The Main Drivers of Employee Retention: The Case of Viennese Luxury Hotels

Bachelor Thesis for Obtaining the Degree

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Affidavit

I hereby affirm that this Bachelor's Thesis represents my own written work and that I have used no sources and aids other than those indicated. All passages quoted from publications or paraphrased from these sources are properly cited and attributed.

The thesis was not submitted in the same or in a substantially similar version, not even partially, to another examination board and was not published elsewhere.

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Abstract

The tourism and hospitality industry contributes a respective amount to the global economy with a GDP of 10.3%. Besides the economic importance of this industry, the demand of experiencing new places has risen over the past couple of years due to the ease and the new possibilities of traveling. Thus, making the accommodation sector more important than ever. Vienna as a destination increased tremendously in popularity with seven million arrivals in 2019. However, the hospitality industry is still facing on of the biggest human resource issues: employee turnover. Therefore, this thesis aims to uncover the main drivers of employee retention in the luxury hotel industry. The presented solutions are primarily intended for the management board of Viennese five-star luxury hotels in order to counteract employee turnover and foster employee retention.

For this thesis, the outcome is derived from collected primary and secondary information. For the primary research, the qualitative approach, in-depth interviews, were chosen. Eight semi-structured in-depth interviews were conducted in order to investigate the most crucial employee retention factors. For the secondary research, existing literature was used to define the problem and set a foundation for the ten questions of the in-depth interviews.

The results of the thesis display that employee retention is a very current issue. Employee turnover is often caused by the nature of the hospitality industry, low wages and unusual working hours. This can be counteracted by applying employee retention strategies. The striking similarities, regarding the retention factors, found in the literature and the primary research are providing a comfortable working environment, benefits and trainings. However, the most highlighted retention driver, in the primary research, is the good relationship to the work colleagues which is not often emphasized in the existing literature. Regarding the importance of monetary and non-monetary incentives, the primary and secondary research suggest that a balance is the key to success. Employee turnover does not only cost a tremendous amount of money, but also time and work. Thus, making employee retention strategies vital for the success of an organization.

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List of Abbreviations

AI – Artificial Intelligence

CV – Curriculum Vitae

DMO – Destination Management Organization

ESOP – Employee Stock Ownership Plan

GDP – Gross Domestic Product

HR – Human Resources

IoT – Internet of Things

OTA – Online Travel Agency

RevPAR – Revenue per Available Room

USA – United States of America

UK – United Kingdoms

1 Introduction

In the present day the tourism and hospitality industry is one of the biggest industries, behind retail and financial services, contributing 10.3% to the global Gross Domestic Product (GDP) in 2019. This industry offers 330 million jobs worldwide which equals every 1 in 10 jobs. The tourism industry is forecasted to grow even faster due to the fact that the global economy grew by 2.5% in 2019 whereas the tourism industry already grew by 3.5% (World Travel & Tourism Council, 2020). However, the hospitality industry is facing one of the greatest challenges: employee turnover (Hwang, Lee, Park, Chang, & Kim, 2014). In a research of the Bureau of Labor Statistics, they came to the conclusion that a hospitality organization could save over 25 billion US-dollars per year by eliminating employee turnover. This phenomenon is already in long interest of the hospitality industry and until now an unsolved problem (DiPietro & Condly, 2008). Therefore, this thesis is going to investigate the factors to prevent turnover and encourage employee retention.

1.1 Background Information

The origin of the word "hospitality" is from the Latin word "hospes" which stands for the host and the guest. This translation lead to the thought that hospitality is the act of the host entertaining the guest. According to the Oxford Dictionary, the word hospitality describes "the friendly and generous reception and entertainment of guests, visitors, or strangers" (Definiton of Hospitality by Oxford Dictionary, 2020). Consequently, the host offering hospitality plays a crucial role in the experience of the guest.

This, nowadays indispensable, industry goes back to around 1800 B.C. where lodging was only known as the term "tavern keeping". The offered accommodations were taverns and inns, and only used by pilgrims who mostly traveled for religious motives. In the mid 1500s many European cities gained popularity and evolved into focus areas for trade and culture. Between those major cultural centers, connecting routes were established for the travelers (Barrows, Powers, & Reynods, 2012). With the evolution of different travel modes like automobiles, trains and airplanes, the lodging industry responded correspondingly and started to offer lodging

opportunities close to the desired destinations. Due to the possibility of traveling, lodging opportunities which purpose was to solely offer accommodation started to evolve in the 18th century (Wich, n.d.). Since then the hospitality industry never stopped growing.

1.2   Aim of the Bachelor Thesis

In Austria the tourism and hospitality industry plays a crucial role to the country's economy with a contribution of 11.8% to the GDP which is 1.5% higher compared to the global contribution. The tourism and travel industry covers 12.5% of the total employment which is equal to 557,700 jobs and generates 46.9 billion euros annually (World Travel & Tourism Council, 2020).

Turnover is an issue in most of the industries however, the hospitality sector is known for having one of the highest turnover rates. Therefore, employee retention counts as one of the biggest challenges (Hwang et al., 2014). In order to tackle the high employee turnover, Human Resource managers have to take action. In this field of research, many articles were published, however, the point of view of the employees is mostly not evaluated in prior research papers. The aim of this bachelor thesis is to uncover the unknown drivers of employees in the five-star hotel category to remain in the same working environment and to furthermore, support human resource managers to minimize the high labor turnover and create strategies for employee retention.

The study environment Vienna was chosen due to personal interest and prior work experience of the author in that industry. The author was impressed by the length the co-workers stayed in the same five-star luxury hotel and therefore, wanted to conduct a study, and research the unknown drivers of the employees to remain in the same luxury hotel. Moreover, the author narrowed down the study area by focusing only on five-star hotels. The five-star hotel category was chosen due to the fact that this category offers more and usually a higher standard in regards of services. According to that, the author thought that five-star hotels put more pressure on the employees to keep up with the high standards. Furthermore, the five-star hotel category accounted for over 25% of the room revenue of all hotels and pensions included in the statistics of the Vienna Tourist Board with nearly 230

million euros in 2019. This resulted in the five-star hotel category being the one with the highest revenue per available room (RevPAR) of €148.8 and therefore, the most efficient one in Vienna. (Vienna Tourist Board, 2019c).

1.3 Research Questions

In order to accomplish the purpose of this research following questions need to be answered:

RQ1: Why are employees in the hotel industry keen to switch positions so quickly?

RQ2: What drivers do employees have which makes them remain in a specific working environment?

RQ3: What can Human Resource managers do in order to create a good working environment for the employee where they want to remain as well?

1.4 Outline of the Thesis

This thesis is divided in five main chapters: the introduction, literature review, methodology, findings and discussion and lastly, conclusion and recommendations. First a definition of hospitality will be given, and the rising industry's evolution explained. Followed by that, the tourism and hospitality industry of the research area, Vienna, will be described. In the second part of the literature review the human resource management-related topics will be covered. The structure of a hotel and the hierarchy are being elaborated more precisely. Besides, defining what human resources is, the author will go more into detail in regards of the employee turnover but more specifically employee retention. The main focus will be on the driver's employees have for retaining in a certain work environment and the possible factors for turnover in theory. In the methodology part of the research, the author will conduct eight semi-structured interviews with long-term employees of five-star hotels. The purpose of the interviews is to determine the drivers the employees have to remain in the same working environment and to investigate the reasons that may lead them to change their jobs positions and their employers. Lastly, the findings will be discussed, concluded and a summary will be provided to advise human resource manager on employee retention.

2   Literature Review

In the literature review the author is giving an overview of the hospitality industry by defining the term and rewinding the evolution. Furthermore, the study area Vienna will be investigated as a hotel market. In the next section the author will provide an outline of the human resource management. Herein, the drivers of employee turnover will be examined and lastly, retention strategies of employees for human resource managers will be highlighted.

2.1   The Hospitality Industry

Nowadays, the hospitality industry plays an important role in the modern society since this segment of the service industry includes so many different jobs and positions. The tourism and hospitality industry accounts for 10.3% of the GDP and is providing 330 million jobs worldwide. This industry is even expected to expand more and faster than the general economy (World Travel & Tourism Council, 2020). The World Travel and Tourism Economic Impact Analysis forecasted that the tourism and hospitality sector will grow by 10% providing more than 70 million jobs within the next eight years (Kendall College, 2018a).

With no doubt the hospitality has a huge influence on the economy. Tourism and hospitality generate direct revenue for the local businesses due to visitors spending money in hotels, restaurants or any other amusement establishments (Elton College, 2019). Besides the direct revenue, there is also revenue generated by tourists spending money in grocery stores, pharmacies, souvenir shops and other retail stores which is considered as indirect revenue. Additionally, tourists can encourage the government to improve the infrastructure like public transportation and regularly used routes due to the frequent usage (Kendall College, 2018a).

Furthermore, the hospitality industry is a rising one due to the fact that many people see that industry as very versatile. Being hospitable is in great demand in every industry since this soft skill is useful in not only hospitality and tourism related professions (Walker, 2009). In every guest or customer facing position, the value of treating the guest in the right and a friendly way can be an advantageous skill which is often underestimated by employers. Therefore, hospitality management related

studies can be a fundament for various professions. Additionally, this industry is seen to have an abundant amount of potential for future start-ups and entrepreneurs. Furthermore, many adolescences choose a career in hospitality due to them knowing someone in this field, having own experience or seeing the rising potential of this industry (Barrows et al., 2012).

2.1.1 Definition

The hospitality industry is mostly considered as only restaurants and hotels however, this industry is much broader (Barrows et al., 2012). The term hospitality is derived from the Latin words "hospes" and "hospitalitas". "Hospes" translates into "guest" and "stranger", whereas "hospitalitas" means "friendliness to guests" (Hospitality, 2020; Hospitality meaning, 2020) Those terms assemble the fundament for the definition of hospitality which is according to the Cambridge Dictionary "the act of being friendly and welcoming to guests and visitors" (Hospitality, 2014). This industry covers various fields in the service industry which includes not only restaurants and hotels but as well theme parks, cruise ships, event and sport planning, country clubs, entertainment, convention centers, general lodging facilities and destination marketing organizations (DMO) such as the Vienna Tourist Board in Austria (Walker, 2017; Kendall College 2018a).

Unlike other industries, the hospitality industry has their own unique characteristics. This industry is known to have working hours on weekends, public holidays and overnight. Since a running hotel is open 24 hours a day and 7 days a week, there are several shifts to be covered. Additionally, employees working face-to-face with guests are expected to be always smiling and friendly (Barrows et al., 2012). The hospitality industry is part of the service industry which characteristics are presented in the IHIP framework:

- **Intangibility** defines a product or service which cannot be touched or inspected.
- **Heterogeneity** describes the variability of the quality of the product or service, meaning that the quality always differs every time someone consumes it and therefore, the product or service is always special for every customer.

- **Inseparability** states that the product is produced simultaneously with the consumption of the product.

- Lastly, **perishability**, the most related term to hospitality, explains the fact that the product cannot be stored in order to use it later but has to be consumed immediately. A good example for perishability is a hotel room. If you do not sell the room today, you cannot sell the same room twice the day after.

(Bharwani & Butt, 2012; Penin, 2018)

2.1.2 Evolution

The history of lodging originated in the 1800 B.C. where it was mainly known as "tavern keeping". Taverns and inns offered accommodation for pilgrims who traveled for mainly religious motives. Due to the development of the infrastructure, big cities evolved to be better connected and became hot spots for culture and trade. Most of the taverns and inns gathered along the connecting routes between the cultural centers (Barrows et al., 2012). The industrialization in the 1760s fostered the construction of more lodging establishments. Especially, the introduction of more transportation possibilities inspired the accommodation facilities to locate their buildings close to the transportation hubs (Kendall College, 2018b).

At the beginning of the nineteenth century, the term "hotel" was introduced for more commercial and as well larger lodging facilities than inns (Barrows et al., 2012). One of the first accommodation facilities considered as hotels was the City Hotel in Baltimore, built in 1826 and the Tremont House in Boston, built in 1829. The latter hotel was a pioneer in regards of providing locks on the doors, a toilet inside of the room and the service of a bellboy which nowadays is very common (Kendall College, 2018b). At that point of time, luxury hotels were still a rarity in the USA (Barrows et al., 2012), whereas in Europe some luxury hotels already existed including the Le Grand Hôtel in Paris which opened in 1862 (Kendall College, 2018b). In the United States the Waldorf Astoria was one of the first luxury hotels and the biggest one at its time (Barrows et al., 2012). Within the early 1900s around 10.000 lodging establishments on all different service levels existed.

The challenge in the history of the hotel industry is that in earlier documentations there are divided opinions on who was the very first to invent certain amenities and services in the hotel. Barrows et al. (2012) for instance stated that the Buffalo hotel, opened in 1908, was the first hotel introducing full body mirrors, private bathrooms and telephones in every room. However, according to the Kendall College (2018b), the Palmer House Hotel in Chicago was the first one to provide telephones in every single room. Moreover, the Hotel Victoria in Kansas, Missouri claims as well to be the first hotel to introduce private en suite bathrooms (Kendall College, 2018b). Although there are some disagreements, all in all one can see that new trends and inventions were also adapted fast by the competitors.

Since then, the hospitality industry never stopped growing and nowadays the hotel industry is indispensable anymore, so that traveling to a different country developed to be natural and obvious (Bianchi, 2020). The importance of the tourism and hospitality industry is an undisputed area for the economy contributing 10.3% to the GDP annually. According to the Word Travel and Tourism forecast, the tourism and hospitality industry is outpacing the growth of the economy itself by rising 3.5% per year whereas the economy solely rises by 2.5% (World Travel & Tourism Council, 2020). In order to keep up with the pace of the rising hospitality industry, one has to adapt to the fast-changing trends. Wang & Wang (2009), Weisskopf & Masset (2019), Dehtjare (2019) and Seth (2012) specifically highlighted four fast emerging trends which can be detected in today's development and should be given attention to:

2.1.2.1 Sustainability

One of the biggest trends in hospitality is the sustainable development. With the higher consciousness of the newer generations, the call for green hospitality is booming. However, the hype is not only in the hospitality industry, but appears as well in every other business. This trend can be derived from the fact that natural resources are turning more and more into a rarity and therefore, the awareness is increasing (Wang & Wang, 2009). Within the newer generations, a generally more sustainable business model is thrived. Moral and social responsibility plays a bigger role and only being green is mostly not sufficient anymore.

Due to the fact that businesses want to follow the hype in order to satisfy the demand, they often try to do everything to at least seem green which can resolve in "greenwashing". According to Delmas and Burbano (2013), "greenwashing is the act of misleading consumers regarding the environmental practices of a company (firm-level greenwashing) or the environmental benefits of a product or service (product-level greenwashing)" (p. 66). This betrayal often results in consumer losing their trust and loyalty towards the organization (Delmas & Burbano, 2013).

2.1.2.2 Globalization

Globalization plays a tremendously big role in the lodging industry due to the fact that internalization is one of the biggest drivers of this industry. Moreover, globalization influences which kind of people travel within the country and as well outside the boarders. Traveling is highly influenced by the state of the economy of the destination country. If the economy of the country is stable, the lodging industry can perform better due to the industry being highly dependent on the economy (Wang & Wang, 2009). Since the GDP in many countries is steadily rising, individuals have the opportunity to travel more whereas East Asian countries are benefiting the most from it. Furthermore, the sinking transportation cost facilitates people from afar to visit other countries (Weisskopf & Masset, 2019).

Internalization has many other advantages, which for instance can help the hotels to build an international known brand, increase the sales, outsource and recruit manpower from other countries. However, negative aspects come along with it as well. If globalization spreads new and inventive ideas to other areas, it as well causes many hotels to thrive for the same. Correspondingly, the authenticity of hotels decreases and hotels all over the world evolve to the same at one point (Weisskopf & Masset, 2019). Specifically, hotels which are an attraction itself should not globalize too much in order to stay authentic and not lose the flair of itself (Yu, Byun & Lee, 2014). Consequently, one should focus on niche markets in order to stand out from the competition (Weisskopf & Masset, 2019).

2.1.2.3 Digitalization

In the past decades, digitalization has been an always very present topic. However, digitalization is growing at such a fast pace, that hoteliers are struggling to keep up

with it. In order to be up-to-date and considered as modern, hotels have to adapt fast. The advantages of digitalization are that the businesses can save money by automating certain services, using the collected data to individualize marketing strategies and tailor the experience itself. This can result into a higher satisfaction and a better relationship between the brand and the customer (Dehtjare, 2019; Wang & Wang, 2009). Especially applications have raised huge awareness in the hospitality industry. Hoteliers can regulate with certain tools the experience and many features within the customer cycle (Weisskopf & Masset, 2019). Other current rising trends are artificial intelligence (AI), the internet of things (IoT) and the big data. With all those new technologies, the guest experience can be even more tailored to the customer by for instance adjusting the preferred temperature and light settings automatically in the rooms before the guest`s arrival (Wich, n.d.) However, it is very complex and money consuming to keep up with all the rising innovations and ideas. Therefore, one needs to prioritize on specific and necessary trends (Dehtjare, 2019).

With the digitalization, the process of booking a hotel changed as well. People are shifting more to Online Travel Agencies (OTAs) instead of the traditional ones. Due to the ease of comparing the offers, consumers feel that this new method is by far more convenient. Hoteliers need to have an eye on the development of the OTAs due to them charging a high fee and therefore, reducing the direct revenue. Moreover, OTAs have the advantage of collecting generally more data than a hotel itself. Expedia has expanded its strategies and is starting to collect data from virtual assistants like Apple´s Siri or Amazon´s Alexa in order to tailor the marketing to the customers (Weisskopf & Masset, 2019)

2.1.2.4   Social Media

In the last couple of years especially, the usage of social media increased enormously. The influence of social media plays a more crucial role than ever before. According to Seth (2012), "social media is forms of electronic communication through which users create share information online through texts, pictures, audio and video" (p. 4). Since social media platforms are a two-way communication tool, customers can easily interact with the business. The business has the chance to proactively interact with loyal and potential customers and address the problem and

issues directly with custom-made solutions. Additionally, a social media platform can be used as a monitor on what is going on and how the brand is perceived by the customers (Seth, 2012). There are two kind of social media platforms being heavily used and consequently, influencing the hospitality industry: review and blogging platforms. Examples for review platforms are Yelp or TripAdvisor. On both platforms one can browse and read reviews about most hospitality related businesses. Those reviews are written by real consumers and therefore, it seems more trustworthy to other potential consumers. Moreover, one can get an impression of the place since many reviewers are including real and authentic pictures. The second social media influence is blogging. This can be done through many different social media platforms like Instagram or blogs; however, they all have in common that pictures and videos of visited places get uploaded. Thus, inspiring other people to visit those places as well. The biggest advantage of social media marketing is the relation of the low costs with high impacts compared to traditional marketing techniques (Seth, 2012).

2.1.3   The Viennese Hotel Market

The study area of this thesis will be the capital and largest city of Austria – Vienna, which has around 1.9 million inhabitants (Statistik Austria, 2020). It is number 6 on the list of biggest cities within the European Union and the second biggest German-speaking city. Since 2001, the city center of Vienna is considered as a UNESCO World Heritage Site (UNESCO World Heritage Centre, 2020). Vienna was also ranked to be the number one most livable city from 2009-2019 by the human-resource company Mercer. Moreover, between 2005-2010 Vienna was the number one choice of location regarding conventions and congresses. After 2018 Vienna dropped one place behind Paris. Furthermore, according to the Smart City Index, Vienna scored to be the number 1 before London and St. Albert (Vienna Tourist Board, 2020b).

STAR CATEGORY	ESTABLISHMENTS	ROOMS	BEDS
*****	22	4.249	8.543
****	165	16.339	32.036
***	165	10.952	21.502
** & *	70	2.710	6.119
TOTAL	422	34.250	68.200

Table 1. Number of establishments, rooms and beds in Vienna (Source: Vienna Tourist Board, 2019c)

In regards of the accommodation offers in Vienna, it accounted in the final results in the statistic of the Vienna Tourist Board 2019, 422 hotels and pensions, 34.250 available rooms and 68.200 available beds. In the five-star category Vienna offers 22 hotels, 4249 rooms with 8543 beds in total (Vienna Tourist Board, 2019c). In the table 1, one can see that the four-star category accounts for the biggest share of the beds in Vienna followed by the three-star category. The five-star category might have the least establishments; however, it accounts for the highest RevPAR of €148.8.
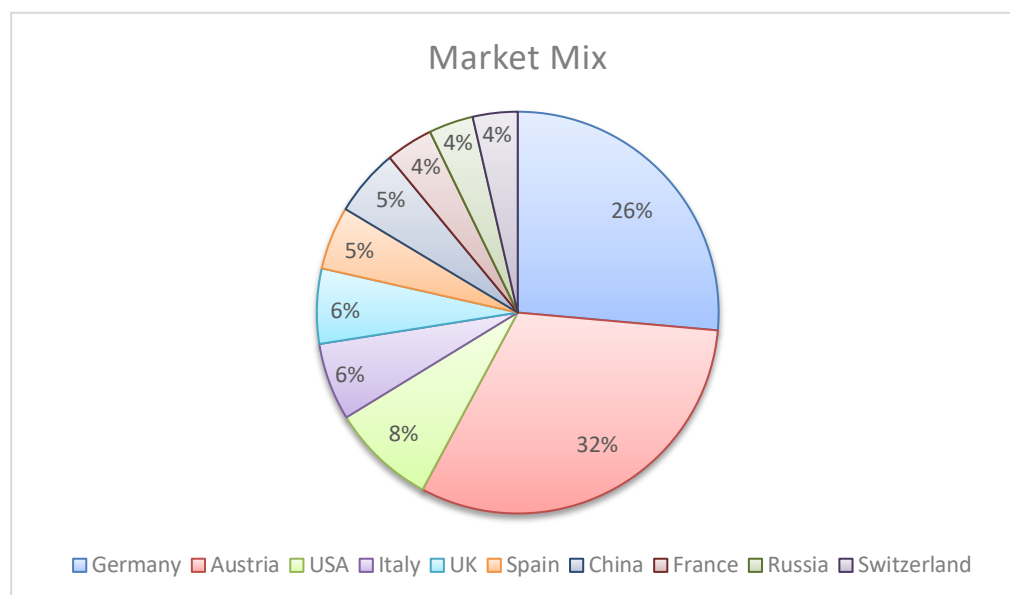
Figure 1. Main market mix Vienna in 2019 (Source: Vienna Tourist Board, 2019b)

The main markets of visitors in Vienna in 2019 were Germany, Austria, United States of America, Italy, United Kingdom, Spain, China including Hongkong, France, Russia and Switzerland, whereas Austrian traveler accounted for the highest share with 32% of all arrivals (Vienna Tourist Board, 2019b). Moreover, in 2019, Vienna had an average room occupancy of 80,2% which is compared to the previous year 2,4% higher (occupancy 2018: 77,8%). Generally, Vienna accounted for around 7 million arrivals and 15 million overnights in hotels and pensions in 2019 excluding any private accommodation offers (Vienna Tourist Board, 2019c).

