



# UNIVERSIDADE D COIMBRA

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## **MOTIVATION IN THE HOSPITALITY SECTOR**

SATISFYING AND RETAINING EMPLOYEES

*Internship report within the scope of the Master's degree in management,  
oriented by Prof. Isabel Cristina Dórdio Dimas and presented to the Faculty of*

*Economics of the University of Coimbra*

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FACULDADE DE ECONOMIA  
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**COIMBRA**

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*Relatório de estágio realizado no âmbito do Mestrado em Gestão, orientado  
pela Prof. Doutora Isabel Cristina Dórdio Dimas e apresentado à Faculdade  
de Economia da Universidade de Coimbra para a obtenção do grau de  
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## Abstract

Motivation can be described as "the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal" (Robbins & Judge, 2017, p.202)". Based on this definition, and as we will be able to observe during the first chapter of Part 1 of this report - which describes the main motivational theories from the most classical to the most contemporary ones -, we can see that motivation thus presents itself as a comprehensive concept. This leads theorists such as Herzberg and Vries to admit that there is a substantial level of complexity associated with exploring this theme (as cited in Ferreira et al., 2006, p.3).

In the current United Kingdom business context and specifically in the Scottish case, motivation is increasingly taking on a pivotal role within organisations. The increase in job vacancies and the decrease in the number of qualified workers are some of the problems affecting the country, with the hospitality sector being one of the hardest hit. The different characteristics of motivation must be taken into account by companies when drawing up planning strategies.

Ensuring employee satisfaction and longevity becomes one of the priorities for companies operating in the country's tourism sector in which the internship company is included. This report portrays the specific case of the *Guest Services* department and the activities developed during the curricular internship carried out during the first semester of the academic year 2021/2022.

**Keywords:** employee retention; motivation; hospitality sector; curricular internship

## Resumo

A motivação pode ser descrita como "os processos que explicam a intensidade, direção e persistência do esforço de um indivíduo para atingir um objetivo" (Robbins & Judge, 2017, p.202)". Com base nesta definição, e como vamos poder observar durante o primeiro capítulo da parte 1 deste relatório – que descreve as principais teorias motivacionais desde as mais clássicas às mais contemporâneas -, podemos constatar que a motivação se apresenta assim como um conceito abrangente. Isto leva autores como Herzberg e Vries a admitirem que existe um nível de complexidade substancial associado à exploração desta temática (citado em Ferreira et al., 2006, p.3).

No contexto empresarial atual do Reino Unido e aqui especificamente no caso escocês, esta temática da motivação assume cada vez mais um papel essencial no seio das organizações. O aumento das vagas de trabalho e a diminuição do número de trabalhadores qualificados são alguns dos problemas que afetam o país, sendo o sector da hotelaria um dos mais atingidos. As características multidimensionais da motivação devem de ter sido em conta pelas empresas quando estas elaboram estratégias de planeamento.

Assegurar a satisfação e longevidade dos colaboradores passa a ser uma das prioridades das empresas que operam no setor do turismo no qual se insere a empresa de estágio. Este relatório retrata o caso específico do departamento de *Guest Services* e das atividades desenvolvidas ao nível do decorrer do estágio curricular realizado durante o primeiro semestre do ano académico de 2021/2022.

**Palavras-chave:** retenção de trabalhadores; motivação; setor de hotelaria; estágio curricular

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## Introduction

This report was produced in line with the objectives of the curricular internship plan carried out in the company *PORTAVADIE Estates, Ltd.* which included the creation of mechanisms for the review of crew retention benefits. During the internship I joined the *Guest Services* department in a supervisory position. In an initial phase, I integrated their daily activities and, later, contributed to the departmental management process.

I chose the theme of motivation in hospitality because it is in line with the objectives of the internship plan and due to the present difficulties in hiring staff by companies in the sector in which the internship company is included. The current situation in the UK, with vacancies in the hospitality sector far outstripping the number of qualified workers, means that it is important to create mechanisms to help retain and increase the satisfaction of high-skilled staff. This can only be achieved if there is an understanding by managers on the subject of motivation and the variables that influence it.

