

Suggestions to Reduce Turnover by Analyzing the Austrian Touristic Labour Market

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Bachelor of Business Administration in

Tourism and Hospitality Management

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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.

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Abstract

This thesis concentrates on the reasons and motivations of voluntary labour turnover in Austria. Therefore, general information about the tourism industry, touristic labour markets with a special focus on the Austrian touristic labour market and labour turnover were researched. In order to provide suggestions to reduce voluntary labour turnover, employees of a 3-star and a 5-star hotel were interviewed to identify the main reasons and motivations of voluntary labour turnover. Mostly, the interviewees claimed the work-life balance, insufficient training opportunities, poor remuneration and poor human resources management practices as motives to leave the industry. The reasons partly prove the literature, however, it was observed that the pay plays only minor walk-ons and was never stated as a main reason for labour turnover in the hotel industry. Based on the interview results, labour turnover can be reduced by applying good human resources management practices such as job enrichment and feedback meetings with supervisors, appropriate and regular trainings, new job models such as part-time work and job sharing to improve the work-life balance, as well as incentives to motivate employees and increase the satisfaction regarding the remuneration.

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List of Abbreviations

GDP – Gross Domestic Product

HR – Human Resources

HRM – Human Resources Management

ILO – International Labour Organization

JSS – Job Satisfaction Survey

MM – Middle Management

SME – Small and Medium-sized Enterprises

TM – Top Management

1 Introduction

Human resources are one of the most precious resources in the field of tourism and hospitality. Although a lot of industries have substituted humans with machines, the hotel industry still relies on manpower. It can be said that human resources determine the service quality. To assure high-level service quality, a business has to recruit skilled and trained employees. However, the hotel industry is a quite young and not “old-growing” industry. One can hardly find employees working in an establishment that are older than 50 years. Well-trained employees who completed their education at a secondary school for tourism, an apprenticeship or even with a university degree leave the industry, often even before they actively started working in the field.

In February 2015, about 97.000 Austrians were working in the hotel industry (Oschischnig, 2015). In a study of the Austrian Chamber of Labour, it is stated that one third of the employees working in the hotel industry want to quit their job or even cross industry lines (Biel & Kaske, 2011). In this study, it is assumed that this is primarily due to the low wages, not family-friendly working hours and the poor training opportunities.

In this thesis the reasons and motivations of voluntary labour turnover of employees of a 3- and 5-star hotel will be investigated. Furthermore it will be analyzed how these reasons differ between the employees of the different hotel categories and how they differ between women and men.

Throughout this study, the following questions will be researched:

- Is there a difference in the reasons and motivations to leave the industry between employees of a 5-star hotel and a 3-star hotel?
- What are the main reasons and motivations to leave the industry of 3-star hotel employees and 5-star hotel employees.
- Is there a difference in the reasons and motivations to leave the industry between men and women?

According to the findings, suggestions to reduce labour turnover will be made.

1.1 Structure of the Thesis

The research of this study is based on the literature that will be discussed throughout chapter 2. First a general overview of the tourism industry is given and the role of seasonality is described. Furthermore, the chapter presents information about labour markets with a special focus on the characteristics of tourism labour markets and an analysis of the Austrian touristic labour market and the problems existing there. Additionally, the term of labour turnover will be analysed.

In the third chapter, the research design and methodology of the study will be described. The fourth chapter presents the findings of the interviews which will be discussed and compared to the literature within chapter 5. The sixth chapter will focus on creating suggestions and recommendations based on the results of the interview in order to reduce voluntary labour turnover. The seventh and last chapter will contain an overall conclusion as well as limitations to the study and recommended further research.

2 Literature Review

2.1 The Tourism Industry

First of all, it is essential to understand the tourism industry from its basis. Comparing the tourism industry to its manufacturing equivalents, there are various differences (Ross & Pryce, 2010).

Referring to Ross & Pryce (2010), there are four main factors that characterize the tourism industry:

First of all, the tourism product is intangible, meaning it is an immaterial product. Secondly, the tourism product is produced and consumed at the same place, because a separation of production and consumption is usually not feasible. Additionally, the guest has to participate in the process of production and consumption.

Third, the tourism product is perishable, meaning it cannot be stored, replaced or warehoused. This means, for instance, if a room is not sold for a night, it is lost and forfeited for this particular date.

Fourth, but most importantly for this study, the way the guest experiences the tourism service depends on the provider, in this case by the employees.

The previously mentioned characteristics of the industry state that the employees play an important role in the tourism sector.

Other important features of the tourism and hospitality industry were mentioned by Baum (2006):

The tourism and hospitality industry is characterized by being an industry in which mainly small and medium-sized enterprises (SME) often operated by family- or self-employment dominate. However, there are multinational concerns as well.

Furthermore, the tourism industry is described as being very labour-intensive. Although there is a huge impact of the technological development, it seems to be improbable that the importance of labour will decrease in the predictable future (Baum, 2006). Due to the high level of workforce needed, the industry offers a high proportion of unskilled and semi-skilled positions. As stated before, the skills needed in the industry are easily transferable within the industry and can be learnt during training. One of the main advantages from the employer perspective is that it is relatively easy to recruit staff in periods of high demand and to release employees in periods of low demand (Baum, 2006).

According to Riley's skill model (1996), referring to the hotel and catering industry in the United Kingdom, about 64 % of the staff are unskilled or semi-skilled working in the operative departments, 22 % are skilled personnel, 8 % of the staff is in supervisory positions and 6 % hold a job in the management. However, this might differ between countries and cultures such as described by Azzaro (2005, cited by Baum, 2006): in the Malaysian tourism sector around 19 % are unskilled workforce, 42 % are skilled or semi-skilled, 24 % of staff hold positions in the middle management, 9 % of the workforce are in the executive management and 6 % are part of the senior management. Although Azzaro's model describes the tourism industry in a developing industry, one can clearly see that the sector in Malaysia is more intensively managed than in a developed country such as the United Kingdom.

2.1.1 Seasonality and Seasonal Employment

Another essential characteristic of the tourism industry is its seasonality. Seasonality is defined as intervals of high and low demands at different times of the year (Ross & Pryce, 2010). Ball (1988) summarizes previous literature and indicates that various regions only have one season in terms of tourism and therefore hotels operate at limited capability or are closed completely during the rest of the year. As a consequence,

employees have to seek for another job in a different region or remain unemployed.

According to the website www.arbeitratgeber.com (2015) seasonal employment is widely used within the agriculture industry and forestry, horticulture, the hotel and catering industry, fruit and vegetable processing industry, vintage and hop-picking industry, and also within the sawmills industry and the showmanship industry. The authors Lee & Moreo (2007) refer to the definition of seasonal employment as workforce who is employed for a certain period of the year by one particular employer.

Moreover, the website ArbeitsRatgeber (2015) states typical characteristics of seasonal employment. One of the most important features of seasonal employment is that the term of seasonal employment is limited to a maximum of six months within a year. However, this is not true for people working in the showmanship industry, as the duration of employment is extended to a maximum of 9 months. Another very important feature is that the pay is determined by wage agreements. Furthermore, the authors Lee & Moreo (2007) state that the seasonal employees are characterized by the fact that they leave their usual environment for the purpose of working at a different establishment for a determined time period.

2.2 Labour Markets

Before focusing on the Austrian tourism labour market, one has to understand what a labour market is. In its broadest sense, a labour market functions like any other market according to the conventional theory (Riley, 1996): “supply and demand will be brought into equilibrium by the price of labour, i.e. the pay.” However, those markets cannot be seen as perfect mechanisms because both the buyers (employers) and the sellers (employees) perceive demand and supply of the labour market differently due to their expectations and assumptions

(Riley, 1996). Simply said, perfect information and measurement do not exist within a labour market and that is the reason why errors occur in the fields of staff planning, recruitment, training etc. If a labour market is working like any other market, it is also essential to understand the elasticity of the market. In this case, payment can be seen as the driving force within the market. Normally, it can be said that payment has to be increased to obtain more labour, therefore the supply of labour is inelastic (Riley, 1996). The elasticity of labour demand can be expressed in the same way. If the demand of labour is very high, also the payment is higher (Riley, 1996).

The size of a labour market is connected to the degree of specialization an employer requires from its employees (Riley, 1996). In detail, this means that if an organization requests highly specialized skills, the business can operate in a very small labour market on the one hand or invest in intensive staff training on the other hand. In contrast, organizations that request more general skills, the size of the labour market will be larger.

