



**Understanding the human work psychology throughout the process of employee  
retention within the hospitality industry**

By

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## Declaration of Authenticity

I hereby declare that I am the legitimate author of this Long Essay/Dissertation and that it is my original work.

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# Abstract

The hospitality industry faces a major challenge in retaining their staff therefore, the aim of this research was to find out what is human resources doing to retain their staff and how is work psychology related to keeping the employees motivated and happy at the place of work.

Both qualitative and quantitative research was conducted to understand more on what is human resources doing to retain their employees within the organisation and also to understand from the employee's point of view on what makes them want to stay. Therefore, the researcher has included some open-ended questions in order to receive as much feedback as possible from the respondents to know what's out there too rather than from the organisation's point of view only and this was done to see whether the research done in the literature review is true or not.

There are many factors that affect the employees at the place of work which leads them wanting to quit, therefore the researcher has conducted this research into more depth about the emotions, behaviours and thoughts of the employees which are the three main important psychological aspects of the human psychology and in our lives both at the place of work and life in general. The thought of retaining the employees whilst keeping them happy is a very challenging and difficult task for the organisation as it is already difficult to cope with people in general let alone being in the hospitality industry where the main thing is to smile, motive and perform a good work to achieve the excellent customer service.

The main objective of this study will be on how the human psychology reflects both tendency at work and in our personal lives, as most people tend to take the stress of work at home and vice versa.

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# Chapter 1.

## INTRODUCTION

### 1.1 Background

Hospitality can be defined as a service providing entertainment in a friendly and generous manner for guests, visitors or strangers. Therefore, employees leave an enormous impact on the organization that they work for, as they represent it. To this end, it is the responsibility of the human resources department to not only select the right candidates but follow up their performance, as the responsibilities of the former include the recruitment, training, rewarding and retainment of staff at the organization (Tiwari, 2015). It is important, here, to consider the term 'psychology', which is defined as the scientific study of behaviour and mental processes affecting us in our daily lives. This notion is of the utmost importance since psychology aims to identify the needs of an individual. Within a work setting, this is done by setting goals to be used to motivate employees and improve their work performance. Employee turnover is a major issue for the hospitality industry which affects the organisation and may also leave a negative impact on the organization. Excellent customer service should be provided by the employees; therefore, the management must use the work psychological principles in terms of how to treat employees before and after recruitment in order to retain said employees (Arnold et al., 2005). The main challenge for the human resources department within the organization is to analyse how to best retain their employees, especially long-term ones. The main purpose of this study is to understand how work psychology can help in retaining employees and reducing employee turnover. The researcher was curious to find out what human resources staff is doing to retain employees and whether the main employment-related tenets of psychology are being used in the hospitality industry.



## 1.1. Research aim and objectives

As the hospitality industry faces a major challenge in retaining its staff the principal objective of this research is to analyse how an organisation works to retain its employees. The circumstances and practices surrounding this are considered from both the human resources and the employees' points of view. The study also comprises three main sub objectives;

### 1.2. Research Objective 1

**This is to examine the psychology thoughts of the human resources department in terms of how employees are retained within the hospitality industry.**

The hospitality industry is one of the fastest growing industries, therefore retaining employees is one of the hardest challenges the human resources department has to overcome (Tiwari, 2015). Employees' motivation and satisfaction is the major concern for the organisation. These two elements constitute the defining features of work-related psychology. As a result, human resources managers and head of departments rely mostly on solving the wants and needs of the employees, as this could help solve problems and create improvements in the workplace and give the employee an incentive to remain within the organisation (Martin, 2016). When employees start to feel dissatisfied and demotivated at the place of work problems arise, which leads to employee turnover. During this period the human resource department must gain an understanding of the situation regarding their employees and consider what action should be taken to retain its staff. The most important element to be focused on is whether the employee is emotionally engaged with the organization; if this is the case, there is a much higher chance for the employee to be enthusiastic and perform well (Mandell, 2016).

### 1.3. Research Objective 2

**This is to examine how employees' behaviour impacts the organisation in terms of the former's wants and needs.**

Some employees tend to be attracted to the hospitality industry as it allows them to meet new people, experience working in a different environment, meet new cultures and many other various things which affects human behaviour. Most of the time individuals are not aware of how much behaviour can affect others as well as our own emotions. Employee behaviour is, therefore, the main element one should consider during the selection and recruitment process. Work psychology could help in communicating and building improvements; consequently, the behaviour of employees includes the representation of the organisation in terms of how one tackles the job at hand by finding out the wants and needs of the employees (Martin,2016).

### 1.4. Research Objective 3

**This is to examine how emotions and employee engagement are important aspects of the hospitality industry.**

When an employee is engaged, the company has gained the potential for the employee to start to perform in a positive and professional way (Aurora, 2016). The commitment of the employee has a major impact on work psychology (Arnold et al., 2005). A company is successful when its employees prove to be the greatest asset, as they are the people generating profit for the company. When the employee feels engaged with the company it helps in the innovation and growth process which is used (Adkins, 2016), and measuring whether the employee is engaged could help in the improvement of the human resources element in a company as far as avoiding employee turnover goes.

## The Maltese Hospitality Industry

The Maltese islands are renowned for being an extremely popular tourist destination for many reasons. The hospitality industry is the fastest growing sector, which generates a valuable GDP to the country's economy and high inflation rate of employment. In 2019, more than 2.1 million tourists visited the Maltese islands, including Gozo and Comino<sup>1</sup> (Bay News, 2019). Sadly, this year the whole world was affected by the pandemic COVID-19, which has left a disastrous impact on all businesses, mainly the hospitality sector<sup>2</sup>. Due to this reason, tourism has suffered major losses for the country, estimated at three billion in tourist expenditure (Martin, 2020). Therefore, the number of unemployed individuals has increased, which has resulted in a hugely negative outcome for the hospitality sector.

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<sup>1</sup>Considering the fact that it is located in the middle of the Mediterranean sea enjoying a unique history whilst providing tourists with the warmth and welcoming environment characteristic of the Maltese community.

<sup>2</sup>On the 21<sup>st</sup> of March all flights were suspended to and from Malta leaving us with a 56.5% decrease from the previous year of March 2019 (NSO, 2020).

## **Chapter 2.**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The research carried out in this chapter purports to discuss all the factors in terms of how human resources departments retain their employees within the hospitality industry in relation to work psychology. This will also include the job dissatisfaction of demotivated employees and how human resources departments find that it is an asset to retain their employees in different areas of the hospitality sector. Human resources departments mainly focus on the happiness of the employees, as these are the front-liners facing the customers (Crick and spencer, 2011). Employees are being faced with new challenges everyday as the hospitality industry is growing rapidly and the pressure to provide excellent customer service increases.

The loyalty of employees within the organisation is given extremely high importance as an advantage over other competitors not only in order to avoid the costs and retaining of staff but also in terms of the experience the employees themselves gain over the years (Pace Debono, 2018). When an employee leaves knowing the job accurately this results in a big loss for the organization, therefore it has to be measured vigorously by the human resources department or head of department for a long period of time to see where employees stand at their workplace.

#### **2.2 Retention**

This is the main challenge which is faced by the hospitality industry, and constitutes the point which every human resources department must work towards using its awareness of

employment-related psychology to choose the personalities that are most suitable for the job which could make the hotel a successful one (Hoang, 2013). Employees performing a good job who are productive are encouraged to stay and offered many opportunities/ incentives, such as promotions, increase in wages, and so on, whereas employees who are not performing a good job and are unproductive are pressured to leave the organisation (Tiwari,2015). The management must ensure that it differentiates between having a valuable employee who is loyal towards the organisation and willing to perform a good job rather than one who doesn't contribute much to the organisation.

When there is constant employee turnover within the organisation it creates a major workload for the team and as a result it affects them by contributing to depression and stress during their working hours as the workload increases exponentially (Essays, 2018). The causes of having employee turnover could be one of the main causes of losing profitability and revenue. As a result of having the remaining employees have the difficulty of meeting the guest's expectations (Tracy & Hinkin, 2010).

## 2.3 Work Psychology

According to Arnold Et al 2005 “ Work psychology is the science of mental life”. Work psychology is an important element of the hospitality industry, because our life is all about our behaviours, thoughts and emotions, all of which are the main components of work psychology. The management should be vigilant to identify problems that have arisen or may arise during the working hours and are creating a hazard in the workplace (Luendonink, 2016). Applying psychology at work could help the HR management to indicate more skills such as work experience that is required from the employees hired. The awareness of such characteristics would help in advertising the job description and recruitment process.

The study of psychology would be able to help in identifying the needs of the individual. This, in turn, would motivate employers to set goal techniques which can be used for employees or the management itself to improve employees' performance in relation to customers and colleagues (Tiwari, 2015). It is essential to know employees' wants and needs, as this could

affect the type of situation they could expose themselves to. Every choice taken at the workplace must be guided by a different theory, as every individual is different.

## 2.4 Employee retention in relation to work psychology

As the major challenge of human resources within the hospitality industry is recruiting and retaining suitable employees, work psychology could be utilised in order to keep employees happy and motivated at their place of work. The commitment employees give towards the organization is one of the main aspects of their work that reaps rewards (McGregor, 1964). Maslow's Hierarchy of needs identifies the main features of employee retention, showing how this is chiefly determined by decreasing employee turnover and satisfying the employee's wants and needs (Maslow, 1943) which are as follows;



Figure 1 "Maslow's Hierarchy of needs Pyramid" (Mcleod 2018)

Needs relating to human physiology as well as safety are the basic ones required in most people's daily lives, whilst love, belongings and esteem can be built at work or in general, which improves the individual's mood as they then reach self-actualisation, the last stage where they have reached their goals (Maslow, 1943). Figure 1 describes an employee's motivation and dedication in terms of what they do. Ultimately, this leads to the last stage, which is embracing their goals. However, there are occasions throughout the process when these needs are not met, also due in part to which could also be life discrepancies that affect them at the work place. Therefore, not everyone is able to move in the right direction where the hierarchy of needs is concerned. How soon individuals manage to eventually reach that target remains to be seen (Mcleod, 2018).

When the management realises that something is troubling employees to the extent that it is affecting their job performance, the department must check whether the issue concerned is a personal or work-related one, as this could impact other team members.<sup>3</sup> Thus, the importance of listening to and communicating with the employees cannot be overstressed. The employees are the pillars of the organization, therefore well-planned employee relations promote a healthy and balanced relation between the employee, the employer and the customers. This is certainly the key to success. (Tiwari, 2015).

Delivering a good customer service and making customers feel special is, by and large, the main issue of employee turnover. If staff members cannot accomplish this they will begin to feel that the job is unpleasant and unfulfilling, which, in turn, may strongly affect their personal lives. The HR department must use employee-related psychology wisely when hiring employees, as they must ensure that they can identify the people's strengths relating to the job applied for and match their strength with the specific tasks required of them (Maslow, 1943).

## 2.5 The strategies of employee retention

The move towards strategies of employee retention could be begun by hiring the right person from the start, understanding why employees would want to stay, ensuring that benefits and the salaries are competitive and creating a scenario where employees are being valued. It is also of crucial importance to reduce stress for the said employees, demonstrate good leadership qualities and most importantly sufficiently engage the employee with the organization (GCS, 2019). Retaining the good workers could constitute a success or failure towards the organization because every organization should work on the retention strategies of the employee (Lewis & Sequeira, 2012). Employee retention begins from the first day they start work, hence the fact that attention is being given in order to ensure that employees are feeling satisfied and happy with their job.

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<sup>3</sup>Therefore, according to a search from Essays 2018, "A good understanding of the implications of human psychology would help the HR to find the root of the problem leading to employee retention"

## 2.6 Recruitment and Selection Process

The term 'recruitment' refers to matching the most suitable candidate with the right position, whereas 'selection' incorporates this element whilst also carrying the element of the right time (Zojceska, 2018). The biggest challenge during this process is the aforementioned appropriate fitting of the right candidate with the best job (Tiwari, 2015). Finding talented employees is the main challenge for the human resources department, especially candidates who are willing to go the extra mile and offer excellent customer service.<sup>4</sup>

Organisational psychology could be made very good use of in the recruiting and selecting process, as it is the study of how each person is recruited, selected and socialized into the job (Furnham & Pendleton, 2012). Writing an excellent job description is the first step towards a successful recruiting process, as it will have detailed information of what is required from the candidate before applying for the job. After the recruitment process, HR select the right people and this will help the process of retaining employees within the organization.

## 2.7 Motivation and Satisfaction of Employees

It is always hard to keep your employees motivated and satisfied. Having said this, rewarding and recognising good performance certainly acts as a boost for employee morale, together with relatively easy access to progress with the company in the form of promotions and steady wage increases. All the above certainly aid in retaining employees. Since every individual is unique in their own way, self-actualization could lead people to different directions, which would require the management to study their employees and see how they would be able to keep them motivated and satisfied with their job (McLeod, 2018). Every individual has their own concept of actualizing themselves potentially. The HR department or management of the establishment should therefore be able to know their employees, possibly guiding them in terms of moving to a different department or simply encouraging them when it is needed (Maslow, 1943). The key towards keeping your employees motivated and satisfied is applying their psychological needs to their fulfilment. even It might not seem like the easiest of tasks for the management, however, helping employees feel emotionally

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<sup>4</sup>According to Zojceska 2018 "82% of hospitality employers say that finding suitable staff is harder than ever"



safe around an environment that they are accepted in would help them reach their full potential (McLeod, 2018). Larger organizations tend to have more resources that can be used toward keeping their employees motivated and satisfied due to the offer of attractive salaries, more flexible working hours, more opportunities for career growth and different development programmes (J. du Plessis, Douangphichit and Dodd, 2015).

The theories of motivation are given a high importance as they inspire the employees to develop the achievement of their hard work performed. Herzberg's motivation theory describes a two-pronged theory which details the motivators and hygiene factors for employee satisfaction (Herzberg, 1959). The hygiene factors partly refer to the employee's motivation at the workplace. If such factors are absent, it could lead to dissatisfaction, as they constitute the psychological needs of each individual, such as pay, company policies, health care, physical working conditions, status, job security and personal relations (Herzberg, 1959). On the other hand, the motivational factors lead the employees to perform better are recognition, growth in career and promotions, an adequate level of responsibility and meaningfulness of work. When an employee tends to face all these good factors, they automatically start to perform better, which acts as reassurance for the management in terms of the fact that it has chosen the right candidate.

## 2.8 Work-Life Balance

The above refers to the equilibrium that should be maintained between an individual's job and personal life (Lockwood, 2003). Employees want flexibility and control in their personal life and also at work, especially if they happen to be employed in the hospitality industry, as the environment is very stressful, posing various challenges. An appropriate work-life balance is therefore necessary to avoid anxiety, increase job satisfaction, improve job performance and decrease employee turnover (Tiwari, 2015). The tight labour market in Malta across most sectors of the economy has led the younger generation to consider work-life balance as vital; being given the opportunity to have flexible working hours is just as important as the salary (Zammit, 2019). The importance of having a work-life balance keeps the employees in a healthy work environment as they would be able to balance their personal and work life.

There are only a few employees who are willing to work for long hours and deal with challenging customers, which is the main difficulty of the hospitality industry. Therefore, the importance of relating some personal time to themselves could help the situation in preventing employee turnover. Helping your employees manage their stress could keep them healthy, happy and able to contribute a better working performance (Whalen, 2017). The human resources department and together with the organisation's management have long realised that an employee's personal life impacts work performance and plays an important role in employee retention. A good life-work balance enables employees to devote an appropriate amount of time to their jobs, while preventing job dissatisfaction, tiredness and fatigue (Stahl, 2018).

## 2.9 Reward and Recognition

The importance of recognition and rewarding your employees could improve labour turnover, employee engagement and self-morale. Recognition constitutes a situation where employees feel acknowledged for all the hard work they are performing, with appreciation being shown towards their contribution (Travis, 2018). Recognition is more important than money because money is only being earned through the hard work performed by the employees to the customers (Patterson, 2017). The value of being recognized within the organization proves the dedication and hard work you have done throughout your work progress, which keeps the morale of the individual higher than usual. From a psychological point of a view, every individual likes to be recognized for what they do, which also acts as an incentive for the individual to give as much as possible. Recognition and reward psychology are the keys to building competitive companies, as employees perform better and feel more dedicated to their jobs.

Reward and recognition play a very important role in employee motivation and the attraction and retention of employees (Benazir and Iqbal, 2015). When the employee satisfies the guests, the management, together with HR, are constrained to recognize their skills and reward them for their performance. The best way of meeting the wants and needs of employees is the reward system, as this helps them feel that they have performed much better than those who have not (Muchiri, 2016). The reward and recognition systems have

been introduced to attract, retain and encourage the employees for what they are performing. Through this system, employees tend to feel more motivated, the staff turnover rate is lessened and staff are made to realize that hard work pays off.

## 2.10 Understanding employees whilst finding talent

The most important part of a recruitment process is assessing employees before hiring them. It is crucial to consider whether the person applying is suitable for the relevant position. This is first done through the selection process and thereafter through performance appraisals (Arnold et al., 2005). It may be difficult to find the right people, however the real challenge is to get them to stay with the organization. Many skills are demonstrated throughout the selection process, however the best person needs to display the right skills (Farrugia, 2017).

The HR department as well as the management should value every employee as a person and not just an individual working for the company (Carabott, 2017). When an employee commits an error in the management's presence before or during an appraisal, the management will find it very difficult to ignore the situation despite the fact that the employee has been performing a good job throughout the work progress. Hence the pressing need for employees to be understood and observed most of the time in order to avoid jumping to conclusions.

## 2.11 The effects of Employee Turnover

The term employee turnover is invoked to describe a situation where employees resign from their jobs at a particular company and are replaced by new employees. Employee turnover can be caused if the employees are feeling demotivated, unappreciated and devalued despite all the hard work they are carrying out. Such feelings may lead them to pursue other opportunities. A factor which greatly contributes to this is a situation where employees are not given the right training when they starting a job, which affects their working performance in achieving the wants and needs of the customer (Buttigieg, 2018). In most of the hospitality organisations departments such as front-of-house, front office, concierge, housekeeping, and leisure centres tend to present the main challenges for the human resources to train and develop skills for the reason that these departments constantly face guests and must always

provide good customer service, even though they may be trainees. To this end, it may be even harder to retain employees with the benefits and recognition each individual requires (Tiwari, 2015). All these reasons lead employees to look elsewhere for work opportunities.

Employee turnover can turn out to have either a positive or negative effect towards the organization, depending on whether the employee performs well or not. The middle-range workers, for instance, tend to stay longer with the organization (Jeetesh K, 2015). If an individual satisfies all their needs during the years or months they have worked within the organization and reached their expectations, their set of needs will push them into thinking of moving to another level and exploring something new (Maslow, 1943). Turnover can be very costly and may accompany loss to the organization as they invest time in employees by providing them with training and development. On the other hand, the organization may hire employees who already have the experience and skills, which would save them time and money. Employees also tend to leave the hospitality industry due to the workload given, overtime hours, shift working hours, night working hours and many more which can affect work-life balance (Tiwari, 2015).

## 2.12 Conclusion

This chapter analysed the detailed practices of work psychology in relation to employee retention. The findings illustrated how human resources are aware of certain implications that could lead to employee turnover and what the methods to retain employees are. In the next chapter, an explanation will be given about the methods used to gather the primary data. The aims of the methods will be discussed, together with why such methods were chosen.

## **Chapter 3.**

### **Methodology**

#### **3.1 Introduction**

This chapter will outline the methodological structure used for this study such as the research aims, objectives and the strategies used. The researcher will also discuss the comparison of the quantitative and the qualitative methodology. This will be done through research, survey, and also interviews held with human resources personnel in different five-star hotels on how they retain their employees within the hospitality industry. Furthermore, it will also analyse the data collected and limitations of this research.