The hotel market in Vienna keeps growing due to fact that the total of visitors keeps rising every year. Therefore, many international hotel brands consider settling in Vienna as well since they can see the increasing potential. As one can see in Table 2, 2020 has 13 hotel projects on the pipeline. From those 13 projects 9 hotels are new openings and 4 hotels were only under construction and will reopen again. By the end of 2020, Vienna´s hotel market will increase its establishments from 422 to 441. The biggest increase will be in the four-star category with 8 new hotels and 1 reopening. However, for the research of this thesis, the five-star hotel category is essential. This category will increase its establishments by 2, rooms by 6,26% (266) and the beds by 6.23% (532) (Vienna Tourist Board, 2020b), meaning that there will be more competition as at this point of time. The competition is not only regarding the guests; however, as well for the employees since there are more job openings and possibilities in the five-star hotel category. Consequently, succeeding in employee retention is even more important.

Name	*****		****		***		** & *	
	Rooms	Beds	Rooms	Beds	Rooms	Beds	Rooms	Beds
Mooons			170	340				
The Student Hotel			819	1638				
7 Days Premium South Gate					152	304		
Bauermarkt 1	77	154						
Hampton by Vienna Messe					192	384		
ZOKU			131	262				
Dormero			119	238				
Superbude							178	400
B&B Hotel Wien-Meidling							107	214
Jaz Wien			163	326				
Almanac Vienna	111	222						
Adina Apartment Hotel			134	268				
Hilton Vienna	78	156						
Forecast: Total count end of 2020	4.515	9.075	18.076	35.510	11.327	22.252	3.191	7.125

Table 2. Hotel and Pensions Opening Forecast 2020 (Source: Vienna Tourist Board, 2019a)

2.2 Human Resource Management

Effective human resource management has many advantages including improving performance and profits (Dessler, 2017). However, the biggest challenge for any organization is to find, hire, motivate and on the long-term keep the talented employees (Dunn, 2010). Therefore, human resource management can be defined as "the process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health, and safety, and fairness concerns" (Dessler, 2017, p. 39). Human resource management plays a crucial role especially in service-related sectors like the hospitality industry where the employee itself is part of the product or more precisely the service. This industry specifically is from a very highly people-centric nature which makes the industry extremely dependent on its employees (Bharwani & Butt, 2012). According to Baum, Amoah and Spivack (1997), the "increasing global competition and globalization of products and consumer expectations suggest that competitive edge, for organizations and destinations, will increasingly depend on the human factor, the ability to deliver quality products and services within all areas of tourism and hospitality" (p. 229). This highlights one more time on how important efficient human resource management is in order to differentiate itself from the others and be a successful organization. However, human resource management is known to be the one of the biggest challenges in hospitality, considering the fluctuating trends and fast developing standards (Enz, 2009).

2.2.1 Employee Turnover

The phenomenon of rising turnover rates of highly educated employees is not only a problem in the hospitality industry anymore, but also in other industries. Employee turnover can be summarized as the rotation of employees between companies, job positions and the state of being employed or unemployed. In more statistical terms, turnover is "the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the period" (Price, 1997 as cited in Ongori, 2007, p. 41). There are two different kinds of employee turnover: voluntarily and involuntarily. The difference between those are that the reasons for involuntary turnover cannot be

influenced by the management or the employee itself, whereas voluntary turnover is willingly chosen by the employee (Ongori, 2007).

According to Greenberg (2011), replacing higher management positions costs an organization up to 400% of the annual salary. Therefore, turnover has a tremendous impact on the profit and the productivity of the company (Blomme, van Rheede & Tromp, 2010). The disturbance of always changing colleagues in a working environment slows down the efficiency of the work done due to the fact that remaining employees have to get used to the new colleague and covering the tasks while filling up the vacancy again. Especially five-star hotels cannot afford unnecessary turnover since this considerably rises the costs and decreases the quality of service to the customers (Iverson & Deery, 1997). The cost of employee turnover consists of many different expenses:
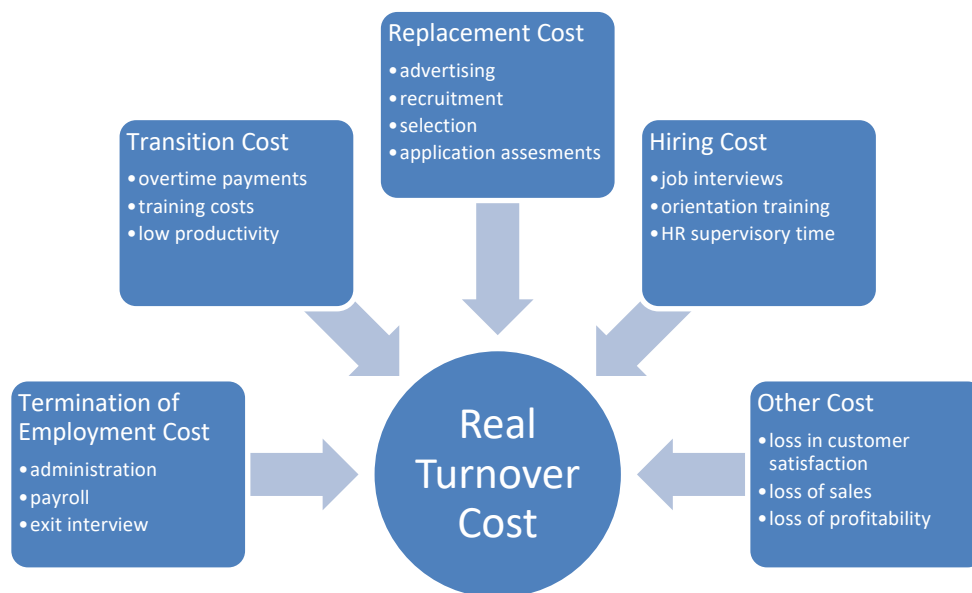
Figure 2. Split of Real Turnover Cost. (Source: Boella & Goss-Turner, 2019, p.301)

First, one needs to consider all the direct cost an organization has in order to terminate an employee. Moreover, the organization needs to fill the position while an employee is getting replaced. Those transition cost include overtime payments for the other employees, training costs and the lost value due to the low productivity caused by the change of the workforce. Additionally, an organization has to consider the replacement and hiring costs as well. Keeping the quality standards while experiencing many job switches, is nearly impossible due to the readjustment the

whole team has to make every time. Additionally, the whole advertising, recruiting and selecting process is already time-consuming and therefore, very costly.

However, this does not account the time the HR department spends on the whole recruitment process. After the whole hiring process, the new employee needs general organizational and job-related trainings in order to have the same training and basic knowledge as the ex-employee. Training a newly hired employee is reducing the productivity of the other colleagues due to the fact that it consumes time of the experienced supervisor to school the new employee. That lost time can be equaled to the lost labor which results in lost money. However, Holston-Okae and Mushi (2018) state that employee productivity rises with the increasing employee loyalty. The longer the employee remains, the higher the productivity increases due to the acquired routine. Moreover, high turnover results in unmotivating working environment, lack of attraction of educated employees in the hospitality industry and the worst-case scenario shutdown of the company (Holston-Okae & Mushi, 2018).

As stated before, the hospitality industry specifically suffers strongly from employee turnover. This is underlined by the high turnover rates of 10-30% in average depending on the sector within the hospitality industry. Especially, cafés and bars are suffering from high turnover since this sector is often aimed by young people to work part-time (Boella & Goss-Turner, 2019). One of the main reasons for turnover in the hospitality industry indicated by Boella and Goss-Turner (2019) is that the industry is too heavily relying on "transient employees" who can be defined as short-term employees who are funding their travels by the job. Therefore, proper training and investment on the employee is impossible due to them certainly leaving after a short period of time. Moreover, Boella and Goss-Turner (2019) stated, a healthy amount of employee turnover is beneficial for an organization. A low percentage of turnover can foster skills improvement, labor market renewal and gives the organization a fresh energy, innovative ideas and new enthusiasm (Boella & Goss-Turner, 2019).

2.2.1.1 Drivers of Employee Turnover

In the literature there are several reasons to be found on why an employee wants to quit their job. Many different authors have divided opinions on which driver is the most common and the most reasonable one. However, all in all one can say that in previous research, an overlap in drivers can be detected but no unanimity (Ongori, 2007). All the drivers are leading to job related stress and lack of commitment towards the organization which motivates the employee to quit their job. According to Maertz and Champion (2004), there are eight different drivers which end in leaving the job:

- The **affective** force is triggered by psychological well-being or anxiety which leads to an escaping mechanism. If the employee gets triggered by the positive emotions, one decides to stay in the certain working environment. However, if the negative emotions kick in, the employee does not feel comfortable in the organization anymore and decides to quit the job (Maertz & Champion, 2004).

- **Contractual** drivers are based on the theory that the employee generally has perceived expectations from the organization. If the certain expectations are fulfilled, the employee feels obliged to stay within the company. Nevertheless, if the organization neglects the obligations, the employee thinks about quitting (Maertz & Champion, 2004).

- The **constituent** force considers that the employee differentiates between the relationship to the organization itself and to the colleagues of the organization. The different relationships are independent in regards of the aim to quit. Thus, either creates a connection which makes them wanting to stay or the need to separate themselves from the organization or its employees (Maertz & Champion, 2004).

- The fundamental idea of the **alternative** force is that there are many other job opportunities besides the one the employee is currently at. Depending if the alternative job offer is better or worse than the existing one, the employee gets pulled away from the current working environment (Maertz & Champion, 2004).

- **Calculative** drivers are based on the fact that the employees will calculate one's future chances in their organization. If they see a possible goal, they will thrive to do better at the job in order to get it. However, if there are no promotion opportunities within the range of vision, the employee decides to quit and try it somewhere else (Maertz & Champion, 2004).

- The **normative** forces consider the perception of the private environment like family and friends. If the job position has a good reputation, the employee favors to stay. However, if the situation is the opposite, there is a bigger chance the employee wants to leave the current occupation (Maertz & Champion, 2004).

- **Behavioral** forces relate to the fact that the employee wants to avoid any direct or psychological cost by leaving the organization. Those costs could be related to the benefits of a loyal employee or company explicit trainings. An employee wants to avoid the feeling of wasting all those years at the company and losing all the benefits or the time invested in the trainings. Consequently, if there are no costs occurring by leaving the organization, there will be a motive to quit (Maertz & Champion, 2004).

- Lastly, turnover can as well be triggered by **moral** forces. Quitting the job can be related to having a weak character which is disadvantageous for the self-esteem. In order to prevent that bad feeling, one might not want to quit. However, the gut feeling applies at one point and will lead the employee to the right decision (Maertz & Champion, 2004).

The eight main drivers of turnover by Maertz and Champion (2004) only involve non-monetary but psychological forces which can be applied to every organization. However, the hospitality industry has some own well-known industry-specific turnover drivers as well. Brown, Thomas and Bosselmann (2015) state that the main reason employees in the hospitality industry quit their job are on the one hand, the long working hour mentality and on the other hand, the by comparison low monetary compensation. Especially, highly educated employees consider the wages as too low for the working hours invested and consider to not even enter this industry (Blomme et al., 2010; Boella & Goss-Turner, 2019). In addition, the non-consistent working shifts like early shifts, late shifts and night shifts on weekends and holidays, do not make the industry very attractive to others (Boella & Goss-

Turner, 2019). In a study of Blomme et al. (2010) age and commitment were stated as the two main drivers for employee turnover in the hospitality industry. The higher the age the more the employees are keen to quit due to the unusual working times and over hours. However, the higher the age, the more loyal and committed the employee is to the organization (Blomme et al. 2010).

The above-mentioned drivers are all internal forces however, there are external and personal factors as well, where an organization has no influence on it at all. Those involuntarily and external factors include for instance the location of the working place. There might not be enough infrastructure in this area which makes finding suitable accommodation and transportation difficult. Moreover, if the health care system, educational opportunities or even leisure activities are not sufficient enough, one will probably rethink to remain in this area. The other mentioned force is the personal one. Those forces really cannot be influenced by others due to the fact that it only includes personal issues and incidents. Personal forces include marriage, injuries, illness or pregnancy of oneself or close family members (Bonn & Forbringer, 1992). Those common employee turnover factors have to be avoided in order to foster the employee retention strategies which helps the organization remain the employees.

2.2.2 Employee Retention Strategies

An effective employee retention strategy can be a competitive advantage and the key to success for an organization. However, the crux of the matter is still not investigated enough in order to understand the subject completely. According to James and Mathew (2012), "employee retention is a process in which the employees are encouraged to remain with the organization for the maximum period of time" (p. 80). However, employee retention is not only beneficial for the organization, but as well for the employee itself. Organizations are recommended to retain their best employees, the talents, in order to perform well (James & Mathew, 2012).

According to Ongori (2010), the most important attributes for employee retention are "job satisfaction, job involvement and organizational commitment" (p.52). Those attributes are closely related however, still distinguishable (Ongori, 2010). Job satisfaction covers "the feelings, beliefs and thoughts about the job" (Nwokocha &

Iheriohanma, 2012, p. 199) an employee has and includes all positive and negative aspects about it. Employee turnover and retention are highly correlated with job satisfaction. If the job satisfaction is heightened, turnover decreases and retention increases and vice versa (Grennberg, 2011; Nwokocha & Iheriohanma, 2012). Moreover, if the employee is satisfied with their job, efficiency and creativity are boosted. Job involvement defines to which degree the individual identifies himself/herself with the job and the engagement towards the work he/she is performing. If the employee is more involved in his job, the higher is the chance that the employee will retain in the organization. Job involvement or also known as job engagement has a positive effect on job satisfaction and organizational commitment.

Organizational commitment is described as the connection an employee has towards the organization and to what extent he/she is loyal and attached to the company (Ongori, 2010). Meyer and Allen (1991) state that organizational commitment can be divided into three different attributes: affective, normative and continuance commitment (as cited in Bilgin & Demirer, 2012). Affective commitment defines the connection an employee has towards the organization. With affective commitment, the employee decides by its own if staying in the organization is beneficial. Normative commitment relates to the employee only remaining in the organization due to their responsibilities. The employee feels obliged to the organization and worries to disappoint the company by leaving. The third attribute, continuance commitment, describes the feeling that the employee itself thinks the organization is needed in their life. The employee stays in the organization due to the fact that it is too expensive to quit the job (Bilgin & Demirer, 2012). The level of commitment can be influenced by the management with offering diverse work, empowering the employees and compensating them appropriately (Ongori, 2010).

After thorough research of the existing literature, nine employee retention drivers which foster job satisfaction and organizational commitment were investigated. Figure 3 presents the relationship on how employee retention factors have a positive effect on job satisfaction and reduced employee turnover. If those factors can be detected in the organization, the employees´ tendency to leave is highly decreased. Moreover, those factors do not only support retaining employees, but as

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well attracting new ones. The higher the job satisfaction is, the more reduced is the employee turnover rate (Lahkar Das & Baruah, 2013).
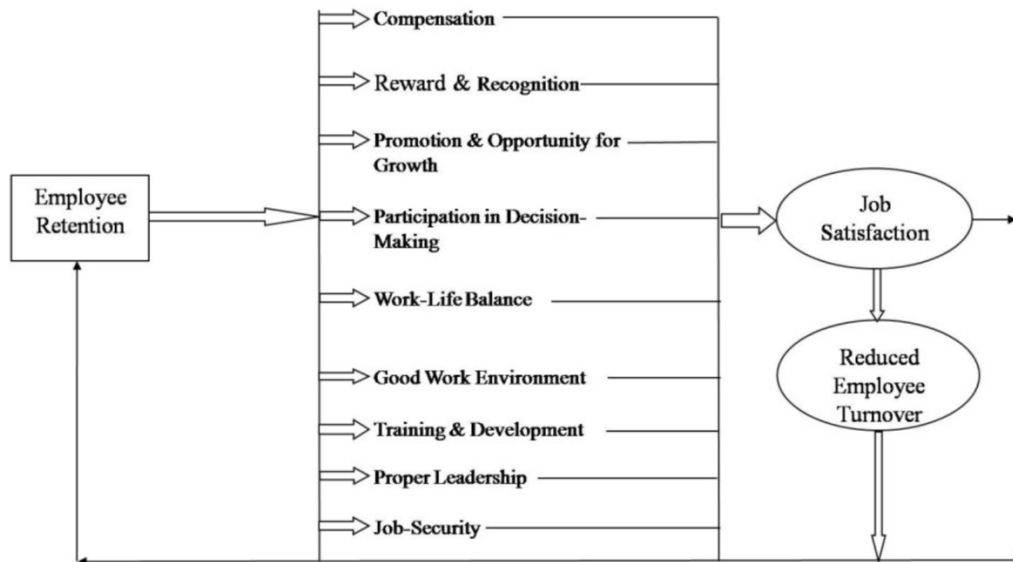
Figure 3. Employee Retention Strategy. (Source: Lahker Das & Buruah, 2013, p. 14)

Those nine drivers were collected in a comprehensive research by Lahkar Das & Baruah (2013) and include: compensation, reward and recognition, promotion and opportunity for growth, participation in decision-making, work-life balance, work environment, training and development, leadership and job security. In the following those factors will be presented and explained.

2.2.2.1 Compensation

One of the most noticeable driver of employee retention are the compensations. The employer pays the employee salary or other beneficial incentives such as "bonuses, performance-related pay (PRP), paid holidays, company pension, company car, health insurances, training and development plans, club memberships, concessionary purchasing arrangements, family benefits and a range of other benefits" (Boella & Goss-Turner, 2019, p. 244). According to Davies, Taylor and Savery (2001, cited in Lahkar Das & Baruah, 2013), those monetary and non-monetary compensations are not often used tactically smart in order to increase the moral, accomplish the goals and lastly, reduce the employee turnover.

2.2.2.1.1 Monetary

Blomme et al. (2010) stated, employees are more likely to retain if there are promotion and salary increase opportunities. Financial rewards, such as salary increase or bonuses, are often used to increase motivation. This can be especially helpful in the hospitality industry due to fact that low wages are a main driver of turnover (Boella & Goss-Turner, 2019). Therefore, offering a higher salary can be attractive towards job seeking individuals and impact turnover negatively (Brown et al., 2015; Lahkar Das & Baruah, 2013).

Due to the existing gender gap, women tend to have lower expectations than men regarding salary and job promotions. This gender distinction is explained by Morris (1995) as women have a more disrupted career path due to family planning motives (as cited in Blomme et al., 2010). However, at this point of time, the gender gap and sexism prejudices are not as current anymore as it was 20 years ago. Another monetary incentive which increased in popularity in the last couple of years is the Employee Stock Ownership Plan (ESOP). The idea behind this incentive is that employees receive a certain amount of the share of the organization they are working for. With this share, the employers try to increase the employees` motivation and productivity. This technique is supposedly giving the employees the feeling of ownership and therefore, will put more effort into the work. The advantage for the employees is that they are not liable but can receive a share of the profit from the organization. This technique is more common in F&B enterprises rather than in hotels (Bonn, 1992).

2.2.2.1.2 Non-Monetary

Non-monetary compensations such as the reward is a complex term that characterizes anything an employee might see as valuable which an employer is keen to offer in interchange for their contributions to the organization (Bustamam, Teng & Abdullah, 2014). Although monetary incentives are more established, non-monetary incentives gained popularity in the last couple of years as well. Non-monetary rewards are tangible compensations offered to the employees which are not directly useful in the monetary sense but provide added value (Bustamam et al., 2014). A typical example for non-monetary incentives in big chain hotels are the member rate, the employee can use to book hotels in the same chain. Another non-

monetary incentive could as well be discounts at partnering stores offered by the hotel. According to Bustamam et al. (2014), a successful reward system is one of the best strategies to encourage employee engagement and consequently, employee satisfaction. However, in Moncraz´s, Zhao´s and Kay´s 2009 research (as cited in Lahkar Das & Baruah, 2013), compensation is not considered within the most important employee retention drivers affecting non-management position. Nevertheless, it can be crucial to reduce turnover in the management positions and increase organizational commitment. Lastly, Bustamam et al. 2014 emphasizes that a good mixture between financial and non-monetary incentives is the way to success especially for front-line employees.

2.2.2.2 Reward & Recognition

Another employee retention driver is the reward and recognition. It is proven that employees really appreciate recognition from their supervisors, work colleagues or the customers. This desire can be seen within all different management levels where the employees want to be either recognized or even rewarded for the effort they put into the organization (Lahkar Das & Baruah, 2013).

2.2.2.3 Promotion & Opportunity for Growth

In a study of Pergamit and Verum (1986, as cited in Lahkar Das & Baruah, 2013), the detected a positive correlation between promotions and work satisfaction. The more the employee gets tangled into the organization by receiving promotions, the more the feeling of organizational commitment arises. Talents often require advancement plans and career previews at the time of employment in order to reassure the climb in the career ladder (Lahkar Das & Baruah, 2013).

In addition, offering work variation in order for the employee to expand their knowledge was detected to be an employee retention as well (Blomme et al., 2010; Ongori, 2010; Bilgin & Demirer, 2012). Individuals seem to be more committed to the job if the work includes more challenging, wide-ranging and varied tasks. Moreover, a relation between more structured and uptight work description and the motivation to quit was discovered. The more freedom the employees receives, the more they feel comfortable which results in the intend to stay (Blomme et al., 2010).

Oldham (1975, 1980) stated that, there are five core job characteristics which can be found in the task variation (as cited in Ongori, 2010): skill variety, task identity, task significance, job autonomy and job feedback. The first characteristic is skill variety which refers to the possibility of using a variety of talents and abilities in the working environment. To continue, task identity reflects the degree one should visually identify a job completely done by one employee. Another characteristic is task significance which refers to which extent the job is impacting other works or lives either internally in the organization or externally. Job autonomy is the degree to which an employee has its own freedom, decision rights and independence regarding working schedules and practices. Lastly, job feedback defines the extent the organization provides feedback about the efficiency of the employees performance (Ongori, 2010). In order to provide work variety especially in hotels, cross-training is a possible offer. The employee gets training in another departments which can be a new challenge compared to the usual position and the employer has the advantage of using the employee in several departments (Blomme et al., 2010).

2.2.2.4   Participation in Decision-Making

Organizations are recommended to always well-inform the employees about every vital decision within the company. The employees receive the feeling of being important and included into the decision-making process which increases their own value in their eyes (Lahkar Das & Baruah, 2013).

However, one can as well encourage that feeling of inclusion and importance by empowering the non-management employees. The term empowerment is a very complex concept with different perspectives. In the existing literature many researchers are not in accordance regarding the definition of that term (Pelit, Öztürk & Arslantürk, 2011). However, one can generally state that empowerment is "the passing of responsibility and authority from managers to lower-level employees" (Greenberg, 2011, p. 453). Moreover, in the existing literature, researcher agree on the fact that empowerment has a positive impact on motivation to remain in an organization (Blomme et al., 2010; Ongori, 2010; Pelit et al., 2011).

Nowadays, management styles differ from the ones in the past. Organizations used to have a strict hierarchy system where only the employees at the top, the

managers, were allowed to make decisions. However, within the last couple of years, the power to decide is as well handed over to the ones in the lower part of the pyramid (Greenberg, 2011; Ongori, 2010). Although, empowerment consists of many stages and rules, three are specifically important: information sharing, autonomy and team accountability. Information sharing relates to employers providing sensitive data about the organization itself to other employees. Those materials could include for instance financial statistics, human resource related documents or even company secrets. The second mentioned step of empowerment, autonomy, describes employers providing company-specific designs, strategies and processes to lower-level employees for them in order to autonomously work in their area of responsibility. Team accountability explains as both, employer and employee, are on the same side regarding decisions made and team performance (Greenberg, 2011).