In line with what has been described, in this report I begin by providing an overview of motivation and to its historical evolution. I then review relevant academic theories associated with the theme of motivation. I then provide a holistic analysis of the hospitality sector in the context of Scotland and the UK. This is followed by a brief explanation of the variation in employment vacancies in the sector, and its evolution over recent years. Following this, a review is carried out of aspects concerning the company *PORTAVADIE, Estates, Ltd.* that I consider relevant to the subject of this report. Finally, I describe the most relevant activities developed during the internship period in the *Guest Service* department and present a small proposal for a better planning in regards to boosting motivation.



## **PART 1 – MOTIVATION IN ACADEMIC THEORY**

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## Chapter 1- Motivation in academic theory

### The first approaches

The first approaches to human motivation emerged from the sixth century before Christ, with the development of the philosophy of classical antiquity - which marked the period after the Greek Dark Ages. These focused on the concept of hedonism as a force that influences human behaviour. In line with it, individuals valued aspects such as the pursuit of pleasure and the avoidance of pain.

This principle was further explored later in the works of other philosophers of the 17th and 18th century (Steers et al., 2004). During the 1800s this subject was transferred to the emerging new branch of psychology. Some theorists point out difficulties in utilizing the concept of hedonism as a foundation for the study of motivation. According to Vroom, hedonism had:

no clear-cut specification of the type of events that were pleasurable or painful, or even how these events could be determined for a particular individual; nor did it make clear how persons acquired their conceptions of ways of attaining pleasure or pain, or how the source of pleasure or pain might be modified by experience. In short, the hedonistic assumption has no empirical content and was unstable. (quoted in Steers et al., 2004, p.380).

During the same period, instinct theories were also developed. These saw behaviour as resulting from unconscious factors, as opposed to rationality. Some examples are those developed by James, Freud, and McDougall. In the 1920s some shortcomings began to be identified and the instinct theories started to be replaced by others that focused on aspects such as drive and reinforcement. Thorndike, Woodworth and Hull are some examples of theorists who explored the concept of learning in motivated behaviour and argued that decisions regarding present and future behaviours are largely influenced by the consequences of rewards associated with past behaviours (Robbins & Judge, 2017).

Motivation is now a widely researched theme in the academic world, with numerous theories that relate specifically to the theme having been developed since the mid-twentieth century. Following, I will present some of the theories which I believe to be the most relevant regarding motivation at an organizational behaviour level.

## Early Theories

### Maslow's hierarchy of needs

In 1943, Abraham Maslow, a North American philosopher originally from Brooklyn, proposed what is to this day commonly known as Maslow's Pyramid. This was the baseline to the creation of the Maslow's Hierarchy of Needs Theory. Through it the author defended that in every human being there are five needs which are satisfied in a hierarchical way (Hosftede, 1980). These needs were organized into low-order needs –the most basic ones, which include the two needs at the base of the pyramid - and higher-order needs - which encompass the needs at the upper levels of the pyramid (Figure 1). The former then constitute the needs which are mostly satisfied externally and the latter the needs which are satisfied internally.

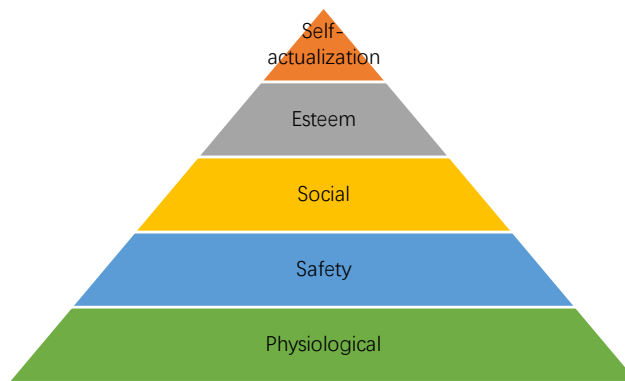


Figure 1- Maslow's hierarchy of needs

Source: Adapt. Maslow, A. H. *Motivation and Personality* (1997)

Maslow's theory then states that human behaviour results from the activation of these needs (as cited in Robbins & Judge, 2017). When one of them is mostly satisfied, the next one begins to establish its dominance. A need which is substantially satisfied ceases to be motivating. Thus, the individual will never be totally satisfied.