A labour market is always influenced by a broad range of factors, such as culture, development status of the economy, economic performance, educational standards etc (Baum, 2006). As a result of this, Baum (2006) states that a business's human resources policies, such as recruitment of personnel, staff training and severance and redundancy policies, are usually influenced by the labour market, and its characteristic, in which it operates. However, Riley (1996) states that also the internal labour market within the organization plays an important role in terms of human resources policies.

2.2.1 The internal labour market

The internal labour market can be seen as based on a set of rules within a business, which determine training opportunities, job evaluation, pay differentials but also which jobs are opened to the external labour market (Riley, 1996). However, some organizations choose to not follow this

concept and let the external market influence the internal labour market. As stated by Riley (1996), an internal labour market can either be strong with specified hiring standards, request for highly specific skills, ongoing on-the-job training and fixed wages differentials, or weak with unspecified hiring standards, no specific skill requirements, no on-the-job trainings and varying differences of wages over time. However, one should consider that in this case “strong” and “weak” are only seen as descriptive and should not be understood as a better and worse concept. In detail, Riley (1996) refers to three situations, in which managers should direct to form apply the concept of a strong internal labour market:

First and foremost, a strong internal labour market should be established if the business requests highly specific skills within the organization.

Second, if it is easy and cost-efficient to learn the skills on the job, it is recommended to focus on the strong internal labour market concept.

The third situation in which managers should apply the strong internal labour market is when organizations have positions that cannot be clearly defined and the job’s output cannot be measured before.

In all cases that were mentioned above, high stability by the management is important. However, the main benefits of strong internal labour markets are lower labour turnover and therefore reduced costs of recruitment, as well as efficient training (Riley, 1996). Furthermore, the author referred to the benefits from the employee perspective, including improved training opportunities and higher job security. If the management focuses on the concept of a strong internal labour market, it is vital to exclude the external labour market (Riley, 1996).

In contrast to the strong internal labour market, organizations that do not require a high stability should apply the concept of the weak internal labour market. A weak internal labour market brings along the benefits of

increased flexibility if there is fluctuation in demand of workforce (Riley, 1996). However, labour turnover is usually higher than in organizations with strong internal labour markets.

Having this in mind, it is clearly indicated that the tourism industry is rather determined by having a “weak” internal labour market. Nevertheless, Baum (2006) argues that Riley’s concept is not valid for each sub-sector of the industry, for instance attractions, transportation facilities and heritage sites. In addition, the concept does not apply to a high number of developing economies, where it is proven that rather strong internal labour market characteristics exist (Baum, 2006)

2.3 Characteristics of Tourism Labour Markets

Furthermore, it is vital to understand the main characteristics of tourism labour markets. A tourism labour market exists at all geographical levels such as local, regional, national and global (Baum, 2006)

First, the tourism industry offers a high number of occupations that do not request certain skills (Riley, 1996). Mostly, the needed skills can be learned quickly and easily on the job, as stated by Riley (1996). Hence, the hotel labour market is open to the unskilled labour market. This results in a supply surplus in the market which again affects the rate of pay to decrease (Riley, 1996).

Furthermore, skills are transferable within a broad field of the tourism and hospitality industry (Riley, 1996). In more detail, this means that an employee with certain skills can work in various different establishments within the sector. For example, a cook can look for a job in all kind of establishments in the industry. If he or she decides to leave the industry, he or she needs to retrain or work in a position that does not request certain skills or can be learned on the job. Moreover, Riley (1996) refers to the mobility of skilled workforce within the industry and the mobility of unskilled labour inside and out of the sector. Finally yet importantly for

this thesis, one of the main characteristics of the tourism labour market is the high labour turnover rate (Riley, 1996). This will be discussed later in the next chapter.

2.3.1 Analysis of the Touristic Labour Market of Austria

Due to the fact that this thesis mainly focuses on the touristic labour market in Austria, it is first essential to analyze it in more detail. As stated by various authors such as Ross & Pryce (2010) and Riley (2002), the tourism industry is a very complex industry and it is difficult to collect relevant data. One of the main reason here is that the tourism industry cannot be seen as a single industry but rather consist of various branches like restaurants, accommodation, attractions etc.

One of the main pieces of the fundament for this thesis is the study by Biehl & Kaske (2011). Due to the complexity of the industry, it is almost impossible to obtain the exact number of all people working in the tourism industry. A lot of jobs are somehow related, either in a direct or indirect way, to the tourism industry. In more detail, this means that there are various products that are not exclusively for tourist but can also be used by residents and leisure customers, such as restaurants and transportation, since these establishments do not only serve tourists but also residents and local people. Having this in mind, it is clearly indicated that the borders between tourism and leisure are blurred and overlap at some points. Furthermore, public and private organizations as well as organizations that are a sort of mixture between a public and private organizations exist within the tourism industry. Returning to the term of difficulty of collecting relevant data for tourism statistics, Ross & Pryce (2010) state that data is often determined by estimations due to reason that it is not clearly regulated which kind of businesses to include in the data collecting process and which not. Simply said, it is not denoted if only businesses with a direct relation to the tourist, such as accommodation for instance, or also businesses with an indirect relation to the tourist

should be included. Next, there is the question if only front-line workers that have direct contact to the customer, such as receptionists and waiters, should be counted or also staff with indirect contact to the customers, such as maintenance, accountants and human resources executives. One of the biggest challenges is the fact, that there is no global definition of what to include, which complicates the process of collecting statistical data additionally.

Biehl & Kaske (2011) used data from the accommodation and the catering sector, since these two sectors build the core of the tourism industry. Furthermore, the authors stated that is relatively difficult to obtain information of all people that are employed by an organization within the tourism industry, mainly due to the lack of clear definitions and barriers concerning the measurement (Biehl & Kaske 2011). Also, the author of this paper will focus on the accommodation sector since it is the most relevant part for the topic of this paper.

According to the International Labour Organization (ILO), the tourism industry is one of the largest industries concerning employment and generates approximately 9 % of the total GDP worldwide. In 2010, around 235,000,000 jobs were provided by the tourism industry, indicating 8 % of the total employment worldwide. The whole tourism and leisure industry in Austria generates about one fifth of the full-time jobs in the country (WKO, 2013). Referring to Biehl & Kaske (2011) 180,964 people were working in the accommodation and catering sector in Austria in 2010. Having this in mind, these sectors represented 5.4 % of the total employment in Austria for 2010, showing an absolute growth of 0.6 % since 2010 (Biehl & Kaske, 2011). Compared to 2000, the number of jobs in these sectors increased by 21.5 %. According to Oschischnig (2015) there are approximately 97.000 employees including nearly 9.000 marginally employed workers in the hotel industry in Austria, giving an average of 10.5 employees per establishment.

Especially the proportion of people from foreign countries working in the accommodation and catering sector of Austria increased and constituted a growth by 60 %.

Due to the fact that the tourism industry in Austria faces high levels of seasonality and seasonality differs between the federal states of Austria, the numbers of employees represent annual average for the particular year.

The figure below shows the distribution of employees working within the accommodation and catering sector in Austria between the nine federal states.

	Annual Average 2010	Changes to previous year	Changes to previous year	Changes to 2000	Share of the federal states	Share of total employment in 2010
	absolute	absolute	in %	in %	in %	in %
Burgenland	5,491	+149	2.8	41.0	3.0	5.9
Carinthia	13,095	+114	0.9	18.2	7.2	6.4
Lower Austria	21,012	+324	1.6	7.3	11.6	3.7
Upper Austria	18,830	+354	1.9	22.0	10.4	3.2
Salzburg	21,343	+559	2.7	24.4	11.8	9.1
Styria	21,430	+771	3.7	28.9	11.8	4.6
Tyrol	31,889	+570	1.8	21.1	17.6	10.8
Vorarlberg	9,749	+268	2.8	21.9	5.4	6.8
Vienna	38,124	+1067	2.9	23.6	21.1	5.0
Austria	180,964	4,176	2.4	21.5	100	5.4

Table 1 Employment in the accommodation and catering sector in Austria

As it can be seen in the table, the largest amount of people employed in the tourism industry is in Vienna with a total of 38,124 people. However, it is very important to keep the geographical size and the size of the population of the federal states in mind and therefore it is important to consider the share of total employment within. In Tyrol, 10.8 % of the

total employment is occupied by the accommodation and catering sector. In Vienna, which is the federal state with the highest number of people working in Vienna, the tourism industry contributes only 5 % to the total employment. Also in Salzburg the share of total employment is relatively high, with a share of 9.1 %, followed by 6.8 % in Vorarlberg. Comparing to 2000, the increase of jobs were especially high in Burgenland with an increase of 41 %, Styria with 28.9 % and Salzburg with 24.4 %.