The act of the managers as supervisors, helps employees to raise their responsibilities. Supervisors are delegating those responsibilities to subordinates which gives them the feeling of empowerment. Moreover, employees feel more important and trusted by taking care of the tasks for the supervisor (Ongori, 2010). Another advantage of empowering the employees is the employee has more freedom in regards of their decisions. In front of customers, the employee can use all the creativity in order to offer the guest an alternative solution on spot. Therefore, empowerment increases creativity and freedom in decisions (Pelit et al., 2011). However, the fundament of empowering lower-level employees is based on trust and the employees having the know-how to take over those responsibilities. If that succeeds, empowerment strongly strengthens the employer-employee relationship (Blomme et al., 2010)

Employees who are experiencing empowerment in their work environment are more likely to feel satisfied and therefore, more committed to the organization. Thus, making them more likely to retain in the organization. Empowerment provides the employees with a more meaningful and accomplishing feeling which makes the employee feel more valued and trustworthy (Holston-Okae, 2017).
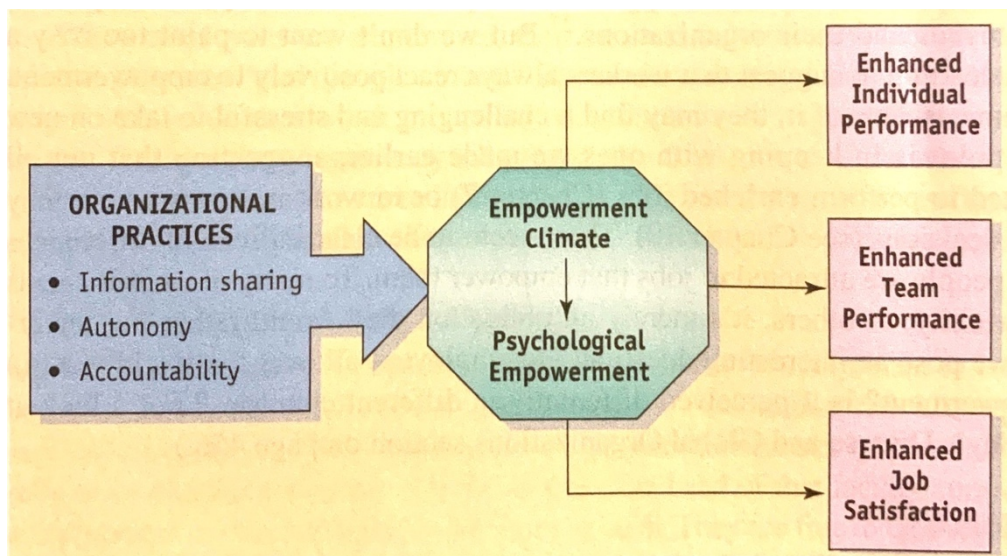
Figure 4. The Importance of an Empowerment climate. (Source: Greenberg, 2011, p. 456)

Creating an empowerment climate is not only advantageous for the individual itself. However, it increases performance of the individual, the team and the total job satisfaction. Additionally, the more efficient the empowerment climate, the better the employees work which results in happier customer (Greenberg, 2011). There is not only black or white regarding empowerment. However, the grey tones are more likely to be effective. One cannot give the employees 100% freedom, nor can one restrict them completely. Therefore, finding the right middle way which works for both sides is the key to success (Greenberg, 2011).

2.2.2.5   Work-Life Balance

The work-life balance is a well discussed debate among researchers. Stroh, Brett and Reilly (1996) stated that, there is no direct correlation between work-life balance and turnover intentions whereas Blomme et al. (2010) argues that the balanced working life has a strong influence on turnover. Moreover, Blomme et al. (2010) argues that, work-life balance is especially important for women due to the sequential career path some women decide on whereas men are more sensitive towards empowerment. This balance between work and the private life is especially important for the Generation Y, also known as Millennials. They value their free time to a much higher extent than the previous generations, making them rather wanting to quit the job than sacrificing their private time (Brown et al., 2015). Therefore, scholars recommend to not overwork the employees and provide enough free time in order for employees to recharge for work (Brown et al., 2015). However, the

nature of the hospitality industry often demands long working hours at unusual working times which is difficult to combine with providing more free time and being flexible (Boella & Goss-Turner, 2019).

2.2.2.6   Work Environment

In order to create an optimized working environment, organizations need to take many different aspects into account. First, the workforce should be carefully chosen with talents in order to create an efficient working environment (Ongori, 2010). Talents are defined as employees who are more qualified, educated and have special skills and abilities in that certain industry (Horner, 2017). The right recruitment and selection of the suitable employee is an important step before the employee even begins to work in the organization. If that step is done correctly, an organization can save itself money and time afterwards (Bonn, 1992). The process of recruiting, selecting and retaining highly qualified and engaged employees is also known as the term talent management. Doing this process accurately is crucial for the organization´s success (Christensen Hughes & Rog, 2008). Additionally, the organization should provide a physical appealing work environment to the employees in order for them to stay focused and enhance the motivation (Lahkar Das & Baruah, 2013).

2.2.2.7   Training & Development

According to the LinkedIn Learning Workplace Report, 94% of the employees would tend to retain if their organization would advance their professional development. Thus, make the training and development of talented employees crucial to the organization's success. Moreover, employees feel less stressed and more productive if they spend at least one hour a week on training and learning (LinkedIn Learning, 2019). As an employee having the possibility and accessibility to the organizations` information can be beneficial to their performance. This strengthens the corporate culture of the organization and makes the employees feel appreciated which minimizes the motivation to quit the organization (Ongori, 2010). Many big hotel chains offer their own learning platform widely free accessible to every employee in order to encourage their learning and development (Blomme et al., 2010).

2.2.2.8 Proper Leadership

In a study of Eisenberger (1990 as cited in Lahkar Das & Baruah, 2013), employees agree that the relationship between employee and supervisor is crucial for a positive influence on productivity, job satisfaction and therefore, organization commitment. The supervision of the manager for the employees is vital for working productively together. However, it depends on the leadership style the employee requires in order to bloom and work the most effective (Lahkar Das & Baruah, 2013).

2.2.2.9 Job Security

In regards of job security, employees tend to be more dissatisfied if that factor is not given. Especially, with the high age, employees tend to rely on the job security. However, if the organization can provide a high security regarding the work position, the employee feels safer and more comfortable. Therefore, the employee can fully concentrate on getting the work done without any other distraction (Lahkar Das & Baruah, 2013).

To conclude the retention factors, one can state that the two major pillars in the hospitality are job satisfaction and organizational commitment. Those two drivers have their own influences which are monetary and non-monetary incentives, reward and recognition, promotion and opportunity for growth, participation in decision-making, work-life balance, work environment, training and development, leadership and job security. If those influences are fulfilled, job satisfaction and organizational commitment are automatically enhanced which, consequently, leads to employee retention. Furthermore, if the recruitment and selection process is conducted properly, the organization could avoid the mentioned and upcoming troubles. Moreover, if the employee retention strategies are conducted successfully, hospitality organizations can save up a tremendous amount of money. Besides the financial aspect, time and work can as well be saved (Boella & Goss-Turner, 2019).

3 Methodology

Herein, the author will give an overview of the primary research used in this thesis. First, the qualitative research method, in-depth interviews, will be presented. To continue, the development of the interview questionnaire will be explained and lastly, the data collection process and the planned analysis will be enlightened.

3.1 Introduction to In-Depth Interviews

In the last decade, the qualitative research approach, interviewing, was not only utilized in psychology and social sciences, however, gained popularity in many other areas like "destination development, policy and planning, tourism industry management, resident attitudes and host-guest relations" (McGehee, 2012, p. 367).

Creswell (2014) states, that a researcher can conduct three different research designs: quantitative, qualitative and mixed methods. The qualitative research approach is used to explore the way of thinking of individuals or groups. With this design the understanding and the reasoning is investigated with the purpose for the researcher to interpret the meaning of the collected data. In comparison to the quantitative research design, the qualitative one is based on rather words than numbers (Creswell, 2014).

According to Hatch´s 2002, Marshall and Rossman´s 2011 and Creswell´s 2013 researches (as cited in Creswell, 2014), there is an agreement on core characteristics for qualitative research which are:

- **Natural setting:** Interviews are conducted in a as natural environment as possible and not a contrived situation.
- **Researcher as a key instrument:** The researcher itself is part of the data collection process by observing the behavior of the interviewee.
- **Multiple sources of data:** Researcher usually collect several forms of data such as "interviews, observations, documents, and audiovisual information" (Creswell, 2014, p. 234) instead of only relying on one source.
- **Inductive and deductive data analysis:** This analysis is based on the researcher investigating the data inductively and afterwards deductively. Inductive data analysis stands for going back and forth within the database

in order to determine a wide-ranging pool of themes. Subsequently, within the deductive data analysis process, the pool of themes will be investigated, if further supporting arguments are required.

- **Participants´ meanings:** The researcher is supposed to focus on the actual meaning of the participant instead of the expressions from the literature throughout the whole research process.

- **Emergent design:** The whole research procedure cannot be precisely planned beforehand. During the data collection process, the initial design can be still changed. "For example, the questions may change, the forms of data collection may shift, and the individuals studied and the sited visited may be modified" (Creswell, 2014, p. 235). The main idea behind the qualitative research method is to learn from the participants and get a better insight which, consequently, can be investigated more precisely.

- **Reflexivity:** The questioner needs to consider the interviewee´s individual background and reflect their nature and experiences with the provided data. Reflecting the data may uncover the biases of the individuals and influence the direction of the research.

- **Holistic account:** The researchers must report several perspectives with many different aspects of a certain problem, in order to create a visual model known as the holistic picture.

The, in this thesis chosen, research design is the qualitative one, using in-depth semi-structured interviews. Qualitative research methods include besides interviews, as well observations, documents and audiovisual materials (Creswell, 2014).

"In-depth interviewing is a qualitative research technique that involves conducting intensive individual interviews with a small number of respondents to explore their perspectives on a particular idea, program, or situation" (Boyce & Neale, 2006, p.3). The qualitative research approach, interviewing, is suited for issue-oriented research, where the researcher is planning to explore the experiences and perceptions of every individual. Moreover, interviews are considered the most effective if the research questions are explicit and require depth (McGehee, 2012; Boyce & Neale, 2006).

Within the term in-depth interviewing a wide range of techniques, reaching from standardizes, highly structured and closed questions to flexible, unstructured and open-ended ones (McGehee, 2012). According to Longhurst (2009), there are three different main types of interview forms:

- **Structured interviews** are based on a fixed questionnaire which is always asked in the same way and order. The interviewees are discouraged to drift away from the main question. The advantage of this interview form is that the interviewee only covers the asked question and therefore, the information is compact and short. However, this could as well mean that the received information is not as comprehensive (Longhurst, 2009)

- **Unstructured interviews** are the opposite of structured interviews. The interviewees are encouraged to lead the interview instead of the interviewer. No questionnaire is prepared and the interviewer flows with the conversation and develops questions meanwhile. This interview method can be very comfortable for the interviewee. However, the analysis for the interviewer is more time-consuming and elaborate (Longhurst, 2009).

- **Semi-structured interviews** are somewhere in between both extremes. Although there is a prepared interview questionnaire, the interviewer can conduct it as a conversation. Due to the open-ended questions the interviewee can elaborate the discussed topic from many different perspectives. An advantage of this method is that both parties have the freedom to explore the issue being researched (Longhurst, 2009).

The most effective questions to ask, are rather open-ended than closed. The interviewee will have the possibility to elaborate more on the questions instead of giving a "yes" or "no" as an answer. Furthermore, the interviewer should ask factual questions first, before asking for the opinion, for instance, "What incentives do you receive?" before "What do you think of the incentives?" (Boyce & Neale, 2006)

The main advantage of the general interview technique is that the researcher is able to collect a tremendous amount of detailed data compared to quantitative research methods (Boyce & Neale, 2006). Furthermore, it is adaptable to many different topics and issues. Another crucial aspect the interview technique offers, is that the

researcher can take non-verbal and body language into account which can be advantageous to investigate the in-depth experiences and perspectives of individuals (McGehee, 2012). However, this can only be considered in face-to-face interviewing or video chatting, which can be considered as an inbetweener of face-to-face and telephone interviews (Opdenakker, 2006).

However, the interview method has limitations as well. The researcher may be prone to bias since one might want to "prove" the established hypotheses (Creswell, 2014; Boyce & Neale, 2006). The interviewer needs the certain fundamental knowledge on how to interview and gain the most and high-quality information out of it (Boyce & Neale, 2006). Additionally, the research approach acquires a tremendous amount of time invested for not only the interviewing time itself, but for the traveling time, the post interview transcription and consequently, the analysis (McGehee, 2012). Furthermore, the interviewer needs to have trust in the interviewee in being honest and covering the whole perspective as detailed as possible. In order for the interviewee to feel comfortable and release the wanted information, the researcher has to create an atmosphere where the interviewee is willing to talk about the issue (McGehee, 2012). Lastly, in-depth interviews are difficult to generalize due to the small sample size and also the denied use of random sampling (Boyce & Neale, 2006). Within the qualitative research method interviewing, one can distinguish between four different options:

- Face-to-face in person interviews
- Telephone interviews
- Focus groups
- E-mail Internet interview

(Creswell, 2014)

Face-to-face interviewing has been the dominant interviewing technique within the qualitative research. However, due to the digitalization and new invented communication tools, other approaches are becoming more common. Nowadays, each of the four different interview options has their advantages and disadvantages.

	TIME	PLACE
SYNCHRONOUS COMMUNICATION	Face-to-face Telephone	Face-to-face
ASYNCHRONOUS COMMUNCATION	E-mail	E-mail Telephone

Table 3. Different Interview Methods in Time and Place. (Source: Opdenakker, 2006, p. 2)

The only synchronous interview method, in time and place, is face-to-face. An advantage of this method is that social cues, such as body language, intonation, voice can be considered. Furthermore, there is no substantial time delay between question and answer, which can reflect a more spontaneous answer from the interviewee. However, in especially unstructured or semi-structured interview, the interviewer has to create a, as natural as possible and interactive, conversation. The interviewer is recommended to take notes during the interview in case of any malfunction of the recording and in order to have an overview of the questionnaire. Therefore, it is considered as the most effective method however, strongly connected to cost and time Opdenakker, 2006).

Telephone interviews are synchronous in time, but asynchronous of place which creates an advantage of a wider access of the sample. This has the advantage of reaching participants from a broader geographical area, difficult to reach populations, closed place access, sensitive topics and from dangerous locations. Although the number of possible participants is larger, the social cues are reduced since one cannot see the body language. Moreover, the ambience of the interview environment cannot be influenced. However, the interviewee can still respond spontaneously to the questions and the interview could be taped (Obdenakker, 2006).

Email interviews are an asynchronous communication of time and place. The main disadvantage of email interviews is the total lack of social cues. Furthermore, the interviewee has plenty of time to respond to the email and therefore, as well

rethinking the answers. To continue, since this method is asynchronous in time, the interviewer has no possibility to follow-up on questions which can be very important regarding the depth of the research. However, the advantages of the email interviews are the low cost and the faster analysis due to the fact that no transcripts have to be written (Obdenakker, 2006).

Boyce and Neale (2006, p. 4-7) state, that there are six steps for the process of conducting an in-depth interview:

1. Plan
   - Identify the involved participants.
2. Develop Instruments
   - Develop an interview questionnaire
   - Prepare an interview protocol
3. Train Data Collectors
   - Establish skills and attributes of an efficient interviewer stated by Guion (2001, p.2):
     o Open-minded
     o Flexible and responsive
     o Patient
     o Observant
     o A good listener
4. Collect Data
   - Set up interviews with participants
   - Request consent of the participant
   - Explain the purpose of the study
   - Summarize the key points right after the interview
   - Verify the data
5. Analyze Data
   - Transcribe and review the collected data
6. Disseminate Findings
   - Summarize the findings
   - Write report
   - Disseminate to interviewees

3.2 Development of the Interview Questions

The aim of the in-depth interview was to understand the drivers an employee has to retain in a certain working environment. The questions are based on the, at the beginning settled, research questions:

Research Questions	RQ1: Why are employees in the hotel industry keen to switch positions so quickly?
	RQ2: What drivers do employees have which makes them remain in a specific working environment?
	RQ3: What can Human Resource manager do in order to create a good working environment for the employee where they want to remain as well?

Table 4. Research Questions

The interview questions can be categorized into four sections. Each of the section has a certain purpose and is supposed to collect as much information as possible for the research within the category. The four categories are the "career path of the employee", "introduction to the research topic", "retention factors" and "factors an organization provides".

1. Career Path of the Employee	1. What is your work position in the hotel and for how many years have you been working in the hospitality industry and in this hotel?
	3. How often did you switch job positions before within the hospitality industry and what made you switch? If you did not, why do you think other employees in the hospitality are so keen to switch their working positions?
	9. What are your career progression expectations? Where would you like to be in two years from now? Will it be the same hotel?

Table 5. Question Category "Career Path of the Employee"

The first category of questions, the "Career Path of the Employee", including question 1, 3 and 9, are developed in order to get an insight of the interviewees

current and prior job positions and experiences. Furthermore, the questions are supposed to give an understanding of the reasoning behind their personal job position switches. Additionally, question 3 is directly derived from the first research question which is aiming to uncover the reasons behind quick job position changes.

2. Introduction to the Research Topic	2. What is your opinion on employee retention in hospitality industry? Why do/don´t you think it is an issue?

Table 6. Question Category "Introduction to the Research Topic"

The second category "Introduction to the Research Topic" includes question 2 and is asked in order to receive an overview of the interviewee´s general opinion on employee retention. This question is supposed to introduce the interviewee into the research topic and for the interviewer to get an overall impression.

3. Retention factors	4. What factors cause you to enjoy your current job and work situation? Please elaborate. (Colleagues, work – life balance, benefits, salary, work environment, the job itself)?
	5. How much have these factors contributed to you remaining at this hotel as long as you have?
	6. What factors are you missing now but you would look for in a new workplace?

Table 7. Question Category "Retention Factors"

The most important questions, in regards of the aim of the thesis, are in the third category. The questions 4-6 are supposed to uncover the hidden retention factors an employee might have. The main factors, found in the literature review, are specifically mentioned in the interview questions in order to expose the one with the

biggest influence. However, interviewees get the possibility to as well bring up their own factors. Moreover, the questions do not only focus on what is good but as well on what is missing and on to which extent those factors influence the need to retain in a certain working environment in order to investigate the retention factors from different aspects. Lastly, this whole block of questions is dedicated to the second research question which is uncovering the main employee retention factors.

4. Factors an Organization Provides	7. Is there anything in particular that your HRM could do now in order to optimize your work environment?
	8. Do you think monetary or non-monetary incentives are more important? Can you please elaborate why?
	10. When asked, what reasons do you give others for your decision to remain employed at this hotel?

Table 8. Question Category "Factors an Organization Provides"

The last category, question 7, 8 and 10, covers the approaches the organization is already providing. It evaluates the efficiency of the provided factors and is supposed to investigate the uncovered ones. Question 7 is directly derived from the third research question on how the human resource management can positively influence the work environment.

Every question of the interview guide is open-ended in order to gain the most information as well as a more in-depth information of the employee. Moreover, due to the semi-structured interview method, the interviewee has the flexibility to bring in their own experience and perspectives which can be very helpful in regards of this research topic.

3.3 Data Collection Process and Analysis

In order to recruit volunteers for the in-depth interviews, the author contacted several individuals from different hotels from her personal network. Employees from seven different, five-star considered, hotels in Vienna were approached to conduct an interview with. The intention of the choice of the hotels is based on the network possibilities of the author and the reason to include different styled five-star considered hotels. The author wanted to cover chain, privately owned, classic Viennese and modern hotels. Two of the hotels did not give a respond. The volunteering employees of two other hotels did not meet the criteria of having a minimum of three years of work experience in the same working environment. The cap of three years of work experience in the same hotel was determined from the fact that the author considered three years as enough time to get to know the organization and to develop personal employee retention drivers. Considering this criteria, three participating hotels qualified:

- Hotel Sacher Vienna
- Park Hyatt Vienna
- SO/ Vienna

From those three hotels, ten employees volunteered whereas two of them did not have time in the given time frame. Therefore, eight employees from different positions and hierarchy levels in the hotel were interviewed. The required selection criteria for the sample was a minimum of three years of work experience in the same environment, whereas the longer they remained there, the better.

The interviews were designed and conducted in English and German. The main reason some interviewees insisted on having the interview in German is the fact that they can better express themselves in that language. Since the author is fluent in both languages, the discrepancy in the languagea was considered as no problem. The interviews mostly took place in the hotel itself or a place of choice of the interviewee in order to make them the most comfortable.

The first intention regarding the conduction of the interviews was face-to-face interviews. However, due to the extraordinary situation of the COVID-19 pandemic,

not every interviewee was willing to meet in person caused by the fear of the infection, the fact of the reduced working hours (Kurzarbeit) and the distance. Therefore, only five employees were interviewed face-to-face, one via Skype and two via telephone due to them not owning any video call devices or accounts. E-mail interviews were avoided due to the limitation of following up on answers which in this study is vital in order to find out the hidden drivers of employee retention.

The interviews took place between the 11th – 17th of August. The interviewees did not receive the questionnaire beforehand since the author wanted to capture their spontaneous and most natural answer. They were not supposed to prepare the answers for the questions which are as well configured like that. The author voice-recorded all interviewees, after having their permission, for the reason of the transcripts of the recordings. While conducting the interviews, notes were taken as well in order to compare and reconcile the data. The length of the interviews was on average 20 minutes long. The interview questionnaire can be found in English and German in Appendix 1 and 2. The interview transcripts are listed in Appendix 3 sorted by the date of the interview.

For the analysis of the interviews, the author used the conducted transcripts to categorize the data. The collected information will be coded manually, and similarities and differences of the answers will be investigated in order to summarize them.

4 Findings & Discussion

In this following chapter the findings of the eight in-depth interviews will be analyzed and summarized. In that process the main patterns will be determined and accordingly, presented. In order to display the relevant information in a clear framework, the author established categories based on the collected data. Thus, should make the comprehensive data easier to understand and more logical. To protect the identities of the interviewees and to provide anonymity, the author numbered the interviewees as *Interviewees 1-8* which is correspondingly to the order of the conducted interview dates.

4.1 Employee´s Hospitality Careers

The sample of interview participants are based on volunteers from different five-star hotels. However, different positions and departments were covered. Employees from the following positions volunteered: Head Concierge, Assistant Restaurant Manager, Assistant Front Office Manager, Chef de Partie, Receptionist, Worker´s Council and Front Office Supervisor. The average working years in the same five-star luxury hotel of the interviewees were around 14 years ranging from 3 years of experience to 44 years. In regards of the working years generally in the hospitality industry, the interviewees´ experience ranged from 4-45 years. The experience obviously differed among the participants due to the different age groups of the volunteers. The older the employee is, the more work experience in years the employee has. However, regarding the job position changes, the age group made no detectable difference and was between 0-6 times.

