress involved." (E8) "It's very stressful. There are several tasks that we have to manage at the same time depending on the hotel's accommodation bookings in a short space of time (...)". (E5)

					"Most of the stress comes when you have several events to manage at the same time, all the preparation that needs to be done, being constantly asked if the job is done or not... and then, the timings, which also create some stress."
					"Yes, an example of this is the fact that I lost my hair. Our work is indeed very exhausting, it requires a lot of dedication and for these reasons, there is always stress at work." (E7)
				Pressure	"In terms of pressure, which there is a lot of, when I worked in a Michelin restaurant for example, the pressure is quite different because it's not in terms of quantity, but in terms of the quality and precision of the work. There was a situation where I spent about 6 hours checking whether the crab meat we had removed and were about to serve had shells or not, with a black light in a closed room. It's a different kind of pressure, and although it doesn't require speed, it does require quality, which can be crucial." (E11)
					"In terms of pressure, it was something I felt during the jobs I did, especially when it came to managing group bookings, which were under my full responsibility and availability." (E2)

				"(…) several hours of work associated with a lot of physical effort, as well as all the stress and pressure that was felt during some services." (E3)
				"(…) physically exhausting job, which in turn has a psychological impact on us due to the pressure that tiredness brings." (E16)
				"Yes, a lot. As a chef in a 2-star Michelin restaurant, practically every service is stressful because of the pressure to meet the required quality standards." (E6)

| Career Development & Progression | Training | Does the hospitality and tourism industries invest in employee's training? | Never had professional training or a training action plan | "I've never had any professional training organized by the companies I worked with." (P1)

"I've never had any training action plan or professional training." (P5)

"I didn't have any type of training or a training action plan in the past organizations." (P11).

"I don't think it exists (professional training in the current hotel). In my case, the company forgets this point a lot. Which is a motivational point for the person to grow. (...) There's no individual training plan (...) It's not enough just to demand the minimum number of hours of training, many of which consist, for example, of HACCP training, in which people end up losing interest and not benefiting. Human resources must adapt the training plan to the objectives and needs of each worker. (P14)

"When I was in Portugal, I didn't have any professional training or a training action plan in any organization (...)" (P16) |

			Technical training according with the professional role	*"Yes, when I worked as a bartender, I had some sommelier training, for example. In the kitchen area, when I was working in Switzerland, I also had pastry training provided by the organization." (P3)* *"(...) as the hotel I'm currently in belongs to the "Leading Hotels" line, for the employees who are in the operations part (Front Office), there are certain rules and standards that must be met, and the corresponding employees are given the necessary training for these standards." (P4)* *"We have constant training because we are a "Leading-Hotel", with requirements and standards that must be met, similar to the criteria for Michelin-starred restaurants. To fulfil these rules, we are duly trained with appropriate training for each protocol." (P7)* *"At the moment I'm training in the area of wine (sommelier training), which my superiors have offered me, so that I can develop my skills in this subject." (P8).* *"In my case, I have specific training program in areas such as wine and cocktails. And the hotel also has course and training projects for us." (P15)*

				On-the-job training	*"I only have practical training, most likely, on-the-job."* (P6)
				Provides training and have a training action plan defined	*"At the moment I work as a consultant, i.e. I provide consultancy services to hotel/restaurant organizations. (...) Essentially, the idea is that all employees, whether they're internal or associates, have access to content and support in terms of knowledge so that it's a long-term growth for them to develop as professionals at all levels. (...) We currently have some employees taking etiquette training (for example), and we have also implemented the desire and need for the official language in the company to be English among everyone, and as such we have hired an English teacher so that everyone can learn, for example."* (P9) *"Normally we draw up a training plan for all employees, which can be generic training for everyone, or more specific to each function."* (P10) *"At the moment I'm working on a project that's still in its beginning called the "X Academy", whose main objective is to train young people up to the age of 18. I'm responsible for the F&B training area, so they're given all the training and theoretical preparation so that they can then put the knowledge they've acquired into practice. Right now, my career in the company involves being part of this training project."* (P12)