The main objective of this research is to analyse what human resources departments are doing to retain their employees by applying work psychology to the Maltese hospitality industry. It will also determine how work psychology could influence employees' behaviour, emotions and thoughts and the strategies leading to employee turnover. Work-life balance, motivation, satisfaction, training, promotion and recognition, salaries and many other strategies are seen to lead to employee retention.

#### **3.2 Qualitative Method**

The qualitative method functions by evaluating human perception towards the study (Mcleod, 2019). Therefore, the methodology of this research is to gather information, analyse it and formulate a particular development. Qualitative research is used to understand the connection between sources, as well as the kind of source the person is stating (Crossman, 2020). Hence the researcher was curious to acquire an understanding of the values and feelings of selected persons through verbal communication.

The research through a qualitative method was intentionally based on the views of HR managers in different five-star hotels on how they retain their employees through their usage perception of work psychology. The researcher wanted to study this practice in greater depth by articulating new ideas and HR practices in the Maltese hospitality sector. Psychology is the study of human behaviour, which is achieved through carrying out research and capturing what individuals think and the way they react to stimuli. (Mcleod, 2019).

### 3.3 Quantitative Method

The quantitative method is used to interpret the numeric data of people working or having worked within the hospitality sector, implementing their own opinions and beliefs within the hospitality industry (Tiwari, 2015). The analysis for the quantitative methods were explained through graphs and charts, which helped the researcher to calculate the estimate number more appropriately. The aim for the survey was to examine employees' points of view on the hospitality industry, which was done by conducting a survey that helped the researcher to find the purpose of the sampling method in receiving the results. Throughout the research, the researcher will try to adopt reliable and valid scales to measure to qualities and quantities which are based on the literature review and the research questions. In connection with the quantitative study the researcher selected a survey to utilize the data collected and adapt it to the research. The data collected originated mainly from employees currently working or having worked within the Maltese hospitality industry. By adopting the quantitative research, the researcher will manage to observe and measure the data through personal involvement (Thomas, 2011).

### 3.4 Research methods

#### 3.4.1 Secondary Data

The secondary data has been gathered via other writers who have developed their own data rather than the research themselves (Hox & Boeije, 2005). Furthermore, secondary data makes it easier for the researcher to understand the particular areas which are yet to be

discovered. In this manner, the researcher obtained the information for the first part of the literature on this topic during the execution of this study. The first set of data was related mainly to work psychology, employee retention, and the motivation of employee's whilst the second set of data included books, journals and articles, academic papers and websites which provided detailed information about the related topic. The discussions obtained provided an understanding of the area of study to the researcher.

### 3.4.2 Primary Data

According to Oluwatosin Ajayi (2017), "Primary data is collected to aim in solving the problem at hand". By this it is understood that sources can be observed via questionnaires, personal interviews, etc., therefore the researcher has chosen primary data with the use of semi-structured interviews and surveys so as to gather the research and information herself. The primary data that was initially outlined underwent a slight change due to the current circumstances of COVID-19 which affected the face-to-face interaction with the HR managers. It should, however, be noted that the change of methodology has been alternated, in which one of the semi-structured interviews was carried out face-to-face before the start of the pandemic on the Maltese Islands, whilst three of the interviews were held via Skype call. The answers to the other two interviews were received via email. The semi-structured interviews extract the verbal information being brought forward for the interviewer and the person providing the information (Longhurst, 2010). Six semi-structured interviews were conducted with HR managers operating in different five-star hotels in the Maltese hospitality sector. The researcher developed the information that was required by the interviewee in a composed manner. The interview were then carried out by meeting with the HR managers at the agreed time. This helped the researcher to observe the facial expressions, body language and honesty provided in the answers to the questions conducted. Furthermore, the researcher adapted a survey for employees working or having worked within the hospitality industry to contribute their honest answers anonymously, which then helped the researcher to gain an estimate of the measurements collected from every respondent. The survey method is usually used to collect quantitative information about items relating to a population (Oluwatosin Ajayi, 2017).

### 3.5 Data Analysis

The data analysis is the process of resolving the data gathered into components by revealing the characteristics of its elements and structure (Dey, 1993). The analysis for the qualitative data that was gathered from the interviews was carried by the process of confined analysis with reference through the secondary data in relation to the study. As for the quantitative data, once the data had been collected it had to be conveyed into the data analysing tool. In order for the research questions contained within in this paper to be examined, the measurements are taken into consideration by the researcher to come up with the findings and results of the data collected, which will also be demonstrated by graphs. The main aim for this research was to evaluate how employees can be retained within the hospitality industry from both the employees' and organization's points of view.

### 3.6 Limitations

A multitude of limitations were encountered during this research for the semi-structured interviews, due to the unexpected circumstances of the COVID-19 pandemic. These mostly concerned the fact that the researcher had planned to meet each HR manager to conduct questions regarding the study that were initially supposed to be face-to-face. Another limitation was encountered throughout the research, as the researcher tried to gather as much information as possible from the questionnaire with minimal responses, considering that it is quite a low number for people who are working specifically within the Maltese hospitality industry. This was linked to the selected samples through the online survey from 'survey monkey', which was open for a very limited period of time which the participants had in which to complete it. The researcher carried out the literature from every data that has been gathered in order to maintain relevance to this particular research.



## Chapter 4.

# FINDINGS AND DISCUSSIONS

### 4.1 Introduction

In this chapter the data collected will be analysed from all the respondents of the survey and the interviews together with the discussions and the results collected. The researcher has used graphs and tables for the questionnaires to show the findings of the survey which will also help the reader to understanding the results accordingly. The results of the interviews of each question will also be evaluated from a psychological point of view in terms of the retention process of employees within the Maltese hospitality industry. This will add to the discussions of the topic by relating the three sub research questions to the recommendations and suggestions that will be developed from the discussions.

### 4.2 Interview Findings

#### **4.2.1 How strongly is an organization affected by a high employee retention? Please give as much detail as possible.**

In this question the answer tended to be along the lines of the fact that training costs a lot of money, therefore the organisation is greatly affected by high employee turnover. Participant 1 and Participant 4 focused mainly on the talent that each individual displays in their working performance, as when you have 'a team for a span of years there will be the same service with the same level products offered to the guests'. Participant 2 and Participant 3 said that employee retention would affect their costs in terms of training, hiring staff and so on.

The main thrust of the replies from participants 2 and 3 was that when you have employees who have been working within the organisation for a long period of time these tend to gain knowledge and a lot of information about the resort which the organisation would not want to lose. The level of expertise mentioned helps the organisation generate more revenue as the employee would have very definite skills and knowledge about the way they should perform the job. Furthermore, Participant 5 and 6

declared that employees who have been in the same company for a long period of time are usually used to a particular procedure of working, which could affect them badly if they have to learn new procedures being introduced within the company. The latter would certainly affect the organisation.

**4.2.2 Do you organise one to one meeting with your employees every now and then to see whether they are happy at their place of work? If yes, please explain.**

This question was answered by many different human resources. . Participants 1, 3 and 6 emphasized that the one-to-one meeting is mainly held at the beginning of their career to see how they are developing and how they feel at their place of work. In addition, participant 1 and 4 said that it is held when a department is going through some difficulties. In this case, management's tactic is to sit down with their employees and speak to them about the difficulties they might be facing. Participants 1,3,4,5 and 6 mentioned that apart from the human resources being involved, the head of department organises a departmental meeting so that the employees can feel more comfortable to speak to their direct supervisors or managers. However, participant 2 stated that the meetings are not official, thus 'their office is always open for the employees to approach them in case of any concerns'.

**4.2.3 Do you train your employees when starting the job? If so, what kind of training are they given?**

In this question all participants answered that, first and foremost, all hotels focus on the induction training, whereby all employees are given information about the resort, such as show-rounds, so that they can get to know the company they will work for, the brand and details about it. In addition, they are also provided with compulsory on-the-job training. Furthermore, participant 1 added that they provide good incentives to their employees, such as a 'booklet to each employee to give them the option whether if they choose to advance in their career, they would have all the information step by step on how the training is done' whilst participant 2 also trains them for health and safety procedures in which participant 6 does not train for.

Participant 3 also added they have the 'yes I can' training which is mainly based on customer care. Moreover, participant 4 said that they offer soft skills training to their employees, which is offered from the brand itself, emphasizing online training a great deal. In addition, participant 6 mentioned that employees experience the Standard Operations Procedures of the brand with their operational

coaches, as everything they do which is based on their working performance is followed by the organization's standard.

#### **4.2.4 What is the main reason why employees tend to leave the organisation?**

In this question the main answer was that employees tend to leave the hospitality industry in general, opting for a better salary and better opportunities. Participant 1 and 6 commented that the ones leaving are mainly the foreigners, who tend to relocate to another country and leave Malta for good, whilst participant 6 also added that, as the company is well-established, they are a lot of retirees. Participant 4 stated an important factor in the reason for employees to leave the organisation would be to move to smaller companies that are willing to retain the employee by offering them phenomenal salaries. Participant 3 commented on the hours involved in the hospitality industry. The latter requires a lot of hours to dedicate to it, and some employees may not be able to keep this up, as they would want to spend time with their families. Moreover, participant 5 mentioned that employees may also leave if they would feel that the management is not providing them with enough leadership and opportunities for growth .

#### **4.2.5 Do you attempt to assess your employees from a psychological point of view before hiring them? If so, how?**

The answers to this question varied greatly. For instance, participant 1 said that when a candidate applies for a vacancy and the hr team conduct the interview, they need to ensure that the specific individual will fit with the team, even though they might be very good for the role which is being taken into consideration. Participant 2 said that trial tests are provided for certain positions; also two interviews are conducted for each individual. This was very similar to participant 3's answer, which stated that two interviews are also provided for certain positions which are held with the head of department, human resources manager and the hotel's general manager. Participant 2 said that these consider different aspects.

Participant 4 commented that 'for most of the positions we try to hire is mainly for the attitude which is something we really believe in finding in the individual' however the main thing which helps the hr in knowing the employees before hiring them is that the brand itself has a mother assessment which is a psychological personality where the applicant is given a set of questions, situation and how the applicant would handle and react to it. This assessment tends to be followed precisely, as the

recruitment process would not be allowed without these results being finalized. Also, in this manner the hr manager would determine whether the applicant is fit for the position or otherwise. If prospective applicants pass the test, even though they would not have the experience the necessary training is provided. On the other hand, Participant 5 stated that they use a 'skills matrix where the employees at the interview stage are being assessed on their appearance, performance and behaviour', whilst participant 6 believes that they wouldn't know the person until the individual starts working; hence why the importance of the probation period.

#### **4.2.6 Do you think your employees are the biggest success of the company? If So, Why?**

The answer here all agreed on the fact that their employees are the organization's biggest asset, as they have proved to be its biggest success. Participant 1 also added that when they have employees who they feel have potential and wish to follow additional courses, the brand sponsors and supports them. Participant 3 and 6 added that 'you could have the best and most beautiful restaurant or resort, however if the team is not involved then it doesn't mean anything' even though they have to push the associate to give their best.

Participant 4 have 7 pillars which are associated to take care of their guests and one of their special pillars is called the 'take care pillar' where they really believe that if they 'take care of their associates, they will take care of the guests' even though they were struggling during the pandemic period of COVID-19, however they do believe they will be back on track. Furthermore, participant 5 highlighted that the most important factor is 'achieving goals and only the successful employees build the brand via their positive attitude'.

#### **4.2.7 On a yearly basis, what is your labour turnover?**

The answer for this question was disclosed in different percentages, however participant 1 said that they do not have a high labour turnover, whilst participant 3 and 4 stated that it stands at 27%. Participant 5 had the highest percentage which was between 25 – 35% and participant 6 the lowest at 15% despite the COVID-19 pandemic. Participant 6 also added they are not aware what the percentage might be for this year due to the loss of revenue.

#### **4.2.8 Is there a process in terms of how you retain your employees? What do you do when employees hand in their resignation?**

The most common answer collected in terms of the retention of employees is that events are being organised together with recognition and promotions, making the employees feel as welcome as possible within the company and most importantly listening to them. Participants 3 and 4 also mentioned that the most important factor is that employees feel a sense of belonging towards the company, which includes the phase of retaining. Participant 3 believes that a tactic used in retaining their employees is that they have the most pleasant staff restaurant in Malta and also provide employee assistance programmes, offering psychological help to employees who require it. In addition, participant 1 mentioned that when the chefs attended the culinary art awards, they accompanied them in a show of support.

Participant 4 also added that they try to ensure that employees will remain with the company from the beginning of their journey. Following the process of employees handing in the resignation form, most of the companies conduct an exit interview in which is held with the employee when the form is given out. Also, human resources tries to gather as much information and feedback about the resignation, trying to determine whether it is possible to convince them to stay with the company. Participant 1 also added that during their exit interview the employee is asked whether it is possible to be able to keep their contact details in case of an eventual rehiring.

#### **4.2.9 How do you try and keep your employees engaged towards the company?**

This question prompted the answer in terms of high employee involvement within the company. Participant 1 mentioned that they believe in keeping their employees engaged towards the company through the training provided. In addition to this, they try to communicate with them as much as possible. In addition to this, there is a system which is called bookkeeper, consisting of a page where employees can all communicate together, provide information and also have an idea of who the first aiders in the hotel are. Another good incentive offered to employees is that the brand itself provides a survey which the employee is required to take. Once this is done, scores are given to the human resources department to analyse an action plan in terms of how to improve the situation in question.

On the other hand, participant 2 engages employees by motivating them, praising and acknowledging their work, whilst participant 3 shares views and plans in order to keep them involved in what's happening. The general belief is 'that when they involve their employees and empower, they will gain certain respect which is being paid back by being loyal'. Additionally, participant 4 added that they

motivate their employees if they wish to move to another department and change their position, supporting them throughout the process and welcoming them if it is feasible. Participant 5 and 6 mentioned that they hold events to ensure that enough training is provided, even though 'it is never enough to learn'.

**4.2.10 Do you constantly give opportunities to your employees to grow within the organisation? If so, how?**

All answers were based on the fact that all vacancies are issued internally at first and externally afterwards. However, all the perspectives identified differed from one another; for example, Participant 4 mentioned that they give a chance to their employees 3 days to apply and after the 3 days they issue the vacancy externally 'to see what's out there and so it is fair too', thus if they think the associate is suitable for the job applied for they will hand over the opportunity. There have also been cases where the associate applied more than 3 times for the vacancy and was accepted on the third try. The first and second times this happened, the management would sit down with the employee and give feedback in terms of what to improve the next time around.

Participant 1 mentioned that when they see that employees have potential, these are encouraged to start off with training at a supervisory level and, following this, management. This is also done by having them gain exposures to other departments in order to acquire knowledge of how other departments work. Participant 3 also believes that if 'sometimes there are gaps for the associates to fill and to reach that gap they would provide training'. Participant 2 and 6 mentioned that all their supervisors and managers started off from junior level and were promoted over the years.

**4.2.11 Do you pay your employees over time hours?**

All participants said yes. However, participant 4 and participant 5 added that managers are not entitled to overtime hours, but participant 4 mentioned that if the hotel is carrying out refurbishment in the hotel and associates wish to work extra hours they are entitled to 1.5 hours, however the human resources department does not enforce the option.

**4.2.12 When recruiting the employees do you look specifically for education, or experience or both? Based on your answer, kindly explain why.**

All six participants mentioned that both are considered, but that this is also dependent on the role the candidate applies for. In an accurate explanation, participant 1 said if they receive two curriculum vitae for the position of a customer sales agent and they see that has the required experience and

the other has a good level of education, experience and languages then they would obviously choose the candidate having both a good educational level and experience as well as languages. Participant 1, on the other hand, also stated that they can only decide during the interview phase, as they mainly look out for the suitable values. Furthermore, they have also had cases where candidates who applied for the kitchen role were asked for a trial test before recruitment. As for managerial positions, the candidate is asked for a psychoanalytical test before recruitment to see whether they have the potential for the job. Participant 2 and 3 mentioned that both are considered, however the most important factor is to have a positive attitude. According to participant 2, “When someone is willing to learn they become your best ambassadors” whilst participant 3 said “One needs to have the package because you can always teach skills unless it’s a highly skilled job but if you don’t have the right attitude then it’s harder to teach a change of attitude”.

Furthermore, participants 4,5 and 6 mentioned that it depends on the role they are looking for, as participant 5 mentioned that to become a food & beverage server all they require is experience, however, to become a human resources manager they require both education and experience. Participant 6 added that as a human resources manager she has not accomplished a high educational level, but is self-taught. Participant 6 also agreed that the higher the grade, the higher the targeted level of education. Participant 4 also added that employees with an education make decisions in a different way to someone who does not have a strong educational background, however within the hotel there are highly skilled managers who did not pursue an education but are still doing a good job.

#### **4.2.13 What is human resources doing to minimise staff turnover?**

Participant 1 mentioned that the department tries to keep contact with its employees by being on the floor and most importantly by listening to them, to check whether they have problems at their place of work or issues of a personal nature. If the latter, they would try to see what the problem is and help as much as possible. They also ‘provide them with a health week where they measure their blood pressure and sugar and tell them how to be healthy’.

Participant 2, 3 and 6 said that they create a welcome company which would allow them to grow within their career, and try to engage with them as much as possible. Participant 3 also added that they promote a positive attitude within the company, so that employees feel that they are welcome valued, whilst participant 6 believes that “if you keep them engaged somehow you keep them there by listening to them”. If associates feel like they are being ignored then they will leave and just end up going to work by getting paid and finishing the shift.

Furthermore, participant 4 mentioned that they encourage each departmental manager to come up with an 'action plan', where if in any case an associate is not happy, the problem concerned would have to be tackled, in order to ensure that staff remain with the company. Participant 5 minimises turnover by "encouraging generosity and gratitude, recognizing and rewarding and offering flexibility", as the top priority is to keep their employees happy.

#### **4.2.14 When seeking to organize something for the organisation, such as staff parties or other events, do you involve your staff?**

The answer here was yes by all participants, who explained that they are all involved in a social committee, which involves having the employees giving ideas and suggestions about the events that are being organised. Participant 1 and 6 mentioned that they wait for representatives from each department, meet up once every month and discuss what type of events they can come up with to see whether it is possible to organize or not.

Participant 6 also added that it's something different for the employees, and therefore enjoyable. Participants 2 and 5 mentioned that they have a sports and social committee where they meet to plan and support the events they opt for, whilst participants 3 and 4 said that they get feedback before organising events and by choosing the event the majority ask for, they also ask the employees what venue they have in mind in order to hold the event, and put forward suggestions.

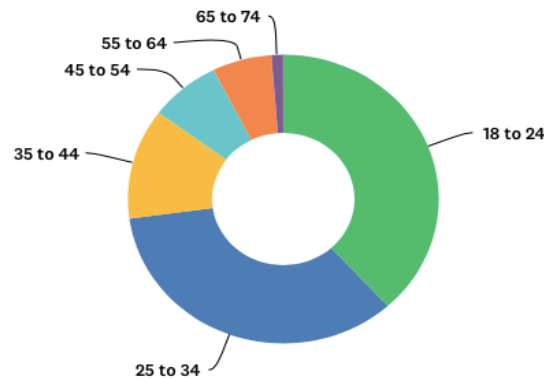
### **4.3 Questionnaire Data**

The survey was created online, through a website called 'surveymonkey.com', The survey questionnaires were distributed on social media. The main aim was to collect as many responses as possible by those who are currently or have worked within the Maltese hospitality industry. It is essential to keep in mind that the first question started off by asking the age of the respondents. The majority were between the ages of 18 and 24, which is the most common age group working within the hospitality industry. This brings us to the fact that they start at a young age to build a future career within the industry. In the survey, some of the questions were open-ended, which required the respondents to provide their own comments which were distributed according to the appendix indicated. Also, the respondents had the opportunity to select more than one option for some questions where the researcher will present the findings.