When the participants got asked, if they will still be in the same hotel in two years, different answers came up. Two of the interviewees, *Interviewee 1 and Interviewee 7*, stated that they will be hopefully retired due to their high age. Five of the interviewees said that they would like to remain in the same luxury hotel whereas two interviewees highlighted the fact that in the hospitality industry it is hard to plan and you will never know what will happen. If there is a better job offer somewhere else, the two interviewees would accept it with no doubt. *Interviewee 8* stated that she does not think that she still will be in the hospitality industry due to several reasons which will be discussed in the chapter 4.4 Employee Turnover Factors.

4.2 Employee´s Opinion on Employee Retention

The interviewees were asked on what their opinion on employee retention in the hospitality industry is. Although the opinions on, if employee retention is an issue or not, separate, six interviewees agreed that it is indeed a problem. *Interviewee 1* and *Interviewee 6* state that employee retention in the hospitality industry is not an issue and it is positive to switch organizations in order to create more experiences, travel to new destinations and work in different styled hotels. However, the other part strongly underpins the fact that the nature, unusual working times and low salary, of the hospitality industry is not ideal in order to attract or maintain employees. *Interviewee 5* strongly believes that employee retention is a very big problem which is not taken seriously nor is it respected.

The interviewees agreed on the fact that the hospitality industry is, compared to other branches, more hard working, not only physically but as well mentally. The rewards compared to the input one has to give is not balanced and therefore, most of the interviewees agreed on the fact that the salary is too low for the working time. *Interviewee 3* highlighted that especially in the luxury hotel industry it is more difficult to maintain employees due to the higher number of applicants for the positions. *Interviewee 3* and *Interviewee 5* agree that there is a greater competition between the organizations for the talents which forces the companies to stand out more compared to the others. According to *Interviewee 4*, employee retention is not always initiated from the employees' side. Sometimes, even if the employee wants to remain, the company has to afford the employee in the first place. Long-term employees have higher outlooks regarding the working morale and the salary, whereas new employees might have lower expectations. Thus, resulting in long-term employees requiring a higher salary and more costs for the organization.

Due to the current pandemic situation, *Interviewee 7* thinks that employee retention in the hospitality industry will be even more difficult in the future. During this pandemic many employees in the tourism sector have lost their job. Interviewee 7 believes that the employees, who just lost their job, will do another training and change their profession. Thus, leads to the thought of losing many talented individuals in the hospitality industry to other branches.

4.3 Human Resource Management Measures

Furthermore, the interviews addressed the topic, if the human resource management has any specific measures to increase the satisfaction in the working environment by optimizing it. Half of the interviewees precisely stated that they are mostly satisfied with the work of the human resource department. The main criticism of the other half was based on, that the department should know the employees and therefore, should increase the talks to the employees in order to create a better personal connection. Moreover, specifically the communication between the department heads and the human resource department should be strengthened in order to have an aligned decision about hiring and firing. Another criticism mentioned was that the human resource department is not consequent enough in regards of misbehavior. Furthermore, the human resource department should as well be seen as the first point of contact, if there is a problem among the employees on a personal level.

Every interviewee, except Interviewee 2, either praised or criticized the human resource department. However, Interviewee 2 strongly underpinned the fact that the human resource management has nothing to do with the work environment of other departments. The only factor influenced by the human resource department is the right recruitment and selection of future employees. Since the working colleagues are directly influencing ones working environment.

4.4 Employee Turnover Factors

The interviewees were addressed with the question: How often and why you switched job positions. The most common answer to their personal turnover factors were that they were looking for new challenges. However, the low salary issue, which the hospitality industry is infamous for, was raised as well. Half of the interviewees specifically highlighted the nature of the hospitality industry with the low salary and in comparison, high and long workload. Those factors are applicable to employees who either leave or not even enter the hospitality industry in the first place. Moreover, *Interviewee 2* is convinced that the money issue is in the top 3 of the most common turnover factors in the hospitality industry since we live in a system where money is a necessity. Within the most common turnover factors, are

as well the working times. It is not only very long sometimes, however, at very unusual times. *Interviewee 2* and *Interviewee 8* agreed on that working early shifts, late shifts, night shifts, weekends and holidays is not that favorable the older one gets, one cannot be as flexible anymore and wants to have a set working time.

Furthermore, *Interviewee 3* and *Interviewee 8* both state that the work in hospitality can cause a lot of mental stress and physically exhaustion due to the working times and stressful situations with ever-changing guests. Additionally, *Interviewee 2* and *Interviewee 8* stated that guests can be demanding and difficult sometimes which can be nerve-wracking. Moreover, sometimes the personal values and the ones of the organization does not align, meaning the employee looks for another organization to fulfill the wishes and needs of a working environment. However, this is not within the power of the organization to change.

Besides, the nature of the hospitality industry, there are other reasons to leave the hospitality industry. *Interviewee 2* plans to leave the hospitality industry, even if he really likes it, due to his passion to another branch. Moreover, *Interviewee 8* thinks that young people often get pushed into this industry and if they do not get out at a certain point, they have to pull through. Therefore, she is planning to quit and look for another industry, which is not as mentally exhausting and provides the same salary. Those factors as well are not within power of the organization to change, if the employee personally feels to quit the industry.

To continue, turnover does not only cover the job switches to other industries, but as well within the hospitality industry itself. The most elaborated reasoning for that is that the employees feel the need broaden their mind and get a new challenge. Moreover, seven interviewees agreed that a certain extent of turnover is good for the employee itself. Turnover provides the chance to make new experiences, get to know other cities, work in different environments, expand the knowledge and maybe get a higher position. Instead of waiting for the promotion in the current hotel, employees can apply for the higher position in another one which makes the climbing of the career ladder more quickly. *Interviewee 2* and *Interviewee 4* see it as very advantageous if the CV can show that one worked in many different organizations before. However, they as well emphasized that this does not mean that one should change organizations every six months to one year since this is

rather contra productive. Additionally, *Interviewee 5* stated that one should only stay in the same company, if they always offer you new challenges, and that the knowledge learned from mistakes, is only noticeable after the job switch in the new working environment.

The above stated employee turnover factors can as well be seen as reversed retention factors. If the requested needs are offered, turnover can be prevented which indeed helps with employee retention. However, not all the drivers can be influenced by the organization but are more based on a personal decision.

4.5 Employee Retention Drivers

In regards of employee retention drivers, all the interviewees had different opinions on what driver is the most important and influential one. The most mentioned employee retention drivers are the benefits, colleagues, emotional relationship to the guests, work environment, trainings and work variety. However, there is only one compliance nearly all of the interviewees agreed to: If the certain drivers are not given, employees are very likely to leave the working environment and look for another place. In addition, a fundamental characteristic for a long-term hospitality employee, stated by most of the interviewees, is to a certain extent the passion for this industry.

4.5.1 Work Environment

The interviewees consisted of a mix between employees from a privately-owned hotel or management hotels. Especially, the interviewees from the privately-owned hotel underlined the comfort of the work environment in the hotel. Those interviewees stated that the relationship between the management and employees are more personal and therefore, gives a familiar atmosphere. However, the employees from the big chain hotels emphasized the size of the working environment. They appreciate the possibility to transfer within the chain but only to another destination. Thus, make it easy to see similar work environments without leaving the original working environment completely and have an easier transfer back and forth. Especially *Interviewee 5* highlighted the importance of a work environment where the employee as well feels comfortable. He stated that the

biggest influence for a comfortable work environment are the work colleagues. Additionally, *Interviewee 8* accentuated that job security is one of the most important factors an employer should provide. Especially in the situation of the pandemic COVID-19, job security seems to be more important than ever.

4.5.2 Work Colleagues

Seven out of eight interviewees agreed on that work colleagues are a very important factor in regards of employee retention. Everyone, except *Interviewee 4* and *Interviewee 7*, even considers the colleagues as the one of the most important drivers. According to *Interviewee 5*, the fact that you get along with your team is crucial since you have to see them every day and finish many tasks with them. Moreover, *Interviewee 8* states that, if there is a good relationship with your colleagues, the work gets done by itself. Half of the interviewees would even consider their colleagues at work as friends due to the large amount of time spent together.

4.5.3 The Work Itself

Simple as it sounds, some employees just purely enjoying the work they are doing and therefore, remain in the same working environment. Six of the interviewees explicitly stated that they are enjoying getting to know the guests and building up an emotional relationship with the regular guests. This does not only benefit the employees, but as well the guests due to the employees adapting better to the needs of the guests. Additionally, the satisfaction of the guests is rubbing off the employees and increases the willingness to remain. The only outlier is Interviewee 3, who stated that he really loves his job. However, he could exert this work in any other hotel as well and does not see this as an employee retention driver.

According to *Interviewee 5* and *Interviewee 7*, work variety plays a tremendously big role for an employee to remain in the working environment. *Interviewee 5* states that if an employee does not receive new challenges, it does not make sense to stay at that organization. One should only remain, if there are new tasks and challenges to manage. *Interviewee 7* complimented his organization for always offering him different and new tasks. The fact that he received new challenges lead him to stay for 44 years in the same hotel.

Interviewee 3 underlined the fact that long-term hospitality employees have to be passionate about the job in order to remain. For instance working as a concierge can have the effect that your job and your personal life become one. Even in the free time, a concierge feels the need to network and try out new places in order to recommend it to the guests later on. He stated that being a concierge is a lifestyle and not only a job anymore.

4.5.4 Trainings

Depending on the hotel brand, the organization offers trainings either in-person or online. Many big hotel chains offer learning platforms accessible for every hotel employee within the chain. Most of the interviewees appreciated the online learning platform offered. *Interviewee 2* and *Interviewee 5* highly appreciated the special training department their organization offered. They both stated that the offered training possibilities are really broad and therefore, everyone can find something interesting. Moreover, another positive aspect is that everyone can suggest useful trainings and take part at the trainings for free.

4.5.5 Benefits

Most of the hotel chains offer certain benefits for their employees. The benefits depend on the cooperations the hotel brand has with other institutions. A very interesting concept introduced by *Interviewee 8* is that their hotel offers the opportunity to increase their salary by the employees´ own performance. This concept is named Upselling and is not unknown in the hotel business. It is based on the front office employees selling their guests a better room at the reception. A certain percentage of the surcharge is directly transferred to the salary of the corresponding employee which is not offered in every hotel.

Within all the interviewees, employee benefits seem to be an important aspect to balance out the below-average salary. Only *Interviewee 4* considers the benefits, including the health care offers, as one of the most important factors to retain in her luxury hotel. On the other end, *Interviewee 5´s* opinion is that receiving employee benefits such as the employee booking rate in the same chain and discounts at certain stores or gym memberships as standard in luxury hotels. Consequently, he

does not see the benefits as employee retention driver since he can get similar benefits in every other luxury hotel.

4.5.6 Monetary and Non-Monetary Incentives

The interviewees were as well confronted with the question if monetary or non-monetary incentives are more important. Regarding this question, the interviewees did not come to an unanimity. However, most of the interviewees think that one cannot go without the other and consequently, a balance is the key to success.

4.5.6.1 Monetary Incentives

In regard to monetary incentives, only *Interviewee 4* and *Interviewee 5* agree that monetary incentives are more powerful. This argument might result from the fact that both of the interviewees are in a relatively high and partly management position in the respective hotels and therefore, have a better salary in general. *Interviewee 5* even stated that he would not know what to rather have if he would not have a good salary, compared to other hospitality employees, in the first place. However, according to *Interviewee 4*, monetary incentives are always more important due to the hospitality industry paying very low already and consequently, the extra amount will balance it out. Although Austria has to pay by law 14 times the salary instead of the usual 12 times in other countries, *Interviewee 2* state that non-monetary incentives are more valuable.

4.5.6.2 Non-Monetary Incentives

Compared to the monetary incentives, the non-monetary incentives have more followers regarding the importance. Half of the interviewees have a higher tendency to the non-monetary incentives. Only *Interviewee 7* and *Interviewee 8* state that there should be an even balance. Interviewee 1 explains the importance of the non-monetary incentives by the fact that life is not only about the money. *Interviewee 8* agrees to that and adds that if you do not receive enough money, but everything else is perfectly fine, you still have to change your job in order to survive. Regarding that *Interviewee 5* stated that you want to earn money not to only survive but live to a certain standard. Additionally, *Interviewee 2* raised the thought that if the non-monetary incentives has offers valuing more than the extra direct salary of the monetary incentive, it is worth more at the end of the day. Non-monetary incentives

might not be direct money one can spend but converted into value the worth can be significantly more than the additional salary.

Interviewee 3 emphasized how important getting rewards is if someone did a good job. However, he as well mentioned that non-monetary assets, like a bottle of champagne, is worth more than extra money. He enjoys the atmosphere drinking that with his colleagues which is in monetary sense maybe not worth more than the surplus of the salary.

In summary, the investigated employee retention drivers of the interviewees differ from each other. However, one can detect some patterns within the answers. The work colleagues seem to play an important role to most of the interviewees. This driver is based on the idea that one has to spend a tremendously big amount of time with their colleagues and therefore, getting along will ease the work. Another extremely appreciated employee retention driver is the job itself and the challenges the organization offers. If the work does not get monotonous, the employee feels challenged and encouraged to work on the tasks. Additionally, the luxury hotel-specific benefits and trainings are highly valued within the interviewees as well. The added value of the benefits and trainings balance the relatively low salary and makes the job position more attractive to others. Lastly, one can see a pattern between management and privately-owned hotels. Employees from privately-owned hotels emphasize that there is a difference in regards of the relationship to the management and the work environment generally.

From the primary research, the author detected a pattern where the employees just simply enjoy the job. This might not be a direct retention factor, however, more than half of the interviewees stated they like the work they are executing. Building an emotional relationship with the guests is considered as the best reward in the hotel business.

5 Conclusion & Recommendation

In the last chapter of the thesis, the findings to the three research questions will be presented. The aim of the research was to detect the turnover drivers, uncover the employee retention factors employees have to remain in the same working environment and to lastly, give recommendations to the HR department on how to retain employees. In order to investigate the stated problem, eight in-depth interviews with long-term employees were conducted to gather the necessary information to support the strategies found in the literature. Additionally, this chapter will cover the limitations of this research and future research suggestions.

Employee retention is a widely discussed issue by many researchers in the human resource department. Especially for organizations in the hospitality industry, a service sector, dedicated talents are required in order to be successful. As shown in the primary and secondary research, effective employee retention strategies are tremendously important in order to be a successful hotel on the long run.

The author detected similarities between the primary and secondary research regarding the first research question: Why are employees in the hotel industry keen to switch positions so quickly? The nature of the hotel business provides the employee with the possibilities to travel to other destinations and work in different organizations. Due to the fact that the fundamental pillars of this profession are the same all around the world, the employee can easily adapt to every hotel environment. Therefore, the ease of switching job positions are attractive to many employees. Over half of the interviewees emphasized the easy transfer possibilities they have, especially in the same chain.

Another similarity between the literature and the primary research is that the hospitality industry is generally offering a salary, which is compared to the working hours and input given, too low. Especially for non-managerial positions the work put in, is not worth the outcomes. The hotel business does not only require physical energy, but as well mentally. It is considered to be too exhausting having to follow an unregulated working schedule and covering early, late, night, weekend and holiday shifts. With a certain age one wishes for a regulated work routine and cannot offer this flexibility anymore.

As stated in the secondary research, there are personal and external turnover drivers an organization cannot influence. The primary research confirmed that there are cases where the employee has to move to other cities due to personal factors and consequently, leaving the prior working environment. The most common turnover drivers, derived from the primary research, are the nature of the hospitality itself, which cannot be changed, the unregulated working routine and other, not influenceable, factors.

The second research question: What drivers do employees have which makes them remain in a specific working environment, is the main part of the primary research. Even through thorough research, this question cannot be answered unanimous. However, the author detected multiple matches concerning this question. In order to achieve a comfortable working environment, many influencing factors have to be taken into consideration. The primary research uncovered that the relationship with the work colleagues is the most important factor in order to achieve a comfortable working environment. According to the existing literature, the right working colleagues are not considered as one of the most important drivers neither is it mentioned very often. The interviewees explained that the team is very important due to the fact that one has to see them every day and work on joined projects together. If there is no harmony within the colleagues, working together is tougher and definitely less efficient.

The benefits and trainings, a hotel offers, are all in all very appreciated by the employees. They add value to the job without directly paying money to the employees. The primary research even suggested that this is the reason why the hospitality industry still has employees. If the offered salary does not come with any other benefits or trainings, one can earn better money somewhere else. The literature confirms the appreciation of the benefits and trainings.

Concerning the effectiveness of monetary or non-monetary incentives, while attracting and retaining employees, no clear outcome was found. The only consistent answer is that there should be a balance of both. However, regarding the question which one is more important, the answers are really torn. The secondary research agrees to the fact that the balance is the key to success regarding the incentives.

The third research question covers the recommendation for the HR department in order to retain employees. In the secondary research it is suggested to follow all the listed employee retention strategies. However, the primary research detected that the HR department is not the main responsible concerning that issue. Interviewees agreed that the HR departments are generally doing a good job, however, cannot influence the working atmosphere within the other departments. The only factors the HR department has direct influence on, is the recruitment and selection process, compensation, rewards and promotions. The selection process is nowadays taken over by the department heads since they have to work with the new employees together and not the HR department. Therefore, it is suggested that the whole management has to focus on employee retention strategies. Especially, empowerment, leadership, job security, training and development should be fostered by all managers.

In this thesis some limitations should be also taken into account. The sample for this research is considerably small in order to make a general statement about the most effective employee retention strategies. Moreover, the study is focused on Vienna and thus, makes the strategies not applicable for every other country due to the different employee regulations and expectations of the workers. Furthermore, the luxury hotels participated in the sample were chosen based on the network of the author which makes the sample not completely random. Therefore, the outcomes of the thesis should be interpreted with caution. With regards to the literature review, there was a lack of data specifically on recent articles about employee retention in hotel industry.

Therefore, for further research, the author suggests interviewing as many as possible hotels in Vienna and handle the job positions separately. Thus, could lead to patterns in different departments and hierarchy levels. Additionally, one could categorize the different generations and investigate if there are inconsistencies. Moreover, one can expand this study to not only Vienna but whole Austria, detecting what different areas of the country do in order to maintain employees. Lastly, further research can as well be done comparing different countries regarding their retention strategies.

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Appendices

Appendix 1: Interview Questionnaire (English)

1. What is your work position in the hotel and for how many years have you been working in the hospitality industry and in this hotel?

2. What is your opinion on employee retention in hospitality industry? Why do/don´t you think it is an issue?

3. How often did you switch job positions before within the hospitality industry and what made you switch? If you did not, why do you think other employees in the hospitality are so keen to switch their working positions?

4. What factors cause you to enjoy your current job and work situation? Please elaborate. (Colleagues, work – life balance, benefits, salary, work environment, the job itself)?

5. How much have these factors contributed to you remaining at this hotel as long as you have?

6. What factors are you missing now but you would look for in a new workplace?

7. Is there anything in particular that your HRM could do now in order to optimize your work environment?

8. Do you think monetary or non-monetary incentives are more important? Can you please elaborate why?

9. What are your career progression expectations? Where would you like to be in two years from now? Will it be the same hotel?

10. When asked, what reasons do you give others for your decision to remain employed at this hotel?

Appendix 2: Interview Questionnaire (German)

1. Was ist Ihre derzeite Position in dem Hotel und für wieviele Jahre arbeiten Sie schon in dem Hotel bzw. generell im Gastgewerbe?

2. Wie stehen Sie zu dem Thema Mitarbeiterbindung im Gastgewerbe? Warum denken Sie es ist bzw kein Problem?

3. Wie oft haben Sie schon deinen Arbeitsplatz gewechselt im Gastgewerbe und was hat Sie damals bewegt den Arbeitsplatz überhaupt zu wechseln? Falls Sie noch nie deinen Arbeitsplatz gewechselt haben, was denken Sie warum andere den Arbeitsplatz wechseln würden?

4. Welche Faktoren am Arbeitsplatz machen Sie zurzeit glücklich und zufrieden? (Arbeitskollegen, Freizeit, Mitarbeitervorteile, Gehalt, Arbeitsumfeld, ihre Arbeit selber)

5. Wie sehr haben diese Faktoren Sie beeinflusst solange im gleichen Arbeitsumfeld zu bleiben?

6. Gibt es welche Faktoren, die Sie zurzeit vermissen aber nach denen Sie definitiv Ausschau halten würden, falls Sie wieder einmal den Arbeitsplatz wechseln?

7. Könnte das Personalmanagement im Moment etwas tun, welches Ihr Arbeitsumfeld besser gestalten würde?

8. Denken Sie monetäre oder nicht monetäre Anreize sind wichtiger? Können Sie auch erklären weshalb Sie so denken?

9. Was sind Ihre Erwartungen bezüglich Ihrer Berufslaufbahn? Wo denken Sie werden Sie in 2 Jahren sein? Meinen Sie, Sie werden immer noch in dem gleichen Hotel arbeiten?

10. Wenn Sie jemand fragen würde, welche Gründe würden Sie Anderen nennen, weshalb Sie noch in diesem Hotel arbeiten?

Appendix 3: Transcripts of Interviews

Interview 1 – Telephone Interview

Current working position: Chef Concierge

Working time in years: 37 years

Length of Interview: 19 minutes

Date of interview: 11th of August 2020

Interviewer: So, the first question is on what is your work position in the hotel and for how many years have you been working in the hospitality industry and in this specific hotel?

Interviewee 1: Alright, my position is I am the Chief Concierge. I am working at the hotel since 37 years and in my position since 15 years. I was a concierge before and 15 years ago I got the Chief Concierge.

Interviewer: Have you been working longer than 37 years in the hospitality industry in general?

Interviewee 1: Absolutely, yes since for 45 years.

Interviewer: Wow, 45 years is very impressive.

Interviewee 1: It is quite a bit yeah.

Interviewer: I think you already know the thesis is about employee retention. So, what is your opinion on employee retention in the hospitality industry? Why do or don't you think it is an issue?

Interviewee 1: Um, can you precise this question because I mean an issue what do you mean if it is an issue?

Interviewer: Do you see employee retention as a problem in the hospitality industry?

Interviewee 1: No, I don't think that why it should be a problem. No, no, not for me.

Interviewer: No not at all? Can you just elaborate? You have been working in the hotel for over 30 years already and I mean not everyone there worked there for so long. A lot of people change positions, so why?

Interviewer 1: I mean yes. I mean a lot of people changes. Of course, I did not think 37 years ago to work that long at the same hotel. At the beginning it was just a job for me. And I thought okay I will do it for a while and to something else after but you will see of course it changes. Nobody can imagine today to stay in one company for that long. There is just a few who would do that. At that time for me it was clear I will do my best of course like everybody does and it was for me at the beginning it was not clear but then after a few years I thought alright why not. My job is my life and I love what I am doing so that was the reason why it took that long.

Interviewer: This is very nice to hear because nowadays you hear a lot of employee turnover.

Interviewee 1: Yes of course. I mean it is normal, so you have to make new experiences of course and probably it is better to make experiences in many companies but for me it was alright to stay in this company and to do the best possible there.

Interviewer: Yes, okay perfect thank you so much for your input. Another question regarding your career path: How often have you switched positions before, within the hospitality industry and what made you switch positions back then?

Interviewee 1: What do you mean with how often did I switch? I mean since 37 years I did not switch and before I have been in the hotel industry as well and working also at the restaurant. So, I just switched the company three times before.

Interviewer: So only three times before?

Interviewee 1: Yes, exactly.