This theory is, however, subject to criticism. One of the most significant is the fact that it disregards cultural factors; with some authors pointing out that it is better suited to the reality of the United States. According to a study by Hofstede (1980), in countries with high levels of uncertainty-avoidance - such as Japan, Greece and Mexico, security needs should be at the upper levels of Maslow's pyramid. Similarly, countries with high degrees of nurturing characteristics - as is the case of some Nordic European countries - should

have social needs at the top of the pyramid. In terms of the advantages of this theory, the ease of its application and its practicality should be highlighted. It is a theory that, due to its logical and intuitive character, was and still is particularly used as a management tool.

### Herzberg's Two-Factor theory

Whereas previous theories focused primarily on the role of individual differences in motivation, Herzberg's motivation-hygiene theory tries to determine how work activities and the nature of the work have an influence on performance and motivation (Ribeiro et al., 2018; Steers et al., 2004).

Herzberg conducted a study in which he asked the participants to report instances in which they felt particularly good or bad during the course of their work. After processing the results, he found that most of the reasons for job satisfaction were related to factors intrinsic to each individual - which he classified as motivating factors. These include advancement, recognition, responsibility and achievement. Conversely, the factors that lead to dissatisfaction are extrinsic to the individual - which he classified as hygiene factors. Some examples are supervision, salary, company policies and working conditions.

Due to this finding, the author determines that the opposite of satisfaction is not, as it was generally believed, dissatisfaction. This means that if one removes the unsatisfactory characteristics this will not necessarily contribute to job satisfaction. Herzberg proposed a "dual continuum" by determining that the opposite of satisfaction is no satisfaction. On the other hand, the opposite of dissatisfaction is no dissatisfaction (Robbins & Judge, 2017).

If we look at this theory through an organizational perspective, it will become apparent that the factors leading to job satisfaction are distinct from those leading to dissatisfaction. So, in a company, if the focus is on eliminating factors that lead to job dissatisfaction this will not necessarily bring motivation to its workers. When hygiene factors - such as wage stability, quality of supervision and company policies - are adequate, people will not be dissatisfied, but not necessarily satisfied either. So according to this theory, if the aim is to motivate workers, it is advisable to focus on factors associated with the job itself, such as opportunities for promotion and personal development, responsibility, recognition, and achievement.

This theory has, however, been the subject of criticism in academia. A few authors believe that it is limited because it is mostly based on self-reports. In addition, there are concerns about the methodology used by Herzberg (House & Wigdor, 1967). Furthermore, some pointed out the fact that no overall measure of satisfaction was used.

### McClelland's theory of needs

As with Maslow's approach, this theory - developed during the 1960s - was based on the issue of individual needs. Introduced by Murray in 1938 and further developed by McClelland as from the 1960s, it did not presume, however, a hierarchy of needs. Another differentiating aspect of this theory from Maslow's model is the fact that it identifies a set of needs in relation to workplace behaviour (Steers et al., 2004).

According to McClelland's theory, individuals have sometimes contradictory needs which, at any given moment and when activated, may motivate behaviours. Among these needs are the needs of affiliation, power, and achievement. The need for achievement (nAch) is related to the drive to achieve and excel at certain goals in relation to others. On the other hand, the need for power (nPow) is related to the will to make others change their behaviour in a way that they usually would not change. Finally, the need for affiliation (nAff) refers to the need for the creation of interpersonal relationships.

A study from Royle and Hall (2012), tries to establish relationships between McClelland's Theory and accountability. Other studies that originated from this theory focused essentially on nAch. Amongst its findings, it is noted that high achievers have a better performance level if their probability of success corresponds to 50%. They have a need to feel a sense of achievement satisfaction, which will not occur if their success is exclusively due to chance. They also dislike low odds (or high success probabilities) due to the fact of not feeling sufficiently challenged in those situations.

In accordance with conducted research, it is also possible to observe a link between nAch and job performance. Furthermore, in the case of high achievers, they tend to feel much more motivated if a particular job has a high level of personal responsibility and feedback and a medium level of risk. Although these people are typically very successful, this does not mean that they are automatically good managers. This is due to the fact that they are more concerned with their own personal results than with supporting others to do the

same. In addition, it is observed that the need for affiliation and power seem to be directly related to managerial success - the best managers having greater need for power and less need for affiliation.

Among its positive aspects, this model's solid research base stands out. In terms of criticism, the fact that needs are sub-conscious makes it difficult to determine and quantify them, hindering the practical application of this model. Additionally, the premise that a person with high achieving characteristics needs an internal motivator can only work in countries with some culture of risk: neglecting similarly to Maslow's model, cultural factors. Therefore, this would not be suitable for countries with more risk-averse cultures (Robbins & Judge, 2017).