## What is your age?

Answered: 81 Skipped: 0

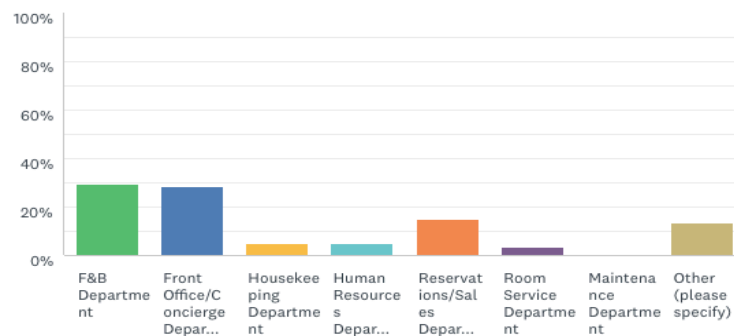


ANSWER CHOICES	RESPONSES
▼ 18 to 24	38.27% 31
▼ 25 to 34	34.57% 28
▼ 35 to 44	12.35% 10
▼ 45 to 54	7.41% 6
▼ 55 to 64	6.17% 5
▼ 65 to 74	1.23% 1
▼ 75 or older	0.00% 0

Table 1: Question 1 of the survey

## Which department are you currently working in/ or have worked for within the hospitality industry?

Answered: 81 Skipped: 0



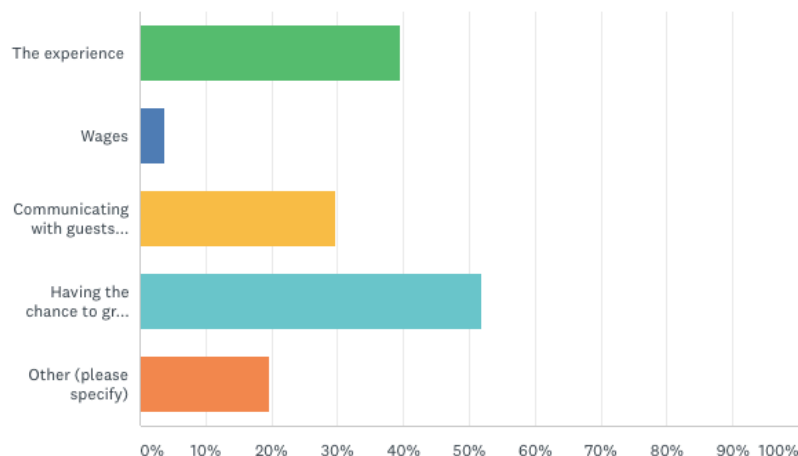
ANSWER CHOICES	RESPONSES
▼ F&B Department	29.63% 24
▼ Front Office/Concierge Department	28.40% 23
▼ Housekeeping Department	4.94% 4
▼ Human Resources Department	4.94% 4
▼ Reservations/Sales Department	14.81% 12
▼ Room Service Department	3.70% 3
▼ Maintenance Department	0.00% 0
▼ Other (please specify)	Responses 13.58% 11

Table 2: Question 2 of the survey

In this question the researcher provided the choice of departments for the respondents and an additional option which allowed respondents to specify the department themselves. 29.63% respondents selected the Food and Beverage department, following 28.40% respondents in the Front Office/Concierge department. In addition, 4.94% for Housekeeping and Human Resource department whilst that of Reservations and Sales department was chosen by 14.81% and 3.70% in room service. The total amount of 13.58% respondents specified other departments which varied from back of house to front house departments (Appendix H.2).

What encouraged you to be part of the hospitality industry, Based on your answer, explain why?

Answered: 81 Skipped: 0



ANSWER CHOICES	RESPONSES	
▼ The experience	39.51%	32
▼ Wages	3.70%	3
▼ Communicating with guests more often	29.63%	24
▼ Having the chance to grow within the hospitality industry	51.85%	42
▼ Other (please specify)	Responses 19.75%	16
Total Respondents: 81		

Table 3: Question 3 of the survey

This question clarifies the reason for what made respondents choose to work in the hospitality industry, with the most common choice of 51.85% stating that they felt they had the chance to grow within the hospitality industry, therefore employees are aware as the industry is growing fast and rapidly that the opportunities to grow are much broader and offer a vast range of opportunities. The least common choice was the wages, as the hospitality industry does not offer the best salary, and that is why it is always an issue to retain the

employees. 19.75% respondents elaborated upon their opinion, and the most common answer in this case was that they like to meet new people and meet different challenges every day (Appendix H.3).

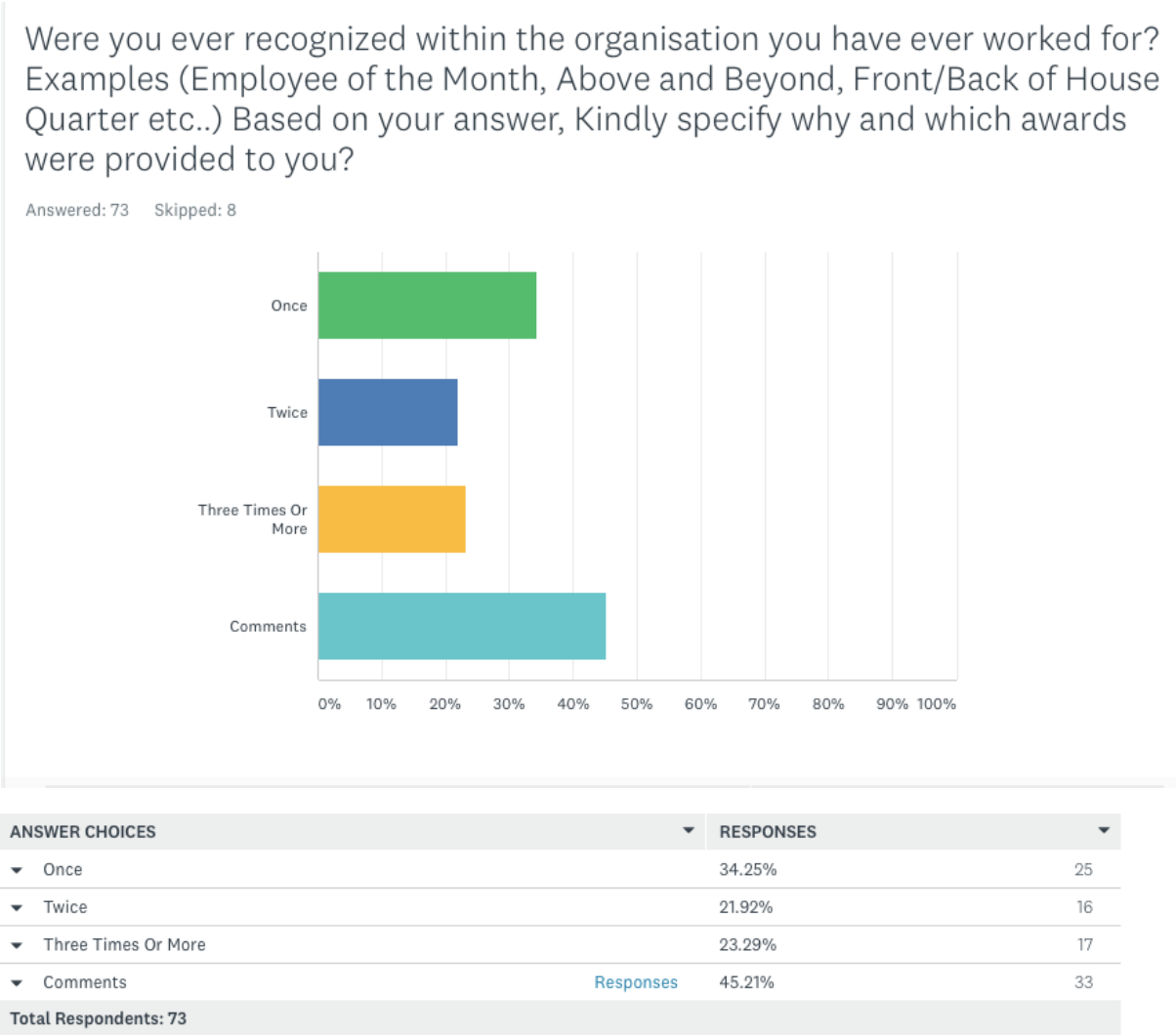
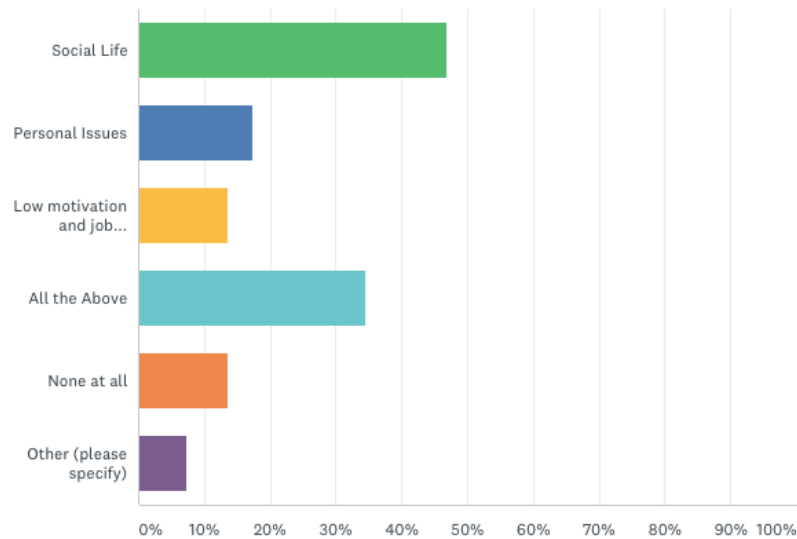


Table 4: Question 4 of the survey

This question was asked to get a sense of whether employees are being rewarded and recognized for their work. 73 out of 81 respondents answered this question. The replies were measured by how many times they were recognized. As for the comments, which were added by 45.21%, these tended to vary quite a bit, with the majority of the respondents mentioning that they had been rewarded or recognized for employee of the month, front and back of house quarter (Appendix H.4).

Do you think that working within the hospitality industry impacts one of the following:

Answered: 81 Skipped: 0



ANSWER CHOICES	RESPONSES	
▼ Social Life	46.91%	38
▼ Personal Issues	17.28%	14
▼ Low motivation and job satisfaction	13.58%	11
▼ All the Above	34.57%	28
▼ None at all	13.58%	11
▼ Other (please specify)	Responses 7.41%	6
Total Respondents: 81		

Table 5: Question 5 of the survey

This question was an open-ended one in order to find out what impacts the employees whilst working in the hospitality industry, as well as what leads them to quitting and leading the organization to employee turnover. All responses were mixed, but the majority said that it affects their social life, whilst 34.57% selected all the options of affecting their social life, personal issues, low motivation and job satisfaction. 7.41% respondents specified other reasons that impact them in the hospitality industry, which were mainly mental health-related ones that affect their personal life and low wages (Appendix H.5).

When you started your current job were you provided with the following:

Answered: 81    Skipped: 0

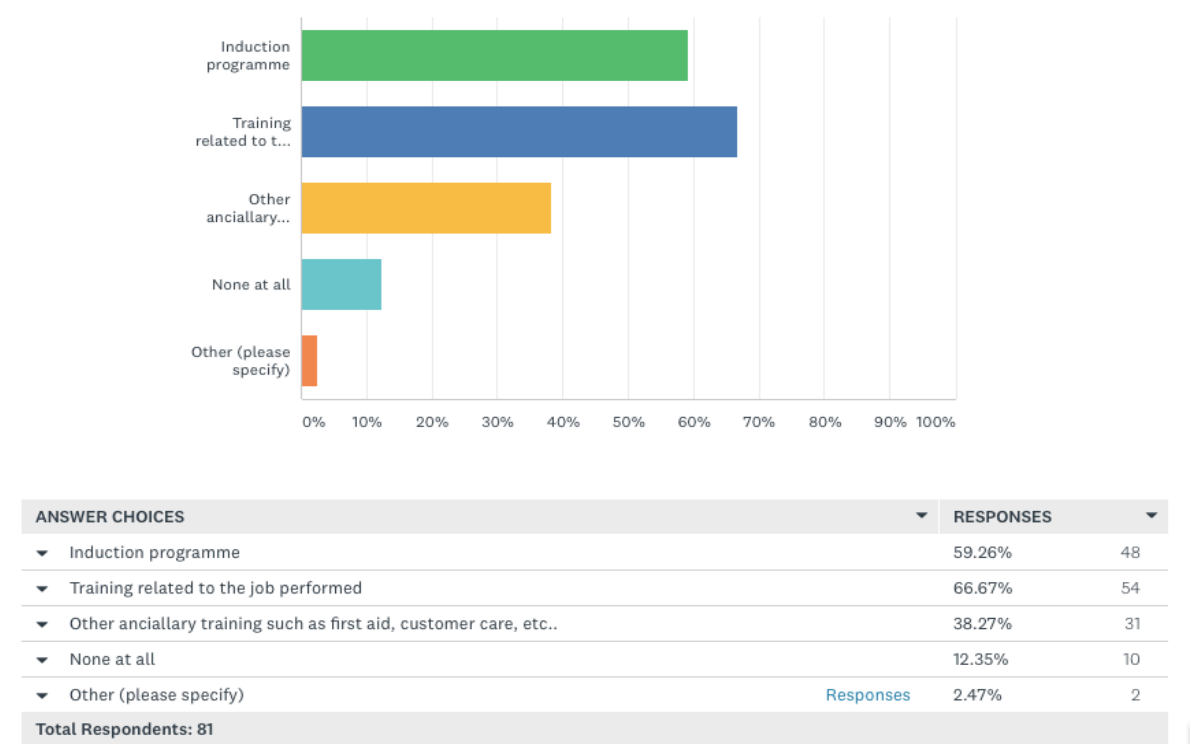


Table 6: Question 6 of the survey

The most common answer was on-the-job training, with 66.67% respondents being offered whilst the least common answer was 12.35% of respondents said no training was provided at all.

How confident did you feel when you started work with the training provided from a scale of 1-5. (1 Being the lowest)

Answered: 81    Skipped: 0

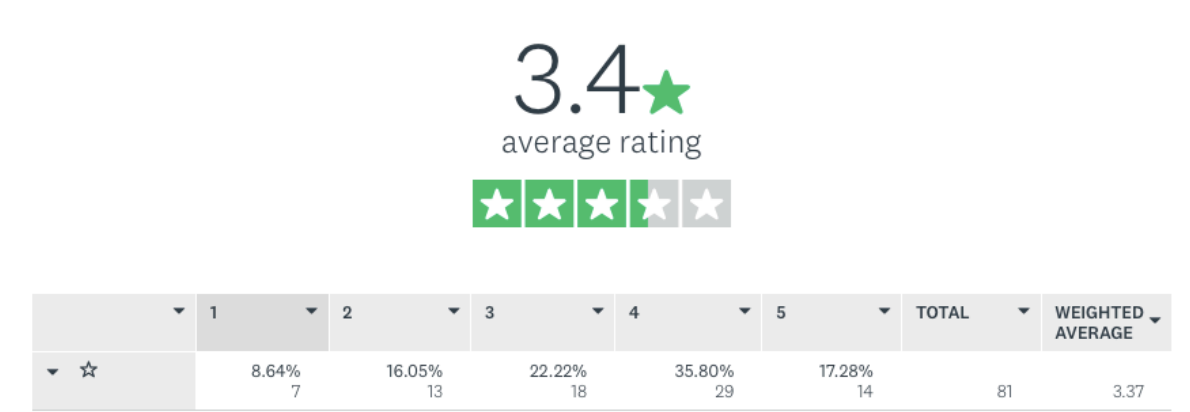
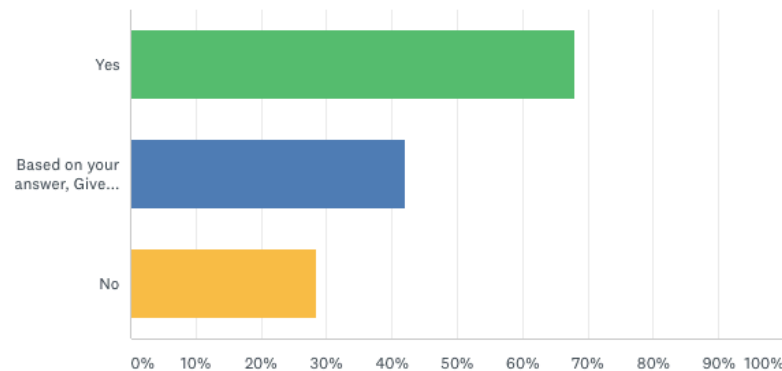


Table 7: Question 7 of the survey

When working/ having worked with the relevant organization, do/ did you feel happy to be following strictly controlled procedures?

Answered: 81 Skipped: 0



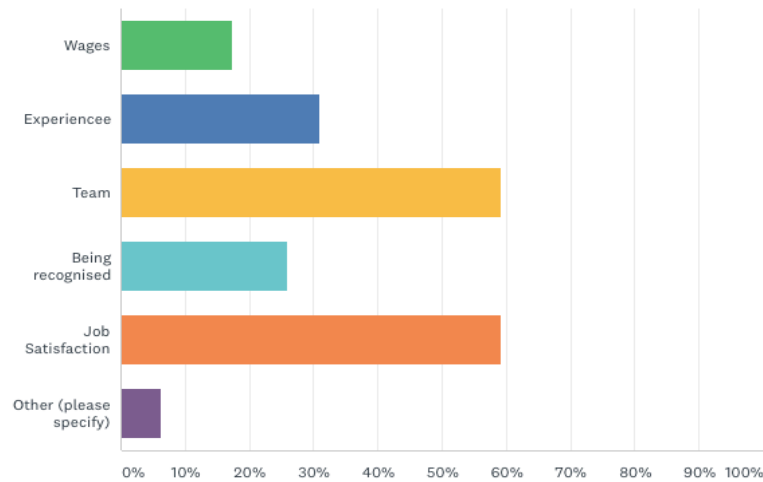
ANSWER CHOICES	RESPONSES	
▼ Yes	67.90%	55
▼ Based on your answer, Give reasons	Responses 41.98%	34
▼ No	28.40%	23
Total Respondents: 81		

Table 8: Question 8 of the survey

The researcher left this question as an open-ended one. The respondents were asked for the reason as to why it makes them happy or not to follow strictly controlled procedures. 41.98% respondents provided their own reasons for which the majority of respondents agreed that they do feel happy following strictly controlled procedures, because it makes for a safe environment and a knowledge of what to do, as that way things are under control, while the remaining candidates provided other reasons in which some respondents do not agree with the fact of having controlled strict procedures although it is still good to have them as standards (Appendix H.8).

## What motivates you the most or have motivated you during your working hours?

Answered: 81 Skipped: 0



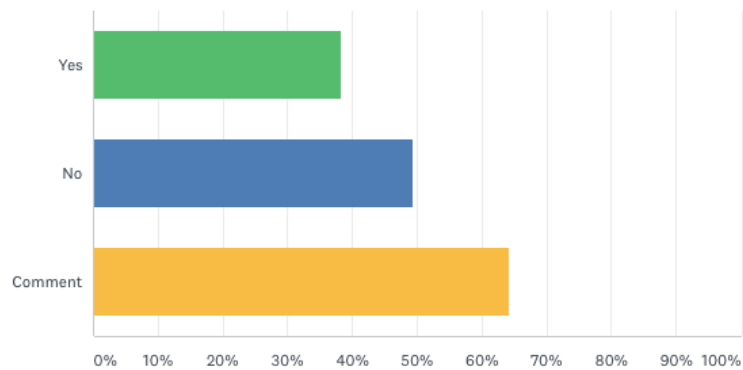
ANSWER CHOICES	RESPONSES	
▼ Wages	17.28%	14
▼ Experience	30.86%	25
▼ Team	59.26%	48
▼ Being recognised	25.93%	21
▼ Job Satisfaction	59.26%	48
▼ Other (please specify)	Responses 6.17%	5
Total Respondents: 81		

Table 9: Question 9 of the survey

The respondents had the benefit of choosing more than one option, however out of all the choices given, the most common choice was job satisfaction and the nature of the team that motivates them most. A total of 5 employees out of 81 respondents decided to provide their own choices, which consisted: teamwork, being recognized and job satisfaction (Appendix H.9).