			Generic training for all positions	*"We used to have training in the beginning when starting the position and, in a long-term period there we did occasionally other type of training, general topic common to every employee but also, more specific regarding the role." (P2)* *"The training programs are defined by the department in charge, and every month we have the opportunity to have different types of training. They're mostly generic, for example, the last one I did was about "Basic Life Support". (P4)* *"I had training because it's also mandatory by law. Are these training programs worthwhile? Perhaps not, since there isn't a great deal of investment on the part of the employer in making the training interesting and useful, not only in terms of theory, but above all in terms of day-to-day practice at work." (P13)* *"(...) when I was in Dubai, I received training in hygiene and safety at work, but that was all." (P16)*

	Possibility of career development & growth	Understand what employee's feel about their career evolution in hospitality and tourism jobs	Depends on the performance and commitment of the employee's	"Yes, I think that's possible, but it takes a lot of commitment and dedication for everyone to somehow prove that they're capable of acquiring more responsibilities in order to grow as professional." (P2) "Yes. If people manage to stay long enough in this area (…) and demonstrate through their work that they deserve or are worthy of development, this growth will happen." (P6) "Yes, I think it's possible if there's willpower, and if there's mutual support between the teams as well, then this progression is possible." (P7) "There is that possibility, but it depends on everyone. If they intend to continue investing in their training, to increase their knowledge with the proper dedication, it is possible that they will gradually evolve, yes." (P10) "I think so (possibility of career development and growth), but sometimes it also depends on whether we want to take the leap and whether we're ready for it." (P1). "Yes, it's very much up to the individual too (…)" (P12)

					"There is the possibility of evolution and growth for people who give more of their personal time to work. In other words, progression doesn't always come from merit per se, but from the personal sacrifices associated with it." (P16)
				If someone leaves a certain higher position available	"Yes. There is always the possibility of a person growing as there are always employees leaving, making room for certain positions and jobs, to be filled by others internally." (P8) "There's a reason for this: since labor is in short supply, it's easy to move up through the ranks. But does this mean quality development? Not always, because sometimes people end up moving up just because a vacancy arises that needs to be filled because someone has left, not because their superiors have proactively offered to move you up." (P9)
				Depends on the organization or, department	"(...) and of course, it will always depend on the organization in particular (...)" (P6) "(...) I think it always depends on the organization." (P3) "(...) even sometimes, when it comes to a hotel chain with several hotels, it's possible that employees can also be promoted to another hotel in the company, and this also ends up being career progression in some way." (P15)"

					"Yes, there is that possibility. It ends up happening because of the hierarchy that exists in a hotel(...)" (P3)
					"Yes, I think so. Often, it's not as fast as we'd like, but this difficulty in moving up sometimes forces employees to change companies in order to achieve the desired progression and a better position." (P13)
					"I think that above all it depends a lot on the people running each department. Unfortunately, no matter how hard we work and how much dedication and effort goes into it, from what I've experienced, I think that if we don't fall "in love" with our superiors, we're unlikely to move up the ranks." (P4)
				Depends on the progression associated with the role/area	"Yes, but in the kitchen area, for example, when you become a chef there is no longer a higher level of progression associated with the role, so you must change organization." (P11) "(...) in all areas of business there is the possibility of career progression, depending on the path you choose. In my case as a bar manager, you can be a bar manager, you can manage bars, you can be a bar consultant... so there's room for that evolution." (P12)

				"Yes, there always is, since there are various functions that we can explore in different areas even within the hotel industry (...)" (P15)
				"In my area specifically, I don't think so. Working in the housekeeping department, the evolution of the department if quite limited" (P5)

Role Recognition	*Get to know how employee's feel that their work is recognized*	***Through client's feedback***	*"Yes. In my area in particular, we have to be evaluated happily or, unfortunately, through an international system corresponding to 5 stars, which many websites and review platforms (...) , and it's through the feedback written by clients that employers can also get some idea of our work, since, as a tour guide, it's not customary to have someone above me or the person in charge of the company accompanying me and observing my work. This allows us to be valued in this way too and, in some way, to be appreciated for our work." (P1)* *"(...) when there was certain feedback from the costumers (...)." (P2)*
		Through words of appreciation/encouragement either by superiors or, colleagues	*"Yes! When things went well, there were words of encouragement from my supervisors and collogues to keep going (...)" (P2)* *"Yes. Often by word of mouth at the end of the operation. (...)" (P3)* *"I'm valued through words because I know they like and trust my work, but that's it. There is no practical action, for example, that shows any other kind of appreciation." (P5)*