### **Contemporary Theories**

The more classical theories can be said to have lost significance in the current landscape of motivation, following the emergence of more contemporary theories. This does not derive, however, from the fact that the more recent theories are infallible. Instead, they represent the way in which motivation is currently viewed at a company level. This fact together with their strong research background makes these newer contemporary theories the most widely used today.

### **Deci and Ryan's Self-determination theory**

The authors of this theory propose that individuals, or in this case employees, need to feel that they are in control of their actions. Once the tasks they previously enjoyed - and had more apparent control over - become more of an obligation, their sense of motivation diminishes.

Research that falls under this theory, relates to cognitive evaluation theory in the context of behaviour in organizations which opposes extrinsic rewards to intrinsic rewards. For example, when a person is exclusively motivated to perform a certain task by the exclusive reward of his/her salary or by receiving a bonus, this will make this task perceived as something he/she has to perform, rather than something he/she chooses to perform. Intrinsic forms of motivation should then be prioritized. In addition, the theory also proposes that workers need ways of establishing good connections with others as well as acquiring new skills.

In summary, intrinsic motivation is therefore related to the level of autonomy to perform given tasks, the level of competence that workers perceive themselves to have and the interpersonal relationships they establish. Conversely, extrinsic rewards will reduce interest in the assignments and, consequently, reduce the quality of the work the employees do.

According to Robbins & Judge (2017), a few of this theory's determinant aspects are:

- ✧ Employees with goals defined according to reasons of intrinsic nature are generally more satisfied in their professional context. They also have a greater sense of belonging to the organization and higher productivity levels.
- ✧ Managers should develop and provide a set of different intrinsic incentives. Some examples are diversifying the work assignments by making them as interesting as possible; and creating forms of recognition and support for the individual and collective growth and development of its employees.
- ✧ Extrinsic rewards are other important type of rewards because without them, there can be no working relationships. It is therefore particularly important to find a balance in order to create and maintain excellent levels of work and productivity.

In line with this, Putra et al. (2015) have conducted a study in the hospitality sector that, amongst other things, examined extrinsic and intrinsic motivation's relation with work engagement, finding that the first one seemed to be the one to play a more important role on hospitality employees.

### Locke's Goal-Setting theory

The Goal-setting theory is a theory that focuses, as it suggests, on the setting of time-bound goals. This approach, initiated by Edward Locke in the 1960s, proposes that goal-setting can influence the level of motivation and performance of employees. According to Locke's theory, performance increases in relation to the degree of specificity of the assigned goals, the challenges associated with them, and the feedback provided to employees.

One of the ways in which companies implement this theory is through Management by objectives model (Hofstede, 1980; Robbins & Judge, 2017). This practical model proposes

the establishment of different objectives - from the most general ones to the most specific ones - in a hierarchical way. Firstly, the objectives are defined by organizational objectives, followed by departmental objectives and finally by individual objectives. Performance reviews and feedback sessions are also foreseen at different time intervals to monitor progress and a lastly a final evaluation meeting.

### Adams Equity Theory

Adams Equity theory refers to the role that fairness plays in the organizational motivation landscape. This theory is based on employees' perceptions of what they receive in relation to their contributions and then compares this with their perceived outputs and inputs from others relevant employees. Or as Ferreira et al. (2006) put it, according to this theory “each person would be inclined to compare what is offered as a reward for his performance with what was offered to people like him” (p.6).

The outputs include, among others, bonuses and salary increases. For their part, inputs include elements such as the experience and effort levels of workers. If the perception of a certain employee is that his ratio between outputs and inputs is like that of a relevant counterpart, there is equity as the situation will appear fair to him/her. If this ratio is not seen as similar, then there is instead a perception of inequity (Figure 2). Studies on this theory relate to different outputs. One example is Al-Zawahreh and Al-Madi (2012) that have focused on the output “salary” when examining equity theory in regard to its relations to organizational effectiveness.