Is it worthwhile to work within the Maltese hospitality industry? Based on your answer, please specify why?

Answered: 81   Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	38.27%	31
No	49.38%	40
Comment	Responses 64.20%	52
Total Respondents: 81		

Table 10: Question 10 of the survey

In this question, the respondents were asked whether they think it is worthwhile to work within the Maltese hospitality industry, since this is strongly influencing employee turnover. 38.27% agreed, whilst 49.38% disagreed. The majority of the respondents declared that they think it isn't, for the simple reason that low wages, especially compared to other jobs and long working hours (Appendix H.10) .

4.4. Discussion

The interviews were completed with six different human resources managers working in five-star hotels within the Maltese hospitality industry. The data gathered were mainly on what human resources departments do to retain their employees. The main purpose of five-star hotels was to identify the difference between whether employees are being retained within the organisation according to different psychological aspects from every human resources manager.



Human resources managers look for many different ways in which employment-related psychology can be used to retain employees and reduce employee turnover. These include events, promotions, rewarding, communicating and involving them in different aspects as much as possible in order to succeed in retaining the employees. There is the need for the employees to feel valuable because they are the main pillars of the organization.

As for the questionnaires, all of the 81 respondents worked or are currently working within the hospitality industry, most of whom work in the food and beverage department following the front office and concierge department. As mentioned in the literature review, these departments are the hardest to train as they are always in contact with guests, however, the human resources department mentioned that they still give the right training which is necessary. The main factor that encourage the respondents to form part of the hospitality industry is the fact that they knew they have the chance to grow in their career and in the experience gained by being part of this industry. This could be contemplated as a limitation, due to the fact that the industry has much more to offer that has not been established as of yet, thus the researcher will discuss this further on in the research.

An important note is that the majority of the respondents that have worked or are working within the hospitality industry are between the age of 18-24 years old. This indicates that most of the employees may still be studying and working and therefore earning minimum wage. According to the results, working within the hospitality industry impacts many concerns (Appendix H.5). The respondents chose the main option as impacting their social life, whilst working within the hospitality industry also affects their personal life. Having a low motivation and no satisfaction in going in to work are facts leading to employee turnover. With all the data gathered, all three research questions were answered. This includes the two different data methods which were based on a similar concept. By showing that the right information was accumulated, psychological elements for employee retention could be acknowledged, and employee turnover within the organization be avoided. The differences in the data gathered led the researcher to formulate the sub-research questions, which were analysed accordingly.

**This section deals with the examination of how human resources departments can utilise employment-related psychology in order to retain their employees within the hospitality industry.**

Concerns about problematic issues leave a huge impact on an individual, especially during work time, however one must work to earn a living and we think about what we do every day of our lives (Arnold et al., 2005). In this proposal, the researcher will acknowledge both interviews and the questionnaires by applying them in line with this question. In the interviews the hr look for the process of selecting and recruiting. This requires a lot of thought to be built, as it is the most challenging circumstance that human resource and every head of department goes through as 'you can never tell what the person will be unless they start the job'. Notwithstanding this, in some five-star hotels, as mentioned in the interviews, some human resources personnel apply trial tests to see whether the candidate is fit for the job or not but they try to 'ensure that they will remain with the company from the beginning'.

Moreover, it was mentioned that employees are the establishment's biggest asset, as without them the organization wouldn't be successful, therefore in order to have employees who are motivated, the organization must recognize their work and reward them for it. This can only be done by 'being on the floor' and observing their hard work. In certain circumstances, there are employees who go through personal problems or other issues. The human resources department must observe the situation and try to fix it if possible, as work psychology is all about the needs and wants of the individuals, therefore if the employee's needs are to be 'taken care of then they will take care of the guests'. Positivity and achievements can only be built through communication and feedback.

From the questionnaire, respondents' feedback was mainly based on what motivates them mostly during their working hours (Appendix H.9) as when the employees are motivated, they perform well. Factors such as being part of a good team, gaining experience, having job satisfaction and being recognized for one efforts are all of paramount importance with aspects all together. Employees tend to perform better and feel happier in what they do when

they have support from their team. This is one of the most crucial aspects of employee-related psychology, as an individual seeks support. In that way, emotions can be tempered with the help of the team or the management, such that employees have an incentive to last longer within the organization. In this manner, they feel as if as they are not just colleagues but also form part of a 'family and a sense of belonging'. In fact, the most common option selected by the respondents in terms of what motivates them at work is the team. Earlier in this study, the researcher discussed the motivation and satisfaction of employees. The importance of motivation and satisfaction is evaluated by wages, company policies, working conditions, personal relations, promotions, responsibilities, training and the meaningfulness of the work. When the employee is provided with these factors, their performance is better and they strive for the success of the organization (Herzberg, 1959).

**This section examines how employee behaviour impacts the organization with the wants and needs of the employees.**

From the qualitative and quantitative data collected, the main conditions that affect the organization when there is a high employee turnover are: costs of training and hiring and the loss of talent and information which the employee gains about the brand. These were discussed and mentioned by all interviewees as the most common issues affecting the organization when an employee decided to quit, however it is important to note that other conditions were that could prevent employee turnover were mentioned, such as engaging with employees, listening to them and involving them in what the organization is doing. Goods and services solve one's individual problem, therefore to make life easier and permit us to function in day-to-day life, the researcher discussed in the literature review that Maslow's hierarchy of needs posits the ideal model for work psychology, by relating it to the wants and needs of an individual (Maslow, 1943). In the hierarchy below, one can see and understand Maslow's hierarchy of needs in relation to retaining the employees which were mentioned in the primary data gathered.

Figure 2: Maslow's Hierarchy of Needs with the primary data gathered

Human Resources		Employees Responses
This was discussed when the employees give in the resignation form and move on to better opportunities and better salaries because they desire to do better	<b>Self-Actualization</b>	This was based on the opinion of the employees whether they think it is worthwhile to form part of the Maltese hospitality industry. The majority replied in the negative to this, as there are better opportunities abroad than locally (Appendix H.10).
Promotions, recognition and freedom were discussed in terms of the fact that the establishment issues vacancies internally. Also, employees who show potential and work hard are rewarded for their hard work	<b>Esteem</b>	The questionnaires revealed that a good percentage of people who work or have worked within the hospitality industry have been rewarded and recognized (Appendix H.4)
The teams and sense of belonging was discussed a couple of times. The most important factor is that the employees fit with the team and feel like a family while at work.	<b>Love and Belonging</b>	The questionnaires discussed what motivates them mostly during their working hours. The replies focussed on the nature of the teams and job satisfaction therefore a sense of belonging and teams are the most important factor for the employees within the industry (Appendix H.9)
Health and safety precautions were discussed, which is part of the training some organisations provide and which is useful both for the employees and the guests' safety needs	<b>Safety Needs</b>	38.27% mentioned that ancillary training is provided. However, the majority mentioned that they are only provided with the training which is directly related to their job (Appendix H.6)
Physiological needs were not discussed much. Hr mentioned that when employees give in the resignation form and see that the issue relates to the salary, they try to fix it so that the employees remain with the company	<b>Physiology Needs</b>	Employees need to work to earn a living. They also need to work if they are sick. An individual must ensure that their basic needs and wants such as water, food, shelter, clothing, reproduction and air are being met.

To sum up, how employees' behaviour affects the organisation is mainly all related to Maslow's hierarchy of needs, both in a direct and indirect sense. This shows that the hr department bases its thoughts on the above table, and employees look for their comfort and progression.

**This section examines how emotions and employee engagement is of such importance in the hospitality industry.**

HR departments give an importance to employees' emotions, as the latter represent the organisation. This is measured by the HR department, which holds one-to-one meetings one month after they start working. As regards longer-term employees, the head of department organises meetings with the whole team to see how they are feeling and where they stand. This is because an organisation wouldn't exist without their employees and when they are dedicated to what they do then the organization receives loyalty and respect back. The methods of HR in terms of acknowledging their employees are listening and supporting them, being able to offer promotions, recognizing their work and rewarding them for it whilst organizing events so as vary the social environment.

Employees are also made to feel as welcome as possible. This is mainly through inspiring them to give them the best, ensuring that they are doing the job suitable for them and that enough training is provided to them whilst knowing that the training they receive is for their own good. Sharing the organization's plans with them also helps the employee's emotions because that way they feel involved and engaged more, however according to the questionnaires many factors affect them when working within the hospitality industry, as 49.61% mentioned their social life (Appendix H.5). This shows that the hospitality industry tends to demand long working hours of its employees. As mentioned in the interviews, however, they are paid overtime hours as per legal requirements.

From the questionnaires it was concluded that most of the respondents do not think it is worthwhile to work in the Maltese hospitality industry due to the poor wages and long hours. (Appendix H.10).

## Chapter 5

### Conclusions and Recommendations

#### 5.1 Conclusions

This chapter includes the outcome of the study and its findings. It also enumerates the significance encountered throughout the whole study and recommendations for any further research. The whole aim of the study was to better evaluate the notion of the retention of employees in relation to work psychology both from an employees and HR point of view. This was split into 3 main research questions where all the primary data was gathered through different methods. The components were discussed both by the HR personnel during the interviews as well as in the questionnaires. The latter sought to analyse how employees' emotions, behaviour and thoughts are being affected during work and what is leading them to resign from their jobs.

The aims and objective of the study were all met as well as the determination of how work psychology helps to retain employees within the hospitality industry. The importance of including Maslow's Hierarchy of needs was clearly discussed, with the wants and needs of both the employees and what the organisation requires. This illustrates the significance of the psychological components and their discussion.

Moreover, as the hospitality industry is growing rapidly, establishments find it hard to retain their people, and therefore they must engage with their employees as much as possible. Training is provided efficiently, as it is the most useful philosophy to teach the employees in order to provide an excellent customer service. As discussed earlier, if the employer takes care of their employees' they will be able to take care of their customers. This is done by understanding the wants and needs of the employees such as maintaining a balance between their work and personal life, providing training, recognizing and rewarding, employees'

efforts, promoting from within and also engaging and involving workers. When there is no work-life balance, the organization starts to face employee turnover therefore the employer needs to ensure that the employees are happy with their work and should have time off for themselves and families. To retain the staff within the hospitality industry the organization must need to increase salaries and make some changes in all sectors, as employees tend to leave the hospitality industry on to other opportunities and better salaries for this reason.

From this research, the main components of work psychology in terms of the retention of employees is establishing the wants and needs of the employees in the same way that employees need to satisfy the wants and needs of the customers to make sure that they make their stay as memorable as possible. These components were analysed by the end of the study and it was concluded that employees need to be listened to, communicated with, recognized and rewarded for their hard work, provided with an adequate work-life balance, given career development by being offered opportunities for promotions within the company, provided with the most efficient and suitable training to enhance professionalism and offered better salaries. Also, throughout the research the conclusion was reached that the Maltese hospitality industry has a lot to offer to tourists, whereas employees need to start earning better salaries, as this is the main cause of employee turnover.

## 5.2. Recommendations

### **A. Better salaries**

The study showed that human resources put a great deal of effort into engaging and involving their employees to keep them motivated, however the questionnaires revealed that employees are not being paid enough or well enough for all the hard work they do. This could mean that the organization needs to focus more on the employees' salaries so they can retain their staff and spend less every time they train, recruit and select new people.

## **B. Employee Health & Safety Training**

The study revealed that training is being provided often and frequently during induction and on-the-job training, however it is important for the hotels to provide health and safety training, as not all hotels seem to find it very important to provide this information, which could affect the safety of both employees and the customers in case of emergencies.

### **5.3 Limitations of the study**

This study carried considerable limitations, the principal challenge being presented in terms of the primary data collection due to the unexpected COVID-19 pandemic, resulting in by members of HR departments not being present at work. Due to this, the interviews needed to be carried out via Skype calls, which delayed the progress of the study.

Furthermore, another limit was encountered as the researcher focused only on five-star hotels due to the length of the study, however other lower-classified hotels such as three- or four-star hotels would have been an added asset.

As for the questionnaires, the work-life balance of the employees was not discussed. This could have led to a better understanding of how employees feel when working overtime hours. Another limitation was the amount of responses that was received for the survey since it was distributed to locals only. Individuals who are not of Maltese nationality and have worked within the Maltese hospitality industry were, thus, not provided with the survey to complete.

The main focus of this study was the aspects of work psychology with regard to the retention of employees. It is essential for employees' viewpoint to be considered by the organization, in particular relating to the improvement of their salaries and the provision of health and safety training. Employers should improve their employee retention factor by considering all these aspects and improving their employees' satisfaction by meeting their wants and needs. Contented and satisfied employees will perform their work successfully, which, in turn, will lead to success for the establishment.



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# Appendices:

## Appendix A - Interview Letter

Dear Sir/Madam,

I am currently a third-year student studying for my bachelor's degree in International Hospitality Management at the Institute of Tourism Studies Malta.

As part of my Long Essay, I am conducting a research on Understanding the human work psychology throughout the process of employee retention within the hospitality industry.

The main goal of the study is to find out how employee retention is being carried out within the hospitality industry whilst looking at it from a psychological point of view.

I would like to request one hour of your time and would be very much grateful if you accept to participate in my study, kindly note that the participation is voluntary however would be very much appreciated.

I look forward to hearing back from you.

Thank you for your time in advance and consideration.

Kind Regards,  
Tarniem Eskander

## Appendix B – Consent Form

Consent Form for Undergraduate Research Study

Title of Research- Understanding the human work psychology throughout the process of employee retention within the hospitality industry

Researcher - Tarniem Shokry Iskandar – 501418L

Degree - Bachelor in International Hospitality Management (Hons)

Dear Sir / Madam,

I, Tarniem Eskander, a student at the Institute of Tourism Studies am currently in the final year of my *bachelor's in international hospitality management (Hons)*. I am carrying out research on Understanding the human work psychology throughout the process of employee retention within the hospitality industry. I would like to explore your views on this matter by asking you some questions. The purpose of this form is to provide you with information so you can decide whether to participate in this study. Any questions you may have will be answered by the researcher.

There are no known risks related with this research project other than possible discomfort with the following:

- You will be asked to be honest when answering questions.

The information in the study records will be kept strictly confidential. All data will be stored securely and will be made available only to those individuals conducting the study. No reference will be made in oral or written reports that could link you to the study.

Your identity will not be revealed in any publications that result from this study.

You can terminate your participation at any time without prejudice. You also do not have to answer individual questions you don't want to answer. Your name will not be attached to the questionnaire and I will ensure that your participation remains confidential.

**Participant's declaration**

I have read this consent form and am giving the opportunity to the researcher to ask questions. I hereby grant permission to use the information I provide as data in the above-mentioned research project, knowing that it will be kept confidential and without use of my name.

Participant's Name

Participant's Signature

Date

Researcher's name

Researcher's signature

Date



## Appendix C – Interview Mentor

### Introduction

- The introduction started as introducing myself
- Before starting the questions, information about the study was given also ethical considerations and any questions were analysed together with the consent form signed.

### Theme of the Interview

1. How strongly is an organization affected by a high employee retention? Please give as much detail as possible.
2. Do you organise one to one meeting with your employees every now and then to see whether they are happy at their place of work? If yes, please explain.
3. Do you train your employees when starting the job? If so, what kind of training are they given?
4. What is the main reason why employees tend to leave the organisation?
5. Do you attempt to assess your employees from a psychological point of view before hiring them? If so, how?
6. Do you think your employees are the biggest success of the company? If So, Why?
7. On a yearly basis, what is your labour turnover?
8. Is there a process in terms of how you retain your employees? What do you do when employees hand in their resignation?
9. How do you try and keep your employees engaged towards the company?
10. Do you constantly give opportunities to your employees to grow within the organisation? If so, how?
11. Do you pay your employees over time hours?

12. When recruiting the employees do you look specifically for education, or experience or both? Based on your answer, kindly explain why.
13. What is human resources doing to minimise staff turnover?
14. When seeking to organize something for the organisation, such as staff parties or other events, do you involve your staff?

## Conclusion

Upon conclusion, clarification was done with the participant for any unclear points as well as ensuring whether they would like to add any additional information above what has already been said. Moreover, I would thank the participants for their time dedicated and the information provided.

## **Appendix D – Interview Transcription – Participant 1**

### **D.1 How strongly is an organization affected by a high employee retention? Please give as much detail as possible.**

Obviously the most important is to keep your employees, there are many reasons. Firstly, you have the talent which you wouldn't want to lose the talent. Now I know that we will cover in the next questions however you have to see that he/she would have the qualifications for that position and that they have the experience. Also obviously there would be training on the brand because let's say you work in another five star hotel and you come to this brand you would already have the basics because they would be there. When you hire someone obviously you would be investing so for us the most important is that they have the knowledge and to keep the knowledge obviously there is indirect and direct which helps in employee branding because when you see that the employee is taking too long at the place of work meaning let's say we are talking me and you and you tell me listen I have been working with this hotel for the past 10 years so yes there is something positive because the tendency changes not like before, before it was different because when someone remains with the company for 10 years we used to see it as something which is not normal however nowadays the tendency is to remain with the company for two to three years and then you move for the next step however from our side as a company for employee retention we look for talent and also succession planning because when you have someone who you trained and you see that they have done a good job and they also have a potential you know that today or tomorrow they have the opportunity in becoming their manager or assistant so that helps too. Also, as I previously said we have marketing from the team members so when you come to see employer branding they hear that someone has been long with the company obviously is something positive for us.

Ovajment l importanza li izomm l impjegati tieghak, hemm diversi ragunijiet. L ewwel net ghandek it talent u ma tkunx trid tinfex dak it talent issa naf li forsi ha nikaverjaw fil mistoqsijiet li jmiss pero inti ha tara li ghandu il kwalifiki ghal dik il pozizjoni u ghandu l esperjenza ukoll pero ovjament ha jkun hemm training biex isir jaf il brand ghax inti ovjament ejja nghidu qed tahdem go five star hotel ohra u tigi hawn il basics ikunu hemmhekk, inti meta iggib il xi had

ovjament tkun qed tinvesti gifiri ghalina important li jkun hemm il knowledge importanti li izomm il knowledge ovajment hija ukoll erm indirettament u direttament tghinek ukoll fejn jithol employee branding ghax inti meta tara li impjegati qed idumu fuq il post tax xoghol gifiri hekk inkunu qed nitkellmu jiena u inti u inti tghidli isma jiena ili nahdem mal hotel 10 snin tghid orajt mela hemm xi haga positiva ghax it tendenza qed tinbidel mhux bhal qabel, qabel kienet jekk xi had jaghmel 10 snin fuq il post tax xoghol kienet xi haga mhux tassoltu pero illum il gurnata it tendenza hi li taghmel sentejn, tlieta umbad timxi for the next step pero min naha taghna bhala kumpanija li ikolna ir retention tal impjegati ghandek it talent ghandek ukoll fejn jithol succession planning ghax inti hekk ghandek il xi had li trainjantu u tara li sejjer tajjed u tara li he/she sejjer tajjed u ghandu potential taf ili ghada jew pit ghada tista tigi fuq il manager taghha jew l assistant manager taghha gifiri dik tghinek ukoll u kif ghidtlek ukoll anka fejn tithol bhala marketing, fejn jithol marketing min naha ta team member meta inti tigi biex taghmel employer branding li inti tisma il xi had ilu f dik il kumpajnija ovjament hija xi haga postivva.