Another important factor to bear in mind is that the rate of employment in tourism (21.5 %) increased more than the rate of employment in the whole service industry (11.3 %) and the total rate of employment in Austria (6.4%). However, it is essential to consider that in 2008, a reorganization of the sectors has been enforced and some establishments have been added to the tourism sector. Even though we can subtract 1-3 % from the total growth of employment of the tourism industry in this case, the growth is still significantly impressive.

Moreover, the authors Biehl & Kaske (2011) indicated that the tourism industry is represented by a large proportion of women working in the sector, which makes a proportion of 59.4 %. However, the number decreased by 2.2 % when compared with the year 2000. In Styria and Upper Austria, the proportion of females even exceeded 67 %, whereas Vienna is the only federal state with a proportion lower than 50 %.

Another important aspect is the high number of foreigners (36 %), in comparison to the average of the proportion of foreigners in all sectors, which is 13.8 %. Most foreigners working in Austria are from the former Yugoslavia (27.3 %). However, a high number of people employed in the tourism industry of Austria originate from Germany (19.5 %).

Concerning the age, it is clearly stated that the industry is a quite young industry with having a very high proportion of employees aged between 15 and 24 years (24.8 %). In contrast, the employment of 15 to 24 year-

olds in other industries lies at 14.4 %. However, the proportion of employees over 45 years old is only 24.8 % and relatively low compared to the average proportion of employment of people over 45 year of all industries of 34.3 %.

Furthermore, there is an outstanding proportion of marginally employed workforce, with an average at 18 %, compared to the overall average in all industries at 8 %. In addition, a remarkable high proportion of female marginally employed employees with 69.1 % can be observed. Last but not least, the author will focus on the turnover rate in the tourism industry of Austria. In 2009, the labour turnover rate in the tourism sector in Austria was 144 %. This is mainly due to fact that Austria has a lot of regions that have to face seasonality. The average labour turnover rate of all industries in Austria is at 47.5 %

2.3.2 Problems at the Austrian Touristic Labour Market

Furthermore, the authors Biehl & Kaske (2011) stated that more than one third of all employees within the tourism labour market of Austria want to leave their company or even the industry. Moreover, the labour turnover in the Austrian tourism labour market is at 144 %. As the reasons why this huge amount of people is thinking about changing the industry, the authors listed the low wages, the working hours and the weak training opportunities. However, it is not clear to the reader what the main reasons are and if there are other motivations. Nevertheless, this study will aim as one of the main sources for this thesis.

2.4 Labour Turnover

Denvir & McMahon (1992) described labour turnover as “the movement of people into and out of employment within an organization”. This phenomenon may either happen voluntarily or involuntarily and as well may be controllable and sometimes unavoidable (Faldetta et al, 2013). This thesis focuses on mainly voluntary labour turnover. As stated by Riley (1996), an employee is more likely to quit the shorter he or she is working at his or her workplace. Labour turnover is one of the greatest challenges the hospitality have to face and can result in negative consequences for the business (Faldetta et al, 2013). Hinkin & Tracey (2000) suggest that turnover often arises from a poor working environment, inappropriate compensation and poor supervision. Smith et al. (1996, cited by Faldetta et al., 2013) indicates that the job satisfaction decreases after the first six months after entering an organization. At this point it is most likely for employees to quit their job. On the other hand Riley (1996) explains that “a person is more likely to leave the job the shorter his or her period of service in that job is”. This is due to the expectations of the employee on the one hand and because of uncertainty regarding the position itself as well as the work environment on the other hand (Riley, 1996).

One of the main reasons of high levels of turnover in the hospitality industry is due to the high seasonality within the sector (Faldetta et al., 2013). Moreover the authors Faldetta et al. (2013) summarized prior literature and found other reasons for the phenomenon of high turnover: job dissatisfaction, poor training and development possibilities, the competitive organizational culture, poor or wrong management approaches along with inefficient recruitment and selection processes, stress and the increase of the people suffering from burnout, discrimination and “mobbing” at the workplace, lack of commitment to the organization. Furthermore, the high turnover in the hospitality developed to a sort of culture or tradition (Faldetta et al., 2013). Iverson &

Deery (1997) researched and showed that the “turnover culture itself is the most important determinant of employees’ intent to leave” (cited by Choi & Dickson, 2009). It can be said that voluntary turnover developed to a sort of trend in the tourism industry.

Mostly, turnover is linked with direct and indirect costs for an organization (Faldetta et al, 2013). One might also distinguish between tangible costs, which include separation costs, recruiting and attracting costs, selection costs, hiring costs and lost-productivity costs, and intangible costs that cannot be measured numerical but still have a significant influence on the efficiency and profitability of the organization (McMahon & Denvir, 1992). Faldetta et al (2013) differentiates direct and indirect labour turnover. Direct impacts include a rise in recruitment and training costs invested in new employees. Indirect impacts of premature labour turnover might result in the decrease of the productivity of the employees as a consequence of poor service quality, general job dissatisfaction and low commitment to the employer (Faldetta et al, 2013).

Summarizing prior literature, it is clearly stated that efficient human resources practices influence labour turnover in a positive way (Faldetta et al, 2013). These practices mainly influence commitment and job satisfaction, which then again influences labour turnover in a positive way (Faldetta et al, 2013). There are numerous definitions for “job satisfaction” and it can be basically described as “an individual’s total feeling about their job and the attitudes they have towards various aspects or facets of their job, as well as an attitude and perception that could consequently influence the degree of fit between the individual and the organisation” (Ivancevich & Matteson, 2002; Spector, 1997, cited by Lumley et al., 2011). Furthermore, it is stated an employees that is satisfied with his or her job is more likely to have a generally positive attitude, whereas a person who is dissatisfied rather hold a negative attitude concerning their position (Robbins, 1993, cited by Lumley et al.,

2011). Concerning the perceptions of HRM practices by the employees, it is clearly stated to have a specifically positive impact on their commitment to the organization. Furthermore, Kim & Jogaratnam (2010, cited by Lumley et al., 2011) indicate that job satisfaction is closely and positively related to the employee's commitment to the organization and his or her willingness to stay in the organization. In turn, job satisfaction and organizational commitment influences the turnover rate to decrease (Kim & Jogarnatnam, 2010). In addition to that, the authors recommend directing the attention of the management to recruitment and selection processes, training and development, socialization as well as labour-management participation programs. Surprisingly, according to Cheng & Brown (1998), remuneration and performance systems are described as having a less significant and rather indirect impact on the labour turnover rate.

After learning the reasons of turnover in theory and what there can be done to decrease it, the next chapter of this thesis will concentrate on the real reasons and motivations given by individuals why they are thinking about leaving their company or even the industry. Therefore, the author will conduct personal interviews with employees from a 3-star and a 5-star hotel in order to find out the main reasons why people are particularly dissatisfied with their job and leave the industry and what they suggest to change. Furthermore, the author will identify commonalities and differences between the reasons and motives of employees in a 3-star and a 5-star hotel.

3 Methodology

3.1 Research Design

All in all, 24 personal interviews had been conducted in order to answer following research questions:

- What are the main reasons and motives to leave the industry of a 3-star hotel employee and a 5-star hotel employee?
- Are there any differences in the reasons to leave the industry between employees of a 3-star hotel employee and a 5-star hotel employee?
- Is there a difference in the reasons and motives to leave the industry between men and women?