					"It's recognized in my day-to-day life, in this case in my current company, by my superior. In different ways, whether through communication or positioning, recognition also from colleagues, either directly or indirectly, who tell you that you're doing a good job, is also positive." (P9)
					"When you reach a managerial position, your work is always recognized, and then not only does this appreciation count, but also the appreciation of your colleagues, which can even allow management, which isn't so present, to have some feedback on the work being done." (P12)
					"(...) and also, through some word of mouth." (P15)
					"Yes, I feel that this valorization usually comes through a few words from the superiors." (P16)
				Through monetary improvements	"But also, through salary improvements or perks that came my way. (...)" (P3)
					"Through words, perks, and remuneration - although this is something recent." (P6)

					"Monetarily and by moving up a category is their way of showing that our work is recognized." (P7)
					"Yes, both monetarily and in terms of autonomy from the organization." (P10)
				Through specific training invested by the superiors	*"(...) Nowadays, yes. As we organize different types of events (...). As I intend to invest in this area, I suggested that I take the "Wedding Planner" training course through the company, and then the idea is to put the knowledge acquired into practice at our events. - It becomes an investment for both parties. (E4)* *"It's not as much as I'd like, but I'd say yes. Especially since they recently offered to invest in a training course on a topic I've been interested in for a long time, which ends up being a form of recognition too." (E8)*

			Through Role Promotion	*"(...) Through the promotions I've had, for example."* (P10) *"Yes, mostly through the promotions I've had over the years (...)"* (P15) *"(...) As well as promotions, like when I became the assistant manager."* (P3) *"Yes, firstly because I was promoted twice and then also because of the personal atmosphere in the place where I worked."* (P13) *"At some point I feel it because I've been promoted. However, I feel that it ends up being a time when we "have to knock on the door" to get that promotion. There's no proactive attitude from superiors who step forward to take the action of making someone move up in position or function."* (P14)

Financial & Payment Conditions	Salary Benefits Package	Understand if employees in hospitality and tourism sectors are/were entitled with a salary benefits package, and what kind of benefits consisted of/consist of	Commissions	*"(...) In the past I worked for a company where, if we achieved a certain number of 5-star reviews, we were paid a certain amount for achieving that target. If we also made some sales during our tour, we received between 5 and 10 per cent of the tour's income." (P1)*
			Discounts, Partnerships & Other Incentives	*"I had access was the possibility to stay some nights in other hotels of the company around the world, according with certain number of nights that were available to." (P2)* *"(...) and then we had some differentiation awards for example: revelation of the year, best employee of the month, of the year... and we also had career incentives, focused more on employees who had been with the house longer. The incentives could not only be financial, but also: accommodation, household appliances, beds, partnerships, and discounts with brands." (P9)*
			Monetary Bonus/Prizes	*"If we meet our target, where the minimum is 86%, we receive a 100% bonus; if we don't, we receive 75% of the bonus, monetarily." (P7)* *"(...) we had the annual incentive in which passing the annual objectives, we received a 3rd salary on top of that (...)" (P9)*

				"(…) although in recent years we've provided our employees with a card with a certain value on which they can make purchases in certain shops. They receive this card according to a certain set of objectives and requirements." (P10) *"At the moment, the hotel gives a quarterly profit bonus to all employees." (P12)* *"It was an annual bonus where in the first year it was around €350, and in the last year it went down to €70 - an amount that only a few employees were receiving and everything." (P13)* *"Yes, we have a monthly performance bonus (…) We're all entitled to a bonus, but it differs between employees, with different amounts, for example. Then, occasionally, at 6 months, 1 year, or quarterly, there is a financial reward. It's something that used to happen more regularly, but after Covid there's been a bit of a drop, in addition to the agreed monthly performance bonus." (P14)*

				"At the moment, the hotel gives a quarterly profit bonus to all employees." (P15)
				"It was a cash prize for those who had worked for the company for more than a year, and it was a fixed amount for everyone." (P16)
			By managers	*"Only department heads are entitled to bonuses." (P8)*

Financial & Payment Conditions	Salary Package (Pay)	Comprehend what hospitality and tourism professionals think about their salary package in their profession	Corresponds to the job/role, experience, and training	"Yes, I agree that it was correspondent." (P2) "(...) compared to other people in the hospitality industry in other companies, I think it's a comfortably fair amount, yes." (P6) "As a consultant, which is the job I'm doing now, my profession is very much like this: the more I work, the more chances I have of making money; the less I work, the less I get paid, it's a bit like that. The more we produce and the more clients we serve, the more chances we have of making money. In the past, in other experiences, I think that financially, they corresponded." (P9) "Yes, it corresponds." (P11) "Yes." (P7) "From my experience, perhaps it corresponds". (P13) "Nowadays, yes." (P10)