Interviewer: Oh wow, perfect. Thank you. What made you switch the position back then? What made you leave the old working place?

Interviewee 1: You mean before or what do you mean?

Interviewer: Before you came to your position now. What made you turn um away from this company/organization? Are there any specific reasons behind that?

Interviewee 1: Well you mean where I was working before why I did leave or what do you mean?

Interviewer: Yes, exactly that. Why did you quit there?

Interviewee 1: I mean it was a little different, I was working as a restaurant manager before for three years and this was at the restaurant which is I would say it was quite simple. And the clients were not how should I say. So, I did not get the really relation to the clients. It was for me it was clear to work at the company or the hotel where I have where I will need clients who have a certain manner and so it was the call of the people you see because of the clients.

Interviewer: So, because of the guest you have been working with?

Interviewee 1: With the guests, yes correct.

Interviewer: Okay perfect. What factors cause you to enjoy your current job and work situation? Like what makes you the happiest about your position right now?

Interviewee 1: The most happy you see so of course during the 37 years it was for me to satisfy guest – to make them happy. So, this was my first intention. Then of course to work with all my colleagues. I have a really good relation to all of my colleagues since this last 37 years. So, this is was so all together with the privately-owned hotel with the family who owns hotel who runs the hotel. So, the combination of all three things that was for me what makes me happy.

Interviewer: Perfect. Um okay those factors you just mentioned so satisfy the guest, so basically the job itself, your colleagues and the fact that it is a privately-owned

hotel. How much have these factors contributed to you remaining to the hotel for as long as you have?

Interviewee 1: These three facts are my intention to stay as long.

Interviewer: So, they had a big impact on how long you have been staying?

Interviewee 1: Yes, yes.

Interviewer: Are there any factors you are missing now in your working place you would look for if you would switch positions to a new position?

Interviewee 1: Factors of course. I mean you know I am in an age where of course I am thinking back and the world changed. So, there are certain kind of factors that years ago have been important to me and still important but um the life as I said has changed. Everything has changed. So, there are factors like the personality, the personal feeling of people has changed. It is now it is more business.

Interviewer: Can you elaborate what you mean with now it is more business?

Interviewee 1: Um yeah. How should I say so? This is um it was always my first intention to have a personal basis with my guests and so this has changed. This is only more less only business. So, if you have for instance today you say okay um so it is hard to explain for me.

Interviewer: Do you mean it is about to only get the job done and no emotional connection to the guest specifically anymore?

Interviewee 1: Yeah, I mean this is what I am missing now the emotional part. The real emotional part. It was before it was different. Years ago, it was different. You had contacts with your guest before more less by phone of course. Now, before they arrive, they write emails etc. Before we had personal letters. We wrote them back or many many telephone calls and there you had more emotional feeling between guest and employee. And um this has changed.

Interviewer: Um so now how do you say… It is more the same?

Interviewee 1: It is business. I call it business. It is just business and not as emotional as it was before.

Interviewer: Oh, alright. If you would change to a new job – what factors are you looking for? I have some examples for you to think about: Are the colleagues important to you? The work – life balance? The benefits? The salary?

Interviewee 1: My first I would look of course for a personal relation with the people I am working with. This is my first intention-

Interviewer: So, this is for you the most important thing about a good working place?

Interviewee 1: Yes.

Interviewer: Very interesting. Is there anything in particular the Human Resource Management could do now to optimize your working environment or do you think already there is nothing to improve?

Interviewee 1: I think that the Human Resource management does the best job they can do. According to the situation to the working situation all over the world you see. Everything has changed you see and of course they are doing the best job. They are trying of course at the hotel which is very good to really have a good connection to all the employees.

Interviewer: Can you just point out some thing maybe the HR in your hotel does for the employees? Anything they offer maybe? The ideas? Something special?

Interviewee 1: This is what they are doing the Human Resource is trying to have a really personal connection to all of the employees. This is what I think they are doing really great.

Interviewer: This is very nice. To continue, do you think monetary or non-monetary incentives are more important? Can you elaborate why you think that?

Interviewee 1: Yeah, yeah. Of course, it is important you see and but it is not the first leverage/level for me.

Interviewer: Are you talking about monetary?

Interviewee 1: Yeah, the monetary. That was not my first intention.

Interviewer: Do you think it is important, but it is not the most important?

Interviewee 1: Right, yes.

Interviewer: Do you think in that case that non-monetary incentives are more important? So, everything you get with it: the benefits?

Interviewee 1: For me yes.

Interviewer: Okay. Can you explain why?

Interviewee 1: Yeah because life is not really monetary. There are so many facts that you have to in your life which are important. Of course, money is important. You have to live, you have to have a certain standard but it is not the first leverage.

Interviewer: Okay perfect. So, what are your career progression expectations? Where would you like to be two years from now? Would it be in the same hotel?

Interviewee 1: Haha. I can tell you I will be retired next year. I know exactly where I will be in two years. I mean I think so. You never can say I am sure, but it is my intention so.

Interviewer: I suppose then for the next two years you would have stayed in the same hotel?

Interviewee 1: Yeah yeah yeah of course yes. I mean it is just a few months until I will be retired, and I think there is no change.

Interviewer: Okay that is perfect thank you so much. I have one last question: when people ask you what reasons do you have to give others the decision to remain employed at this hotel, what would you say? If someone else would ask you why you are staying in this hotel. What does this hotel have what others don't have?

Interviewee 1: The personality, the family atmosphere, but of course I can only tell them how I feel. This is what is for me the most important. I only can tell this is a

family owned hotel. We have a personal connection to the family and to the management of course and of course to our guest, you see. Because it is a family owned hotel also the guests are more like a family for me. I would tell young persons okay if you like this, stay here and it will be satisfactory for you.

Interviewer: Okay perfect. I think I got a good impression of how you see the topic. It was really interesting to me. Thank you very much!

Interviewee 1: Okay. It is my pleasure.

Interview 2 – Skype Interview

Current working position: Assistant Restaurant Manager in a Hotel

Working time in years: 7 years

Length of interview: 40 minutes

Date of interview: 11th of August 2020

Interviewer: Let us just start with the first question: What is your work position in the hotel and for how many years have you been working in the hospitality industry and especially in this hotel?

Interviewee 2: My position is the Assistant Restaurant Manager. We got two restaurants at the hotel in Vienna and I am the Assistant Restaurant Manager in one of them. I mean in the hotel since almost 7 years. Well, including my training I am in the restaurant business or hotel business since 11 years or 12 years almost. I have been working in bars before but since turning professional it has been 12 years.

Interviewer: Perfect. Thank you so much. So, I think you already know the thesis topic is about employee retention in the hospitality industry. What is your opinion on employee retention in the hospitality industry? Why do or don't you think it is an issue or a problem?

Interviewee 2: I think it is very much a problem but I think it is not very wise to point out stuff like that because I think it is very clear. The problem with the restaurant business is that it is very hard work compared to other branches in the industry. It is not being paid that well which then leads I suppose to the fact that many many people don't want to do this anymore. I know a couple of people for example who changed their profession from being a waiter in a restaurant to standing in the factory because their paid better over there, to be able to pay for the family for example.

Interviewer: I was just wondering if I understood it right. Do you think the restaurant within the hospitality is not paid very well or the hospitality industry in general compared to other sectors?

Interviewee 2: Hospitality industry in general. It is funny that Vienna is quite a good example, because despite the fact we are having Corona right now and not everybody is working, not regularly working, so on and so forth. Let´s say before that Vienna is a really good example because the basic salary you get each and every month is quite low compared to other industry branches, but you get as a waiter, you get tip. Okay, this helps you and many waiters and waitresses of course or service staff really try to work. They leave the salary on the bank account and this salary pay rent and whatever. And the money they use for everyday living, they use the tip. So, when you are working in the first district in Vienna it is no problem but when you leave the district, and when you leave a good running bar or a hotel, where you have lots of guests and wealthy guest, the amount of tip then shrinks very very fast.

Interviewer: Do you think the tips you make is enough for you for the daily living?

Interviewee 2: We are talking despite Corona, definitely, yes.

Interviewer: Very very interesting. Just to make it clear, do you think the monetary factor is the biggest issue regarding employee retention and therefore, turnover?

Interviewee 2: Well, I think money is very important. We live in a system where we need money.

Interviewer: Do you think this is the biggest issue why people would not remain in the hospitality industry?

Interviewee 2: That is a very good question. I discussed this a couple of times before earlier but well it`s within the top 3, maybe the top 2.

Interviewer: What else is in the top 2/top 3?

Interviewee 2: Well, first of all money is one of them but money is not the only thing. I am not dying starving so basically it works out. It works pretty well for all the

waiters, because if not they wouldn't be doing this job. Despite the people who are not working in the hospitality business for reasons but I think it is the money compared to the amount of time and amount of work. Working in hospitality can be very hard and be very tough. And not just each and every shift can be hard, you have to work with people who are complaining about things you have nothing to do with it. Nevertheless, you have to deal with this. So, when you are in contact with people, it´s always trouble and means always trouble but you have to work in the evening, late at night, weekends, holidays, New Year's Eve, Christmas, just to point out some special holidays and this is very hard. You don't have a regular weekend, so, you do have weekends of course because you have your two days off each and every week and you got your vacation. But you don't have it at the same time like others and can be a problem.

Interviewer: So, basically you are saying that the biggest issues are the money they pay for the amount of work and the working times in general are not as usual as in other sectors?

Interviewee 2: Well, we are not working 9-5. It can always happen that you are working 9-5 if you are just working in a Café or something where they got I don't know just some breakfast guests and ladies coming around, having a chat and drinking coffee. But it´s not regularly hospitality. Usually, it´s active in the evening.

Interviewer: Okay, thank you so much. Now one question about you and your career path. How often did you switch position before within the hospitality industry and what made you switch?

Interviewee 2: So first of all, this hotel is the second hotel I´ve been working since I finished my training. I was in an apprenticeship in Germany, I am from Germany, and I came to Austria working for in Tirol and switched over to Vienna and I am here in this hotel since 7 years. Always working in one of the restaurants. I began as a regular waiter worked my way up a little.

Interviewer: May I ask, as you said before you worked in Tirol before, why did you switch hotel from there to Vienna? What made you leave?

Interviewee 2: Well, actually this has nothing to do with hospitality because I wanted to study and I am a student at the university and they didn't have the possibility to study in Innsbruck in the University and then I switched or moved over to Vienna.

Interviewer: Then I am going to rephrase the question. What do you think other employees in the hospitality industry are so keen to switch the working positions?

Interviewee 2: In hospitality, there is not, as you probably know, the one hospitality. There is I suppose the one systems of banks. It doesn't matter in which company you´re employed. A bank is a bank. A hotel nevertheless is not a hotel is a not a hotel. Each and every hotel is pretty much distinguishable from one another. A bar is different from another bar whether it is focused on wine or on cocktails or on whatever and of course there are different kinds of restaurants. First of all, it is very good for the CV when you have seen different places because then your new employer will know that you can deal with different systems and adapt to them. Maybe you can improve the system you are about to work with. So, this can be very good for your CV. On the other side, if you change your working space every year for 10 years, this might raise more question than it might help you. And of course if you want to reach a higher position, you change the business.

Interviewer: Why do you think you have to change the business if you want to reach a higher position?

Interviewee 2: Because the position is probably occupied and that one won´t leave just because you are there. For example, if I want to become a restaurant manager, I would have to leave because I know the two managers in the hotel, and they would stay for a while. So, I have to leave.

Interviewer: Very interesting reasoning behind it which makes me continue to the next question. Which factor cause you to enjoy your current job and working position? Can you elaborate those factors which makes your position special?

Interviewee 2: Do you mean how come do I have fun in doing what I do?

Interviewer: Not exactly but I can give you some examples which could be. So, for example you have good colleagues, the hotel offers you a good work-life balance, the hotel offers you benefits you won´t have anywhere else, or the salary is in general very good, or the working environment or do you just like the job itself. Those are some examples which could make you enjoy your job.

Interviewee 2: Yeah, I see. Actually, what you said, my relation to my colleagues is really good. Despite Corona, we would be working in a team of six or seven people in the restaurant. Very small team. We understand each other very well wherever similar humor. Our basic motivation towards the job itself it's quite similar. We really support each other and I'm not making this is not that I want to make a commercial video for the hotel or something, really. I don't get any money for this and really it is, and it makes me really make me stay over there. This is the first time I really like the people over there. Furthermore, we have guest who come from all over the world. We have people from most of the countries over the world. So, I always get new people, that I am able to serve. Nevertheless, we got a couple and not only couple, quite a demand, of regular guest who revisit us. Of course, the are usually not from the US or Australia or something. I´m talking about Austrian people, German or Swiss, maybe Italian people. Nevertheless, they keep coming back, you build a relationship with them. You get a connection. You´re looking forward to the day they´re coming back and you are happy to see them and their joy to seeing you again. You´ll have a quick chat with them. They might ask you how is family doing and so on. I would not call them friends but really people you know. Nevertheless, this is fun and it really makes you feel comfortable and it is nice to discover people and not just: "What would you like to drink? Okay good." When the guest comes back over again, you get more and more information and you can serve them better. This is very nice. The hotel, yeah, we have some benefits, which is good. We have not that much benefits a big chain would have, but we have the possibility to go to Salzburg where we have our other hotel. We can stay there for unreasonable amount of money. So we do not have to pay what regular guests do. It is quite nice. The hotel also pays a little more than necessary. You have the minimum pay which is by law in Vienna for hospitality employees.

Interviewer: From everything you just mentioned now, what do you think is the most important for you personally to enjoy your job? Is it the benefits, the better pay, the emotional relationship you get with your regular guest or your team/colleagues? Or all of them?

Interviewee 2: It is definitely not the benefits. The benefits would be in last place because I can get other benefits somewhere else and personally for me to drive to Salzburg once every month or something. So, this is nice. It is a nice thing to have but not a must-have. I think it is a mix between the guests and the colleagues and the emotional relationship.

Interviewer: Okay perfect. Thank you. From all those factors you just mentioned. How much have these factors contributed to you remaining at this hotel for as long as you have? Do you think they have like a big impact?

Interviewee 2: Yeah. I can give you an example. I once had this colleague, she quit and moved to somewhere else. And when I started to work at this hotel after about half a year, I wanted to quit my job and I wanted to leave. I hated her. I absolutely had no good relationship to with her. She didn't like me very much and she had her reasons and I had my reasons. I wanted to leave, nevertheless, I stayed and just a couple of years later I invited her to my wedding. So, it really is the people. It´s all about the people because the hotel is an institution, Vienna is an institution, Austria, I get it. But there are so many hotels in the world, so many restaurants and in the end each and every restaurant is different, it is still a restaurant. I could go somewhere else, it really is the people.

Interviewer: Very interesting input. You mentioned all the good things. Are there any factors you´re missing now but if you would change your workplace, you would look for? Something where you think it wouldn't be bad to have.

Interviewee 2: Okay. So, what can be a problem is when I leave the hotel and move to another place what would be a thing. Usually people change their workplaces very often, so they do not stay so long at one place. But in the hotel whatever it is, I am currently working at we got quite a number of employees that are there since ages and I'm really talking ages here. They´re there since 20, 30 sometimes 40 years

and if you want to change anything, because you talked about changing your workplace helps you to get an overview about what hospitality is and can help you to improve certain systems so on and so forth. But if you have people in a certain position that are there since, I don't know long, time before the war, you cannot change anything because they will fight you because they're afraid of changing themselves and things because they would have to leave sort of a comfort zone and change is always mean stuff.

Interviewer: Do you think in general a bit of turnover is good for a business?

Interviewee 2: Yeah. Well, to a certain extent of course because with each and every restaurant or a hotel whatever there comes a brand okay? And you try to establish your brand on the market. Of course, a hotel has to change as a hotel for example existing since the 1876. It´s not the same hotel now than it was then and than it was in between. So it has to change and it changes and every hotel and restaurant does it but just up to a certain extent. Because if you change too much and too fast, then maybe you would lose your identity or your definition as a brand because your guests or the market means the customers. Know that when they go to a certain place, they will get a certain good or something, a commodity. But if this suddenly changes, I mean completely switches, then there wouldn't be any brand left. Imagine McDonalds selling Pizza. It would not work.

Interviewer: This is a very interesting input you just had.

Interviewee 2: I think by the way McDonalds is a really good example because they got regional products and their regular: Big Mac, Cheeseburger so on and so forth but they got regional products we got here in Austria but not in Germany and not in Mexico.

Interviewer: To continue, we talked about what factors are good, what factors might be missing. What do you think the human resource management of the hotel you are working for could do in order to optimize your working environment? Is there anything they could do?

Interviewee 2: I don't think so because human resources have nothing to do with my workspace. I am working in F&B, so the F&B management would be responsible for that.

Interviewer: So, the HR is not responsible for your departments recruitment?

Interviewee 2: Yeah yeah. For my recruitment yeah it is responsible of course. First, you would have an interview with the F&B manager or the restaurant manager and they will have a chat and then decide that employing me would be quite a good thing to do. And then they would talk to human resources and I maybe I will have a second interview with human resources and that would get me the contract. But they are not responsible for giving me or making my work position better and to improve it. On the other hand, in hospitality it´s your salary often depends on how much you want the employer to pay you, you know what I mean?

Interviewer: May you just repeat? The salary depends on how much I want the employer to pay me? Can you just elaborate a bit more on that?

Interviewee 2: Yes. For example when I got a job interview. We talk about the hotel, we talk about me, the things I want to do, they would tell me the things I have to do. The normal job interview thing. At the end there always comes the question: how much do you want? And then I tell them I want this amount of money and maybe you have to negotiate a little. Maybe the hotel/employer says: alright let´s do it or please leave. But you can very much negotiate on your salary.

Interviewer: Do you also think the human resource management is willing to pay a certain extent more for someone they really want?

Interviewee 2: I think so, yeah and they should. As I said before, it is always the question of money is not unimportant. I think they will and should of course.

Interviewer: This comes to our next question actually. Do you think monetary or non-monetary incentives are more important? Can you please elaborate why?

Interviewee 2: Maybe this depends on the incentives. For example, in Austria we are quite lucky with the monetary situation because we don't only have 12 salaries, one every month, but I get 13th and a 14th. Summer and winter and this goes by law. In

Germany it´s not. In Germany you get only not a full amount twice a year, just a part of it and only if the employer likes to. It´s not by law, it´s not a regular thing. So I think monetary speaking, we in Austria are quite on the sunny side. I think incentives that even that is not money itself but incentives that makes you save money and can get you benefit, nevertheless, are a thing. So for example when I am allowed to stay at the other hotel for a reasonable amount of money, then it´s okay I will pay for. Nevertheless, it´s okay and I like that. It would be a pity if I can´t do it anymore but on the other end, if I can get extra training paid by the hotel and doesn't have to be paid by me, then this is an incentive which is not directly connected with money, but it helps me saving money.

Interviewer: Do you think it is a better incentive to just offer a better salary or to offer, what you said, extra trainings, benefits such as staying in the other hotels? What do you think is more important, at least for you?

Interviewee 2: The latter one.

Interviewer: Not the salary but the other benefits that go with working for that brand?

Interviewee 2: I think so.

Interviewer: Can you just shortly elaborate why you would go for that, rather than the extra cash you would get?

Interviewee 2: Yeah, because the value of the, let´s say, non-monetary incentives. The pines of the value is much higher. If they would raise me salary, this would mean let´s say I would get a hundred euros more. Just to have a name or amount of money. Let´s say 100 quit on top. That just 100 quit. But a certain training or a certain incentive here and there usually would cost more than just 100. There is always the possibility to negotiate if I want to have big training, not a regular but a very very big training, they would, if I for example would like to do a sommelier, they would cost me more than 3000 euros. How long would I have to need to work to save the money, if I get 100 euros more for 14 months. That´s a very long time. If they are willing to offer me training, it would be much more advantageous for me than the salary.

Interviewer: That´s a very very good point and a very good example with the sommeliers as well. Since you are working there for 7 years already, do you have any career progression expectations? I mean we talked about this before that if you want to have a higher position, you need the person to leave in the first place. Where would you like to be in 2 years from now, would you like to be in the same hotel?

Interviewee 2: Yeah, I would be staying in the same hotel. I hope so because working here in this particular space is very good for me, very comfortable. Very nice. I love it. The system is nice. I really like it and to improve me in the hotel. I really identify with the brand which wouldn't have said 7 years ago. Nevertheless, I want to stay there until I finished my study because I am studying something completely which has nothing to do with hospitality. One day I´ll be leaving the hospitality in order to do something completely different. I will be staying in the hotel for quite a long time and I can still improve although the position of the restaurant manager itself is not available but other positions might be. And so I can still improve myself without needing to kill someone or so.

Interviewer: You just mentioned you are studying something else besides of hospitality. Does this mean you want to leave the hospitality industry at one point?

Interviewee 2: Yeah.

Interviewer: Do you want to elaborate why you want to leave? This is something you hear quite often that people quit the industry itself. Are there specific reasons to it?

Interviewee 2: I am studying Theater, Film and Media Science and I want to become a professor for film science. I want to do something with film on a scientific base. That got nothing to do with hospitality.

Interviewer: Are you leaving hospitality because of the nature of this industry or just because you have passion for something else?

Interviewee 2: The passion. It´s a passionate thing. I like hospitality.

Interviewer: One last question, when someone asks you, why are you working for the hotel, you are working for, what reasons would you give others to remain employed at this hotel?

Interviewee 2: Well first it´s a good employer. They play by the rules. They are not misusing me as an employee. Every hour that I am working every day is in the system. It´s been remembered. Because there are so many people, where you do over-hours. I have so many business way do over-hours and then it will be, I don't know, they vanish in the void and no one will talk about this. So, here is not. So, we got our little cards and we hold them before a machine in front of a machine and when we started our shift and we tell the system when we finish our shift. And when this takes more than 8 hours, despite Corona because we are on "Kurzarbeit" of course. That is something different I am talking on a regular basis not in this special situation. It will be everything will be remembered by the system and I can have like an extra vacation later on. And this is very good. I would I would be honest with other people who think that, when they hear about the hotel or whatever the grass is always greener somewhere else yeah let´s say. I can be and it certainly is but nevertheless it's worth working for the hotel because it´s very safe, very good employer and they stick to the to the staff. And they are changing, so that becoming better employers. They haven't been the best employers according to incentives and benefits and this would everyone knows and specially in Vienna hospitality industry. But they´re improving. It´s okay, it really is okay. I think the most striking thing is that they're playing by the rules and they´re paying little more.

Interviewer: Is there anything you want to add?

Interviewee 2: Well, you have covered it. We were talking about money. This is a very big discussion in hospitality in general. The labor union is quite weak in hospitality. When you think of other industries branches like, I don't know, airplane pilots, who get an insanely amount of money but still are protesting to get more money. And labor union is a very strong one and they always get what they want. In gastronomy or hospitality it´s not that much. Because there is not so much money employers are willing to pay. They really stick to the non-monetary incentives but this would be something which is quite interesting and really important because

people leave hospitality mainly for the money, I think. They are leaving hospitality because of the money, and not entering because of the working conditions, mainly.

Interviewer: This a very very good point. Thank you very much. You gave a very good insight regarding employee retention.

Interview 3 – Face-to-face Interview

Current working position: Head Concierge

Working time in years: 4 years

Length of interview: 20 minutes

Date of interview: 11th of August 2020

Interviewer: What is your work position in the hotel and for how many years have you been working in the hospitality industry and specifically in this hotel?