**D.2. Do you organise one to one meeting with your employees every now and then to see whether they are happy at their place of work? If yes, please explain.**

So, one to one meetings are held on a regular basis, they are held with the new employees with the hr manager or hr executive where we receive feedback on how they are finding it and we also get to know them abit more, in some interviews, most of the interviews are held with hr however for example some interviews involve more line team members and hr are not involved as much so then it would be an opportunity to get to know them and we also see if they are doing well, or if there is anything that is bothering them also if there are any new ideas they want to discuss. Now for the employees who have been working with the company for a long time don't happen too often however when they are held they are held to see how they are doing at the place of work or for example maybe there is an issue or for example we have a system where we receive feedback from guests so we also see if there are any certain areas listed we see what the target is and we hold one to one meetings in this department so we receive feedback and see whether we would be affected from something the employee has. However with the newly team members they are held every now and then after one month or two which are defitine and also apart from the one to one meetings but

not from the hr department on a yearly basis they hold personal development reviews in fact at the moment we are in the process of it for the first 3 months of the year and these happen on a yearly basis where the head of department meets with their employees and see how they did the previous year and what are the targets they require to reach them with the other team member and they also see the targets for the next year. The targets are held with their supervisors because they have the targets which they need to reach with their team members so there is also a plan for this year that we are working on maybe there are some areas that needs improvement or maybe they need some training even for the employees they will have this opportunity with their manager where they feel they need to move to the next step and get a promotion and the manager gives them the opportunity to do the training plan with them.

Mela one to one meetings isiru on a regular basis, isiru ma impjegati godda isiru mal hr manager jew hr executive biex niehdu feedback kif inhuma sejr in anka insiru nafuwom daqsxej iktar, certu interviews, magoranza ta linterviews ikunu mal hr imma perezempju fejn jithlu iktar line team members hr ma jitholx daqshekk allura tkun opportunita ukoll biex insiru nafuwom u anka naraw kif inhuma sejr in hekk hux sejr in tajbin, jew hemm xi affarijiet qed idejquowm forsi ikollok xi ideas godda daw k ghal godda. Issa mal impjegati li ilhom jahdum hawnhekk isiru ukoll ma tantx isiru isiru meta inkunu iridu naraw kif inhuma sejr in u jekk naraw perezampju forsi hemm xi issue jew perezempju ahna ghandna is Sistema fejn niehdu il feedback tal guests gifiri hekk naraw li hemm xi certu areas niezlin nghidu ha naraw naqra it target taghna u naghmlu daqsxej one to one meetings f dan id dipartiment halli niehdu feedback naraw x qed jigir hekk hu qed jigu affetawati min xi haga l impjegati pero mat team members il godda isiru bejn wiehed u ohra wara xahar jew xahrejn ikunu definte u ukoll aparti il one to one meetings pero mhux min naha tal hr on a yearly basis isru il personal development reviews infatti bhalissa qedin fil process biex isiru fl ewwel 3 xhur tas sena gifiri dik isir on a yearly basis fejn il hod jiltaqaw mal impjegati tagghom u jaraw kif marru is sena ta qabel u xinhuma it targets ta sena li gejja, it targets isiru mal supervisors il fuq ghax ikollom targets li iridu jilhqu ma team members xorta ikun hemm plan ghal din is sena li qedin fiha forsi ikun hemm xi areas li iridu jimpruvjaw jew forsi jaraw li ghandom bzonn xi training anka l impjegati ghandu dik l opportunita li mal manager tieghu ihossu li ghandu bzonn jitla ghal l step li jmiss u ituhom ic cans biex jaghmlu it training plan magghom.

### **D.3 . Do you train your employees when starting the job? If so, what kind of training are they given?**

On the first day we invite them for a day of training where we meet the new employees who are going to start the training on the brand so they get to know the brand and also the standards. Compulsory training has to happen and that way they are also meeting new people and they get to know what our property as a brand involves. A show round in detail of the hotel like outlets, hotel rooms, restaurants are being shown so that they would know where they are because obviously you have a lot of employees who are front liners and if they meet guests in the corridor you cannot tell them because I am still I mean the guest wouldn't care not that he wouldn't care you are new but he would require the information so that it is one of the main important aspects of training. As well they have on the job training as I previously explaining in the beginning even though they would be coming from another country of the same brand they would still require on the job training because we as a brand have a lot of standards as I imagine as any other 5 star hotels they have the standards to follow so there is the training with other employees normally employees who have been within the company for a long period of time so obviously they would be able to give them the right training. Apart from that last year and we have two other departments where we introduced booklets where new employees would know that I am a housekeeping attendant and I need to do this specific training and I can work with this process. Their supervisors ticks what they need to do and if they wish to become a housekeeping supervisor either tomorrow or the day after tomorrow they want to become assistant housekeeper this booklet shows them the steps on how to follow to become one of both which shows them the training with a clear picture where they can reach.

Isir gurnata nistdunowom ghal gurnata training fejn inlaqqaw impjegati godda li ikunu qadu ha jibdew u ntuwom training fuq il brand gifiri biex isiru jafu il brand bhala certu standards, certu compulsory training li irid isir u anka qed jiltaqaw ma nies godda u isu jafu il propjeta taghna bhala il brand u tinvolvi ukoll showround in detail of the hotel bhala l outlets, il kmamar, restaurants ikunu jafu ghax inti ovjament ghandek hafna mil impjegati huma guest facing allura inti hekk tiltaqa ma xi had fil kurtur ma tistax tghidilom ghax jiena ghadni gdid l mean il guest assuch ma jintersahix mhux ma jintersahx hu ikun irid l informazjoni gifiri dik

hija parti wahda mit training pero ukoll ikollom on the job training gifiri kif spegajtlek fil bidu allovalja ikunu gejjin min pajjiz iehor ta l istess brand xorta irid ikollom on the job training ghaliex ahna bhala brand ghandna hafna standards nimagina bhala five star hotels ohra li ghandna l standards li trid timxi maghha allura ikunu on training ma impjegati ohra normalment l impjegat ikun ili daqsxej jahdem hawn biex ovjament ikunu jistaw ituhom it training sew aparti min hekk ukoll is sena l ohra u baqalna zewg dipartimenti ohra ukoll li introducejna booklets fejn impjegat gdid ikun jaf li jiena housekeeping attendant irid naghmel dat training u nahdem b dal process u is supervisors taghhom jitikjalom li ghandom jaghmlu u jekk inti trid tkun housekeeping supervisor jew ghada pit ghada trid tkun assistant housekeeper jurik xinhuma l steps tiffollowja biex tasal hemmhekk jurik li hemm dat tip ta training biex ikollom stamp cara ta fejn huma jistaw jaslu.

#### **D.4. What is the main reason why employees tend to leave the organisation?**

So erm, the most common case obviously is that you have to move to another brand. Since there is a large number of foreigners for example someone applies for a customer sales agent receptionist and the tendency is that they return back to their country or they are offered a higher position. There is also people who move completely from the hospitality industry obviously at the moment there is the gaming so mostly those are the cases. There is also who wish to complete their studies, I'm not saying there aren't cases where they leave because they are not happy at the place however the most common cases are because they wish to advance in their career or they are changing their career to another completely.

Mela erm ifimni l iktar fil kaz taghna ovjament ghandek min jimuvja ghal brand ohra ovjament ghandna numru ta barranin per ezempju gie xi had bhala customer sales agent receptionist it tendenza hi li jerga imorru lura ghal pajjizom u ha jitilaw grad iehor, hemm ukoll min jimuvja kompletment il barra min hospitality industry ovjament bhalissa hemm il gaming gifiri daww l iktar ovjament ukoll ikun hemm min jixtieq ikompli jistudja minix qed nghidlek li ma jkunx hemm kazijiet li jitilqu ghax ma jkunx kuntenti min hawnhekk per l iktar reasons l iktar ghax ikunu ha javvanzaw fil career taghhom jew ha jibdlu il linja taghhom ghal xi haga differenti.

**D.5. Do you attempt to assess your employees from a psychological point of view before hiring them? If so, how?**

I think you are referring to any testing or something like that? And the interviewer said if for example I went to the interview and if the hr would have any idea on the way I react by the first impression for example if I am applying for front office and if the hr could relate me being at the front office. The interviewee replied yes infact we have people who applied for the vacancy and we did the interview which is the most important, in the sense where you may hire someone who is very good for the role but then doesn't fit with the team that way you will have someone who doesn't fit right with them team and you will not have good energy, the applicant will not feel as if they are part of the team and there is a higher chance that the team would say the applicant is not part of them so we take that into consideration.

Nahseb dan qed tireferi ghal xi testing jew hekk, tipo hekk ezempju gejt ghal l interview jiena u ikollok idea speci the way I react by the first impression for example im applying for front office if you could relate me being in the front office, ehe filfatt meta xi had qed japplika ghal vacancy u ovjament ghamilna l interviews hija important fis sens li tista igib il xi had hawnhekk ikun vera tajjeb fir role tieghu pero umbad ma jifitjax mat team, hekk inti ha jkollok il xi had fit team li mhux se jfitja ovjament mhux se jkollok energija tajba ha jhoss li l applicant ha jhossa hu li mhuwiex parti mit team u it team hemm cans li jghid dan mhux parti minnek allura dik nehdowna in consideration.

**D.6. Do you think your employees are the biggest success of the company? If So, Why?**

I mean that we believe in in fact as a brand obviously there is a lot which is involved such as training, as I previously mentioned succession planning and development of the employees, there's a large number of training there is also compulsory that is required to be done. For example if you will start at the front office department or at the housekeeping department or food and beverage there is certain training that needs to be done by force especially which is related to the brand itself. There is also fire safety and that kind of training however throughout the year we have training meaning every month we have a training calendar where the training from the brand's side and also we ourselves do it as a company meaning



we believe and we invest in our teams. Even when we have team members who wish to take a course lets say for example engineering example license A and B even though it's not a requirement but they wish to do it because we see that they have a potential, we sponsor them even though you don't have team members. I mean you could have the nicest restaurant but if you don't have the team members who will take of the guests it is then good for nothing such as things when they come back of house to serve them, associates preparing the food. Also apart from the training we hold events for them as much as possible to make them feel motivated, we also have recognition events for example every quarter we do the reward event which is all linked with the values of the brand. So yes we do believe in our team members as they are the most important resources.

I mean dik nemnu hafna fiha filfatt bhala brand ovjament hemm hafna fejn jithol training fejn jithol ukoll semmejtlek qabel is succession planning u development tal employees taghna, hemm numru ta training erm hemm dak il compulsory li irid isir ezempju hekk ha tibda fil front office jew ha tibda housekeeping jew food and beverage hemm certu training li irid isir bilfors specalment relatat mal brand plus hem mil fire safety u dawk I affarijiet pero throughout the year ghandna hafna training gifiri every month ikolna training calendar fejn ikun training min naha tal brand u anka naghmluwom ahna gifiri we believe and we invest in our teams gifiri anka hekk ikolna team member li jixtieq jaghmel course naghtu kas engineering ezempju licensa A jew license B alovja mhix requirement imma ikunu iridu jixtiequ jaghmluwa ghax ahna nkunu qed naraw potenzjal fihom we sponsor them gifiri inti hekk mandekx it team members, I mean jista ikollok I isbah restaurant imma hekk mandekx it team members li ha jiehdus sieb il guest xhin jigi at the back of house min ha jservijom, min ha jipreparlom I ikel ovjament mandek xejn min naha taghna nipruvaw aparti it training u anka naghmlum events biex kemm jista ikun ihossuwom motivated, ghandna ukoll recoignition events ezempju every quarter naghmlu ir rewards fejn ikunu linkjati mal values tal brand gifiri yes we do believe li It team member huma wahda mir resorsi I iktar important.

#### **D.7. On a yearly basis, what is your labour turnover?**

To be honest with you I do not know it by heart but as an estimate we don't have a very high labour turnover

Ha nkun honesta blament ma nafx nghidlek imma an estimate we don't have a very high labour turnover

**D.8. Is there a process in terms of how you retain your employees? What do you do when employees hand in their resignation?**

So to retain I can tell you it is linked with where employees are the successfulness of the company meaning us as employee retention we try to organise events, we recognize them meaning to recognize them we don't stay waiting for example as an argument back of house there was a group of team members which had a problem from the engineering side and they reacted with emergency to it so that way we recognize them either by a thank you email, you tell me a thank you email but yes we appreciate a lot and we also give them something small. We don't stay waiting for example there was the Malta culinary competition we supported them with the chefs we went to see them meaning even the fact that they see that we went to see them not specifically hr I am saying but all in general is that they feel we help each other and we are interested in each other. You tell me you didn't mention the salary yes the salary is the important but it is not everything obviously then you have employees who are the same because there are some employees whose satisfaction is not the same but they see other things. For example we have them on their birthday a two night stay voucher and the events when summer approaches we organise events for the employees and for their families a whole day during the Christmas we have the annual party which is with partners. For example now we are going to organize a football tournament which are things where they see the possibility. Even when we have vacancies first we distribute them internally and we give them the opportunity especially to someone who has been with the company for a long time however then if we see there are no interviews and there is the recruitment process it is a normal procedure where they give their application form and we interview everyone and if there is someone successful for that position why not obviously we meet them not just send them an email and the ones not selected we don't just tell them regretfully you have not been selected but we also give them feedback via meeting so that they know what was the reason they were not chosen which may be for example for their communication skills and we strive to improve on that skill. We also had cases where there was this vacancy and they applied for it two years ago and we think that associate will be successful for that role during the

interview and then time passed we saw them improve, we supported them and they got the position they wanted. When someone gives us the resignation form first and foremost to know is the manager or their supervisor and we ask them what was the reason so we also get feedback on what was the reason, maybe there were conflicts and he/she never spoken, maybe it was the salary they were never happy with them and that way we get feedback. In the case of the salary we don't say ok we will provide you with this amount because obviously there is a budget but there were cases where we identified what was the reason and the employee stayed within the company. We also had cases where they tell me we have been thinking about it for a long time and I go this opportunity and I wish to advance in my career and I want to move on then obviously you can't really help it and what we also do apart from get feedback we have the exit interview meaning every full timer that quits we do an exit interview with them to see what was the reason and how did he/she feel when they got the training required, if there were any issues they could come and talk to us any time but the exit interview we do it to receive feedback because if there is anything we could do to improve we would do it. Even when the employee gives the resignation form we don't just say goodbye and thank you but we also give them the importance of their hard work is still recognized. In fact one of the questions during the exit interview is whether they would like us to keep their mobile numbers in case of rehiring. For example we get feedback from each department on a monthly basis from their communication meetings to get feedback on how well are their employees and at the same time the hr will also be getting the feedback.

Mela to retain nista ngħidlek li ilinkjata ta' fejn l'employees ikunu success għal kumpanija għifiri ahna bħala employee retention niprovaw norganizaw events, we recognize them għifiri to recognize them ma' noqodux nistennew hekk eżempju għal argument eżempju fil back of house u kien hemm grupp ta' team members li kien hemm problema min naha ta' l'engineer and they reacted with emergency we recognize them jew thank you email, tghidli thank you email imma ehe naprezzaw hafna jew intuwwom xi haga zghira ma' noqodux nistennew jew eżempju kien hawn il competition ta' malta culinary we supported them biċ chefs morna narawom għifiri li huma jaraw li ahna qedin magħhom qed ngħidlek ahna mhux specificament l'hr it team li they help each other u niterssaw ruhna f' xulxin ovjament tghidli ma' semmejtix salary ehe is salarju huwa important pero mhuwiex kollox ovjament inti umbad għandek l'employees li mhux kulhadd l'istess hawn min is satisfaction tagħhom mhix l'istess pero jaraw

I affarijiet I ohrajn ukoll ezempju on their birthday intuwom 2 night stay voucher u I events kif jghaddu is sajjf norganizaw events ghal I impjegat plus il familja tkun guranta shiha fil Christmas ikolna I annual party li ikun bil partners throughout the year ezempju issa ha nornizaw tournament tal football huma affarijiet li jaraw il possibilita gifiri anka meta ikolna vacanices I ewwel nohroguwa internally gifiri natuwom I opportunita lilhom li xi had ikun diga qied maghna umbad hekk naraw li memx ovjament interviews gifiri hekk ikun hemm recruitment process normali jitfaw I applications interview kulhadd u isir interview normali umbad hekk ikun hemm xi had successful ghal dik il position ghaliex le ovjamenet nitlaqaw magghom gifiri mhux just nibatuwlom regretfully li you have not been selected imma naghmlu il feedback meeting magghom biex huma ikunu jafu xinhi ir raguni li mantazilx, ghax nghidu ezempju dan mantazilx ghax irid jimpruvja fil communication skills il kandidat ikun jaf u naraw kif nistaw nghinu biex nimpruvjaw dik il haga, kelna kazijiet fejn kien hemm dil vacancy li tefawa sentejn ilu li nahsbu li ikunu successful fir role waqt I interview umbad ghadda iz zmien li jimpruvja we supported them umbad ha il position li xtaq, meta xi had itina ir resignation form I ewwel li ha jkun jaf il manager jew is supervisor tieghu u isaqsuwom xinhu ir raguni umbad anka min naha taghna niehdu il feedback xinhi ir raguni forsi kien hemm xi konflitt u qatt ma tkellem, forsi kien hemm li il paga mhux kuntet biha u naraw daqsxej il feedback xi jkun umbad fil kaz tal paga ma nistawx nghidlu mela ha ntuk dal ammont ghax ovajment ikun hemm il budget umbad kien kazijiet fejn identifikajna xinhi ir raguni u I impjegat baqa hawnhekk u hemm kazijiet ohra fejn jghidulek ilhi nahsiba u idecidejt li gietni din I opportunita ha nikber fil karriera tieghi nixtieq nimxi umbad ovjament you cant really help it u li naghmlu ukoll aparti li niehdu dik il feedback ta malajr biex naraw x gara u ma garax ikolna I exit interviews gifiri kull min jitlaq il fulltimers naghmlu exit interview mieghu gifiri nintaqaw magghom naraw x kienet ir raguni kif kien ihossu meta ha it training hekk ikun hemm xi issue jistaw jigu ikelmuna at any time pero dal exit interview naghmluh biex niehdu feedback biex hekk ikun hemm xi affarijiet li nistaw inkomplu nimpruvjaw inkunu nistaw u anka inti mhux ghandek I impjegati ituk ir resignation u tghidlu bye u daqshekk itih I importanza mhux li we are missing you imma fis sens li tlaqt u jigi xi hadd iehor qed tifem intuwom li their hard work is still being recognized u filfatt wahda mil mistoqsijiet fl exit interviews hija hekk iridux li nzommu il kuntatt tagghom biex hekk ikun hemm possibilita ta rehiring inkunu nistaw nerga nikkuntatjowm, ezempju niehdu feedback kull department on a monthly basis support

jaghmlu il communication meetings tad department jiehd feedback, jaraw kif inhuma sejr in I impjegati u fl istess ahna inkunu qed niehdu feedback min ghandom ukoll.

#### **D.9 How do you try and keep your employees engaged towards the company?**

So when there is employee engagement as I told you we give them the training so they are learning the training and they are growing with the training they are provided because when they are learning nobody can take that from you that the first thing, obviously the communication we try to give is as good as possible. In fact at the moment we are going through a launch of system where before we had a Facebook page where the employees had a closed Facebook page and each and every department had their own groups, however now we have launched a new system which is called book keeper where also there is a page where everyone can communicate on however we have more in contact with the employees meaning for example if we are going to organize an events we do a poll if they will attend and we see what is chosen the most from the employees. Every department has their own head of department which tells them you need to advise by tomorrow at 11:00 am apart from the communication they receive their feedback of whom will confirm is going or not. Also there is this system which has all the documents for example procedures, who are the first aiders of the hotel so we have the communication consoled in that way. They also introduce the employees to take part in the polls of each year for example as a brand we have a team member survey which is confidential which is online where each and every employee is asked to do, and then we receive missed calls from the brand and we get to know what are the scores of our employees and also that way we receive feedback which is anonymous where they feel even more comfortable to give their own feedback. When we receive the results we ask each and every department to give us an action plan to see on how we could improve the results for next year.