			Doesn't correspond to the job/role, experience, and training	*"No. In my opinion, it should be a higher salary due to the demands and effort involved."* (P5) *"(...) however, compared to other hotels on the market, I think I was paid much less."* (P13) *"No, not at all. I think we're very poorly paid in the sector. Given the level of revenue that is generated in the company, which I even have access to, I think that all employees should be much better rewarded financially with a pay rise. The difference in salary between someone in an operational role compared to a management role is very small, and in my case it shouldn't be. And the amount itself is also low given the situation we live in and the work we do. We not only deal with and serve the customer, but we also manage the business."* (P14) *"I don't consider it corresponds"*. (P15) *"No, it doesn't correspond"*. (P4) *"Without counting the tips, I would say no."* (P8)

				"In Portugal, no I don't consider that was correspondent (…)." (P3)
				"Not in Portugal. In Australia, which is where I am now, yes. Not forgetting that these are completely different realities." (P16)
				"In relation to my training and experience, no (…)." (P12)

Work Conditions	Physical Health (Associated with...)	Understand how much impact, and how the work conditions in hospitality and tourism industries can affect employee's physical health	Spending many hours on their feet and/or walking a lot during the operation	"Lately, I've made some physical effort, since I've been doing a lot of walking tours" (P1)
				"There was more physical effort involved in the reception area, due to the hours we had to stand up while working." (P2)
				"(...) we had to be on out feet for so many hours, sometimes even without breaks during work." (P3)
				"Yes, it does. In my area, since it's more operational, you have to be constantly on your feet, constantly moving around." (P7)
				"Yes, especially those of us who work in F&B, we're always on our feet, which can be quite tiring. It's a job that ends up being exhausting." (P8)
				"Yes, it does. We must be on our feet all day (...)" (P11)
				"We move around a lot, always on our feet." (P12)
				"And being on my feet all day wasn't easy either." (P13)

					“(…) we spend many hours on our feet running around. (…) hospitality in general is a physically exhausting job.” (P15)
				Carry weights	“Yes, a lot. It's not easy... we're making beds every day, scrubbing baths and toilets, loading the service car, moving beds and some furniture in the rooms when necessary.” (P5) “(…) and also, the fact that we have to carry weights, particularly merchandise.” (P11)
				Affected physically at work	“Physically, with pains in my legs and lower back.” (P3) “Physically only through burns, cuts...” (P6) “(…) physically, I've already dislocated my kneecap.” (P7) “Physically, however, it's happened quite a few times that I've come home to severe pain in my legs due to the exhausting load of constantly standing.” (P8) “(…) In physical terms, it was effectively weighting loss (…).” (P15)

					"I've had to make several cuts in my work or carry weights and hurt my wrists or back." (P16)
				Long hours of work on the operation	"(...) several hours of work associated with a lot of physical effort." (P3) "(...) for example, a one-off event that requires me to be at work from 5pm and leave at 6am tomorrow, as happened recently, it's extremely exhausting and tiring both physically and psychologically." (P8) "I spend a lot of time in the operation, as I spend a lot of time on the ground, and it's necessary to set an example for others (especially in the market I'm working in: Angola. (...) As I end up doing several tasks in the operation, it becomes physically hard and demanding." (P9) "I lost around 14kg in 3 months, due to the many hours of work that were done." (P15)

Psychological Health (Associated with…)	*Understand how much, impact, and how the work conditions in hospitality and tourism industries can affect employee's psychological health*	**Dealing with many people daily (different personalities, different languages, different needs…)**	*" When you work and deal with people, you have to manage and deal with different personalities, and other circumstances that also arise and that you have to manage in the moment, so there ends up being a psychological effort associated with it, yes, apart from the fact that I speak several languages, so I can get a bit mentally worn out by the end of the day." (P1)* *"Firstly, the fact that we must deal with people. It requires focus, performance, motivation... which, after a day's work, becomes exhausting." (P12)* *"Yes. We have to think a lot, manage complaints, accommodation, manage expectations, we're multi-faceted and it's not easy for anyone entering the hotel business to perform several tasks at the same time without having to write them down on paper, for example. (…) After 8 hours of hard work and not enough people to do it, it can become exhausting." (P14)* *"We have to manage a lot of people, kids with a different mindset, train people, the pressure associated with the service and the deadlines that have to be met, and it ends up being exhausting." (P15)*