Interviewee 3: Okay, I´ve been working in the hospitality industry for about 7 years now. Right now, I´m head concierge of a five-star hotel and I've been doing that for the past 3 years. I´ve been a concierge before but for 3 years I'm the head concierge.

Interviewer: As you already know, the interview is about employee retention. What is your general opinion on employee retention in the hospitality industry? What do or don't you think it is an issue?

Interviewee 3: I think there is a difference in which country you are working at like you have countries which are very industrial like Germany. They know that employees are important. They try to get a hold of every employee and not only in hospitality, in my opinion obviously. You got different societies., different ways of thinking and different ways of seeing or giving worth of the job to someone. For example hospitality in Sri Lanka, people tend to rotate a lot more because people just don't have this European opinion of the job one person does. I do believe it is an issue in the hospitality industry branch because it´s a very very very underpaid branch. It´s a hard branch. It´s not the easiest job you can do. You can get better money doing less with your body. So, you don't have to work until midnight. You don't have to work at night, weekends, Christmas, holidays and stuff like that, and you tend to get paid more. This is an issue but because the competences is just way better between branches. I think in Austria we have an issue especially in the luxury and five-star hospitality.

Interviewer: Why do you think especially in the luxury hospitality industry?

Interviewee 3: Because you have a lot of marks, a lot of branches especially in Vienna for example and they tend to be very big hotels, so, missing one person is not really that much of a deal. Firstly, you have a lot of other employees, so, the job the other person is not doing anymore, you can part it on a lot of different people, while in the three-star hospitality for example, there are very small teams. So, whenever one person is missing, you are missing a bigger part of the team and that means every other person in every team has a lot more work to do. Firstly that, secondly, if you are in a five-star hotel, you have automatically a lot more people that are wanting to the job with the hotels of renames. I´m not going to say the names but I think you know what I mean which hotels I´m talking about. Having them on your curriculum vita is just different as having a three-star hotel.

Interviewer: So, just to clarify, you think five-star hotels have more applicants in general for one position than for example a three-star hotel?

Interviewee 3: I think so, yes.

Interviewer: Also, you think they want to work in a five-star hotel because partly of the name as well?

Interviewee 3: Party of the name and party because a five-star hotel normally belongs to a very big chain and it´s just easier to climb up the career ladder. So, if you are working at a three-star hotel, maybe the chain is not that big or maybe it´s a local chain, and the opportunities you have or you have the feeling that you´ll have more opportunities at a five-star hotel or a five-star chain. And it´s a glamour thing as well because a lot of people go for them because of the name, you know. The feeling of saying I'm working for this hotel and it´s a little bit more idyllic than working for a three-star hotel.

Interviewer: Very interesting insight. Regarding your own career path, how often did you swtich job positions before, within the hospitality industry, and what made you switch back then?

Interviewee 3: I never worked something else in hospitality. I never really switched on something. I had some part-time jobs of course, well at school, some weekend jobs and summer jobs or stuff like that. But my career per se started at the hospitality branch and i´ve been in the hospitality branch since ever. I think I will stay in the hospitality branch forever – it is just my thing. I´ve switched in the hospitality branch three times, so this is not a lot for 7 years. It´s actually very very few switches. A lot of people tend to switch every 6 months or one year and that´s normal.

Interviewer: What made you switch your position back then in the hospitality industry?

Interviewee 3: Well, the first switch I had was a job chance to go to Germany. So, I had to take it but it was with the same chain. They opened a new hotel in Germany, so I wanted to have a look at it. They offered me a position there and I just took it. That´s why I switched and then my contract went to an end and I came back home and I just wanted to see something new, that's it.

Interviewer: So, no specific reason of the hotel itself?

Interviewee 3: Not really. My next switch will be also because I want to see something new.

Interviewer: Okay. In your current job position now – what factors cause you to enjoy the current work situation? Can you elaborate?

Interviewee 3: What do you mean factors?

Interviewer: I can give you some ideas if you want for example the colleauges, the work-life balance the company offers you, the benefits the company offers you, a very good salary, general the work environment there or you just like the job itself?

Interviewee 3: I definitely like the job itself. I haven't been in the same hotel for 4 years because of the hotel. I do like the product and I do like the style of the hotel. I think it´s what I can sell the best but I wouldn't have a problem doing the same job at another hotel. There is no work-life balance at all because as a concierge everywhere you go and everything you do; you try to get to meet someone and you

try to make a new contact. It´s a different lifestyle as having another job at a hotel. The team has always been nice, it´s nice working with people but I think that´s because of the product; a very unique product, a very modern product which attracts young people and more open-minded people I would say. I think that is a very important fact but it's definitely not why I still work there.

Interviewer: Why do you still work there?

Interviewee 3: Because I like the job. I definitely like the job. I am in a very comfortable position where I am one of the most experienced persons in the team and in the hotel even. I really have a lot of freedom and I really have the feeling that a lot of my colleagues listen to me and ask me for advice for example. It gives you a little bit of satisfaction to know that.

Interviewer: Don´t you think the colleagues and the benefits the company offers have anything to do with the long time you have been working there?

Interviewee 3: Well, not really. There are two or three benefits. We have a special sports membership and whenever you have been for three years at the hotel, you get some trainings paid for it. It´s a very nice thing to do. It´s not fact for me to stay at the hotel. If there is anything wrong going on, this benefit will not make me stay. Of course, there are different benefits, employee rates all across the world but that´s a benefit of being in a big chain. This is a benefit every chain offers. There is an online academy with courses you can do. This whole complaint management training is a nice thing but that´s something that every chain offers.

Interviewer: So, do you think that´s nothing special anymore?

Interviewee 3: Nothing special.

Interviewer: We already partly covered the next question: How much have these factors contributed to you remaining at the hotel for as long as you have?

Interviewee 3: Not a lot. Very little. I really just like the job itself.

Interviewer: You already working there for four years. Are there any factors missing but you would look for in a new working place?

Interviewee 3: Are we talking about only benefits?

Interviewer: No, in general. It could be any factor. Maybe you would want more empowerment in the next job, you need better colleagues or better boss. It could be anything.

Interviewee 3: I think a lot of hotels are missing one thing and that´s transparency. This are big institutions. We are talking about teams of 200 or 500 people and it´s just not that easy to be clear and concrete on what is going on. How you going to react to some things for example a crisis. If I would be looking for a new job, I would look for a place of work where I would know exactly how the company is thinking and be reacting to some of the stuff. Definitely, open-mindedness. There is a big problem in the hospitality industry which is not asking the people that work every day with staff on how to make it better. There are people that are supposed to think and make solutions on a regional or even global level that did not think of asking the people who really have the stuff in the hands every day for any opinion. That´s something you can see everywhere and not only in the hospitality industry.

Interviewer: So, you are saying that the company should ask more the people actually hands-on working there what they should do or can do better?

Interviewee 3: Definitely.

Interviewer: Is there anything in particular that your human resource management could do now in order to optimize your working environment?

Interviewee 3: It is hard to say now because we are in the middle of the COVID-19 crisis. Despite the situation, I do believe being open for different ways of thinking and being open for dialogue is a very important thing that especially the human resources team should be experts on. I am talking about and listening to your colleagues because who do you talk to when you have a problem with but you cannot solve with your colleagues directly – the human resources team. I have the feeling they are just not open enough for different situations like they do their job and they do it good, definitely but they should be a little more flexible.

Interviewer: Interesting point. Do you think monetary or non-monetary incentives are more important? Can you also elaborate why?

Interviewee 3: I think that´s for everyone to judge. Personally, I prefer non-monetary assets. Again, you are talking to someone who is not over 30. I have no children of my own. It´s not like I need the monetary incentives desperately.

Interviewer: Why do you think, why you would like to have the non-monetary incentives?

Interviewee 3: I just think it´s a personal opinion but money comes and goes. For example, we get a bottle of champagne if we are employee of the month and whenever I drink this bottle with 5-6 friends. This is more worth for me and the memories I do drinking with my team is more worth to me personally than 100 bucks extra.

Interviewer: What are your career progression expectations? Where would you like to be in 2 years from now? Do you think you will be still in this hotel?

Interviewee 3: I don't know if I would stay in this hotel. Two years is a long time, it can happen a lot. Again, we have this extra ordinary situation where we don't even know if tourism is going to be ever the same in Vienna but I would like to stay in the same hotel, definitely. I would like to stay in the position of the head concierge. It is a beautiful job. Regarding my career progressions, I am one of the youngest head concierges that there are which is nice for me but sometimes it´s a little bit contra productive since a lot of people have the impression I may not have the same experience than an older one. But as I said, the product we have it´s just different. I would like to keep doing this job.

Interviewer: This is the highest position at the concierge right now. There is no higher position, but would you still think about changing to another hotel chain if they would offer you also the head concierge?

Interviewee 3: Yes, I would definitely because the more hotel you see, the more people you get in touch with and more different products you sell, the more you learn; and you can offer to not only the guests but also to your colleagues and to

yourself in the end. Any management position would be interesting but depends on which hotel, which chain and what kind of position. So, it´s not like I´m close to everything but I am not looking for actively to change.

Interviewer: One last question I still have: if others ask you, what reasons would you give them for your decision to remain employed at this hotel? What would you tell them why you are working there?

Interviewee 3: Well, firstly, I believe the product is very unique, not only in Vienna but in Europe. There are not a lot of hotels which have this philosophy, this way of thinking. Even the architecture of the hotel is unique. It is like working in an art exhibit which is very nice. My team is very good. We have a really professional team. I think there is a lot of humanity between each other. That´s is important to me. Being able to talk to your colleagues, to your superior, to the management as a human person and not feeling like an ant who just works there. I think it´s just important for me.

Interviewer: So, you are saying the brand itself, the unique product itself you have and also the colleagues of the team?

Interviewee 3: Yes, exactly.

Interviewer: From my side those were all the questions. Thank you very much for your input!

Interviewee 3: Thank you for asking!

Interview 4 – Telephone Interview

Current working position: Assistant Front Office Manager

Working time in years: 6 years

Length of interview: 11 minutes

Date of interview: 13th of August 2020

Interviewer: What is your work position in the hotel and for how many years have you been working in the hospitality industry and specifically in this hotel?

Interviewee 4: In this hotel right now, I am in the position Assistant Front Office Manager. I´m working in this hotel for already six years, so, I started the opening with the hotel. Before that, I was working in the food and beverage department in another hotel, also five-star hotel.

Interviewer: For how many years have you been working in the other hotel and in total in the hospitality industry?

Interviewee 4: It was actually an internship during school, so, it was two times each three months.

Interviewer: What is your opinion on employee retention in the hospitality industry? Why do or don't you think it is an issue?

Interviewee 4: So, first I think it is an issue because some employees are easily replaceable by other employees with less salary expectations or also sometimes, they have lower expectations in working moral. And on the other hand, it´s not an issue because the hotels, if they are a hotel that count on long-term employees with a lot of experience, but the hotel must have enough money to pay them. That would be then the better version of course.

Interviewer: Very interesting input. How often did you switch job positions before in the hospitality industry and what made you switch before?

Interviewee 4: As I said, I was working in the food and beverage department before but this was during an internship. And I was switching then because I felt the food and beverage department was not my passion, so, I could not do that for a longer time.

Interviewer: Do you know think the front desk or the front office is more your passion?

Interviewee 4: Definitely.

Interviewer: What factors cause you to enjoy your current job and work situation? Can you maybe elaborate some factors

Interviewee 4: So, as I´m working for six years now there, I know what I do and know what the management and the guests expect; and that of course makes it easier for the daily business. Of course, the salary is a bit lower than in other job with a management level, so, as I said the hospitality must be a passion for you. The factors why I am enjoying my current jobs are: we have good cares for employees, for example the health care offers. Then, we have benefits such as discounts with other companies. Then, we have a different relationship with management as we have like informal greetings. Then, the staff food in the cafeteria and a lot of options in switching hotel because it´s a big chain, so, you could transfer to another hotel, another brand, another country; and you have a lot of training offers also online.

Interviewer: What do you think is the most important factor within all the ones you just mentioned? For you personally, of course.

Interviewee 4: So personally, for me to have a very comfortable working environment is the informal relationship to the management. I think that´s is very uncommon in the hospitality industry, in general. Then of course, the health care offers are very good also in times like this and the benefits.

Interviewer: How much have these factors you just mentioned, contributed to you remaining at this hotel for as long as you have?

Interviewee 4: So, of course, the good care for employees because we are all like one family. Of course, we have hard times but we are one family and that´s the most

important point for me to stay at this hotel. But I think it´s also I am working for a long time there, so I know how it´s going on and how everything is working.

Interviewer: So, you think you stayed for that long in the hotel because of those factors you just mentioned?

Interviewee 4: Yes.

Interviewer: In case you would switch to a new workplace. What factors would you look for, you are missing now?

Interviewee 4: I think there is nothing very particular because I think the base is the same in all luxury hotels: what they expect, what the guest expect and the daily business. And I think it can't be worse to be honest, so there is nothing special I´m looking for in the new workplace.

Interviewer: So, you are really satisfied with your workplace now?

Interviewee 4: Yes, but I would be looking forward to something similar, what we have right now.

Interviewer: Is there anything in particular what your human resource management could do now in order to optimize your work environment?

Interviewee 4: First of all, I think they are doing a good job but I would wish for them to be a bit more present in departments like maybe direct talk or just passing by and asking how we are doing and how everything is going. Maybe to do weekly or monthly talks with the management or with the employees themselves and to be more consequent in some situations. For example, if an employer is not behave correct and then be more consequent.

Interviewer: Very interesting. Do you think monetary or non-monetary incentives are more important? Can you elaborate why?

Interviewee 4: I think monetary incentives are more powerful in order to prove the job motivation because the job in hospitality are general already low paid and the

expectations are high. So, sometimes the salary and performance are not on the same level. You know what I mean?

Interviewer: Yes. So, you think for you personally, more money is better in order to attract more people than other benefits?

Interviewee 4: Of course, the benefits of good health care and the good relationship with the employees is very important but at the end of the day, the monetary benefits are more powerful.

Interviewer: Very interesting. So, what are your career progression expectations? Where would you like to be in two years from now? Will it be in the same hotel you think?

Interviewee 4: I just got my promotion to the Assistant Front Office Manager. I still see myself in the same position in two years but of course, continuing after that maybe the manager position. But I think in this situation we have right now, it is very hard to say what will be happening in two years and how the hospitality industry will be, so it´s hard to say but my personal goal is to be in the same position but maybe shortly afterwards to have to management position.

Interviewer: We are already at the last question. When asked, what reasons do you give others to remain employed at this hotel?

Interviewee 4: That would be the answer for all the factors and benefits I told you. The question with why I enjoy the job.

Interviewer: So, you would recommend this to others as well?

Interviewee 4: Yeah.

Interviewer: Thank you so much for the interview. This was everything already.

Interviewee 4: My pleasure. Thank you so much for reaching out.

Interview 5 – Face-to-face Interview

Current working position: Chef de Partie

Working time in years: 3 years

Length of interview: 24 minutes

Date of interview: 13th of August 2020

Interviewer: Zur ersten Frage: was ist deine derzeitige Position in dem Hotel und für wie viele Jahre arbeitest du schon in diesem Hotel beziehungsweise generell im Gastgewerbe?

Interviewee 5: Meine derzeitige Position hier ist Chef de Partie in der Patisserie. Ich bin jetzt im Haus seit September 2017 also es werden jetzt 3 Jahre. In der Gastronomie tätig bin ich jetzt, sagen wir im gastronomischen Bereich, seit 13 Jahren. Ich habe meine Lehre angefangen als Bäcker, dann als Konditor und dann aber direkt in die Hotellerie. Angefangen mit Kempinski Airport München, über eine Saisonstelle am Bodensee, Saisonstelle in Vorarlberg und bis dann hier zum Steirereck in Wien, wo ich zweieinhalb Jahre gearbeitet habe, und dann vom Steirereck hierher ins Hotel Sacher gekommen.

Interviewer: Dann zur nächsten Frage: Wie stehst du generell zum Thema Mitarbeiterbindung im Gastgewerbe? Warum denkst du, dass es ein Problem sein könnte, beziehungsweise keins ist?

Interviewee 5: Es ist glaub ich ein Problem, was viele nicht sehen. Viele, glaube ich, denken, dass Mitarbeiterbindung ganz automatisch entsteht, wenn sie im Betrieb arbeiten. Was nicht der Fall ist, weil es gibt Hotel und Gastgewerbe wie Sand am Meer. Also, es gibt viel zu viel Konkurrenz, das heißt, dass man sich nur rausnimmt „Ich bin ein großer Name; die Leute kommen zu mir und wollen bei mir arbeiten, weil ich den Namen hab." Weil das tun die Wenigsten. Man muss Etwas anbieten und deswegen ist Mitarbeiterbindung ganz ganz ganz wichtig. Man muss sich davon, gerade als große Firma, wie zum Beispiel das Sacher ist, muss man sich von der

Konkurrenz bisschen abnabeln und etwas Anderes anbieten, was Andere zum Beispiel nicht haben.

Interviewer: Also, in dem Fall denkst du auch, dass Mitarbeiterbindung ein Problem ist?

Interviewee 5: Ja, es ist ein Problem, weil es viele nicht ernst nehmen.

Interviewer: Wie oft hast du schon deinen Arbeitsplatz gewechselt im Gastgewerbe und was hat dich damals überhaupt bewegt deinen Arbeitsplatz zu wechseln?

Interviewee 5: Wenn ich richtig rechne, ist es jetzt mein siebter Betrieb. Und gerade im Gastgewerbe ist es auch ganz ganz wichtig den Betrieb zu wechseln. Also, wenn man länger als zwei Jahre in einem Betrieb bleibt, dann sollte es nur sein, weil man merkt, dass man noch Etwas lernt. Sonst sollte man wechseln, definitiv.

Interviewer: Also bedeutet das, dass du denkst, dass Leute wechseln zum mehr Lernen und den Horizont erweitern?

Interviewee 5: Absolut.

Interviewer: Würdest du auch den Arbeitsplatz wechseln, wenn du nichts mehr lernen könntest?

Interviewee 5: 100%.

Interviewer: Also, auch wo du früher deinen Arbeitsplatz gewechselt hast, wolltest du deinen Horizont erweitern?

Interviewee 5: Genau, andere Dinge sehen. Es ist auch wichtig, dass man sieht, wo was falsch gemacht wird. Das ist auch wichtig. Auch wenn man Fehler sieht, ist es viel mehr Lernen als wenn man Sachen sieht, die gut sind und um auch dann daraus zu lernen ist vielleicht im gleichen Betrieb oder in nächsten Betrieb anders zu machen. Ich find man siehts in der Gastronomie immer ganz ganz stark, was hat man gelernt, wenn man im nächsten Betrieb ist, weil da muss man es aktiv anwenden.

Interviewer: Sehr interessant. Welche Faktoren am Arbeitsplatz machen dich zurzeit glücklich und zufrieden? Faktoren sind zum Beispiel deine Arbeitskollegen, du hast

genug Freizeit, Mitarbeitervorteile, gutes Gehalt, generell gutes Arbeitsumfeld oder dir gefällt vielleicht einfach die Arbeit, die du gerade machst.

Interviewee 5: Größtenteils trifft fast alles zu beziehungsweise stückweise alles zu. Gehalt ist immer eine Sache, wo ich letzten Endes sage: Es ist alles verhandelbar. Wenn du einen guten Lebenslauf und ein gutes Portfolio hast, dann kannst du ein höheres Gehalt aushandeln.

Interviewer: Wie sieht ein guter Lebenslauf für dich aus?

Interviewee 5: Guter Lebenslauf sollte auf alle Fälle relativ wenig Lücken vorweisen, wenn Lücken sind, dann auch begründet, weshalb Lücken sind. Es sollte große Namen drinnen haben, wo man auch weiß OK, da läuft der Hase ein bisschen anders. Und die Dauer ist auch wichtig. Es ist wichtig, dass man in einem Betrieb länger als ein Jahr arbeitet. Wenn ich in jedem Betrieb nur sechs Monate bin, dann wird es schwierig. War der Betrieb wirklich nicht was Gutes für dich, oder warst du nicht gut genug oder hast es nicht durchgehalten. Und was auch ganz oft auffällt gerade im Thema Saison und Schiff, dass viele Leute einmal am Schiff waren oder einmal auf der Wintersaison und dann nicht mehr. Und diese Leute würde ich nicht einstellen, weil die Leute sind meistens die, die haben sich meistens einmal die Wintersaison angeschaut und dann weißt eh, es ist hart, es ist sehr hart. Und dann sagen: Ne, das mach ich nicht mehr. Es ist zu hart. Die, die es zweimal gemacht haben, wissen auf was sie sich einlassen. Die sind flexibel. Die sind belastbar. Das weiß man einfach schon mal. Sowas, es ist ein bisschen zwischen den Zeilen lesen auch.

Interviewer: Sehr interessant. Von den Faktoren, die ich genannt habe, und die du gehört hast: Was meinst du ist dir am Wichtigsten?

Interviewee 5: Am Wichtigsten ist auf alle Fälle ein gutes Team zu haben, weil ich muss mit diesen Leuten jeden Tag zusammenarbeiten, reden, diskutieren, Wissen austauschen und auch mal streiten wenn es notwendig ist. Es ist ganz ganz wichtig, dass ich mich mit den verstehe. Und wenn du ein gutes Team hast dann läuft die Arbeit automatisch besser. Ganz automatisch, es kommt von selbst. Du entwickelst einen eigenen Rhythmus. Ich muss hier momentan sagen: Ich hab noch nie so ein gutes Team wie hier. Also da setzt sich der eine für den anderen ein und keiner

liefert den anderen ins Messer aus. Wir sind in der Patisserie, bei uns, ein unglaublich super schön eingespieltes Team.

Interviewer: Also denkst du in dem Fall, dass deine Arbeitskollegen beziehungsweise dein Arbeitsumfeld ist der wichtigste Faktor zu einem zufriedenen Arbeitsplatz?

Interviewee 5: Auf alle Fälle das Arbeitsumfeld. Die Arbeitskollegen sind sehr wichtig. Das Gehalt ist überlebenswichtig. Man will aber mit seinem Gehalt nicht nur überleben, sondern leben. Deswegen sollte das relativ in einem Bereich sein, wo man wirklich gut leben kann und das Arbeitsumfeld kann man mitgestalten. Gerade wenn man ein sehr gutes Team hat, trägt man aktiv zur Gestaltung des Arbeitsumfelds bei.

Interviewer: OK, vielen Dank. Also die Faktoren, die du genannt hast und die, über die wir eben geredet haben, wie sehr haben diese Faktoren dich beeinflusst so lange im gleichen Arbeitsumfeld zu bleiben?

Interviewee 5: Massiv. Auf alle Fälle. Also sehr. Wie schon gesagt also wenn diese Faktoren nicht zutreffen würden, wär ich wahrscheinlich nicht mehr hier, weil auch wenn der Betrieb viele Fortbildungs- oder Weiterbildungsmöglichkeiten bieten würde, oder bietet, wie es hier der Fall ist, würde mich das nicht halten wenn das Arbeitsumfeld und die Kollegen nicht stimmen.

Interviewer: Wie wichtig denkst du sind Fortbildungsmöglichkeiten?