Mela ifhmni fejn jithol employee engagement kif ghidtlek gifiri inzommu it training qedin jitghalmu u jikbru bit training ghaliex li qed titghallem ha jkun tieghak ha mhu se jiehd minnek dik wahda, erm ovjament il communication we try to give communication kemm jista ikun tkun tajjba filfatt ghalissa ghaddejin bil launch ta Sistema fejn qabel kellna facebook page ghal I impjegati closed facebook page u kull department ikollu il groups tieghu issa li ghamilna

we launched a new system isimha book keeper fejn xorta ghandna main page fejn kulhadd jikkomuneka pero ghandna iktar kuntatt mal l impjegati gifiri erm ezempju hekk ha norganizaw event erm isma ha naghmlu hike x tahsbu ha tattendu jew le? Jaghmlu poll u jaraw xi jkunu iridu u hekk ikolna iktar interaction mal l impjegati u kull department ha jkollu il head of department jghidilom ghada tridu tkunu hemm fil hdax aparti li ha jikkumanika magghom hu jista jiehu il feedback ta min ha jikonferma min sejjer jew le u ukoll ha jkun fuq din is Sistema dokumenti ezempju il procedures, min huma il first aiders fil hotel gifiri iktar il communication qed tigi konsolidatati f dak il mod, jintroducu l impjegati biex jiehdun sehem f affarijiet bhala polls ukoll kull sena bhala brand ikolna team member survey fejn ikunu confidential ikunu online erm u kull impjegat mistiden li jaghmlu, nircievu missed calls mil brand u min hemm nkunu nafu l scores ta l impjegati allura u anka jistaw ituna il feedback gifiri tkun xi haga anonymous fejn ikunu iktar komdi jaghtu il feedback umbad min dawk ir rezultati kull department nitolbuh li jgħidna action plans x ha jaghmlu biex jimpruvjaw ir rizultat tagghom tas sena id diehla.

**D.10 Do you constantly give opportunities to your employees to grow within the organisation? If so, how?**

So as I told you when we have vacancies first and foremost they are distributed internally and sometimes we've had cases where we see the employee has the potential and obviously we encourage them to do the training. For example the internship training we have 3 which is of the team members which are like the team members but they are almost finished to move to the next step for a supervisor and then the second one is where they are already supervisors and the third one is where they are already managers and obviously those who are managers can move to the next step to become head of departments. As a course the course consists of communication, conflicts, they also have exposures within another department which they have not worked in so they can also get the knowledge and see what other departments do which is not their job. They also have exposures which involved financial reports on how labour statistics work which are quite vast.

Mela kif ghidtlek meta ikolna vacanices l eweel ma johorgu internally erm u gieli ikun hemm kazijiet fejn inkunu qed naraw l impjegati ghandu potentzjal ovjamenet nikuraguh biex

jaghmel it training ezempju internship training ghandna 3 wiehed ghal dawk it team members li qedin bhala team member qedin imma qedin lesti kwazi biex jitolaw ghal supervisors erm umbad ghandna it tieni wiehed li huwa diga supervisor umbad ghandek it tielet wiehed li ikunu diga managers u ovjamenet dawk li ikunu managers ikunu jistaw jitolaw to the next step biex ikunu head of department bhala course dan il course jikonsisti ta communication, conflicts, ikollhom jaghmlu exposure within another department li ma hadmux fiha biex huma they get the knowledge u ikunu jafu dipartimenti ohrajn li mhuwiex xoghol taghghom, ikollom ukoll exposures ukoll fejn jithlu biex jaraw kif jaghmlu il financial reports kif jahdmu labour statistics huma quite vast.

**D.11. Do you pay your employees over time hours?**

Obviously the over time, who is tolerated to over time hours who skip over 40 hours are entitled to over time hours

Ovjament l over time, min hu intollerat ghal l over time kif jaqbzu il 40 hours huwa entitled to over time

**D.12. When recruiting the employees do you look specifically for education, or experience or both? Based on your answer, kindly explain why.**

We consider both however obviously the education is the most important meaning when we receive a cv of someone for a customer sales agent and we see they have the experience and the other has ITS and the experience and the languages obviously that one will be preferred. I am not telling you that the other candidate who has the experience is not as important but we consider both and then after all when you have the candidate in front of you, you would be able to decide then. I am saying how is it possible the one who has the ITS, experience and the language when she comes to describe herself the other one without the education would be must better then her, so then you need to value where there are values involved because you cannot have someone behind the front desk who doesn't do eye contact, doesn't smile you need to see all these things it's not simply you see the cv on the paper, it's when you see the candidate you would be able to give your own opinion and it also depends on the role if they give them a test before for example we had cases erm the chefs apart from the interview

sometime we tell them to do a trial to see how they work in the kitchen erm where there are managerial jobs sometimes they do the psychoanalytical tests and also depends because sometimes you have candidates who are in front of you and you say ok maybe they have a potential so we invite them for work trials so they also see the work itself what it consists of and from our side we also see them in the role itself how they are working. For example you have candidates who tell you they are ready for the role but then you stay saying do they know what the role consists of.

Nikonsudraw it tnejn li huma orajt erm ovjamenet l edukazzjoni hija important gifiri ahna hekk ircivejna cv ta xi hadd ghal customer sales agent u naraw l ghandha l esperjenza u ohra li ghandna l ITS u ghandha l esperjenza u ghandha il lingwi ovjament din ha tigi il preferuta mhux qed nghidlek li il kandidatata l ohra ghax ghandna l esperjenza mhux important imma pero we consider both umbad meta inti ha tara il kandidat quddimek ovjamenet umbad inti ha tiddecidi min hemm hekk, qed nghid kif jista ikun din li ghandha ITS, esperjenza u ghandha il lingwi xhin tigi biex tesprimi ruha l ohra tkun hafna ahjar minnha allura umbad trid tevalue fejn jithol values ghax ma jistax ikollok il xi had wara id desk tar reception li memx eye contact smiling memx gifiri trid tara dawn l affarijiet kollha dan mhux just semplici li tara ic cv fuq il karta, xhin tara il kandidatata qisek tkun tista taghti l opinjoni tieghak ukoll, skont ir role xi tkun qed ituwomx xi test jew le qabel ezempju kellna kazijiet erm kcina apparti l interview gieli jghidlum biex jaghmlu trial biex jaraw kif jahdmu fil kcina erm fejn jithlu managerial jobs gieli jaghmlu psychoanalytical tests ukoll jidependi ghax inti jista ikollok dak il kandidat li qed quddiemek tghid orajt dak ghandu dak in naqra potenzjal allura jistidunowm ghal work trials biex huma ukoll jaraw ix xoghol kif inhu u inti qed tarom on the role kif inhuma sejrin ezempju ikollok kandidat jghidulek im ready for the role imma umbad inti toqod tghid tahseb li jafu ezatt xinhi ir role.

#### **D.13. What is human resources doing to minimise staff turnover?**

So erm from our side we try to keep in contact with all the employees and we keep in contact with the employees by being on the floor as much as possible. Erm especially when you have the employees who are always in offices and then they see you in the corridor and stop and tell you if they can ask you something, that is something very important erm and we believe



a lot in it. If you have problems at work or outside work so we see if someone has a personal problem we listen to them and we try to help them and that we appreciate a lot because you are not just coming in to work and you see the employee just to come in to work and finish the job, meaning this is limited if there is the employee going through a hard time in their life and they have something in the family we try to see how we could help them. We also had employees particular who came and brought money so they could support them obviously we are also involved in the community where we did a contract with the food bank where all activities which are linked with it, we also give them health week where we measure their glucose and pressure and we tell them how to be healthy.

Mela erm min naha taghna li naghmlu nipruvaw inzommu kuntatt ma l impjegati u nzommu kuntatt ma l impjegati we try to be on the floor as much as possible erm specalement meta ikollok dawk in nies li dejjem go l ufficju umbad jarawk fil kurutur u jwafqek u jghidlek nista nsaqsik xi haga fejn dik hija important li nisimawom erm nemnu hafna fiha kemm hekk ikollok xi problem fuq ix xoghol u anka barra ix xoghol gifiri naraw hekk xi had ghandu il problem personali nismaw u niprovaw nghinuwm u dik napprezawa hafna ghax inti ma tkunx just qed tigi ghax xoghol u jaraw l impjegat biex just gejt biex taghmel ix xoghol, gifiri ukoll ghandna limitat hekk hemm l impjegat ghaddej min zmien difficli ghandu xi haga fil familja naraw kif nistaw nghinom kellna impjegat partikolura kien hemm l impjegati stess gew u bdew jaghtu mil flus taghhom allura ahna issaportajtnijom ovjament u ahna ukoll nithlu fil community fejn morna fuq kuntratt mal food bank fejn l activites kola huma ilinkjati magghom, intuwom ukoll health week fejn iqisuwlom iz zokor u il pressjoni u nghidulom kif jistaw ikunu healthy.

**D.14 When seeking to organize something for the organisation, such as staff parties or other events, do you involve your staff?**

So we have something which is called blue energy which is something of the brand where it is how they express hospitality which is for guests and for employees. Erm and also the involvement of the community and sustainability so we have the community with the hr team where they wait to represent from other department and we try every month but we don't always manage and we discuss to see what other events for example we have the end of summer party we come up with ideas and we start to come up with that are in our heads and

we see if it is possible to hold these events or not erm but yes we do involve them. We also had employees who give us the ideas and ask us do you think that we should do this and then we see if it could happen or not but yes we have a community where we meet them and organise them on the day or a day before. For example we do it to have fun and organise at the same time.

Mela ahna ghandna xi haga isimha blue energy li hija xi haga tal brand li hija fejn how to express hospitality kemm ghal guests u kemm ghal l impjegati erm u ukoll involvement fil kommunita u sustainability allura ghandna il kommunitat ghandna l hr team fejn jistenna ir reprezentat min dipartmenti ohrajn u niprovaw kull xahar imma mhux dejjem jirnexxilna u niddiskuta x nistaw naghmlu bhala events ezempju ghandna l end of summer party nohorgu b ideat nibdew nohorgu b ideat li jigu f mohhna u naraw x jista isir u x ma jistax isir erm but we do involve them u anka kellni impjegati fejn tawna l ideat isma x tahsbu hekk naghmlu din umbad naraw hekk tkunx tista isir jew le imma iva ghandna kommunitat fejn nintaqaw u norganizzaw l affarijiet on the day jew guranata qabel ezempju biex narmaw u nkunu qed niehdu pjacir ukoll fl stess hin.

## **Appendix E. Interview Transcription – Participant 2**

**E.1. How strongly is an organization affected by a high employee retention? Please give as much detail as possible.**

It is in the organization's best interests to avoid high employee turnover. This can result in increased costs (payroll, recruitment fees and training costs), as well as a decline in service standard due to having lost valuable tacit knowledge and skills, that are very difficult to replicate.

**E.2. Do you organise one to one meeting with your employees every now and then to see whether they are happy at their place of work? If yes, please explain.**

Not officially, but we have an open-door policy and maintain excellent relations with our team members, so that they feel welcome to approach us with concerns, queries and complaints.

**E.3. Do you train your employees when starting the job? If so, what kind of training are they given?**

All employees (front-line and back-of-house) must attend a company Induction, which discusses:

- Health & safety
- Evacuation procedures
- Full show around of public areas and back-of-house areas, including emergency exits
- Company profile
- Product knowledge
- Guest service & complaint handling
- Diversity
- Grooming
- Policies and procedures

In addition, on-the-job training is provided for as long as required.

**E.4. What is the main reason why employees tend to leave the organisation?**

Better wage or opportunity and/or leaving the hotel industry

**E.5. Do you attempt to assess your employees from a psychological point of view before hiring them? If so, how?**

We conduct at least two interviews and for certain positions, organise a trial and/or proficiency test.

**E.6. Do you think your employees are the biggest success of the company? If So, Why?**

Absolutely. The financial and reputational success is dependent on the service standard provided by each and every employee.

**E.7. On a yearly basis, what is your labour turnover?**

We will not be responding to this, as it is confidential.

**E.8. Is there a process in terms of how you retain your employees? What do you do when employees hand in their resignation?**

Promotions, teambuilding, training opportunities and listening to our staff.

**E.9. How do you try and keep your employees engaged towards the company?**

Informing them, motivating them, praising and acknowledging their efforts.

**E.10 Do you constantly give opportunities to your employees to grow within the organisation? If so, how?**

All vacancies are issued internally. When possible, we provide development opportunities to our team members first. Most of our supervisors and managers started in junior roles and were promoted over the years due to their efforts.

**E.11. Do you pay your employees over time hours?**

OT is compensated according to the law at x1.5.

**E.12. When recruiting the employees do you look specifically for education, or experience or both? Based on your answer, kindly explain why.**

Both, but a positive attitude is more important. If someone is willing to learn, they can become your best ambassadors.

**E.13. What are human resources doing to minimise staff turnover?**

Creating a welcoming company culture, which allows for career growth and development.

**E.14. When seeking to organize something for the organisation, such as staff parties or other events, do you involve your staff?**

We have a Sports & Social Committee comprised of hotel employees which meets to plan staff events.

## **Appendix F – Interview Transcription – Participant 3**

**E.1. How strongly is an organization affected by a high employee retention? Please give as much detail as possible.**

So when there is high retention right? Yes. Well erm it's based in many ways like there is training, there is which cost a lot of money so basically it affects the cost however not just the costs because there is a lot of information with every person that erm joins and is retained the person carries a lot of information erm about the resort about everything about the his employment so retaining that is not just retaining the person and retaining and minimising the costs but it's also retaining valuable information which one would have acquired a long the years.

**E.2. Do you organise one to one meeting with your employees every now and then to see whether they are happy at their place of work? If yes, please explain.**

Ok so from the hr side erm we organise we call them a thirty day chat erm after a month which we meet the employee and we get their feedback on how this month has been for them and in order to find out if they are happy if there is something which they are finding challenging and maybe there could be some things which we might be able to improve as well (the research asked so it's just with hr the one to one meeting) interviewee replied the one to one with hr erm but however the direct head of department would also be coaching them along the way and every department hold a department meeting and briefing where erm the employees would have the opportunity to speak up if there are any challenges or anything that needs to be discussed.

**E.3. Do you train your employees when starting the job? If so, what kind of training are they given?**

So first and foremost we provide orientation training whereby we give information about the resort itself and general information which is useful for everyone and certain rules and regulations, grooming guidelines, all that one needs to know erm before starting with the organisation its covered during the orientation training which is a whole day and then following as we are a brand franchise and the following day or maybe a couple of days later but before one starts we also carry out the yes I can training which is our service philosophy which consists of mainly based on customer care in the brand way so you know it's very useful tips on how one can give memorable moments to our guests and if there are any challenges because of obviously along the way for sure there will be challenges and for sure there will be clients who might not be happy or might be complaining about something how to handle that situation in the best possible manner.

**E.4. What is the main reason why employees tend to leave the organisation?**

Well there are various factors however the main reason in hospitality is that erm it's not the most sociable you know we don't have the most sociable hours in the hospitality so the main reason would be to erm to if they find the opportunity outside the industry so they look for other opportunities outside the industry.

**E.5. Do you attempt to assess your employees from a psychological point of view before hiring them? If so, how?**

Interviewee asked What do you mean by studying, the researcher replied if they get to know the person before hiring them do you try to organise meetings and get to know more about the person before just putting him/her on the position itself like that knowing if they are capable of that job that particular job and the interviewee replied that this has to be erm carried out before the interview and depends on the position but sometimes there is a first and second interview so the first interview would just be with hr and the head of department and then in certain positions mainly in higher position then the general manager will also have an interview with the candidate and in this way being hr, head of department followed by the general manager we all look out for different aspects from different angles from my end I look more on maybe the behaviour side and head of department would look more into the skills side and the general manager would go through everything.

**E.6. Do you think your employees are the biggest success of the company? If So, Why?**

Definitely, erm I definitely agree with that you can a beautiful resort a beautiful hotel a beautiful restaurant but if we are not all involved in it if we are not all doing our best than it doesn't mean anything, so yes I definitely agree that our employees are biggest success of the company.

**E.7. On a yearly basis, what is your labour turnover?**

It is about 27%

**E.8. Is there a process in terms of how you retain your employees? What do you do when employees hand in their resignation?**

Well a process to retain obviously is to try as much as possible up lift their lives where while they are here in many ways and means by making their workplace as welcome as possible and supporting them throughout their journey with us and we strive to maintain not create as we already have it but to maintain the family values and core values. So once they belong to this community and not they come to their place of work and leave but one feels a sense of belonging when they are here and that's the phase of retaining so they make the employees feel like they are working with family and not just colleagues of work, the we obviously we do many things which will make us an employer of choice which we take care by taking care of our employees of course and there are several things which we do which is very valuable and employees appreciate (the researcher asked what kind of things) and the interviewee replied so we have the nicest staff restaurant in Malta I would say so it's very modern it has a very relaxation area so as well besides that we offer a selection a variety of food someone doesn't have to worry about food while they are on duty and they can have nice meal also with a selection in our staff restaurant we also have we call employee assistance programme which by which it not mandatory however we suggest every employee enrolls in it that they enrol by just subscribing it which costs only 2.33 euro per month which is nothing which is deducted from their salary and once they are enrolled in it they are covered in ways where insurance does not cover but forbid something happens an example of this a perfect example because it happened last week one of our employees sadly passed away and because he was in this scheme the funeral costs are covered by this scheme by us all the money which is collected by the years because this has been in place over 16 years so we are all putting money in this fund so then when somebody needs we take from the funds and the wife got 3 month salary of what her husband would have earned in the following 3 months and that is a way to support even though you cannot do much when somebody passes away however this is a way to support the family which is a help until they establish their new life. That is one thing however there many other things like if somebody needs psychological help we know that this day with everything going on a lot of people would need psychological help we offer this help and then we cover up to 10 sessions and then if need be if the psychologist tells us that they think that the person would need more then that then we have the request



and we help. Many other things maybe somebody is on lock sick instead of not receiving any salary at all they would receive 50% of the salary till they are healthy enough to come to work and there are many other things this is just a few ideas what I'm telling you but there are many other things, its like an insurance when insurance is not covering basically.

**E.9. How do you try and keep your employees engaged towards the company?**

Well by to keep them engaged you need to erm share with them, share the views, the plans and make them feel erm that they are participating in it. We believe a lot that when you empower someone and you involve them in the process of thinking erm and you explain why we are doing certain things in a certain way you will gain a certain respect which they pay you back with being loyal.

**E.10 Do you constantly give opportunities to your employees to grow within the organisation? If so, how?**

Yes definitely within we always where there is an opportunity we always try to promote from within inputting if there is an opportunity and somebody is up to it we always give the opportunity and sometimes when there are gaps because sometime there might be gaps and somebody might not be at the level required for the position yet and we do reach the gap with training (the research asked if they still give the opportunity even though they think they need training) and the interviewee replied yes if there might be certain training which needs to be under gone before erm if they are up to it yes we do give the opportunity for training because it doesn't mean that somebody is good being a supervisor in a restaurant is ready to be a restaurant manager however even before the opportunity comes along we give training continuously so we are giving people the skills to improve their current role so they are ready for the next role when the time comes.

**E.11. Do you pay your employees over time hours?**

Yes, as per regulations

**E.12. When recruiting the employees do you look specifically for education, or experience or both? Based on your answer, kindly explain why.**

In the case of the experience well that's not the first thing I look at erm obviously depending on the vacancy because if it's an engineer then for sure I would need to look out for the education to make sure that he is licenced to be an engineer however the first thing that we look for is the attitude and then obviously followed by the education and the experience but one needs to have the package and in my opinion the attitude is the first thing I give priority to erm because you can always teach skills unless it's a highly skill job which obviously needs to be you know as I said if it's an engineer they need to have the education and the experience but many things in our industry many positions people can learn their skills but if somebody doesn't have the right attitude then it's harder to teach a change of attitude rather than to teach the skills.