Due to the complexity of the tourism industry, the author chose to focus on the accommodation sector. In the aim of gaining a deeper insight into the reasons and motivations of employees to leave the industry, the author decided to use personal interviews as a research methodology due to the fact that the interviewees should be able to speak freely. A questionnaire might have influenced the personal opinion or directed towards a particular direction. An interview, also known as face-to-face survey, is a qualitative research method and is recommended when a particular target group should be addressed. In contrast to questionnaires, interviews enable the interviewer to obtain a deeper inside into the answers of the interview partners (Sincero, 2012). Personal interviews should be used as a research method in order to explore personal beliefs, experiences and motivations of an individual concerning a specific topic (Gill et al., 2008). Interviews can be structured, semi-structured or unstructured (Gill et al., 2008). Structured interviews have a clear guideline of predetermined questions and are basically a verbally supported questionnaire. Usually it is designed to be very straight forward with nearly no follow-up questions. Unstructured

interviews usually start with an open question such as “What is your experience with ...” (Gill et al, 2008). However, Gill et al. (2008) indicate that this type of interview is very time-consuming and is only recommended when a very deep insight into a certain topic is required. For semi-structured interviews, a set of key questions are prepared in order to help exploring certain areas of research. In addition, interviewees as well as interviewers are able to ask follow-up questions and go into more detail if necessary.

One of the main advantages of personal interviews is the high response rate due to the face-to-face communication (Sincero, 2012). Next, there is the advantage that interviewees tolerate open questions rather in personal interviews, as they give their answers orally, than in questionnaires where they have to write down their opinion (Sincero, 2012). Furthermore, a face-to-face survey gives the interviewer the chance to observe the behaviour and attitude of the interviewee towards a certain topic or product (Sincero, 2012). On the other hand, personal interviews also have disadvantages, since they are relatively time-consuming and more expensive than questionnaires or online surveys (Sincero, 2012).

For this thesis, the author chose to use the semi-structured interview method due to the fact that this is the adequate approach to answer the research questions. Furthermore, a semi-structured interview provides the possibilities of follow-up questions that might be necessary when a deeper insight into a particular topic is needed and to assure flexibility during the interview.

In order to prepare the interviews, a set of key questions was created. The first part of the interview is about the reasons and motivations of starting a job in the tourism industry. This part has the aim to introduce people into the topic and gain a deeper insight into their education and their career so far. The second part is about the status quo in their job in order

to find out the reasons and motives why they are still working in the tourism industry, how they think about leaving the industry and what their motives are to leave the industry. The last part of the interview contains questions about their future career and what they think that needs to be done in order to improve the general framework for employees in the tourism industry.

3.2 Selection of Interview Partners

For the purpose of gaining valuable information from the interviews the author chose to conduct 24 personal interviews. 12 interview partners are employees of 5 star hotel and 12 interview partners work in a 3 star hotel. Both hotels are located in Vienna. However the 5 star hotel is situated in the city centre, at the Ringstraße which is a circular avenue surrounding the first district of Vienna. On this boulevard one can find the most luxurious hotels in Vienna. The 3 star hotel is located in the 22nd district, one of the outlying districts of Vienna.

Due to reasons of privacy of the employees, neither the names of the hotels nor the names of the employees will be named in this thesis.

3.2.1 Demographics

Gender

In order to provide a good sample size for the research questions, the author decided to conduct 24 interviews in total, which is in detail 12 interviews per hotel category and 12 interviews per gender.

	3 Star Hotel	5 Star Hotel
Females	6	6
Males	6	6
Total	12	12

Table 2 Distribution of interview partners

All interview partners are Austrian citizens and live in Vienna or in the suburbs of Vienna. Furthermore, all interviewees are still working actively in the industry.

Age

In the following figure, one can see the age distribution of the interview partners. This gives a good overview of the industry as there are mainly employees younger than 30 years old.

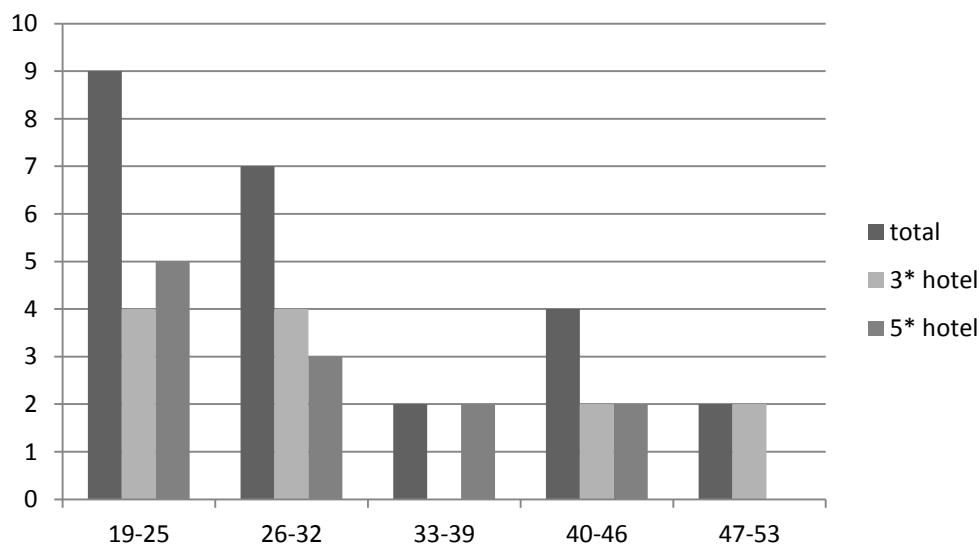


Figure 1 Age distribution of the interview partners

Marital Status and Children

Out of 24 interview partners, only five people are married, two people are divorced and only four people have kids. This might prove the hypothesis of Biehl & Kaske (2011), that the tourism industry is not “family-friendly”. However, the reason why only about 21 % of the interview partners are married might be related to the young age of the employees since about 38 % are younger than 25 years old.

Education

As discussed before in the literature review, the tourism industry provides a lot of unskilled jobs. However, during the interviews the author found out that nearly all employees were skilled. Only in the 3-star hotel a few unskilled people were employed. The figure below shows the highest degree of education of each particular interviewee. This means, for instance, people might have enjoyed the education in a vocational school and obtained a degree at the university.

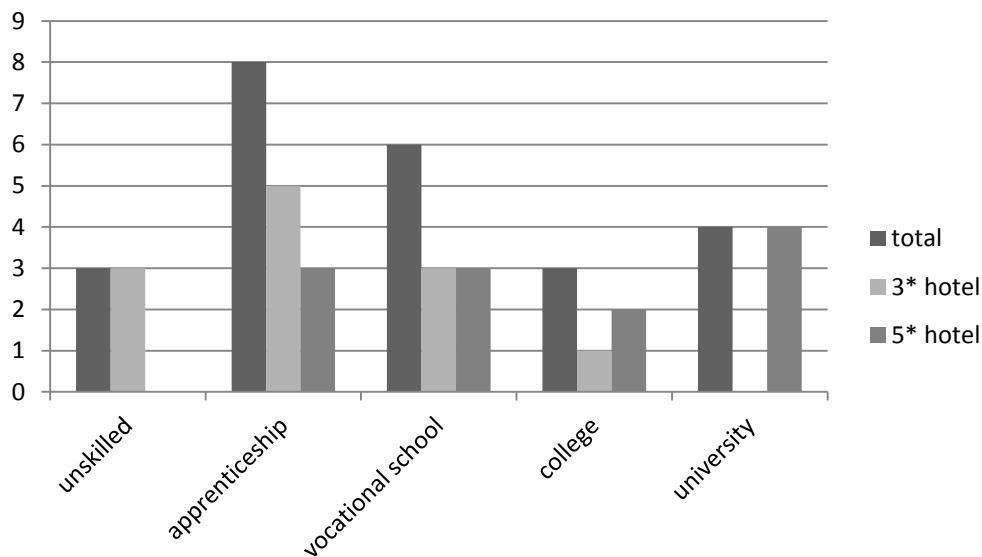


Figure 2 Degree of education of the interview partners

In this study, it is important to mention that unskilled does not necessarily mean that they have no education. In this case, the term “unskilled” refers to the fact that this person did not receive a special education for the tourism or hospitality industry. It does not necessarily mean that these people do not have a diploma or even a university degree. By vocational school the author refers to an education system with a higher education entrance. Students are already educated and trained in their specific field of studies but still graduate with a high school diploma.

Three people from the 3-star hotel were unskilled, meaning they have no specific education in tourism. The most employees were trained during an

apprenticeship. However, it is important to mention that one employee from the 3-star hotel has not completed her apprenticeship yet, but will do so by the end of the year 2015. Therefore, the author chose to list her in the category “apprenticeship”.