Interviewee 5: Sie machen den Unterschied aus. Viele Hotels machen es nicht. Machen nur das Nötigste und bieten auch nicht, ich sag mal Fortbildungen die nur dem Interesse dienen. Gar nicht unbedingt beruflich sondern einfach den Interesse. Wir haben hier durch die Sacher School of Excellence, von der du vielleicht schon gehört hast, ja, haben wir hier eine unglaubliche Bandbreite an Schulungen, die jeder nutzen kann. Es muss nur mit dem Abteilungsleiter vereinbart werden, dass man zu diesem Zeitpunkt nicht arbeitet und in dieser Schulung ist. Aber wenn ich einen Sprachkurs machen will dann kann ich auch ein Sprachkurs, wenn er angeboten wird.

Interviewer: Wird das dann auch von dem Hotel übernommen?

Interviewee 5: Zu 100%. Genau. Wenn das Ganze in Salzburg stattfindet, weil in Salzburg wird das genauso angeboten, deswegen sind einige Schulungen in Salzburg, einige in Wien, dann wird auch der Transfer nach Salzburg und Übernachtung in Salzburg auch gezahlt. Die Übernachtung in Salzburg ist auch meistens dann im Hotel Sacher.

Interviewer: Wird das auch sehr vermarktet unter den Mitarbeitern?

Interviewee 5: Ja, wir haben Hotelkit. Die App über die wir alle kommunizieren in diesem Haus, wo jeder angemeldet ist beziehungsweise jeder angemeldet sein sollte und über die kommunizieren wir und geben das Ganze weiter. Es wird weitergegeben, in diesem Fall, von unserem Qualitymanager, Hani El-Sharkawi, der das Ganze weitergibt und auch sehr sehr motiviert weitergibt. Also ich will nicht sagen, bedrängt damit, aber man kommt nicht drum rum. Früher oder später trifft man auf eine Schulung, die einen interessiert.

Interviewer: Gibt es irgendwelche Faktoren, die du vermisst an deinem Arbeitsplatz jetzt? Und, falls du mal deinen Arbeitsplatz wechseln solltest, Ausschau halten würdest danach?

Interviewee 5: Was ich wahrscheinlich, das beißt sich jetzt gleich mit dem was ich davor gesagt habe, aber ich würde wahrscheinlich nicht mehr ein so traditionsreiches Haus wählen, weil du eine kulturelle Pflicht fast hast an der du fast nicht vorbeikommst. Wir können uns manchmal nicht so kreativ ausleben, wie wir es gerne wollen oder könnten, weil dieser große Name davorsteht. Also der große Name ist ein eine unglaubliche Hilfe aber auch ein sehr großes Laster. Es ist ausbalanciert, aber es ist manchmal einfach schwierig gerade in der Patisserie zum Beispiel. Als aktives Beispiel haben wir immer probiert eigene Schnitt Torten zu machen Creme Torten, Sahne Torten was sinnlos ist. Das haben wir jetzt schmerzhaft über 1-2 Jahre rausfinden müssen, dass wir es einfach auf unseren Lehrling nicht wirklich anbieten können, weil wir gegen die Original Sachertorte einfach nicht ankommen. War auch nicht der Plan, nur man kommt einfach an. Es macht nicht mal keinen Sinn diese Sachen zu produzieren, weil die Original Sachertorte zu groß ist. Deswegen würde mir glaub ich und auf das zurückzukommen, ein Haus oder ein Restaurant, wie auch immer, gefallen, wo ich

sage ich kann mich aktiv auch an der an der Gestaltung des Hauses und wie es nach aus drüber kommt beteiligen.

Interviewer: Das ist jetzt aber sehr an den Arbeitsplatz wo du gerade bist gebunden, aber gibt es Faktoren, die es überall geben würde? Das Traditionelle ist ja jetzt sehr an die Marke gebunden aber andere Faktoren, die du zurzeit vermissen würdest, aber nicht an die Marke gebunden sind?

Interviewee 5: Die ich jetzt momentan vermisse, weil sie hier nicht geboten werden oder die ich vermissen würde, wenn ich in einem neuen Haus arbeite und deswegen dort nicht arbeiten würde?

Interviewer: Die, die hier nicht geboten werden.

Interviewee 5: Es ist schwierig, weil wir gerade hier in der Patisserie eine sehr große Bandbreite haben, auch durch die verschiedenen Outlets, die wir haben. Jetzt momentan nicht aber man muss da vom Normalzustand reden, weil jetzt momentan sind es ganz anders aus. Aber wir haben die rote Bar, die unser klassisches Restaurant ist. Wir haben die grüne Bar, unser Gourmetrestaurant, wo wir uns kreativ absolut austoben können. Wir haben die Kaffeehäuser, Bankett, Room service also alles was das Herz begehrt kann man hier ausleben.

Interviewer: Bedeutet das, dass die Arbeitsvariation, die du hast, dass es nicht eintönig ist ein positiver Aspekt ist?

Interviewee 5: Es ist nur eintönig, wenn man es selbst eintönig werden lässt. Also wenn man sagt, dass dieses Haus keine Variation bietet dann ist man letzten endlich selber schuld, weil dann sieht man es einfach nicht.

Interviewer: Würdest du denken so eine Arbeitsvariation ist wichtig für einen zufriedenen Arbeitsplatz?

Interviewee 5: Unglaublich wichtig, ja. Gerade Küche oder auch Service ist gerade ein kreativer Job und wenn man da nicht mehr gefordert wird, dann ist es eigentlich das Schlimmste, das passieren kann.

Interviewer: Gehen wir weiter zur nächsten Frage: Gibt es Etwas, welches das Personalmanagement tun könnte, was deinen Arbeitsplatz besser gestalten würde?

Interviewee 5: Ich sag mal so: Das Personalmanagement macht im Ganzen einen guten Job. Ich glaube da geht es mehr um Kommunikation zwischen Abteilungsleitern und dem Personalmanagement um vielleicht gewisse Leute schon in Vornhinein auszuschließen oder auch Andere, die vom Personalmanagement rausgenommen werden, die eigentlich gut wären. Also da glaub ich es manchmal ein bisschen die Kommunikation zwischen Abteilungsleitern und dem Personalmanagement. Aktiv für uns macht es einen guten Job.

Interviewer: Also, die Kommunikation bezüglich den Neuanstellungen und Rauswürfen?

Interviewee 5: Genau. Da wäre es glaub ich sehr sehr wichtig, dass die Kommunikation zwischen den Abteilungsleitern und dem Personalmanagement auch ernst genommen wird. Also, dass auch, wenn ein Küchenchef sagt: Ich will diese Person nicht haben, auch wenn der Lebenslauf gut aussieht, weil vielleicht 1-2 Sachen gefunden worden sind, und dass es auch so ist.

Interviewer: Sehr interessant. Denkst du, dass monetäre oder nicht monetäre Anreize wichtiger sind beziehungsweise höhere Erfolgsraten haben? Kannst du auch erklären warum du so denkst?

Interviewee 5: Was meinst du genau mit monetär?

Interviewer: Zum Beispiel Gehalt und nicht monetär wäre zum Beispiel die Schulungsmöglichkeiten, die du bekommst.

Interviewee 5: Ja, ich glaube es muss eine Balance sein. Das eine rechtfertigt das andere. Ich würde geringeres Gehalt hinnehmen, wenn ich weiß ich habe dafür sehr gute Schulungsmöglichkeiten und Weiterbildungsmöglichkeiten. Wenn ich das nicht habe und ich weiß es geht hauptsächlich um die Fähigkeit meiner Person, die ich mir über die Jahre angeeignet habe, dann will ich auch ein höheres Gehalt. Dann ist mir das wichtiger. Es liegt eigentlich am Betrieb.

Interviewer: Also denkst du, dass, die nicht monetären Anreize das Gehalt ausgleichen oder lieber ein wenig mehr Geld bekommst und dann zum Beispiel weniger Schulungsmöglichkeiten?

Interviewee 5: Das unterscheidet sich natürlich auch von Person zu Person aber ich für meinen Teil würde ich mich für ein höheres Gehalt entscheiden. Es ist ein bisschen schwierig, weil ich als Chef de Partie angestellt bin. Da habe ich natürlich ein besseres Gehalt als die Meisten, sag ich mal. Sofern find ich das ganz ausbalanciert, wenn ich jetzt ein niedrigeres Gehalt hätte, würde ich das höhere Gehalt nehmen, wie meiner Meinung nach 90% der Angestellten.

Interviewer: Was sind deine Erwartungen bezüglich deiner Berufslaufbahn jetzt? Wo denkst du wirst du in 2 Jahren sein? Meinst du, du wirst immer noch im gleichen Hotel verbleiben?

Interviewee 5: Ich habe nach einem gewissen Punkt in meinem Berufsleben aufgehört in der Gastronomie zu planen, weil meistens das, was man plant, nicht eintrifft. Es sind genau die überraschenden Sachen. Ich sags mal so: Ich hab in meinen sieben Betrieben, in denen ich war, einmal eine Bewerbung geschrieben. Meistens läuft es, wenn man seinen Job gut macht, über Mundpropaganda und dann entscheiden Kollegen für dich was du machst, weil sie dir einen Job anbieten, der vielleicht sehr zu dir passt bezüglich was du gerade machen willst. Damit hast du aber vielleicht vor 2-3 Monaten noch gar nicht gerechnet, dass dieses Angebot kommt. Ich persönlich, um dir deine Frage zu beantworten, seh ich mich in zwei Jahren vielleicht schon noch in diesem Haus. Es kann gut sein. Es kommt drauf an in welche Richtung dieses Haus auch nach der Corona Zeit geht. Da muss man sehen, aber wenn in dieser Zeit von irgendeinem alten Kollegen ein sehr sehr gutes Angebot kommt, kann auch sein, dass das zutrifft. Ich glaube, dass in der Gastronomie ist es sehr schwer zu beantworten.

Interviewer: Was würdest du als sehr sehr gutes Angebot bezeichnen? Was müsste das bieten, was du jetzt nicht hast?

Interviewee 5: Es müsste mich herausfordern, auf alle Fälle. Es wär auf alle Fälle irgendwas, was ich bis jetzt noch nie gemacht habe, was mich aber auf den Weg

gebracht habe dorthin. Also, Sachen, die ich mir über die Jahre angeeignet habe, die ich dort nutzen kann. Sei es Fachwissen, Personalführung oder wie man mit Kollegen umgeht, Organisation ect. Ich muss das anwenden können und mein Wissen anwenden können. Ich wessen Bereich das geht, das lass ich offen. Es muss mich auf alle Fälle herausfordern.

Interviewer: Kurze Zwischenfrage: Gibt es Aufstiegsmöglichkeiten hier oder ist Chef de Partie das Höchste?

Interviewee 5: In der Patisserie ist das Höchste der Chef Patissier. Die Aufstiegsmöglichkeit gibt es momentan nicht und es ist auch absolut in Ordnung, weil wir haben uns über die Jahre ein Team aufgebaut, was sehr harmonisch funktioniert zusammen und jeder weiß was die Stärken vom Anderen sind. Deswegen will ich diese Aufstiegsmöglichkeit in diesem Haus auch nicht. Ich bin hier in der Patisserie von meinen Aufstiegsmöglichkeiten am Ende. Höher wird's nicht gehen aber höher will ich es auch gar nicht machen.

Interviewer: Da kommen wir auch schon zur letzten Frage: Wenn dich jemand fragen würde, welche Gründe würdest du nennen, weshalb du in diesem Hotel arbeitest?

Interviewee 5: Das ist interessant, denn die Gründe haben sich über die Jahre tatsächlich verändert. Die Gründe damals waren definitiv, ich wurde damals von einem alten Kollegen, mit dem ich damals im Steirereck zusammengearbeitet habe, hierhergeholt, weil in der grünen Bar ein Patissier gebraucht worden ist, der sich mit „Sternegastronomie" auskennt. Da auch in die Richtung sehr kreativ denken kann. Das war der Ansatz weshalb ich hierhergekommen bin. Letzten endlich hab ich sehr viel Personalführung gelernt, sehr viel über Teamführung, da wir gestartet sind mit einem 12-köpfigem Team in der Patisserie. Und das ist für eine Patisserie unglaublich groß. Das ist sehr interessant, weil da die Teamführung etwas ganz Anderes ist und hab deswegen sehr sehr sehr viel gelernt. Es ist dementsprechend mehr in die Richtung gegangen. Ich will mich fachlich sehr sehr viel mehr weiterbilden, das ist es auch. Aber es ist auch diese Personalführung, die mich interessiert. Dieses wie funktioniert ein Team, wie halte ich ein Team zusammen, wie ich arbeite ich organisiert, wie organisiere ich überhaupt 12 Leute, von denen drei Lehrlinge sind,

die noch in die Schule gehen, wie binde ich die in ein Team ein, wie gebe ich denen Aufgaben, dass die damit zurechtkommen, wo auch jeder Charakter anders ist. Wie schaue ich, dass die Person besser wird. Wie schaue ich, dass eine Person, die ein gutes Fachwissen hat, noch besser wird und sich für andere Sachen interessiert, für die sie sich davor nicht interessiert hat. Das ist mittlerweile auch mein Ansporn geworden, dass ich da Leute besser mache und auch selbst mit dranwachse.

Interviewer: Bezüglich den Gründen, weshalb du diesen Betrieb empfehlen würdest. Was würdest du ihnen sagen?

Interviewee 5: Definitiv die Bandbreite. Die Bandbreite, die wir in der Patisserie aufweisen können. Ich habe hier einen Satz, den ich zu Leuten sag, die bei uns anfangen wollen beziehungsweise einen Probetag haben oder auch Freunden, die auch Konditoren sind. Ich frag sie immer: Was würdest du gerne noch machen? Was würdest du noch gerne lernen? Aber bevor sie antworten, sag ich ihnen: Genau das kannst du machen. Das ist so richtig, weil hier kannst du alles machen was du willst. Es sind dir keine Grenzen gesetzt. Selbst wir haben eine Mitarbeiterin, da ist halt Corona dazwischengekommen, die gesagt hat, dass sie noch nie ein Zuckerschaustück gemacht hat. Da haben wir gesagt: Natürlich, dann machen wir ein Zuckerschaustück und wir stellen es eine Woche in die Lobby. Gar kein Problem, wenn wir die Zeit haben oder du dir die Zeit herausnehmen kannst oder wir uns die Zeit herausnehmen können, dann können wir das machen.

Interviewer: Also gibst du in dem Fall gern und oft Verantwortungen ab?

Interviewee 5: Absolut. Wenn ich sehe, dass sie die Fähigkeiten haben die Verantwortung zu nehmen, ja. Und wenn ich sehe sie haben die Ambition aber nicht die Fähigkeit, dann erst recht, dass sie daran wachsen. Natürlich mit einem wachsamen Auge darauf.

Interviewer: Denkst du in dem Fall es ist auch wichtig für andere Mitarbeiter sie zu ermutigen mit neuen Herausforderungen?

Interviewee 5: Grundlegend. Es ist das aller wichtigste in diesem Job, dass du die Leute, ich sag auch immer wieder, wenn wir neue Leute einstellen, dass es mir absolut egal ist, ob sie ein gutes Fachwissen haben oder nicht. Sie müssen motiviert

sein und Lust auf den Job haben, weil ich hab das Fachwissen, das ich weitergeben kann. Ich brauch nur jemanden, der das aufsaugt, der Lust darauf hat, der daran wachsen will.

Interviewer: Also Leidenschaft, Ambition und Ehrgeiz ist gefragt?

Interviewee 5: Ist gerade in der Küche und Patisserie essentiell um weiterzukommen.

Interviewer: Sehr interessant. Vielen Dank für den sehr interessanten Einblick und das ausführliche Interview.

Interview 6 – Face-to-face Interview

Current working position: Receptionist

Working time in years: 4 years

Length of interview: 13 minutes

Date of interview: 16th of August 2020

Interviewer: What is your work position in the hotel and for how many years have you been working in the hospitality industry and specifically in this hotel?

Interviewee 6: Well, I am a guest service officer, so at the reception and it´s been four years at the hotel already. Also, I worked in the hospitality industry in general for that long.

Interviewer: To continue with the next question: What is your opinion on employee retention in the hospitality industry? Why do or don't you think it is an issue?

Interviewee 6: I often don't think it is actually an issue. I think you have the possibility with hotels to actually go to different places as well as get to learn different hotels. Especially, from the style for example our hotel is way different than the Sacher hotel. Especially, being modern to very historical but for me for example it always be the point of being in the Hyatt that I can go to different destinations because the brand of the hotel is so big.

Interviewer: So, you think it is good that employees change hotels very often?

Interviewee 6: Yes, because you actually get more experience. I think every hotel has a different style of working.

Interviewer: How often did you switch job positions before within the hospitality industry and what factors made you switch? If you have never switched job positions yet: What do you think why other employees are likely to switch to other positions?

Interviewee 6: Okay, so, I never actually switched hotels but departments in my apprenticeship which I really liked so I could see different departments. I think other employees maybe want to switch because of getting a better position, maybe you get better offers or just want a change.

Interviewer: What factors cause you to enjoy your current job and work situation? Can you please elaborate on some factors?

Interviewee 6: What do you mean with factors?

Interviewer: If you want, I can give you some examples. So, for example your work colleagues, the work-life balance your company offers you, the benefits you get from the company, the good salary, the work environment in general or maybe you just like the work itself?

Interviewee 6: So, as I started in the hotel for me it was pretty clear that I´m going to stay for a while and like you said probably the team is a big deal. My colleagues are, since five years, really good friends of mine. So, basically you just get used to them and this makes working way easier than it is. As well, you do have a lot of options in our hotel. For example the nights you can stay in a hotel with an discount in the same chain or we do have a benefit catalogue with a lot of benefits where you get percentages off in different stores which is quite useful. Also, you get discounts in your own hotel, which is also really nice, but I have never actually used it until now. Never had the time haha.

Interviewer: What do you think is more important? The colleagues or the benefits you get?

Interviewee 6: Definitely the colleagues since you have to work with them on a daily basis.

Interviewer: How much have these factors you just mentioned contributed to you remaining at this hotel for as long as you have?

Interviewee 6: A lot because it was quite a struggle to get the position I have right now and having the team that I have is probably been a big factor.

Interviewer: Are you missing any factors you don't have now but you would look for in a new workplace?

Interviewee 6: I don't think so. I think we have a lot of options and I am quite happy with it.

Interviewer: You are 100% happy with your workplace?

Interviewee 6: Yeah. I am sure I am.

Interviewer: Is there anything in particular the human resource management could do now in order to optimize your work environment?

Interviewee 6: I think our HR department has a lot of improvement needed but for now, especially this situation we are in now, they are doing quite well. I think it is not that easy to always keep every employee happy, but they are trying.

Interviewer: Is there anything in particular that could improve?

Interviewee 6: For example, how they try to speak to employees as often. I think that is an issue and there is a lot of improvement needed. I think the thing is that they think they know everybody pretty well and that they also think they are doing their job perfectly but they just don't. It is very important that HR knows the employees and that´s why they should really focus on getting to know the employees and really regularly chat with them.

Interviewer: Okay to continue with the next question: Do you think monetary or non-monetary incentives are more important? Can you elaborate why?

Interviewee 6: What do you exactly mean with that?

Interviewer: So, monetary is for example the salary and non-monetary incentives are for examples the benefits and trainings you get. Which one do you think is more important?

Interviewee 6: Well, a good salary would be nice but as I do not consider mine as good right now. As it is pretty low, I think everything else quite won at this point. No joke aside, it is quite nice to have all the trainings you have and like I said I like the

team very much and I like the position I have right now. I think I could be learning a lot more than I do right now. I like to stay here because of that. So, the money is not such a big factor.

Interviewer: So, would you also stay if your salary would be worse?

Interviewee 6: No, then probably not. If it is getting any lower, I don't think I can pay my bills anymore.

Interviewer: So, do you think that non-monetary incentives are definitely more important that monetary ones?

Interviewee 6: For now, yes.

Interviewer: And when would you think that monetary incentives would be more important?

Interviewee 6: As I currently live with my family, so, I don't have an apartment to pay for but as soon as I actually have to, I probably need more money to actually live.

Interviewer: So just to clarify if I understood it correctly. You would be okay with enough money to pay all your bills?

Interviewee 6: Yes. Also, when I am getting older, I probably would need the extra money more than now. Now, I really enjoy the other incentives the hotel offers where I can also save some money.

Interviewer: Regarding your career progression, what are your expectations for your career progression? Where would you like to be in two years from now? Will it be in the same hotel you think?

Interviewee 6: Right now, I do think it is possible that I will be in the same hotel for another two years. For the progression, we do have the development conversations in our department, where you have your buddy who speaks to you about what your goals are and stuff like that. And I was asked this question before and I didn't know

what to say as I am quite new to the front desk team I like to say I have a lot more to learn and to find out before I can see myself in a different job positions.

Interviewer: Is this a factor for you to stay at the hotel if you can see there is no option to get a higher position? Would you then switch to another hotel or does it not influence you?

Interviewee 6: No, I think as soon as you want to have a better position, you would have to leave because currently all the positions to actually get are already set on other people. There would be not an option to get it.

Interviewer: So, you would change the hotel to get a better job position but would stay if there would be the chance to get a better position?

Interviewee 6: Yes definitely.

Interviewer: When someone asks you, what reasons would you give them for your decision to remain employed in this hotel?

Interviewee 6: Well, first of all, I always liked luxury. That was actually the first thing that draw me to this hotel. Then it is the people of course. I really liked the team and because of the different department I´ve seen, I know a lot of people in every department. Also, like we discussed, definitely the benefits of having the option to travel cheaper. As well as getting all the trainings you wouldn't get somewhere else for example.

Interviewer: Thank you very much for the interview!

Interviewee 6: No problem at all!

Interview 7 – Face-to-face Interview

Current working position: Work´s Council

Working time in years: 44 years

Length of interview: 15 minutes

Date of interview: 17th of August 2020

Interviewer: Was ist Ihre derzeitige Position im Hotel und wie viele Jahre arbeiten Sie schon in diesem Hotel und generell im Gastgewebe?

Interviewee 7: Meine Position ist Betriebsrat und begonnen habe ich im Hotel 1976. Das sind jetzt 44 Jahre aber mit Unterbrechungen muss ich dazu sagen.

Interviewer: Darf ich Sie kurz fragen was genau Ihre Arbeit ist im Hotel?

Interviewee 7: Im Endeffekt ist es alles was Mitarbeiter betrifft. Probleme, die beim Arbeitsplatz auftreten, ob sie rechtlicher Natur ist oder persönlicher Natur, und dann mehr oder weniger die Kommunikation mit dem Management.

Interviewer: Okay, das ist dementsprechend dann auch in der Sparte von HR beziehungsweise das Personalmanagement.

Interviewee 7: Ja, ich bin auch in direkter Verbindung mit der Personalabteilung in jeder Art.

Interviewer: Wie stehen Sie zu dem Thema Mitarbeiterbindung im Gastgewerbe? Warum denken Sie, dass es ein Problem ist beziehungsweise nicht?

Interviewee 7: Ich sag jetzt einmal grundsätzlich Mitarbeiterbindung ist notwendig, ja. Wo die Problematik ist in manchen Bereichen der Gastronomie sind die Jobs nicht wirklich attraktiv für junge Leute. Die Arbeitszeit, Freizeit und natürlich auch der finanzielle Anreiz ist zeitweise gegenüber anderen Berufen nicht so gegeben.