**E.13. What are human resources doing to minimise staff turnover?**

Erm as I said I think I said it already and the researcher replied that they try to engage with the employees and try to socialise and the interviewee replied exactly and by promoting from within and offering all these opportunities but the bottom line is that one feels that they are welcome and they are part of the family and that they feel that they are valued that is the most important thing in my opinion.

**E.14. When seeking to organize something for the organisation, such as staff parties or other events, do you involve your staff?**

Yes we normally we get feedback before doing something we share it with our team members and we get feedback erm of what they would like and then obviously we go by the majority but we do involve them even if we are looking for a location for a venue we do involve them so erm we see how what we did in the previous year what they liked about it and if they would like to have different and yes but we do involve them

## **Appendix G – Interview Transcript – Participant 4**

**E.1. How strongly is an organization affected by a high employee retention? Please give as much detail as possible.**

So employee retention is very important for us erm in fact it's one of our goals for human resources for the year because we try to ensure that our talent remains within our company and of course it's been quite of a challenge over the past couple of years erm the company is being affected because when you have high retention you tend to spend lower time to retain your people and of course you tend to spend less if you want keeping your current workforce as well as enhancing consistency. When you have the same team over a span of years the same service the same level product will be given so else to say erm the longer the associates will stay we believe the more skills they acquire because even though certain processes are documented there are SOPS, these people which are staying longer would of course have certain knowledge which if they move on of course will be lost erm as well as bonding I mean when you have a team which is for longer you have a better work environment, better work relationships its different if then the turnover had to be higher so as to say.

**E.2. Do you organise one to one meeting with your employees every now and then to see whether they are happy at their place of work? If yes, please explain.**

We try to encourage the respective managers of the department to sit down with their people and to get their feedback but what happens many a times they tend to get focused on the day to day operations and they at times forget these meetings which are very important so our rule is to remind them and to ensure that the meetings are done, with the brand system there is the LPI system which happen during the beginning of the year then the managers sits down once the goals are set with her team members or his team members then there should be a series of meetings so it's no longer as it was as before every 6 months supposedly it happens more regularly throughout the year and it's not just the discussion of the performance but it is also erm the skills of the person, how the person is feeling whether any feedback which the person has to give to their manager. So even through these LPI's we try and ensure that these meetings are taking place. Many times as hr erm if we feel that there

are some challenges in certain departments it's not the first time that we felt we had to address a particular department and we do an individual job chat with the team so we will tell them that this scope is how they are doing overall and also to see whether we can help and support in any of these challenges for example. Even recently I sat down with a number of employees from different departments to address certain issues so both managers and hr as well let's say, but as always there's always room for improvement and we believe that in this area we can do better and more.

**E.3. Do you train your employees when starting the job? If so, what kind of training are they given?**

So there is on the job training that's very important because depending on the position one would have a week or two weeks with a either departmental trainer or the supervisor so that during those two weeks erm they will learn the job erm the procedures, policies and prior to that we have the orientation session as you can imagine where we give information about the brand and the company even to the associates which do not work in the front line position because they need to be aware if a room attendant encounters a guest and asks her something about the hotel she must be able to answer so the induction, on the job training and then throughout the year we have soft skills training and also the training from the brand itself in which they emphasize a lot of the online training so even us we had to change abit our style when it comes to training.

**E.4. What is the main reason why employees tend to leave the organisation?**

Over the past two years I mean we've seen the economical different opportunities in various industries and many a times when our employees would move on either for example for a better salary because we encounter numerous associates who would go to lets say a similar position but earning a much higher salary, these smaller companies to retain and to attract they wouldn't have the brand name so they offer phenomenal salaries just for the sake of attracting the individual, but then here is the question of if they will be able to sustain the salary at the end of the day? So probably even now in this current situation these businesses would be the first to suffer of course also because of more favourable conditions because in

the hospitality having to work weekends and public holidays. When one leaves this industry erm working conditions tend to be abit more favourable maybe more time for the family so either for a higher salary or for leaving the hospitality industry completely I mean we don't have many cases of associates to go to another hotel really and truly. Those are the two main ones I believe

**E.5. Do you attempt to assess your employees from a psychological point of view before hiring them? If so, how?**

Throughout the interview for most of the positions we try to hire for the attitude as you can imagine that's something, we really believe in finding an individual who will erm fit your requirements, the culture of the company so attitude, positivity are on top of our lists. Erm if they don't have the experience training will be provided but as long as the person is positive and willing to learn the other things will come with time so yes there's this kind of assessment we try to find this person which will fit within the team, department and the company overall. The brand also encourages us to use the behavioural interview where one would have to answer a couple of questions and they have to give you a situation, action and the end result so that you will assess how they will react when they have similar situations which will happen to them in the pasts. There are also mother assessments which are like psychological personality assessments but we just administer that, so they work, they were done by the brand and they tell us so that the employees take this assessment and of course we have to refer to them part of the interview not just the interview. ( the researcher then asked when they fill in the questions of this brand site you follow the assessment) and the interviewee replied yes they have to because the brand from the information they have been given they said they have invested so much even in this platform that we should rely on the results and we had cases where associates got or candidate were considering from outside the hotel they got red and in the beginning they were allowing us to email the director of hr erm we send an email and we tell you for example this candidate got a red however we feel that he will be a good addition to the team and we had candidates who got a red and they did not make it they were not successful then in the job so sometimes when we think about it we say that we believe that those assessments work so nowadays the brand has limited us abit erm they

don't allow us to recruit anyone who gets a red automatically these associates get finalized, so there's isn't the need to interview them.

**E.6. Do you think your employees are the biggest success of the company? If So, Why?**

Yes I mean we believe we are where we are today thanks to our people who have been with us throughout the whole journey although at the moment its abit not a stray however we are counting to be back on track with our people and even during this times we are trying to still retain the people who have been with us throughout these years even the brand it's one of the strategies they have take care which is one of the pillars they give attention to erm because they believe that we if we take care of our people then our associates will take care of the guests of course so that the community at the end of the day strives. So yes, I mean our people are the top of our priority list.

**E.7. On a yearly basis, what is your labour turnover?**

Looking at the past five years it was maybe below 20 then going up to 20%, I think. In 2019 we closed the year at 26.6% and in 2018 it was 23.7% and when we discuss with all the competition out there at least it's not that bad because we also compare to other hotels within the same brand and the average is higher than that we say it's still not that bad even though sometimes 27% we're happy to close the year with that score.

**E.8. Is there a process in terms of how you retain your employees? What do you do when employees hand in their resignation?**

The process a such we try erm to ensure they remain with us from the beginning of their journey with us so with the training with making them feel and belong the hotel, this feeling of belonging is very important and at times we do have associates who tend to go and work elsewhere and they tell us that the team we had at this brand is very difficult to find elsewhere erm so it's from the beginning of their journey and then over the year of course we do social activities erm as you can imagine even on our associate page we try to keep on the momentum and things like these and then when as associate gives the resignation form of

course we try to see whether it's something which can be solved because we had cases of associates coming to you and tell you I'm leaving because I'm having this issue and then we tend to speak to them, you reason things out and you could convince them to stay but if it's a case where an employee then just want to move out then we have an exit interview we call it to ensure that if there's any feedback of course for improvement we take it and then the exit process starts of course.

**E.9. How do you try and keep your employees engaged towards the company?**

We try to inspire them and to give them the best of course and to ensure that they are really doing jobs they are suitable for them and they are happy doing. We also had cases of associates who were felt given all for a position and wanted to change to another department we welcomed of course their request if it was feasible for them and for the company as well erm also training opportunities for growth advancements and these kind of things.

**E.10 Do you constantly give opportunities to your employees to grow within the organisation? If so, how?**

Definitely so whenever we have opportunities first we post them internally and we give 3 days for our associates to apply then after the 3 days we also post it externally but we give priority of course to our associates and to see what's out there as well so that its fair and we don't waste time but if we see that we have someone whose suitable for the job and whose ready for the job we give the opportunity to him or her. We have situations as well where the associates was not ready the first time he/she applied then we helped them we made a plan so that maybe the next time they would be able to take the opportunity, we had associates who applied even 3 times and they got it with the third let's say application so it's important to give feedback even from hr, the management interviewing we tend to tell the person listen you need to work on this this and that to be able to be considered erm for the next position let's say.

**E.11. Do you pay your employees over time hours?**

Yes depending on the level erm for managers of course not because managers have a salary and that entails extra hours but then supervisors and junior level we pay them as per local labour law which is 1.5 except in particular circumstances example there were situations where we knew we will not have enough hours because of project because of refurbishment and what not we can give them the option that they work the extra hours and then we give them to them as 1.5 the time so they won't be losing anything it's just that rather than getting paid for over time they take the hours as at a later stage. We have associates who accept others who don't, so we don't enforce it but then depends then for administration not all departments let's say in hr one does one hour or two extra sometimes we don't get paid for that and there are other departments which are like this.

**E.12. When recruiting the employees do you look specifically for education, or experience or both? Based on your answer, kindly explain why.**

Depending on the role the most serious the position when it comes to managerial positions erm for both let's say having a degree or diploma he/she would have acquired certain skills even in ETM sometimes we discuss we see this those who pursued and went to university for example their way of thinking and when they are taking decisions erm when you compare to others who have not enhanced in education they can take certain decisions better let's say so managerial positions ideally both but then depending for certain departments experience is enough other departments maybe focus more on education so depending, we have managers who didn't as you can imagine who didn't pursue their education but they are still doing an excellent job because by time you learn so much especially if you're working in a big company so it all depends on the individual, position, etc.

**E.13. What is human resources doing to minimise staff turnover?**

Recently we had a number of projects we had embarked on and following the LPA and analysing questions let's say and see where sorry engagement survey not LPA analysing



questions and see where are associates rate was the lowest and encouraging each manager to do an action plan for his or her own team. If the case informed kitchen the associate were not happy with let's say I'm just inventing the overall management then that had to be tackled to ensure that the staff you have remain with the company so ideally there's a plan for each and every department to see what they can improve.

**E.14. When seeking to organize something for the organisation, such as staff parties or other events, do you involve your staff?**

Yes erm we have found this to be very useful over the past two years I think even on the group page we ask associates so what venue do you recommend what would you like and they give us their suggestions and for us first of all it's more ideas and secondly we really ensure that we are doing something which they would appreciate but from experience we found that whatever we do whatever you organise you would still have people who will be happy and other who will not come so at the end of the day we can't please everyone but taking their recommendations and ideas has been quite helpful for us yes.

## **Appendix H – Interview Transcript – Participant 5**

**E.1. How strongly is an organization affected by a high employee retention? Please give as much detail as possible.**

When there is high employee turnover, employees are replaced regularly and thus:

- It disrupts the company's routines that are already in place;
- Generates direct turnover costs (e.g. recruitment and training);
- Generates indirect costs because it creates operational disruption after a vital employee leaves;
- Demoralisation of the employees remaining at the company, due to the loss of a potential colleague or due to the increased workload following the turnover.

On the other hand new employees bring a fresh attitude to the company and are highly motivated.

**E.2. Do you organise one to one meeting with your employees every now and then to see whether they are happy at their place of work? If yes, please explain.**

Yes. A performance appraisal with the employee and their Head of Department takes place every six months. There is also an open door policy by the HR team for the employees; meaning that an employee can walk in at any time during working hours at the HR office for guidance, etc.

**E.3. Do you train your employees when starting the job? If so, what kind of training are they given?**

Yes. Induction training is done once the employee is selected following the recruitment process; where important information on the employment and the company is given. On the job training is also held at the respective department.

**E.4. What is the main reason why employees tend to leave the organisation?**

There are many reasons. These can include job offers elsewhere with higher pay or benefits, and a “new challenge.” One may also see good employees become disenchanted with management; who aren't providing the leadership and growth opportunities these high performing employees seek.

**E.5. Do you attempt to assess your employees from a psychological point of view before hiring them? If so, how?**

A skills matrix is usually used as a reference at interviewing stage where the employee is then scored on the basis of appearance, performance and behaviour.

**E.6. Do you think your employees are the biggest success of the company? If So, Why?**

Yes. One of the most important factors in employee performance is to achieve goals. Successful employees meet deadlines, make sales and build the brand via positive customer interactions. When employees do not perform effectively, consumers feel that the company is apathetic to their needs, and will seek help elsewhere.

**E.7. On a yearly basis, what is your labour turnover?**

Approximately 25 to 35%

**E.8. Is there a process in terms of how you retain your employees? What do you do when employees hand in their resignation?**

We do our utmost to create the right culture to our employees by making them feel part of the Xara Family and provide benefits to all our employees who decide to make us of our hotel facilities. When an employee hands in the letter of resignation, an exit interview is held.

**E.9. How do you try and keep your employees engaged towards the company?**

By holding monthly events and make your presence (Manager's presence) felt.

**E.10 Do you constantly give opportunities to your employees to grow within the organisation? If so, how?**

Yes. All our vacancies are published internally before being published externally as we do believe in internal progression.

**E.11. Do you pay your employees over time hours?**

Yes, except for those who have a managerial contract.

**E.12. When recruiting the employees do you look specifically for education, or experience or both? Based on your answer, kindly explain why.**

Usually both, however this all depends on the level of position that needs to be filled. Example a Food & Beverage server usually just needs the experience whilst a Human Resources Manager needs both the education and the experience.

**E.13. What is human resources doing to minimise staff turnover?**

- Encouraging generosity and gratitude
- Recognising and rewarding employees
- Offer flexibility
- Making the employee's happiness a priority

**E.14. When seeking to organize something for the organisation, such as staff parties or other events, do you involve your staff?**

Yes. A social committee has been set up to support in such events.

## **Appendix I – Interview Transcript – Participant 6**

**E.1. How strongly is an organization affected by a high employee retention? Please give as much detail as possible.**

Mela high employee retention, employee retention is never high to tell you the truth ghax inti tiprova izomm l impjegagt kemm jista ikun erm gifiri assuch its more about the effect is when you have a staff turnover rather than the retention. So it didn't get affected as much with retention issa it depends on what kind of retention you are asking when you have erm staff who have been in the company for 20 years, 30 years, 40 years and the researcher asked retention in general like for all the employees all the employees in general actually but mostly yes the ones that have been there for years and the interviewee replied ifem meta ikollok il xi had li ilhu hawnhekk 40 sena erm it affects in a way li in nies, l-impjegati they start with something and they think that after 20 years they will still do the same thing which is not the case so that's something else when it comes to someone who has been in the company for a long period of time but when it comes to retention for us it's not a problem because we want to and we need the staff to remain in the company

**E.2. Do you organise one to one meeting with your employees every now and then to see whether they are happy at their place of work? If yes, please explain.**

Mela yes, bhala kumpanija we have our own standards gifiri anything you'll be asking will be according to our procedures and standards. So we have two types of one on one meetings so the first one is we call it the thirty day chat it is when an employee is recruited and they go on and start the journey with the brand, so in the first month that's why it's called thirty days the first month you meet with them to see to check on them and how are they going and what is their expectation and what is their reaction in the first month because obviously in the first month you see everything nice in some kind of way until you settle in erm then there is we call it a job chat it's the appraisal form for all the employees so when we have so our job chat are it is done yearly there are three times that it is done yearly so you start with the

first job chat we call it erm the first level is sitting down with the employee and discussing the performance according to our to the company values and then after three to four months you sit down with them again erm to discuss the objectives and the targets set in the first appraisal and then on the third appraisal you sit down again with them you go through the targets again and you set new targets for the following year so and obviously the feedback from the employee on what they have been doing so far when it comes to the appraisals so those are our basics but we are always constantly giving feedback on a day to day basis not just doing an appraisal on the thirty day chat so we do other like departmental meetings or if they have any other concerns we meet up even you'll have time to sit down with all your staff at one go so every two months we try and sit down with all the teams just departmental and we discuss any issues that have been brought up and the researcher asked so its not just the hr it's also the head of department of each department and the interviewee replied yes our head of department they are very involved to obviously in their department so they do some of the hr when it comes to their staff but as an hr from an hr perspective it's just the thirty day chat.

**E.3. Do you train your employees when starting the job? If so, what kind of training are they given?**

Erm yes so when you recruit join in join the company so we start with an induction training so it's a welcome it's a two day induction training so at least they would know where they are going to work and what is expected of them erm so then on the third day they meet with their manager or supervisor and they go through the SOP's so the standards operations procedures so they'll have to go through into detail obviously because the way we work is different from I don't know from the other brand for example this brand we have our own standards and we have to literally like do as per standards so the way we knock on the door of the guest, the way we answer the phone, the way we greet the guest, the way we greet each other it's not just guests erm the way for example we clean the room as well so we have these procedures that they have to study in some kind of way but obviously there's guidance. We have a team especially trained on these SOP's on how to train the staff, so they are called the operational coaches from our end erm, so they are in charge of the SOP's of when they start. The researcher also asked and do you also train them like first aid and all these sectors and the interviewee replied when it comes to first aid, fire safety here in Malta unfortunately it's not

a legal requirement so it's still on the optional side erm unfortunately not everyone is trained on these training but these kind of training first aid and the fire safety is done twice a year so we select some staff and they go for the training but its not a legal requirement that everyone needs to have like for example the UK I know that the UK they have it as a legal requirement but here in Malta it isn't so no not everyone is certified to be a first aider.

#### **E.4. What is the main reason why employees tend to leave the organisation?**

There are many reasons issa one of them is the one that because we have our statistics in a way for each month erm I've seen that I have when it comes to foreigners mostly they reallocate so when it comes to termination it doesn't just you know they decide to up and go they just for example I have lots of reallocations they leave Malta like forever which is mostly from the foreigners. Erm being a hotel being a company a very old company like I told you in the beginning we have people who have been in the company for 40 years so we have some of them which are retiring now so they have been from the beginning of when the brand was starting and now it's time to retire so we have lots of retirees (erm im trying to remember who left so far) I mean you get people leaving for other competitors, you get as well employees who leave the hospitality as well because they had enough of hospitality and they just go to something totally different because I think it's a bigger challenge not working in a hotel I think so but mostly it's relocation and retirement.

#### **E.5. Do you attempt to assess your employees from a psychological point of view before hiring them? If so, how?**

Mela the interviewee asked if the researcher has ever done an interview and the researcher replied yes and the interviewee asked again yourself and the researcher asked herself to someone and the interviewee replied yes and again the researcher replied no but she managed to these interviews for her dissertation but workwise or anything related not yet no and the interviewee replied alright so when it comes to interviews before hiring we always obviously do the interviews I don't know if in your question there's something else and the researcher asked what she means is for example erm before you hire the person when you decide to hire the person do you like study the person like know his/her intentions or first

impression like does it really make a difference to you and would you think that person and the interviewee replied that they do that at the interview stage because for example we don't test our employee I mean whoever is recruited we don't test them because I know that some companies they send them an IQ test and the researcher replied yes that's what she's referring to and the interviewee replied that they don't have that, I mean it's more interview stage like there are 2-3 steps of the interview stage and then we decide you know based on what the employee has been talking about, what we are looking for when we are doing the interview, body language I mean you have to see everything from that stage and then you just hope for the best because obviously interview stage you don't know the person then you won't know their intentions, you don't know anything until you start working with them and then that's why there's the probation as well. The researcher asked if the probation was normally for six months and the interviewee replied it depends their grade but usually in six months so if they are in a higher grade like hr manager sometimes, they give them a 12 month period but usually we give out 6 months.

**E.6. Do you think your employees are the biggest success of the company? If So, Why?**

Well yes, I mean if we don't have any employees the company wouldn't be here so its thanks to them, I mean yes, we have to push them to be successful but I mean we need them without them we are nothing literally

**E.7. On a yearly basis, what is your labour turnover?**

Well when you have turnover you cannot just say you know we are at this stage year after year it's different, it depends erm what is happening at that year so for example erm at a year at the year we had a change of general managers so from one year to the other it varies so a year I don't know which year is what and what's 30%, last year it was 15% this year we don't know with this situation of the COVID-19 so you cannot just say we have this percentage and we always I mean we always aim for a lower percentage of staff turnover so but you never know the cases, you never know what will happen during the year.