Position

Last but not least, the author categorized the interview partners by their level of employment within their organization. The author chose to create three categories of positions: top management, middle management (operating management) and employees.

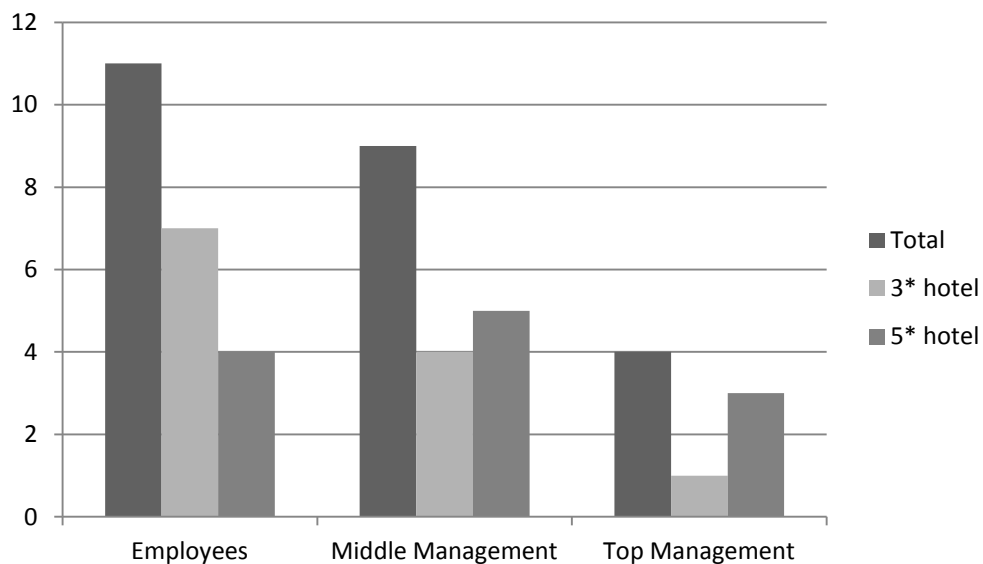


Figure 3 Distribution according to level of employment

3.3 Overview of Respondents

Nr	Gender	Age	Hotel	Position
R01	female	29	5*	employee
R02	male	32	5*	MM
R03	female	25	5*	employee
R04	male	24	5*	MM
R05	male	24	5*	employee
R06	female	23	5*	employee
R07	male	38	5*	TM
R08	male	40	5*	TM
R09	female	34	5*	MM
R10	male	41	5*	TM
R11	female	30	5*	MM
R12	female	25	5*	MM
R13	male	28	3*	MM
R14	female	48	3*	MM
R15	female	28	3*	MM
R16	female	52	3*	TM
R17	male	31	3*	employee
R18	female	32	3*	employee
R19	male	24	3*	employee
R20	female	44	3*	employee
R21	female	18	3*	employee
R22	male	22	3*	employee
R23	male	28	3*	employee
R24	male	41	3*	MM

Table 3 Overview of Interviewees

3.4 Interviews

All 24 interviews had been conducted by the author in person. Each interview lasted for a period of 20 to 60 minutes in total. All interviewees requested to do the face-to-face survey in German, which was agreed by the author due to the reason that conducting the interview in a foreign language might constrain people to express their experiences, beliefs, opinions and motivations. The interview was conducted at the workplace of the interview partner in privacy. Furthermore, all interview partners agreed that the author will record the interview for the purpose of elaboration.

The framework for the interviews consisted of a set of key questions:

1. Choice of Profession

In the first part of the interview, the author asked for the reasons why people started to work in the tourism industry. Furthermore, the interviewees were asked about their education and if they have had a specific education in terms of tourism and hospitality.

2. Status Quo

In this area the author tried to find out more about the satisfaction in the job of each employee. Furthermore they were asked what they like and do not like on their occupation. In addition, the interviewees stated if they would like to leave the company or industry at this moment.

3. Future Prospects

In the last part, and most essential part for this thesis, the interviews were asked if they could imagine continuing working in the industry until retirement. Furthermore, the author asked the interviewees to express their opinions of what should be changed to assure the interviewee will

stay in the industry and what could be done in order to improve the general framework for employees in the industry.

The detailed question guidelines can be found in German and English in the appendix.

4 Interview Results

4.1 Choice of profession

As stated before, the first part of the interview deals with the choice of profession. The interviewees were asked about the reasons and motivations to start working in the industry.

One of the main reasons is the international environment that comes along with the tourism industry. Working in the tourism industry usually involves direct contact with people from countries all over the world, whether they are guests and customers or co-workers. The people stated that they find it interesting to meet people from different cultures and learn about their habits. Also, seven people stated that one of the reasons they chose to work in the tourism industry is because they wanted to work abroad.

In addition, most people stated that they aimed to find a job with personal customer contact. The majority of the interview partners declared that they prefer personal contact and communication rather than working on a computer or on a machine the whole day.

Another main reason for choosing the tourism industry as occupational field is the diversity of the jobs and tasks. Most interviewees stated that every day seems to be different than the previous one and working in the tourism industry never becomes boring.

“In the hotel industry, every day is different. Everyday something new and unforeseen can happen and that is what makes the job so interesting”¹

Furthermore, various interview partners explained that they chose to work in the tourism industry because of its glamour. Often, people consider the tourism industry, especially the luxurious sector of the hotel industry, as the “world where the rich and famous live”. A relatively large part of the interviewees declared that they started their interest in the hotel industry in their childhood and they always had the picture of the glamorous world of hotels in their mind. While three interviewees stated that they could not afford to stay at luxurious hotels but still wished to be a part of this world as a reason why they started a career in the tourism industry, other five people explained that they liked the feeling to stay in a hotel or abroad and therefore wanted to work in this industry.

Another reason stated by two interview partners was that family members worked in the industry. The family of one person operated their own hotel and nearly everyone of her family is working within the business. Another employee told that his father worked in a 5-star hotel in the centre of Vienna as a concierge. Since he was able to accompany his father to his workplace for one day, he wanted to start working in the field of tourism and attended a vocational school for tourism and hospitality later.

However, three interview partners explained that they were not particularly looking for a job in the industry but became aware of the sector when they were looking for a job. Unsurprisingly those people are working in unskilled positions such as housekeeping and service. These statements prove that the tourism industry is often used as an “escape” or “gateway industry”.

¹ R03 (2015). Personal Interview. Vienna, 2nd of January 2015

Summarizing the above mentioned reasons and motivations, people mainly start working in the tourism industry because of the international environment, the personal contact and communication with other people and the diversity of the industry and the jobs. However, some people start working in the sector because one or more family members work or had worked in the industry or because they run a family establishment. Three people also stated that they did not intentionally search for a job in the tourism industry but due to the low requirements of skills for particular positions, they decided to apply for the job.

4.2 Status Quo

4.2.1 Job Satisfaction

In the next part of the interview, the interviewees were asked about their job satisfaction. All respondents stated that they are to a certain extent satisfied with their job. Due to qualitative research method the author, the levels of satisfaction cannot be compared or evaluated. Although there are various models to determine job satisfaction, such as the Job Satisfaction Survey (JSS), which is a measurement method for job satisfaction consisting of nine subscales (Spector, 1985). This model is mainly designed in order to measure job satisfaction in human service organizations, public service organizations and non-profit organizations. Due to the reason that this thesis aims to find out reasons and motivations of people to leave the tourism industry and job satisfaction is only supporting factor, the author forgoes to apply the JSS model or any other model to evaluate job satisfaction.

However, eleven people declared that they are very satisfied with their job. These people include all members of the top management, both from the 3-star hotel and the 5-star hotel, as well as three employees of the 3-star hotel and two employees of the 5-star hotel. Concerning the middle management, only one person indicated a high job satisfaction. However, no interviewee said that he or she is dissatisfied with his or her job. It is

important to consider that satisfaction and dissatisfaction are perceived subjectively and is based on the emotions and expectations of individuals (Locke, 1969).

4.2.2 Likes and Dislikes of the Job

Next, the employees were interviewed about what they like and dislike at their job.

In order to summarize the answers, the author chose to define different categories for the aspects the interviewees like and dislike on their job.