Ratio Comparisons*	Perception
$\frac{O}{I_A} < \frac{O}{I_B}$	Inequity due to being underrewarded
$\frac{O}{I_A} = \frac{O}{I_B}$	Equity
$\frac{O}{I_A} > \frac{O}{I_B}$	Inequity due to being overrewarded

\*Where  $\frac{O}{I_A}$  represents the employee; and  $\frac{O}{I_B}$  represents relevant others

Figure 2 – Equity theory

Source: Robbins, S. & Judge, T. *Organizational Behaviour* (2007. Chapter.7: p.220)



## **PART 2 – THE HOSPITALITY INDUSTRY**

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## Chapter 2- The Hospitality Industry<sup>1</sup>

### In the UK

According to *VisitBritain* – a non-departmental body<sup>2</sup> created by the British Government to mostly promote and advise in matters related to the industry-, the tourism industry in the UK comprises public and private companies operating both regionally and/or locally. These include small and medium-sized enterprises (SMEs), international private businesses and, also, *Destination Management Organizations*, known as DMOs.

Overall, the hospitality sector in the United Kingdom had been steadily growing since 2010. Estimates predicted that by 2025 this industry’s profits would total £257 billion, and it was anticipated that it would be responsible for the creation of around 3.7 million jobs (Deloitte, 2013). This anticipated increase was slightly dented due the arrival of the pandemic, which resulted on a decrease of the flow of people into the country. Data made available by the agency *Statista* - that specializes in market and consumer data - shows that there was indeed a drop in international visitors to the United Kingdom. At the end of 2019, the figure was around forty million, and in the following years the tourist flow consistently decreased, reaching six million visitors in 2021 (Figure 3).

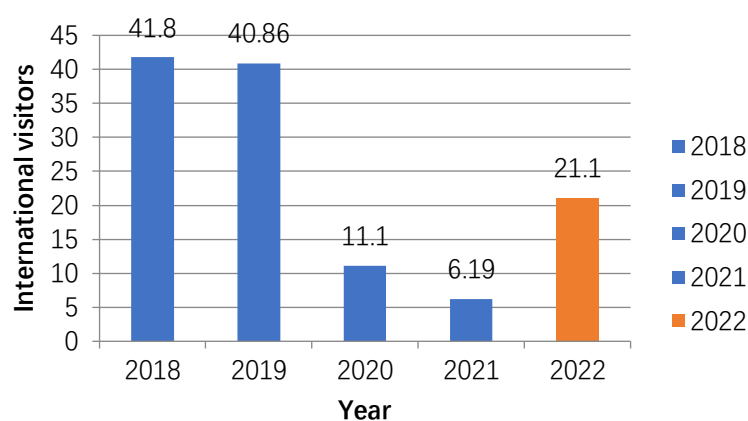


Figure 3 – International visitor arrivals (in millions) with 2022 forecast

Source: Adapt. Statista 2022

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<sup>1</sup>The next two chapters of this report provide a holistic view over the hospitality sector – including specific data related to the tourism industry, qualified workers and vacancies in the UK and Scotland.

<sup>2</sup> According to the UK GOV (2022), a non-departmental public body (NDPB) is a “body which has a role in the processes of national government, but is not a government department or part of one, and which accordingly operates to a greater or lesser extent at arm’s length from ministers”

However, the forecasts are once again optimistic, as it is expected that the number of visitors will climb up to approximately twenty-one million in 2022. According to the new economic impact report issued by the World Travel & Tourism Council - or WTTC - it is also expected that there will be an increase in employment generated in the sector over the next decade. Around 700,000 new industry-related jobs are expected to be created.

Julia Simpson, CEO and President of WTTC, highlights the need for more efficient planning to counter effects created by a drop in international visitors. In 2019, the tourism industry made up 9.9 per cent of total GDP, with 2020 falling to just 4.3 per cent - £234.5bn and £93.9bn, respectively. The outlook for the industry is now brighter, with 2021 having seen growth over the previous year. The industry contribution to the GDP climbed up and reached a total of £131bn – which even though it is still roughly £100bn below the numbers of 2019, it constitutes a growth.

### In Scotland

Similarly, to *VisitBritain*, a tourism related executive non-departmental public body was created by the Scottish Government. *VisitScotland*, Scotland's national tourist board works closely with a variety of public and private businesses, authorities and agencies that operate mainly at a local level. *VisitScotland* is responsible for promoting Scotland as a tourism destination on a global level in order to attract a flow of tourists to the country. It is also tasked with providing information and inspiring visitors and potential visitors. In addition to this it has an advisory role, cooperating with partners to identify and meet consumer needs.