**E.8. Is there a process in terms of how you retain your employees? What do you do when employees hand in their resignation?**

Mela let me start with the resignation form so when I have a resignation form obviously it depends on the person you'll be surprised because you won't be expecting it but erm no its usually there's an exit interview so I have a form I mean first I talk to them as in of the records just to see what is happening if we need to change something, if there's I don't know they are erm If someone is bothering them I mean I don't see that there should be the need of a resignation if you know we can change things but if they insist that they have to leave there is the exit interview form and they fill it up just to keep in their record. To retain staff I mean we do several things I mean we have the development I mean the ongoing training erm incentives, what else because I mean we have meetings with them, we have appraisals, we make sure that erm if we had to give a title as in a promotion we do it internally, if there's a move like going to a better grade we make sure that it's done internally, we do team building, we do events there are a lot how you can I mean even if just being there and listening to them is more than enough to some people, just to listen to what they have to say.

**E.9. How do you try and keep your employees engaged towards the company?**

The researcher informed the interviewee that this is very related to what the interviewee answered and the interviewee replied it's the same reply she previously said however you make sure that they are given enough training even if they the thing they still need to there's more to learn.

**E.10 Do you constantly give opportunities to your employees to grow within the organisation? If so, how?**

Yes, yes like I told you now gifiri for example we have a call for vacancy or I don't know for front office manager so and we have a receptionist so the first thing I have to do as an hr is issue an internal call that there is this vacancy and obviously they need to apply they need to be interested in applying I mean we're not going to push people and we're not going to go on people and just promote them so it's more of a vacancy at the normal interview session I

mean we know the person who they are rather than having to start find someone who we don't know so that's a bonus for us, so if we know the person we know that they are capable yes we do give promotions and we have a lot of those. Through the years there have been erm some good promotions to our vacancy and they can grow in the grade so for example from a porter we have a rooms division manager so starting from a porter and then always going up, I mean the same with our general manager within the company he started off as a pool boy and now after so many years he is a general manager so the company gives opportunities, I mean obviously it has to come from you, you have to be initiative as well I mean your manager is not going to push you to do things you have to push yourself to go up that grade as well.

**E.11. Do you pay your employees over time hours?**

Yes that's as per Maltese Law, yes we do.

**E.12. When recruiting the employees do you look specifically for education, or experience or both? Based on your answer, kindly explain why.**

Erm it depends what are you looking for, so imagine having a sales manager and they don't have the education but they have the experience but when it comes to sales manager you need to write emails, you need to be constantly on the lookout for people, it depends on the job so for example even handy person I mean they don't need to know school but as long as they know how to paint and have the skill. I would say both in some cases but in some cases either or. It all depends on what you are looking for, I mean it's useless getting someone without education at a higher grade because at a higher grade you need to be at university to understand the concept of what you are going to work in and for the rest of your life, so that's the thing so for example human resources manager erm ok I've personally never been to school so I got the skill on my own but I still studied for it, I still went out there and did courses so you need experience and which is what but education I think experience comes first before education and the researcher asked if they think that having both of them is a

bonus if it's an extra bonus and the interviewee replied of course no imma like these certain grades its best to have both of them so the higher grade it's much more likely to be recruited on both education and experience.

**E.13. What is human resources doing to minimise staff turnover?**

Heq ifem like I told you I mean when we had to keep the employees engaged if you keep them engaged somehow you keep them there, listen to them somehow you keep them there. If you ignore them then yes they will leave they would feel unappreciated, they feel the lost, they feel like there's no-one supporting them so yes if they feel all this they will eventually leave they won't be happy here, they would come to work just to get paid you know and leave but we try to engage with employees as much as possible, I mean even if just going round and just asking them how they are, I mean even if just being there for them and knowing that you can support them is sometimes what they need.

**E.14. When seeking to organize something for the organisation, such as staff parties or other events, do you involve your staff?**

Mela erm so in this company we have this committee we call it, it's a social committee it's just a group a group of people from each department and we come up with events that we know that all the staff want, so for example alright now there's the situation of the COVID-19 but we were going to organise a clean-up and a picnic, obviously it had to be cancelled. Erm we had much more staff parties I mean its everyone waits for the staff party for the summer ones and for the Christmas ones so but we need to help each other I mean one person cannot do cannot organise these events and then continue with the work with all the workload there is, so yes having this committee is a great help and support each other and we share ideas and we do everything together basically and the researcher asked if they organise if they think all together so everyone is involved that way and the interviewee replied yes it's like we meet up once a month we are specific person we are a group of 10 and we meet up just to you know share ideas and organising these events. At least every month we do something

different for our employees I mean who can join joins and who cannot because they are working, they can come to another one to the next one.

## Appendix J – Survey Questions

1. What is your age?

- ☐ 18 to 24
- ☐ 25 to 34
- ☐ 35 to 44
- ☐ 45 to 54
- ☐ 55 to 64
- ☐ 65 to 74
- ☐ 75 or older

2. Which department are you currently working in/ or have worked for within the hospitality industry?

- ☐ F&B Department
- ☐ Front Office/Concierge Department
- ☐ Housekeeping Department
- ☐ Human Resources Department
- ☐ Reservations/Sales Department
- ☐ Room Service Department
- ☐ Maintenance Department
- ☐ Other (please specify)

3. What encouraged you to be part of the hospitality industry, Based on your answer explain why?

- ☐ The experience
- ☐ Wages
- ☐ Communicating with guests more often
- ☐ Having the chance to grow within the hospitality industry
- ☐ Other (please specify)

4. Were you ever recognised within the organisation you have ever worked for? Examples (Employee of the Month, Above and Beyond, Front/Back of House Quarter etc..) Based on your answer, Kindly specify why and which awards were provided to you?

- ☐ Once
- ☐ Twice
- ☐ Three Times Or More
- ☐ Comments

5. Do you think that working within the hospitality industry impact one of the following:

- ☐ Social Life
- ☐ Personal Issues
- ☐ Low motivation and job satisfaction
- ☐ All the Above
- ☐ None at all
- ☐ Other (please specify)

6. When you started your current job were you provided with the following:

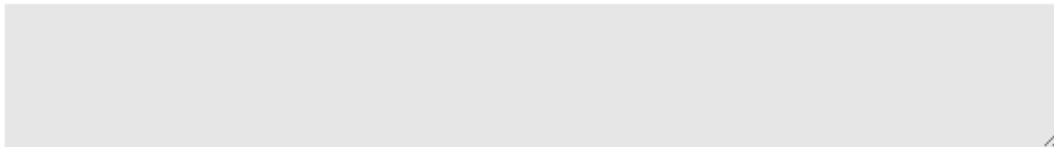
- ☐ Induction programme
- ☐ Training related to the job performed
- ☐ Other ancillary training such as first aid, customer care, etc.
- ☐ None at all
- ☐ Other (please specify)

7. How confident did you feel when you started work with the training provided from a scale of 1-5. (1 Being the lowest)



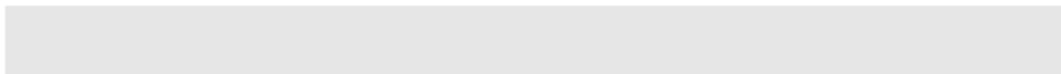
8. When working within the organization or have worked, do you feel happy following strictly controlled procedures?

- ☐ Yes
- ☐ No
- ☐ Based on your answer, Give reasons



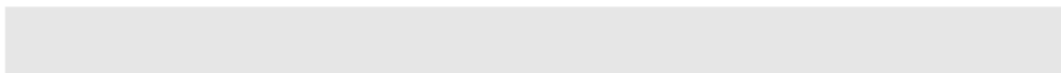
9. What motivates you the most or have motivated you during your working hours?

- ☐ Wages
- ☐ Experience
- ☐ Team
- ☐ Being recognised
- ☐ Job Satisfaction
- ☐ Other (please specify)



10. Is it worth it to work within the Maltese Hospitality Industry? Based on your answer please specify why?

- ☐ Yes
- ☐ No
- ☐ Comment



## Appendix H – Respondent’s survey comments

### H.1. Question 2

2. Which department are you currently working in/ or have worked for within the hospitality industry?

- ☐ F&B Department
- ☐ Front Office/Concierge Department
- ☐ Housekeeping Department
- ☐ Human Resources Department
- ☐ Reservations/Sales Department
- ☐ Room Service Department
- ☐ Maintenance Department
- ☐ Other (please specify)

Respondent	Comments
Respondent 68	Security
Respondent 64	Spa on Cruise Ships
Respondent 59	Finance
Respondent 55	Operations
Respondent 51	F&B & Events Department
Respondent 45	Back of House
Respondent 35	Wellness
Respondent 33	Revenue Management
Respondent 29 & 31	Education
Respondent 13	Marketing

### H.3. Question 3



3. What encouraged you to be part of the hospitality industry, Based on your answer explain why?

- The experience
- Wages
- Communicating with guests more often
- Having the chance to grow within the hospitality industry
- Other (please specify)

Respondent 76	Establishing different concept
Respondent 74	Had no other choice
Respondent 58	It was something or better the only thing that I always wanted to do.
Respondent 55	Needed work
Respondent 51	Love meeting new cultures and work with different nationalities
Respondent 50	All aspects of the hospitality business is fascinating, it always changes.
Respondent 43	The satisfaction from the clients
Respondent 31	Meeting new people
Respondent 28	University placement
Respondent 26	Did it as a summer job then wanted to continue after
Respondent 25	Availability of work lol
Respondent 21	Developed a passion for the service industry through past employment with an organization who where very motivating
Respondent 13	every day is a new experience and chance to learn more and the chance to meet new people and learn from them.
Respondent 12	Passion and interest from a young age

Respondent 9	I need a lifelong job
Respondent 4	The satisfaction

#### H.4. Question 4

4. Were you ever recognised within the organisation you have ever worked for? Examples (Employee of the Month, Above and Beyond, Front/Back of House Quarter etc..) Based on your answer, Kindly specify why and which awards were provided to you?

- ☐ Once
- ☐ Twice
- ☐ Three Times Or More
- ☐ Comments

Respondents	Comments
Respondent 79	Employer of the month
Respondent 71, 71 & 53 & 28	No
Respondent 69	Employee of the quarter
Respondent 68	Employee of the month Manager of the month Manager of the year
Respondent 64	Recognized for outstanding service in the spa department
Respondent 57 & 56 & 31 & 18	Never
Respondent 52	Chef of the quarter
Respondent 51	Employee of the month ...for being the most helpful and quick learner
Respondent 50	I haven't been awarded. Maybe promoted or accepted to apply for another position
Respondent 49	Front/back house quarter

Respondent 46	Employee of the month
Respondent 44	Not the one I am currently working at
Respondent 43	Abroad happens more than locally.
Respondent 37	None
Respondent 35	Employee of the month Nominated for the 'Can Do Attitude' Award
Respondent 32	Quarterly. Long time ago
Respondent 25	Best enrolment
Respondent 17	Employee of the Month & Back of House Quarter
Respondent 12	By being assertive in my work duties, avoid silly mistakes which may affect the sale or event
Respondent 11	Employee of the Month
Respondent 10	Nope don't believe that awards are only to thank you but encourage people who actually need to be motivated
Respondent 9	Never, no-one cared
Respondent 8	Company certificate and promotion
Respondent 6	None
Respondent 5	Employee of the week twice
Respondent 4	It was the most employee who made upsells
Respondent 3	In my internship I was rewarded as the student of the month.

#### H.5. Question 5

5. Do you think that working within the hospitality industry impact one of the following:

- Social Life
- Personal Issues
- Low motivation and job satisfaction
- All the Above
- None at all
- Other (please specify)

Respondents	Comments
Respondent 75	Its subjective, some people suffers some are not, and some of them sometimes yes sometimes no
Respondent 50	I find myself not wanting to do anything after work. Or not wanting to go to work sometimes
Respondent 49	Not enough time for personal life
Respondent 35	Very poor wages, making work motivation hard
Respondent 29	it can impact all, but it doesn't have to. Depending on many factors: country you live in and laws, your attitude, educational level, company you work for etc.
Respondent 5	Mental health

#### H.6. Question 6

6. When you started your current job were you provided with the following:

- Induction programme
- Training related to the job performed
- Other ancillary training such as first aid, customer care, etc.

- None at all
- Other (please specify)

Respondents	Comments
Respondent 71	Was provided training yes
Respondent 35	first aid and pool first aid

### H.8. Question 8

8. When working within the organization or have worked, do you feel happy following strictly controlled procedures?

- Yes
- No
- Based on your answer, Give reasons

Respondents	Comments
Respondent 79	Yes I am .
Respondent 78	Controlled procedures are giving us safe environment for guests and for employees, as they are tackling all areas of the system.
Respondent 71	There's control in everything
Respondent 70	Direction is important
Respondent 69	Strict procedures help the team to follow a pattern and that will help organization to monitor targets performance and reach better goals
Respondent 68	Sometimes the rules get in the way of common sense
Respondent 64	Ship life requires standards to be adhered to, and cannot risk going astray
Respondnet 61	One must have the flexibility to adapt to particular situations which in the industry can be varied and common
Respondent 55	Because guests requests may be outside of the parameters set
Respondent 53	I believe that if there are no rules, everyone will do what they want.
Respondent 51	It makes you more strict and responsible
Respondnet 50	I feel happy knowing that my work is up to expectations and standards.
Respondent 49	Every situation is different so some procedures cannot apply for all the cases
Respondent 46	The hotel isn't that strict so i do not feel pressured.
Respondent 44	Depends on what the control is about

Respondent 43	Strict procedures mean consistency and eye for details
Respondent 40	Discipline is good subject to discussion of process
Respondent 35	Yes as everyone knows what they need to do
Respondent 30	Mostly are based on past experiences
Respondent 29	we still have some degree of customization, so it doesn't bother me
Respondent 28	I believe one needs procedures to follow however there needs to be freedom in the way one works in order to be able to excel and work better
Respondent 21	as long as ideas are welcomed, discussed and if applicable put into practice
Respondent 18	I found some of the rules stupid and unnecessary
Respondent 17	Procedures are essential to have control within your department
Respondent 13	it provides routine and a better view of how things are meant to be done with little space to make mistakes
Respondent 11	Know exactly what you have to do and everyone provides the same service
Respondent 10	There is a reason why the organizations is having rules and regulations therefore a reason to follow them up
Respondent 9	I like having guidelines which explicitly tells you what to do, how to do it. Etc. You can then avoid mistakes of misunderstanding.
Respondent 8	Its good to be motivated by strict rules

Respondent 5	The procedures were needed and used for certain tasks which made the job easier.
Respondent 4	So and so
Respondent 3	Yes, because standards make an establishment running well and continuously practicing and keeping up high standards will make you better in what ever you do
Respondent 1	Service is almost always standard; - company always remains professional.

#### H.9. Question 9

9. What motivates you the most or have motivated you during your working hours?

- ☐ Wages
- ☐ Experience
- ☐ Team
- ☐ Being recognised
- ☐ Job Satisfaction
- ☐ Other (please specify)



Respondents	Comments
Respondent 74	Seeing my girlfriend
Respondent 71	Teamwork
Respondent 69	Team, being recognized, job satisfaction
Respondent 50	All the above motivates to be better.
Respondent 29	my lovely students!

#### H.10. Question 10

10. Is it worth it to work within the Maltese Hospitality Industry? Based on your answer please specify why?

- ☐ Yes
- ☐ No
- ☐ Comment

Respondents	Comments
Respondent 79	I like the traditional food , I like the way they transparency to us
Respondent 76	I got familiar with the industry
Respondent 75	Depends on the place where you're working
Respondent 74	Very low wage, non-respected employee
Respondent 71	Not paid enough for what we do.
Respondent 70	It is the satisfaction of helping the guest and making his experience worthed
Respondent 69	Because Malta is a touristic country. In the long run it is a stable job
Respondent 68	Never worked in the Maltese hospitality industry, only the UK

Respondent 66	I have worked there as a trainee, I do think they don't give you that much opportunity as they do in the Netherlands. But I understand that because I'm a foreign student.
Respondent 64	Cannot answer this as i never worked in malta. Though celebrity cruises have a maltexe flag
Respondent 61	There is the need to do more in order to make the hospitality industry jobs more attractive and rewarding
Respondent 60	wages are very low compared to other jobs
Respondent 59	Not sure
Respondent 57	Very low wages
Respondent 56	Low wages
Respondent 55	As hoteliers put profit above guest satisfaction as expect employees to give good service and family life is non existent
Respondent 51	At the time being unfortunately no as there are a lot of people who doesn't want to work and they are being honored and the ones who really want to work and improve their skills are left behind therefore making them less motivated and loosing interest And patience.
Respondent 50	As a foreigner i find it hard to grow as seamlessly as others. But so far my experience has been okay.
Respondent 49	Wages are low and long working hours
Respondent 44	Maltese Hospitality is unfortunately too bad that Maltese don't want to hear the word

	hospitality when you suggest to work in a such establishment. It's not only in Malta, but at least wages overseas are better than here in terms of hospitality and tourism
Respondent 43	It's only worth it because you have your family, for work experience and wage definitely abroad!!
Respondent 42	Hospitality industry employing people without knowledge and passion.
Respondent 41	Low wages, Long hours
Respondent 40	I would explore why and how Maltese companies can give better salaries as we can be better off then other countries due to sun and sea and nightlife
Respondent 39	Depends on the position - low positions tend to have low wages and one must build themselves up in order to reach a certain position (starting from thr bottom)
Respondent 37	Wages are not enough , no perks
Respondent 35	Hospitatlity is not credited enough for the work done, no increased wages to work public holidays or weekends. Being open 365 days of the year and having to work on XMas and New Years without compensation makes it harder to want to work in hotels.
Respondent 34	It used to be worth it and fulfilling however nowadays the customers tend to be quite rude and expect everything there and then.
Respondent 32	Challeging and intresting
Respondent 31	Long hours of work with a very low pay and very little appreciation

Respondent 30	Hospitality business in Malta is growing and developing
Respondent 29	I am not sure as I haven't worked there, but based on the comments heard, it is hard as governmental laws are not necessary followed in all places!
Respondent 28	Low salary
Respondent 27	Because the influx of foreign workers seen wages getting from bad to worse. As it turns out to be, we are losing the identity of our Maltese hospitality experience identity.
Respondent 25	Wages are low
Respondent 24	But the wages are too small.
Respondent 23	It is worth it but salary is too low for what we are actually doing and providing.
Respondent 22	Malta has a lot to offer so I believe we should focus on attracting maltese to study this section
Respondent 21	one must proceed with caution and fight to find a good wage. Also, great teams and motivational organisations are hard to find but there are a few
Respondent 18	Not respected enough and not paid enough
Respondent 17	Employee Engagement in Malta is still far off.
Respondent 13	the tourism industry is increasingly booming within the maltese islands and i believe it is a sector in which an individual can truly see what s/he test his/her capabilities
Respondent 11	It depends, compared to other countries, Maltese wages are very low but also the

	level of satisfaction and how well you work with the team may be enough.
Respondent 10	can Be especially if you own your organization one day
Respondent 9	I feel like it's a waste of time for little to no benefits, pay etc.
Respondent 8	Other companies have much better wages compared to other less demanding jobs
Respondent 7	Should be trained more on serving customer and provide a customer satisfaction as this is one of the Problem nowadays that customer satisfaction is poor over here.
Respondent 6	Low wages
Respondent 5	Depending on the internal employees and management
Respondent 4	Not really. Due the Maltese only think to get money in their pockets
Respondent 3	Recently our establishment got recognized by the Michelin Guide and we have been awarded with the first ever Michelin Star in Malta
Respondent 1	One grows a lot personally when working in this industry, but, the pay is not good and one must work long hours