The categories are listed in the table below:

Likes	Dislikes
variety of the job and tasks	working hours
challenge of the job	low wages
international work environment	stress
team work	reduced private flexibility
flexibility in terms of working hours	work-life balance
	little appreciation and feedback

Table 4 Job likes and dislikes

Likes

As previously mentioned, the majority of the interviewees stated that they like the variety of the job and its task in the hotel industry. Especially employees and people in the MM mentioned that this is one thing they like about their job.

“Every day is different and you do not know what will happen or whom you will meet”²

² R17 (2015). Personal Interview. Vienna, 30th of April 2015

Particularly people working in the top management like the challenge of the job. Due to the low standardization within the industry and the high levels of human resources involvement in the operations, the employees feel challenged and the job does not get boring or monotonous.

Also the international work environment was named as one of the bright sides of the tourism industry. Especially employees of the 5-star hotel state that they find it exciting to work with people from foreign countries or serve international guests.

"I have served guests from all over the world and even met people from countries I have never heard of. This is definitely one of the most interesting parts of my job"³

Another very important aspect what the interviewees like about working in the hotel industry is the team work. Most people stated that they appreciate the intensive team work within a hotel. For many employees this aspect is what they like most on their job.

"Working in a hotel is like working in a big family"⁴

Last but not least, especially the younger employees appreciate the flexible working hours. In detail, this means that they enjoy that the shifts vary from week to week. Furthermore, the interviewees responded that they prefer working on weekends because of more available time on the weekdays for shopping, bank or doctor's appointments, etc.

Dislikes

Although a lot of people like the rotating shift work, a significant number of interviewees stated that one of the negative sides of the job are the working hours. Especially working on the weekends is considered as very unpleasant particularly by women and employees over 30 years.

³ R05 (2015). Personal Interview. Vienna, 25th of February 2015

⁴ R04 (2015). Personal Interview. Vienna, 2nd of January 2015

Surprisingly, no employee of the top management and only two people of the middle management complained about working hours. This might be related to the fact that these people occupy positions in which they rarely have to work on weekends or in the late shift. As a consequence of the working hours people complained about the reduced private flexibility. One interviewee claimed that it is nearly impossible to plan in advance because shifts might change last-minute.

Work-life balance can be basically described as “sufficient time to meet commitments at both home and work” (Guest, 2002). Seven interviewees stated that they sometimes feel like their work-life balance is not in equilibrium anymore.

Another negative aspect mentioned by the interviewees is the poor wages. Surprisingly, this was mentioned by nearly every interviewee. However, only three employees of the 3-star hotel and two employees of the 5-star hotel considered the low payment as a negative aspect.

“Of course the payment could be better, but I rather have an exciting job than a well-paid job that I do not like”⁵

Furthermore, stress was mentioned as a negative feature of working in the accommodation sector. The interviewees stated that they often feel stressed at work because everything has to happen at the same moment. There are only a few tasks that could be postponed to the next day. Stress is considered as a typical feature of the service industry due to inseparability of the production and the delivery of the service product. In addition, employees, especially in supervisory positions, state that they need to be available constantly, because of unforeseen circumstances that might occur in the hotel during their absence, enforces the feeling to be stressed even in their spare time.

⁵ R23 (2015). Personal Interview. Vienna, 12th of May 2015

Finally, three employees from the 5-star hotel mentioned that they often feel like their work is not appreciated by the supervisors and by the management. Furthermore, they wish to get more feedback on their performance in order to improve.

“Sometimes it feels like that I am only a “number” within the hotel. There is nobody that really appreciates my work and I feel like I could be exchanged very easily”

4.2.3 Leaving the industry

Next, the employees were asked if they plan to leave the industry in the near future. Except for one employee in the 5-star hotel, this question was answered negatively by the majority of the interviewees. However, various interview partners stated that they can only speak for the moment. For instance, one interviewee declared that she will get married soon and wants to start a family. If she will not be offered a job that has more family friendly working hours, she will probably leave the company in order to find a position that is more compatible with a family life. Moreover, none of the employees could guarantee that he or she will work in the accommodation industry or that she will not work in the sector until their retirement.

4.3 Future perspective

In this sector the interviewees were asked about the reasons and motives why they might leave the industry someday, or even at the moment. Since the results will be discussed in detail in the next chapter, the answers are briefly listed below:

- Work-life Balance
- poor remuneration
- insufficient training
- poor HRM practices

In addition, one interviewee stated that he is thinking about quitting his job because he cannot identify with the hotel he is working in.

Furthermore, he stated that he might look for another job in the tourism industry, although it might not be in the accommodation sector.

Next, the author asked to express their suggestions what aspects should be changed or reorganized in order to improve the general framework for employees within the tourism industry. An increase in the wages agreements along with the concern to raise the compensation of work on weekends were one of the top answers. However, the majority of people request further trainings and education. Moreover, four people stated that the act on working hours should be adhered because the industry is characterized by long extra hours especially in the operating departments. Furthermore, various interview partners stated that career perspectives should be communicated more clearly, due to the belief that there are no promotion prospects especially in the service positions as well as for cooks and housekeeping staff. Last but not least, a few interviewees suggested that hotels should apply more modern job models, such as part-time work, home office etc.

5 Discussion of Results

After evaluating the interviews, in this part the results will be discussed in more detail. Concerning the main reasons why people want to leave the accommodation sector of the tourism industry, various reasons were named. The results are shown in the Figure below:

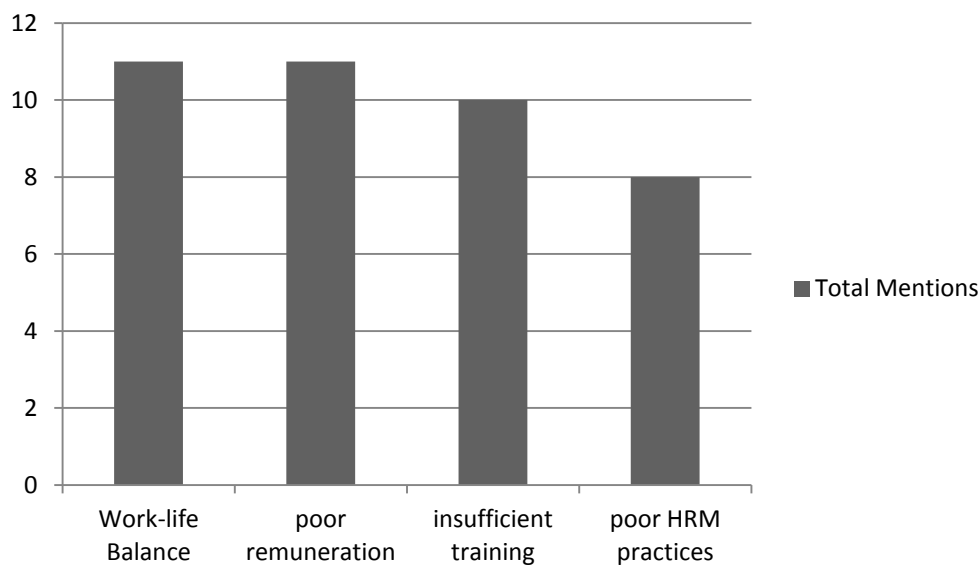


Figure 4 Interview results

The two major reasons why people leave the industry are the Work-life balance along with the poor remuneration.

5.1 Work-life Balance

Referring to the interviews, eleven people stated that they have the feeling of continuously being at work. Furthermore, various interviewees indicated that they cannot relax at home and are too exhausted from work to enjoy the life at home. Especially female interview partners stated that the Work-life balance would be a reason to escape from the tourism industry. They mainly argued that this is because of the lack of flexibility and the long working hours.

As already stated in the literature, the tourism industry is highly labour-intensive. According to Deery et al. (2008), long and often unsocial

working hours, the poor remuneration and lack of private flexibility have a negative impact on the Work-life balance. As people age over years, start a family or simply change their behaviour and attitude, they might become more inflexible. However, the employer often does not offer jobs that fit their new life style and therefore people drop out of the industry and seek jobs where they have fixed working hours, higher wages, etc.

All in all, eleven people mentioned the Work-life balance as a reason to leave the industry. Concentrating on the gender of the respondents, it can be observed that seven out of eleven interviewees are females and only four are males. An assumption can be made that women rather leave the industry to find a position with family-friendly working hours.