In terms of international tourism performance, despite the lack of data for the year 2020, also in Scotland there is a drop in visitors from 2019 to 2021. According to *Visit Scotland*<sup>3</sup>, in the year leading up to the pandemic, around 3.5 million international tourists visited the country, and in 2021 this number falls to 536 thousand visitors. This constitutes a drop in the number of visits of -85% year on year. If we consider the total number of overnight stays, the numbers are around 28,385 thousand and 8,905 thousand, respectively - which constitutes a percentage drop of -67% from 2019 to 2021. Regarding

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<sup>3</sup> All statistic data was adapted from the Office for National Statistics' International Passenger Survey (IPS) by *VisitScotland*.

the spending in sterling pounds these total 2,538 and 521 million, respectively which equates to a drop of -79% in two years (Figure 4).

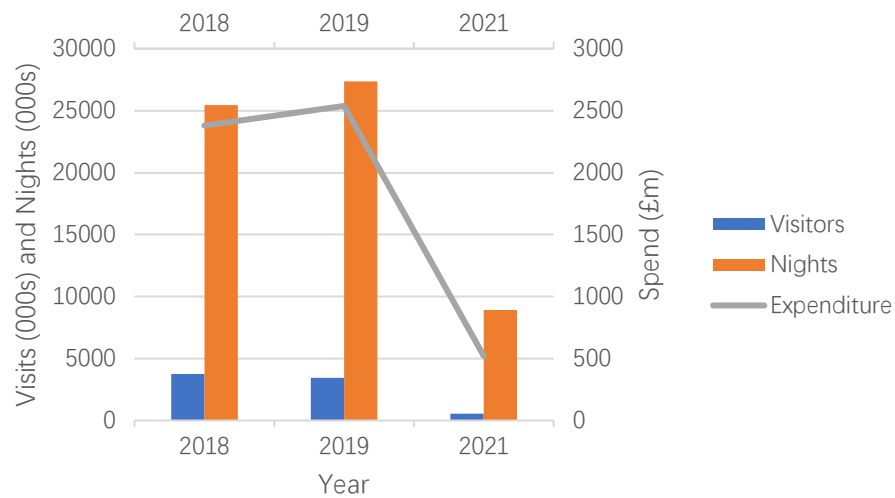


Figure 4 – International Tourism Performance 2018-2021

Source: Visit Scotland 2022

For domestic tourism in 2021, the independent Scottish market analysis company *Progressive Partners*, created a questionnaire titled *The Scotland Visitor Experience in 2021*. The survey was carried out online, to a sample of about 2,453 thousand people of which 62% visited the country between April and December 2021 for at least one night. This percentage corresponds to a total of 1,528 thousand people, of which 51% are resident in England, 1% in Wales, 42% in Scotland and 4% in Northern Ireland.

### Scottish visitors profile

According to the same study, the domestic visitors are holistically characterized as individuals seeking to escape the daily routine and connect with nature. In terms of their favourite destinations, islands and the coastal area stand out as indicated by 43% of respondents, followed by the countryside (34%), mountains or hills (29%) and rivers and lochs (27%). The majority of the visitor sample for 2021 reported that a large part of their trip was spent in the Highlands and Isle of Skye (37%), Argyll and the Isles (16%) and Edinburgh (14%). Forty-one percent of the sample of visitors were aged between 55 and 64 years, followed by the population aged over 65 years (28%) and between 45-54 years (20%). The individuals who visit the least are those aged between 35 and 44 years old and

between 18 and 34 years old, which represent 7% and 4% of the sample, respectively. The majority are regular visitors, retired or working full time (Figure 5).