Interviewer: Also denken Sie es ist ein Problem im Gastgewerbe oder nicht?

Interviewee 7: Es ist ein Problem und es wird noch in Zukunft ein Größeres werden.

Interviewer: Weswegen denken Sie, dass es in Zukunft ein größeres Problem sein wird?

Interviewee 7: Naja nun wegen Corona glaube ich, dass sehr viele aus dem Gastgewerbe rausgehen werden, weil sie jetzt den Job verlieren und werden Umschulungen machen und werden dort sehen, dass sie auch dort gutes Geld verdienen und wenn nicht sogar mehr und dann werden die wenigsten noch einmal ins Gastgewerbe kommen und wenn sie dann arbeiten von Montag bis Freitag von 8-17 Uhr. Damit haben sie es und brauchen nicht am Abend arbeiten, nicht am Wochenende arbeiten und keine 13-14 Stunden im Notfall.

Interviewer: Wie oft haben Sie schon ihren Arbeitsplatz gewechselt innerhalb des Gastgewerbes und was hat Sie damals bewegt den Job zu wechseln?

Interviewee 7: Okay insgesamt im Gastgewerbe habe ich ihn dreimal gewechselt, wobei jetzt noch einmal dazu gekommen ist, weil ich hab gerade zwei Positionen: einmal Betriebsrat und einmal bin ich auch Lehrer an einer Schule.

Interviewer: Warum haben Sie damals den Arbeitsplatz gewechselt?

Interviewee 7: Weil ich eine neue Herausforderung gesucht hab.

Interviewer: Denken Sie dementsprechend, dass, wenn es langweilig wird am alten Arbeitsplatz, man etwas Neues suchen wird beziehungsweise muss?

Interviewee 7: Also ich bin mir ziemlich sicher, dass es bei den Jungen noch stärker ist als wie in meiner Generation. Die heutige Jugend wechselt viel schneller als in der Vergangenheit gewechselt worden ist und so wie früher jemand früher 3-5 mal gewechselt hat, wird die heutige Jugend 10-15 mal wechseln.

Interviewer: Wieso denken Sie das es so ist? Weil die Jugend den Drang hat eine neue Herausforderung zu suchen?

Interviewee 7: Das einmal. Dann natürlich, um ein bisschen Karriere zu machen. Meistens im eigenen Betrieb ist ein wenig schwieriger wie wenn ich wohin geh und sag ich hätt gern den und den Posten. Und dann ist natürlich auch eines: Früher hats ja, ich merke es auch hier im Haus, die Abfertigung alt gegeben. Und dann haben viele nicht auf die Abfertigung verzichten wollen, wenn sie schon lange im Hause waren. Und mit Abfertigung neu nehmen sie die Abfertigung im Rucksacksystem mit und sobald sie in eine andere Firma kommen ist das Geld nicht verloren, was ja früher bei Selbstkündigung oder heute auch noch für die Altbestände der Fall ist.

Interviewer: Sehr interessant. Gibt es Faktoren am Arbeitsplatz, die sie derzeit glücklich und zufrieden machen? Ich kann Ihnen gerne Beispiele geben was ich mit Faktoren meine. Zum Beispiel die Arbeitskollegen generell, die Freizeit, die der Betrieb bietet, die Mitarbeitervorteile die es gibt in bestimmten Betrieben, das Gehalt generell, das Arbeitsumfeld oder Sie mögen vielleicht sehr Ihre Arbeit.

Interviewee 7: Generell habe ich meine Arbeit sehr gerne. Ich liebe es auch mit Menschen zu arbeiten und ich hab auch sehr gerne die Kollegen hier im Haus. Das ist momentan als Betriebsrat nicht einfach ist, erschwert das ganze wieder.

Interviewer: Was ist von den ganzen Faktoren, die Sie gerade erwähnt haben, für Sie am Wichtigsten?

Interviewee 7: Die Kollegen. Wenn man ein gutes Verhältnis hat zu vielen fast schon ein freundschaftliches Verhältnis und man merkt es auch nach dem Urlaub, sie gehen einen schon fast ab. Also das ist schon etwas sehr wichtiges.

Interviewer: Wie sehr haben diese Faktoren, die Sie gerade erwähnt haben, also die Arbeit selber und die Kollegen, sie beeinflusst in diesem gleichen Arbeitsumfeld zu bleiben?

Interviewee 7: Es ist das Hauptargument.

Interviewer: Also würden Sie nicht hier verbleiben, wenn die erwähnten Faktoren nicht dementsprechend wären?

Interviewee 7: Also wenn ich jede Woche neuen Kollegen hätte, dann würden dieser Faktor wegfallen, weil, durch das, dass ich langjährige Kollegen hab, die mich schon

sehr lange kennen und ich sie kenne, für mich natürlich etwas, wo ich woanders nicht hätte, weil in anderen Betrieben ich glaube es nicht so viele langjährige Mitarbeiter gibt.

Interviewer: Kurze Zwischenfrage: Sie haben ja am Anfang gemeint, sie haben dazwischen schon mal Job gewechselt aber sind dann wieder zurückgekommen in dem Fall.

Interviewee 7: Mhm ja.

Interviewer: Gibt es irgendwelche Faktoren, die sie jetzt am Arbeitsplatz vermissen, aber nach denen sie Ausschau halten würden, falls sie noch einmal Arbeitsplatz wechseln würden?

Interviewee 7: Also was ich vermisse ist der Gästekontakt.

Interviewer: Ja, aber das ist von Ihrer Arbeit bedingt?

Interviewee 7: Genau, das vermisse ich, ja. Ich wüsste nicht was ich woanders hätte, was ich jetzt hier im Haus nicht hätte.

Interviewer: Gibt es irgendwas, was das Personalmanagement im Moment tun könnte um das Arbeitsumfeld besser zu gestalten?

Interviewee 7: In der derzeitigen Situation ist es sehr schwierig. Vielleicht Sicherheit zu geben den Job behalten zu können. Das ist das Hauptproblem, dass wir viele Mitarbeiter haben, die Angst haben den Job zu verlieren.

Interviewer: Hab schon gehört, dass bei Ihnen das nicht so der Fall ist, dass viele entlassen worden sind?

Interviewee 7: Bei uns ist jetzt noch niemand gekündigt worden.

Interviewer: Gibt es sonst noch irgendetwas, dass das Personalmanagement tun könnte auch in normalen Situationen?

Interviewee 7: In normalen Situationen ist sag ich mal ein wenig schwierig. Man muss sich einfach stärker von anderen Betrieben absetzen. Egal, in welche Richtung

das ist. Ob es jetzt gut ist oder mit anderen Dingen. Bei manchen Sachen sind wir sehr gut. Also Sozialkompetenz ist die Firma top. Bei den Transferleistungen den Mitarbeitern gegenüber könnte man bestimmt noch etwas machen.

Interviewer: Denken Sie, dass monetäre oder nicht monetäre Anreize wichtig sind? Können Sie auch erklären weshalb Sie so denken?

Interviewee 7: Was meinen sie da speziell?

Interviewer: Monetär wäre zum Beispiel ein sehr gutes Gehalt. Nicht monetär wäre zum Beispiel eben diese Mitarbeitervorteile, die man hat oder irgendwelche Ausbildungen, die man den Mitarbeitern bietet.

Interviewee 7: Ich persönlich glaube, dass alles in der Richtung wichtig ist. Ich kann nicht sagen das Geld alleine zählt. Es gehört auch Umfeld mit den Kollegen dazu. Es gehört aber auch dazu welche zusätzlichen Anreize ich den Mitarbeitern bieten kann. Ich glaub das Eine kann ohne den Anderen nicht wirklich gut existieren. Weil, wenn ich mit guten Kollegen arbeiten gehe aber kein Geld verdiene, muss ich auch den Job wechseln. Es muss ausgeglichen sein.

Interviewer: Was sind Ihre Erwartungen bezüglich Ihrer Berufslaufbahn jetzt? Wo denken Sie, warden Sie in zwei Jahren sein? Denken Sie, Sie werden im gleichen Hotel sein?

Interviewee 7: Da bin ich wahrscheinlich der Falsche für diese Frage. Ich würde mir wünschen, dass ich da in Pension bin. Also wie gesagt aber ich kann mir auch vorstellen länger zu bleiben. Also für mich ist die Arbeitswelt schon langsam dem Ende geneigt.

Interviewer: Also in dem Fall würden Sie, falls Sie länger bleiben, auch im gleichen Hotel sein?

Interviewee 7: Genau ich würde nicht mehr wechseln. Ich werde hier bleiben.

Interviewer: Wieso haben Sie damals hier weggewechselt beziehungsweise wieder hierher zurückgewechselt?

Interviewee 7: So ganz einfach. Ich wollte aufs Schiff gehen und die Welt sehen. Hab dann Weltreise gemacht und einpaar große Reisen und dann bin ich halt wieder zurückgekommen und hab noch einmal gewechselt ins Hilton Plaza für die Eröffnung und dann bin ich auch wieder zurückgekommen.

Interviewer: Hat das Ihnen in dem Fall da nicht so gut gefallen?

Interviewee 7: Ich hab hier ein gutes Jobangebot bekommen dann, dass ich im Vorfeld nicht gehabt hätte, wenn ich nicht gewechselt wäre.

Interviewer: Also haben sie dementsprechend eine Beförderung bekommen?

Interviewee 7: Genau.

Interviewer: Denken Sie, Sie wären hiergeblieben, wenn es keine Beförderungsmöglichkeiten gegeben hätte?

Interviewee 7: Ich glaube eher nicht, weil ich wollte einfach diese Position haben und das Ziel war für mich und das hat alles Andere überwogen.

Interviewer: Also denken Sie, wenn es generell keine Beförderungsmöglichkeiten gibt, würde man nicht in dem Betrieb verbleiben?

Interviewee 7: Das kommt auf den Mitarbeiter darauf an. Nicht jeder Mitarbeiter ist, sag ich einmal, motiviert sodass er weiterkommen will. Es gibt welche, die sind mit dem Job, den sie haben, zufrieden und wollen gar nichts Anderes. Und dann gibt es wieder Mitarbeiter, die wollen einfach im Leben weiterkommen. Und das kann man eigentlich nicht so sagen. Es kommt immer auf den Mitarbeiter an.

Interviewer: Zur letzten Frage: Wenn Sie jemand fragen würde aus welchen Gründen Sie hier schon so lange arbeiten, was würden Sie den Anderen raten?

Interviewee 7: Warum ich da solange arbeite?

Interviewer: Ja warum gerade hier?

Interviewee 7: Also es ist genau das, was bei meinem Beginn war. Es war mal der Name. Das Sacher ist etwas ganz ganz Besonderes. Also alleine das ist schon einmal

ein Grund warum man im Sacher arbeitet, was auch das Problem ist. Und zwar, weil natürlich dann viele eine Schwellenangst haben und vielleicht auch, wenn sie die Fähigkeiten hätten, sich gar nicht zutrauen im Sacher zu arbeiten. Dieses war auch meine Motivation, weil ich wollte einfach in den besten Hotels arbeiten. Und, weil ich einfach von vielen Dingen hier drinnen überzeugt bin, was soziale Kompetenz, was familiär betrifft, überzeugt bin, dass das Sacher in der Richtung eines der Top Hotels ist, weil es natürlich kein Managementhotel ist, wie viele andere, sondern ein privat geführtes Hotel, wo der Kontakt zu den Besitzern natürlich ein ganz anderer ist. Von Besitzer zu Mitarbeiter aber auch umgekehrt.

Interviewer: Gibt es sonst noch welche Gründe weswegen sie das weiterempfehlen würden?

Interviewee 7: Weil ich auch immer wieder neue Aufgaben bekommen habe. Also das war auch, wenn das erledigt war, wollte ich was anderes machen und so hat sich das entwickelt.

Interviewer: Also auch die Arbeitsvariation, die Sie bekommen?

Interviewee 7: Genau. Das man dann auch die Chance bekommt etwas Anderes zu machen als das, was man bis jetzt gemacht hat.

Interviewer: Okay das war es schon. Vielen Dank! Ein schöner Einblick habe ich bekommen.

Interviewee 7: Sehr gerne.

Interview 8 – Face-to-face Interview

Current working position: Front Office Supervisor

Working time in years: 6 years

Length of interview: 14 minutes

Date of interview: 11th of August 2020

Interviewer: Was ist deine derzeitige Position im Hotel und für wie viele Jahre arbeitest du schon in diesem Hotel beziehungsweise generell im Gastgewerbe?

Interviewee 8: Also ich bin jetzt Teamleader an der Rezeption seit ca. 1 Jahr und 6 Monate. Februar letzten Jahres wurde ich befördert und arbeiten tu ich jetzt im Hyatt seit Juni 2014. Das heißt jetzt ein bisschen mehr als 6 Jahre. Vorher hatte ich nur ein drei-monatiges Praktikum im Le Meridien. Das heißt insgesamt würde ich jetzt sagen 6 Jahre und 6 Monate.

Interviewer: Wie stehst du zu dem Thema Mitarbeiterbindung im Gastgewerbe? Warum denkst du es ist ein Problem beziehungsweise kein Problem ist?

Interviewee 8: Also ich muss sagen, ich kenne nur meinen Standpunkt im Gastgewerbe. Ich war meinem Betrieb sehr loyal, aber ich glaub es lag auch daran, dass ich sehr jung meine Ausbildung dort angefangen habe und ich ein Management hatte, das mich auch immer sehr gefördert hat. Irgendwie fiel es mir auch sehr schwer zu gehen aber ich sehe es auch bei anderen, wie diese Fluktuation ist sehr stark generell im Gastgewerbe.

Interviewer: Also denkst du, dass es generell ein Problem ist?

Interviewee 8: Ich glaub schon, dass es generell ein Problem ist.

Interviewer: Warum denkst du das diese Fluktuation existiert?

Interviewee 8: Ich glaub es liegt sehr an einem Mix aus dem Lohn und was sie leisten müssen. Viele meinen für das, was sie verdienen, zu viel arbeiten und zum Teil auch

das Trinkgeld ein sehr großer Bestandteil ist. Es gibt einen Grundlohn und das ist bei jedem fast das Gleiche. Aber wenn das Tip nicht passt, dann haben viele auch keinen Grund zu bleiben. Ich würd schon sagen, dass es an der Rezeption anders ist. Man kann zum Beispiel mit Upselling selber seinen Lohn bestimmen. Da muss man halt dahinter sein.

Interviewer: Meinst du die Möglichkeit gibt es aber nur bei euch so oder auch in anderen Hotels?

Interviewee 8: Naja, wir sind schon sehr großzügig was diese Incentives betrifft. Viele Hotels da haben geringere Incentives.

Interviewer: Wir kommen wieder auf das Thema zurück später. Wie du schon angeschnitten hast, wie oft hast du deinen Arbeitsplatz gewechselt im Gastgewebe?

Interviewee 8: Das ist jetzt das zweite Mal aber das erste Mal war nur ein Praktikum. Das musste ich absolvieren. Also eigentlich habe ich meinen Arbeitsplatz nie gewechselt.

Interviewer: Also in dem Fall, falls du deinen Arbeitsplatz noch nie gewechselt hast, was denkst du warum andere Mitarbeiter den Arbeitsplatz wechseln wollen im Gastgewerbe?

Interviewee 8: Viele wollen sich andere Städte anschauen, andere Betriebe kennenlernen. Es ist eigentlich sehr gut den Betrieb oft zu wechseln, weil da kommt man auch viel viel schneller voran. Da hat man auch mehr Möglichkeit sich auf die nächste Position zu bewerben anstatt in einem Betrieb daraufzuwarten, dasss man befördert wird. Aber ich mach mir bei dem kein Stress, weil ich erst 23 bin und in meinem Alter schon in einer sehr guten Position bin.

Interviewer: Welche Faktoren am Arbeitsplatz machen dich zurzeit glücklich und zufrieden? Ich kann dir auch ein paar Anregungen geben. Zum Beispiel die Arbeitskollegen, die Freizeit, die die Arbeit bietet, Mitarbeitervorteile, die du bekommst, generell dein Gehalt, dein Arbeitsumfeld oder du magst generell sehr gerne deinen Job.

Interviewee 8: Bei mir ist es 70-80% Kollegen. Ich hab sehr viel Spaß in meinem Job, wenn mich nicht gerade jemand anschreit. Also ja, Kollegen, die Gäste. Man sieht bei den Gästen wenn es dankbare Gäste sind und da macht der Job umso mehr Freude. Die Lage ist auch sehr gut. Es ist im 1. Bezirk. Es ist auch für mich das Beste Hotel in Wien und Mitarbeitervorteile sind sehr gut. Du kannst Employee Rates buchen oder HIYCM. Du hast viele Benefits.

Interviewer: Von denen Faktoren, die du gerade erwähnt hast, ist welche für dich am Wichtigsten denkst du?

Interviewee 8: Die Kollegen. Wenn die Kollegen nicht passen in einem Team, dann wird dir das Arbeiten auch keinen Spaß machen, weil der Zusammenhalt dann nicht da ist und du dann nicht auf deine Mitarbeiter zählen kannst und auf sie stützen kannst, wenn es dir mal nicht gut geht an einem Tag.

Interviewer: Wie sehr haben diese Faktoren, die du gerade erwähnt hast, dich beeinflusst in diesem Arbeitsumfeld zu bleiben.

Interviewee 8: Ich habe noch nie Arbeitsplatz gewechselt, also sehr sehr. Es gab für mich bis jetzt noch keinen Grund zu gehen.

Interviewer: Gibt es aber trotzdem irgendwelche Faktoren, die du zurzeit vermisst aber nach denen du Ausschau halten würdest, falls du deinen Arbeitsplatz wechseln solltest?

Interviewee 8: Naja, der Lohn passt. Man kann Upselling machen. Großteils wenn irgendetwas ist, dann liegt es großteils an den Gästen, wenn sie nicht gut drauf sind aber das ist wirklich Glücksache aber eigentlich passt alles.

Interviewer: Findest du, du bekommst einen guten Lohn für das, was du gibst?

Interviewee 8: Also ich würde mich schon über 100-200 Euro mehr freuen. Aber in der Hotellerie ist der Grundgehalt generell sehr niedrig. Du bekommst jedes Jahr ein paar Prozent eine Gehaltserhöhung aber das ist wirklich nur 20-30 Euro also das ist fast nichts. Das ist wirklich das Upselling, das es ausmacht.

Interviewer: Also denkst nur dein Gehalt ist akzeptabel, weil du die Chance hast durch eigene Leistung mehrzubekommen?

Interviewee 8: Ja.

Interviewer: Gibt es etwas, was das Personalmanagement im Moment tun könnte, was dein Arbeitsumfeld verbessern würde? Also abgesehen von Corona.

Interviewee 8: Nein, die machen eigentlich einen sehr guten Job, das Personalmanagement. Wir haben eigentlich sehr gute Manager. Ich finde sie machen ihren Job richtig gut. Es gibt immer so Kleinigkeiten im Job, die einen stören, aber das ist wirklich situationsabhängig.

Interviewer: Denkst du, dass monetäre oder nicht monetäre Anreize wichtiger sind? Kannst du auch erklären weshalb du so denkst?

Interviewee 8: Was bedeutet monetär?

Interviewer: Monetär ist zum Beispiel dein Gehalt. Nicht monetär sind zum Beispiel die Incentives, die du bekommst, oder die Trainings, die du von dem Betrieb offerierst, bekommst.

Interviewee 8: Ich glaube nicht monetäre Anreize sind ein ganz wichtiger Bestandteil für einen Mitarbeiter, um ihn zu halten. Wenn du nur aus deinem Lohn leben würdest und die ganzen Sachen dadurch machen müsstest in der Gastronomie/Hotellerie an der Rezeption, würde ja keiner diesen Job machen. Wenn ich nicht die Möglichkeit hätte Upselling zu machen oder die Mitarbeiterbenefits zu haben und nur jeden Monat aus nur 1500 Euro zu leben und mich jeden Tag anschreien zu lassen. Ich weiß nicht.

Interviewer: Hättest du lieber ein höheres Gehalt oder die Chance Trainings zu machen und die Benefits zu bekommen?

Interviewee 8: Ich hätte gerne ein Balance davon. Ich hätte gerne ein bisschen mehr Gehalt aber dafür bleiben die Benefits trotzdem gleich.

Interviewer: Was denkst du es ist wichtiger, um neue Mitarbeiter zu euch zu locken ins Hotel? Meinst du die würden kommen wegen dem Gehalt oder wegen den tollen Mitarbeitervorteilen?

Interviewee 8: Eine Balance.

Interviewer: Was sind deine Erwartungen bezüglich deiner Berufslaufbahn? Wo denkst du wirst du in zwei Jahren sein? Meinst du, du wirst immer noch im gleichen Hotel sein?

Interviewee 8: Ich glaube nicht mehr im gleichen Hotel bleiben. Ich glaube ich würde eine andere Sparte wählen.

Interviewer: Weshalb eine andere Sparte?

Interviewee 8: Viele Leute sind in der Hotellerie, weil sie entweder den Job lieben und hochkommen möchten in der Position oder in der Position wie der Philipp, Director of Operations, ist. Und manche wählen diesen Job wie ich in den jungen Jahren, weil ich es musste. Ich habe für die Zeit, die ich gerade mache, ich liebe es, aber ich glaube, wenn ich noch die Chance gehabt hätte, für etwas Anderes früher schon entschieden haben. Jetzt ist es vielleicht das kommende Jahr, das kommen wird.

Interviewer: Meinst du, du arbeitest du in Hotellerie, weil du Leidenschaft hast dafür?

Interviewee 8: Natürlich hab ich Leidenschaft dafür. Jeder in der Hotellerie hat bis zu einem bestimmten Grad Leidenschaft dafür aber viele entscheiden sich nach einer Zeit und sagen es ist Zeit die Berufssparte zu wechseln, weil sie sonst für immer in diesem einen Job stecken. Ab einem gewissen Punkt kann man nicht mehr raus beziehungsweise es ist sehr schwer. Entweder zieht man es durch oder man findet diesen Ausweg.

Interviewer: Warum willst du aber überhaupt raus?

Interviewee 8: Es ist schon der Verdienst. Okay ich habe meine Benefits und einen Job mit einem okay Lohn. Es ist nicht schlecht aber es ist auch nicht das Beste.

Frühdienst, Spätdienst, Nachtschicht, irgendwann will man glaub schon ein geregeltes Leben haben. Und Gastronomie und Hotellerie ist ein Job, der sehr viel Stress für den Kopf ist. Wenn du soviel mentalen Stress hast, willst du irgendwann nicht mehr so einen mentalen Stress haben.

Interviewer: Also meinst du einfach, dass die Hotellerie von Natur aus so ungeregelte Arbeitszeiten haben und, dass man nicht soviel bekommt für die Arbeit?

Interviewee 8: Die Lebensleistung kann nicht mehr mithalten auf Dauer.

Interviewer: Wenn dich jemand fragen würde, welche Gründe würdest du ihnen nennen, weshalb du in diesem Hotel arbeitest?

Interviewee 8: Das ist das beste und schönste Hotel in Wien für mich. Die Kollegen sind super. Ich hab tolle Benefits.

Interviewer: Super, vielen Dank für das Interview!

Interviewee 8: Sehr gerne!