Furthermore, the majority of the respondents (63.6 %) are employees in the 5-star hotel. This might be due to the reason that in 5-star hotels exist a generally higher expectation in terms of quality of service. Therefore more pressure is put on the employees because high performance is expected.

When this result is compared to the literature, the result is not surprising. As Biehl & Kaske (2011) and Faldetta et al. (2013) stated that high job dissatisfaction, which is one of the main drivers of an unbalanced work-life, has a great negative impact on labour turnover.

5.2 Remuneration

As stated by eleven interview partners, payment plays a crucial role in the terms of job satisfaction. Even though most respondents do not see the low wages as a problem at their current stage of life, the majority cannot imagine working at the level of the wages agreement in the remote future. Combined with the long working hours and the low private flexibility employees consider the remuneration as not adequate.

It is a matter of fact that the hotel industry is one of the most poorly-paid sectors. The minimum wage is at 1,320 € making an hourly payment of

7.60 € (Koch & Weiß, 2012). Having these numbers in mind, the hotel industry minimum wages are about 38% lower than the Austrian average income (Kaske et al, 2014).

Evaluating the interviews, it can be observed that mainly the employees of the 3-star hotel mentioned the low wages as a reason to leave the industry. Surprisingly, nearly all employees and only two people of the middle management of the 3-star hotel complained about the payment, whereas in the 5-star hotel only three employees see the wages as an motive to leave the industry.

Also this result proves the literature, which indicates that a poor remuneration has impact on the labour turnover. Although Faldetta et al. (2013) stated that payment only has an indirect impact on turnover, still eleven interviewees indicated that low wages might be a reason to leave the industry. However, it can be assumed that a low pay is only a supporting factor in this decision since most people added another reason, such as unbalanced Work-life and poor career prospects due to insufficient training, as an aspect that influences the decision to leave the industry.

5.3 Trainings

The lack of sufficient training and further education was mentioned by ten interviewees, mainly by staff of the 5-star hotel. Although they stated that they have trainings regularly, the wish of having more training opportunities was expressed. However, only three employees, one of the middle management and two employed persons, of the 3-star hotel request further training. Most interview partners indicate that they wish to have training in order to keep up-to-date in their occupational area and learn as well as improve skills. Additionally, two persons explained that they would like to take the next step in their career but without sufficient training they will not have the required skills.

As various researches have proven, training has a positive influence on staff productivity and motivation and as a consequence labour turnover. Especially in service industries, trainings are of great importance, however, many organizations especially in the tourism industry spend little money and attention to it (Choi & Dickson, 2009). A study by Choi and Dickson (2009) showed that training has a positive influence on turnover rates and on the satisfaction level of employees.

Regarding the fact that various companies believe that training of employees does not pay off and instead external employees are recruited and hired, it can be clearly indicated that training is more efficient on the long term.

5.4 Human Resources Management Practices

Insufficient feedback, the lack of appreciation of the work by supervisors as well as poor communication of career perspectives and communication between employees and supervisors were also mentioned by eight out of 24 interviewees. This can be summarized as poor human resources practices, which in turn have a negative influence on the commitment of employees to their employer.

Furthermore, two persons stated that they feel like a “number” in the company and that they can be exchanged relatively easy.

Surprisingly, poor HRM practices as a factor that has an impact on the intention to leave the industry, was mainly responded by interviewees from the 5-star hotel. This might be due to the reason that there are more employees in general and that the pressure of high quality service performance is expected to be greater.

All the results can be summarized into general job dissatisfaction. Along with other factors such as poor remuneration and the reduced private flexibility, this impacts the Work-life balance negatively. All in all, we can say that all the indicated reasons and motivations influence each other in

a certain way and contribute to the employees' intention to leave the company and the industry.

5.5 Answering the Research Questions

The first research question regarding the main motivations and reasons for voluntary labour turnover in the tourism industry can be answered with the results obtained from the interview. The most important driver is job dissatisfaction which is influenced by poor HRM practices, the lack of training opportunities and the poor remuneration. In addition, job dissatisfaction has a negative impact on the work-life balance of an individual. However, the work-life balance was one of the main reasons why employees think about leaving the industry.

Regarding the differences between the responses of 3-star and 5-star employees concerning the motives to leave the industry, there can be observed that in various reasons the opinions diverge. While 3-star hotel employees mainly mentioned the poor compensation of work, 5-star hotel employees stated that the insufficient training opportunities, and as a consequence the poor career prospects, as well as the unbalanced work-life as the main motives to quit their job in the tourism industry. As shown in the figure below, surprisingly, only a very small proportion of the interviewees working in the 5-star hotel mentioned the low wages. Especially the people working in the middle management and top management of the 5-star hotel stated that they are relatively satisfied with the pay. In contrast, eight of the twelve interview partners working in the 3-star hotel declared the payment as too low and a motive to look for a job outside of the tourism industry.

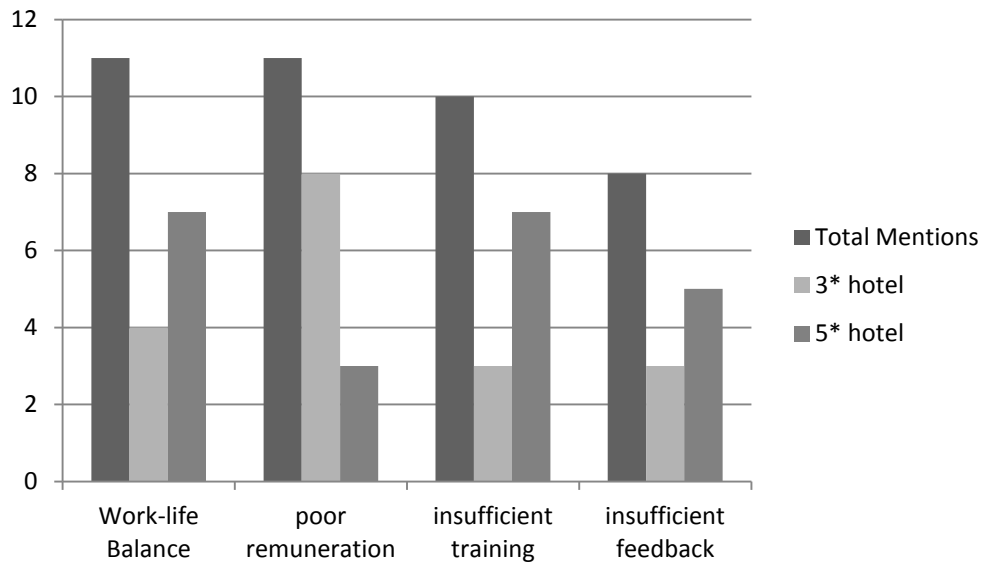


Figure 5 Reasons and motivations by focus groups

Concerning the differences in the reasons between men and women, it had been observed during the interviews, that both genders had similar opinions. However, focusing on the work-life balance, it can be seen that mainly women named this as a driver to leave the industry. While eight out of twelve female interviewees mentioned the work-life balance, there were only three men that referred to this reason. As also observed within researches from other authors, such as Deery et al. (2008), especially women are not willing to deal with long and family-unfriendly working hours along with the reduced private flexibility and therefore seek jobs outside of the tourism industry.

6 Suggestions

After determining the reasons and motivations why employees intend to leave the tourism industry, the next chapter will concentrate on suggestions to reduce labour turnover. Based on the responses of the interviews and prior literature recommendations to reduce voluntary labour turnover will be made.

First, concerning the poor human resources management practices, including insufficient feedback, lack of appreciation of the work by supervisors, as well as poor communication of career prospects, it is clearly indicated through the research in this thesis as well as through research from other authors, that this has a negative influence on the labour turnover rate. Huselid (1995) suggests that job enrichment and clear job previews have a relatively positive impact on turnover. Job enrichment gives the according employee the responsibility and freedom concerning the way how their tasks can be organized. However, the concept of job enrichment should only be applied to jobs and people that would benefit from it (Go et al., 1996). Job enrichment may have a positive impact on the motivation and thus on the productivity of the employee and finally on the turnover rate. Nevertheless, managers should bear in mind that not every person will benefit from job enrichment and might not stand the pressure of greater responsibility (Go et al., 1996). Therefore, the job as well as the individual should be analyzed sufficiently before giving greater responsibilities.