				Pressure	*"In terms of pressure, it was something I felt during the jobs I did (…)" (P2)* *"(…) as well as all the stress and pressure that was felt during some services." (P3)* *"Now I'm in charge of and manage a two Michelin-starred restaurant, so there's a lot of pressure and it's exhausting." (P6)*
				Stress	*"Psychologically, I don't feel too affected or pressurized, but there are stress levels associated with it." (P5)* *"(…) people shouting, stress, the need for speed so that the service doesn't take too long..." (P11)*
				Demand Work	*"(…) especially when it came to managing group bookings, which were under my full responsibility and availability." (P2)* *"We have several processes that must be carried out and managed at the same time, as quickly as possible for the client. There are budgets to manage, proposals to draw up and present, contacting different suppliers... so that we can deliver a job that matches what is required, which becomes very stressful." (P4)*

| | | | | "(...) managed astronomical amounts of cash, I led large teams of different ages and functions, the demands of clients, the CEO, stakeholders, shifts from 3pm in the afternoon until 3am in the morning..." (P9)

"Yes, it's always demanding. In seasons when we know we're going to be evaluated, when there are 20 weeks of preparation, the work is all planned to the maximum detail, without the slightest flaw, and it becomes psychologically exhausting." (P7)

"But personally, when there are moments in my organization that end up changing our daily tasks (for example, a one-off event that requires me to be at work from 5pm and leave at 6am tomorrow, as happened recently), it's extremely exhausting and tiring both physically and psychologically." (P8)

"I think that hospitality in general is a physically exhausting job, which in turn has a psychological impact on us due to the pressure that tiredness brings." (P16)

"Psychological due to the fact it was necessary to endure several hours of work associated with a lot of physical effort (...)" (P3) |
|---|---|---|---|---|

					"In psychological terms, in the long term, working 6 days a week for 8/9/10 hours." (P16)
				Affected physiologically due to work	*"I was suffering from various signs of burnout, essentially due to overwork (...)" (P4)*
					"(...) psychologically, it's more in terms of anxiety and severe headaches." (P6)
					"There have been times when psychologically I've suffered from anxiety (...)." (P8)
					"I had burnouts almost every month." (P9)
					"Several bouts of anxiety and tachycardia when I even considered leaving the profession." (P12)
					"I also began to suffer from anxiety and had to be followed up professionally." (P14)
					"I began to feel anxiety for the first time." (P15)

					"I started to feel psychologically quite damaged out, yes." (P16)
				Mental/Intellectual Work	"On a mental and intellectual level, I feel that we have to be even better prepared to work in this area. For example, at the moment I'm working with untrained people, many of whom have limited or almost no access to things that are basic for us in everyday life (such as social networks or web tools like Excel), some of whom are info-excluded, not familiar with the subject, and at the moment it takes some extra mental capacity to be able to teach these small actions to people so that they can do what is asked of them, and sometimes it gets exhausting." (P9)
				Work Shifts	"Yes, when I worked as a night auditor for six months. Working night shifts is quite complicated psychologically and physically, where the lack of rest hours and the routine of going to bed at 9am had a big impact on my day-to-day life and routine." (P13) "I used to work shifts... I worked mornings, afternoons and I even became a night auditor working night shifts. It got to the point where I was quite exhausted because I didn't have the professional and personal balance that was necessary and that my body/organism demanded. Sleep deprivation, lack of rest, my head working 24/7, ended up having a huge influence on my day-to-day life, psychologically." (P14)

	Worklife-balance	*Understand if employee's finds possible balance their personal life with their professional life in their jobs*	**Yes, it's possible**	*"Yes, I consider possible to balance personal life with professional life in hospitality and tourism area." (P2)* *"It is possible to have this balance in the area, yes. I feel that there will always be personal time that can be utilized." (P7)*
			Possible but…	*"It's possible but very difficult." (P3)* *"I think it's possible, but it's very difficult." (P9)* *"I think it's possible if our mindset at work is to give everything, and then outside of work to be as relaxed and disconnected from work as possible. (P12)* *"It's possible, although difficult. Above all because of the schedules and time off, which may not be compatible with those who don't work in the same field as us and have other types of availability." (P5)* *"(…) But it becomes difficult if you have relationships with people from other professional backgrounds who manage their time and schedules completely differently from you." (P6)*