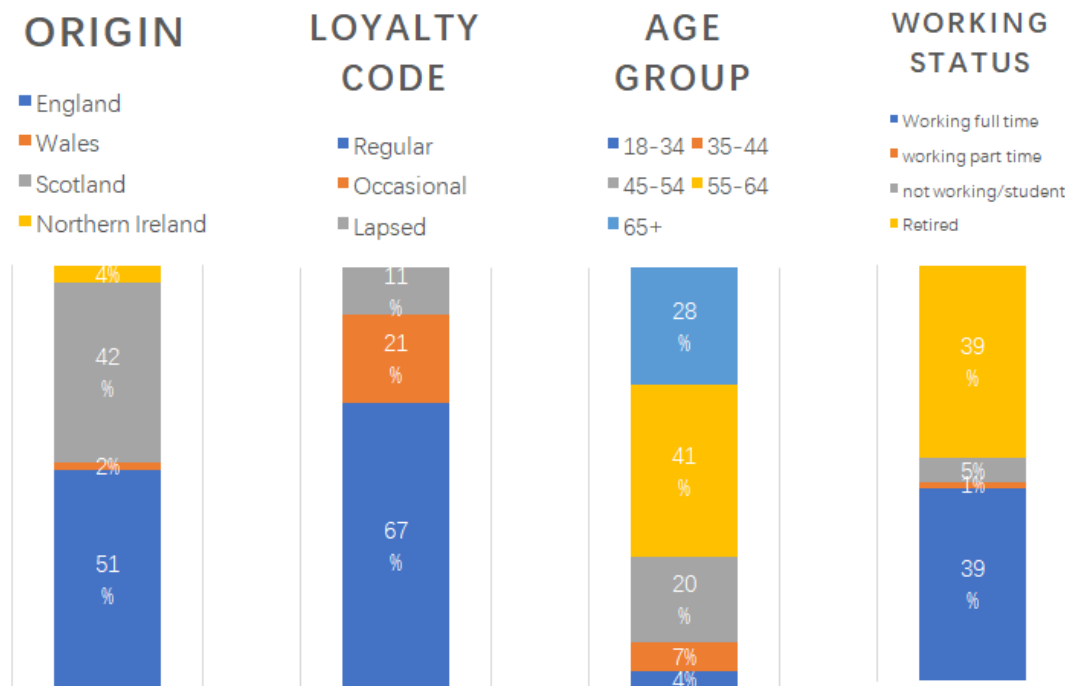


Figure 5 – Key Information on Visitation

Source: Adapt. *The Scotland visitor experience in 2021*

Over half a million visitors during the year 2021 are international. Of these, 64% are European citizens, 26% from the United States and 10% from other origins. In terms of the purpose of their visit, in contrast with 2019, when most of international tourists had leisure motivations, in 2021 most visits are for family reasons (*VisitScotland, 2022*).

### Chapter 3- Hospitality Job Vacancies

The difficulty of filling hospitality vacancies in the United Kingdom does not appear as something recent, but rather as a recurring phenomenon. In the hospitality sector, the increasingly high levels of tourist influx to the country has help to gradually increase the number of job openings – with the exception of the timeframe between 2020 and beginning of 2021.

#### In the UK

During the beginning years of the decade, the hospitality sector was facing some hurdles in Great Britain mostly due to the pandemic that was also being experienced at a global level. In addition, other events of a more domestic nature - among which the new emigration policy resulting from Brexit is included - have also contributed to this phenomenon. The hospitality sector was the most affected, with losses exceeding £100 billion in 15 months. In terms of unemployment in the industry, there was a loss of more than 600,000 jobs, with almost 8,000 businesses closing permanently.

At the beginning of 2021, the Committee of the *Department for Environment, Food & Rural Affairs*, also known as *DEFRA*, launched an enquiry on *Labour shortages in the food and farming industry* to which the various bodies related to this area could contribute with their opinions. *UKHospitality (UKH)*, representing all the parties that make up the country's hospitality sector, submitted its response to this enquiry in November 2021. This body - which encompasses pubs, bars, restaurants, hotels, leisure parks, visitor attractions, the public and private catering sectors and more - then intervenes on behalf of those businesses which are directly related to the hospitality sector. The same organization identifies different issues in its report which include what it considers to have strongly impacted the hospitality market. Among other things, the effects of the pandemic, the new immigration policy, long-term talent pipeline and government schemes are highlighted. By the end of 2021 there was an increase in the number of hospitality and tourism-related jobs in the country. According to the *Vacancies Survey* of the *Office for National Statistics*, between April and June 2021, there were about 102,000 vacancies in hospitality, which was more than 5.5 times as many as in the pre-pandemic period (Figure 6).