Furthermore, interviewees suggested implementing regular meetings with supervisors in which the employees are given feedback on their job performance. Additionally, they wish to discuss their career prospects and what they expect to achieve in the near future. Then, an appropriate plan with trainings should be elaborated jointly.

As a significant number of employees stated, insufficient training opportunities are a very important reason why they decide to leave the industry. As already mentioned before, trainings play a crucial role in terms of learning and enhancing skills. It is clearly indicated that people are willing to improve but often there is not enough or inadequate trainings. It is a matter of fact that only a very small part of the organizations monitor the ROI of trainings (Choi & Dickson, 2009). However, it was stated by various authors that staff training is more cost-efficient than recruiting and hiring new employees and training them. Furthermore, it is stated that training has a positive impact on the employees' motivation. Finally, Choi & Dickson (2009) summarized prior literature and came to the conclusion that effective HRM practices can be measured by the labour turnover rate. The author suggests that appropriate and regular trainings should be offered in order to motivate people, enhance commitment to the organization and in turn reduce turnover.

Referring to the work-life balance, various people mentioned the working hours that are hardly compatible with a family life. However, mainly women stated that they would suggest that new job models are offered for different jobs.

According to Baum (2006), the following models increase private flexibility:

First, there is the flexi-time model, which allows employees to organize their working hours on their own. In detail, people can choose when they start and end their work, as long as they accomplish the in the contract determined working hours. However, this model is not applicable to jobs in the operating departments of hotels but rather for administrative jobs such as accounting and eventually revenue management.

Next, there is part-time work. Although, this is probably one of the most applied models, beside full-time work and marginal employment, in order

to provide more flexibility. This model is especially useful for people with young children or people that are undertaking a further education. There is no universe definition of part-time work, however there must be less working hours determined in the contract than for a full-time job. This model can be applied to nearly every job within a hotel, except for management and supervisory positions due to the reason that the extent of the tasks of the jobs usually requires employees that are working full-time.

A model that is hardly known is the concept of job-sharing. This model usually includes two persons each employed part-time, that share the work which is normally done by one person. They share the working hours as well as the payment and holidays. Simply said, job-sharing means two people are sharing a position normally designed for one person. Again, the job-sharing model is not applicable to all positions within hotel and should be well-organized.

Last but not least, there is the concept of home-office. That means that employees are able to accomplish certain tasks at home. This does not mean that they the permanent workplace is located at home but can choose to do particular tasks at there, instead of going to the office. Again this model is not applicable to positions within the operating departments, positions that require certain materials that are only available at the workplace or jobs in which a permanent presence is required.

All the above mentioned models are applicable to different jobs within the tourism industry and provide more private flexibility for the employees.

Last but not least, the author tried to find a recommendation in order to solve the problem of poor remuneration. As already stated, the minimum wages in the tourism industry are about 38 % lower than the average wages in Austria (Kaske et al., 2014). However, there is the fact the tourism industry offers a high number of unskilled positions, which in

turn enables the employers to pay very low wages, because of the excess of supply. Additionally, there is the concept that people feel different about pay. Basically the concept of pay is based on the effort demanded and the reward given (Riley, 1996). In detail, this means that the more effort an employee puts on a job, the greater the reward he or she expects. According to Riley (1996) this is usually not part of the contract and therefore certain pay systems are applied in order to increase the payment, such as paid overtime and incentive schemes.

All in all, it can be recommended to implement incentive schemes, however this is sometimes not applicable for every position within the hotel, such as for HR agents or kitchen staff. Furthermore, managers should bear in mind that human workforce are probably the most important resource in the tourism industry because they determine the service quality. Therefore it is recommended to invest in human resources and training in order to enhance service quality.

7 Conclusion

The aim of this thesis was to identify the main reasons and motivations of employees to leave the tourism industry, as well as to show the differences between employees of 3-star and 5-star hotel and between men and women. The outcome of the interview support prior literature and indicate that the main motivations are an unbalanced work-life, insufficient training opportunities, poor human resources management practices including lack of feedback and lack of appreciation, as well as poor remuneration. It was observed that especially employees of the 3-star hotel mentioned the low wages as a reason to look for a job outside of the tourism industry, whereas only a very small proportion of the 5-star employees interviewed stated this as a driving force. In contrast, it was observed that mainly 5-star hotel employees mentioned the insufficient training opportunities and the resulting poor career prospects as a reason to leave the tourism industry. Referring to the differences of motivations between the genders, it could be observed that mostly women named the unbalanced work-life due to long and unsocial working hours and reduced private flexibility is an important reason to search for a job outside of the industry.

In order to reduce voluntary turnover in the accommodation sector, various suggestions concerning the main reasons and motivations of the employees interviewed were made. Especially new job models such as part-time, flexi-time and job-sharing can be considered as an effective approach in order to provide a greater private flexibility for staff. Furthermore, it was recommended to implement regular trainings in order to increase employee motivation and raise productivity. Moreover, human resources practices should be enhanced in order to foster commitment to the organization and provide employees with feedback on their performance. Furthermore, career prospects should be discussed and declared what the employer and the employees expect from the job. Concerning the low payment in the industry, it is recommended to use

incentives which have a positive impact on the motivation. Furthermore, employees feel more rewarded and appreciated for their effort.

Compared to the study of Biel & Kaske (2011), the reasons and motivations to leave the industry of the interviews are very similar. However, Biel & Kaske (2011) did not mention the poor HRM practices as a motive, which is one of the major results from the interviews. Another difference in the results, when compared to the study of Biel & Kaske (2011), is that remuneration was never stated as the only reason why employees think about leaving the tourism industry. However, the poor remuneration supports the other reasons, for instance the work-life balance or insufficient training opportunities, and contribute to job dissatisfaction.

7.1 Limitations and Further Research

Reflecting this paper, it aims as a good guideline to identify reasons and motivations of employees to leave the hotel industry. Although the results of the interviews are supported by previous studies of researchers, it is important to consider that the findings reflect the subjective opinions, motivations and reasons by individuals. Furthermore, the job satisfaction was not observed by applying a certain JSS model and was only a "snapshot in time". Moreover, only 24 interviews in two hotels had been conducted. In order to receive sufficient and more significant data of the industry, further research is recommended. Furthermore, the interviews were conducted in Vienna where seasonality is not of same importance than it is in the other regions of Austria. Further research should include the topic of seasonality as well.

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Appendices

Appendix 1

Key Question Guideline in English

Age:

Gender:

Current position: TM ☐ MM ☐ employee ☐

1. Choice of profession

- a. When did the wish arise to work in the tourism industry?
- b. Due to which reasons did you start your career in the tourism industry?
- c. What type of education do you have? Is your education tourism related?
- d. Tell me about your career.

2. Status Quo

- a. How satisfied are you with your current position?
- b. What do you like about your job?
- c. What do you dislike about your job?
- d. Are you currently thinking about quitting or leaving the industry?

3. Future prospects

- a. Could you imagine working in the tourism industry until your retirement? Why/Why not?

- b. What has to change that convinces you to stay in the hotel industry?
- c. What kind of suggestions do you have in order to improve the general framework for employees in the hotel industry?

Appendix 2

Original Key Question Guideline in German

Alter:

Geschlecht:

Derzeitige Position: TM ☐ MM ☐ employee ☐

1. Berufswahl

- e. Wann kam der Wunsch auf, in der Hotellerie zu arbeiten?
- f. Welche Gründe haben Sie dazu veranlasst in der Hotellerie zu arbeiten?
- g. Welche Ausbildung haben Sie absolviert?
- h. Wie sieht Ihr Karriereweg bis jetzt aus?

2. Status Quo

- e. Wie zufrieden sind Sie in Ihrem derzeitigen Job?
- f. Was gefällt Ihnen an Ihrem Job?
- g. Was gefällt Ihnen nicht an Ihrem Job?
- h. Denken Sie derzeit daran Ihren Job zu kündigen oder die Tourismusbranche zu verlassen?

3. Zukunftsaussichten

- d. Können Sie sich vorstellen bis zur Pension in der Branche zu arbeiten? Wieso/Wieso nicht?
- e. Was müsste sich verändern, dass sie auf jeden Fall in der Branche bleiben?
- f. Welche Vorschläge haben Sie um die Rahmenbedingungen für Mitarbeiter der Tourismusindustrie zu verbessern und die Branche attraktiver zu machen?