				"It's possible, but it depends. In terms of relationships, it's not always easy to find someone who understands your unavailability and everything that this job requires of you. This balance also depends on the particular organization and how flexible it is." (P15)
					"(...) but there has to be an understanding on the part of the family and friends to accept the unavailability that may exist for those who work in the hospitality industry." (P10)"
					"This is possible if there aren't constant last-minute changes of schedule. Avoiding disrespect for hospitality professionals and their personal lives, better planning and more human resources are needed to respond to needs." (P4)
					"Very difficult. I'd like to emphasize shift work and its timetable. When you work shifts with rotating days off, it's difficult to have routines/habits that provide a so-called "normal" life for workers." (P13)
					"As I work, the tourism and/or hotel industry has characteristics that are incomparable to other areas of business and that in itself makes it difficult for any change to happen, such as the issue of working hours and shifts. (...) So, if there

					is a balance was more valued and weighted, and some limits were placed on it, it would naturally have benefits associated with it. (P1)
					"(...) Yes, I consider possible to balance personal life with professional life in hospitality and tourism area. However, it also depends in what organization do you work in, the management that exists inside of the company and on the teams regarding the shifts and work schedules, so that balance can be possible." (P2)
				Depends on the organization and/or area, as well as team's management and organization	*"I think it depends a lot on the organization in question and, in turn, the organization that exists between teams. I've had the chance to be in workplaces that allowed me to balance my personal and professional life by working 8-9 hours a day, but I've also been in places where I spent all day at work and had no personal life." (P16)*
					"Yes. I've worked in two completely different realities. You have to pay attention to the team, the team's schedules, avoid working shifts, don't make people's work physically or psychologically exhausting." (P14)
					"I think it's possible, but it also depends not only on the organization, and the job. I think it also has to do with personal management, although clearly the organization plays a fundamental role in this." (P8)

			It's not possible	*"Generally speaking, no." (P11)*

| Leadership | Leadership Behaviours | Get to know if employee's have experience bad leadership, and the possible behaviors related with it | Abusive Leadership Behavior | *"Yes, it has happened in the past, mostly due to poor communication, understanding and interpretation." (P2)*

"(...) sometimes spoke badly or didn't act in the right way towards their staff, transmitting an energy to the employees that had a negative influence on our work." (P16)

"(...) in my first job as a waiter, I felt that my boss at the time didn't "like me very much", he devalued my work and even called me out/shouted at me in front of customers, which made me leave afterwards." (P3)

"I had a boss who had a very particular way of addressing the team in a more aggressive or rough way, who wasn't always flexible in terms of timetables, for example..." (P6)

"I had a manager who constantly attacked his employees when their work wasn't going well, and when things were going well, he took all the credit for himself." (P7) |

				Disorganization	"Basically, passing on responsibilities to people who don't have them was one of the reasons. And I think this happens a lot with managers, unfortunately, because I believe that a manager or someone who is above someone else, their job is to serve the person below them, and in my case, the complete opposite happened." (P13)
				Disorganization	"Changing schedules without my knowledge to carry out duties that weren't even mine, changing days off without my consent (even during festive seasons), taking away tips that were rightfully mine, a spirit of dictatorship towards his workers." (P4) "The way the manager didn't know how to organize the team (...)". or promote team spirit, for example." (P15)
				Not appreciating employee's work	"Lack of appreciation, an attitude of "Whoever wants to leave, let them go and I'll find new people in two days' time", which shows a lack of consideration and knowledge, a lack of awareness of everyone's duties and work." (P4)
				Suffered discrimination by the manager	"I had a chef who, although he wasn't directly in charge, worked with him, and once he said, "I'm used to seeing black people working in the pantry, now I have a black man in charge...", and approaches like

				these directly or indirectly influence everyone's work and their performance." (P9)
			Lack of involvement/lack of team spirit	*"(...) they (managers) weren't 100% involved in their team. They even didn't give us space/openness to challenge their ideas, to debate opposing opinions." (P14)* *"(...) didn't know how promote team spirit, for example." (P15)*