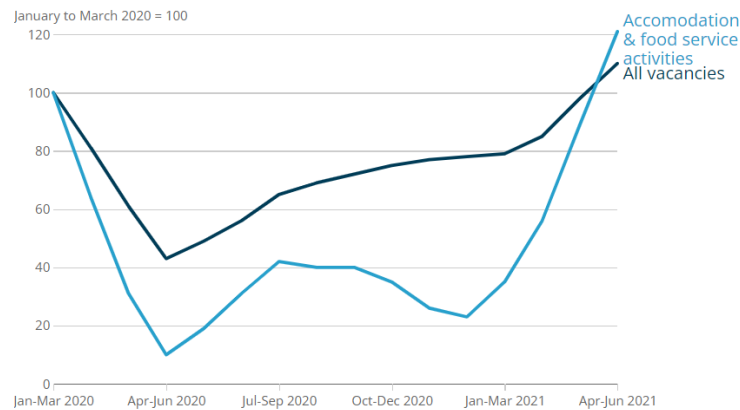


Figure 6 – Job vacancies, January 2020 to June 2021

Source: Office for National Statistics – Vacancies Survey, 2022.

Based on data from a survey to its constituent members, *UKHospitality* identified that, in June 2021, most vacancies were for front of house staff (including reception, bar and waiting staff), chefs’ vacancies, kitchen porters and assistant management vacancies. With supply far outstripping demand, workers gained more bargaining power during this period and found it easier to select their most suitable job; many even choosing to leave the hospitality industry. According to a sample surveyed by Bell, T et al. (2021) that later was translated into a graph we observe that most of the people who left the industry do not show an intention to return to it (Figure 7).

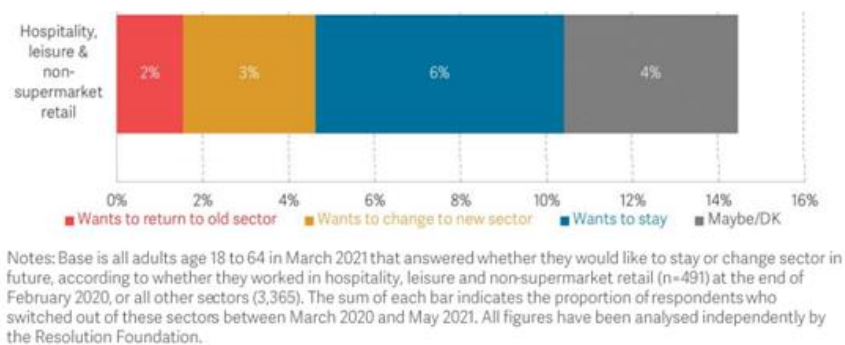


Figure 7 – Proportion of 18-64-year-olds which have changed sector since March 2020 according to whether they want to move into another type of work in the next six months, by sector in pre-crisis: UK

Source: RF analysis of YouGov, Adults Age 18+ and the Coronavirus (COVID-19), June 2021 wave

Employment opportunities in the United Kingdom’s hospitality sector are expected to continue on an upward trend in the years to come. The World Travel & Tourism Council anticipates that over the next decade more than 700,000 jobs will be created in the industry.

## In Scotland

This phenomenon has progressed similarly in the Scottish landscape. It is estimated that the hospitality sector accounts for at least £6 billion a year directly and a further £3 billion if suppliers are considered. In the pre-pandemic period this was the third most employable sector in the country with around 300,000 workers.

Data made available by *UKHospitality Scotland*, suggests that by 2021, the vacancy rates in the hospitality sector will have risen from at least 10% to 16% - amounting to between 30,000 and 48,000 jobs. According to a survey of *UKHospitality Scotland* members, most job opportunities available included front of house, chef, kitchen porter and assistant manager vacancies. This insufficient number of workers is explained by factors like workers leaving for their country of origin during the lockdown; difficulty returning due to restrictions on travel imposed by the government; lack of confidence in the stability of the sector; the effects of the furlough; the decline in investment in vocational education; among others. In addition, there were difficulties related to the new emigration policy that was instituted from January 2021. With most workers in the sector considered level 1 and 2 workers, this made it impossible to recruit new overseas workers – as in an early post Brexit phase work visas were exclusively available to highly skilled, highly paid workers.

At a domestic workers' level there were difficulties due to the distribution of the population as well as other demographic criteria. Data from a report published by the *National Records of Scotland for the year 2020*, 91% of the country's population lives in settlements and localities, which account for only 2.3% of the Scotland's area. These settlements are mostly located in the central belt and on the east coast. This may help to explain some of the difficulty that some rural areas have in attracting qualified workers. The Government tried to counteract these difficulties in hiring and maintaining professionals through the creation of national grants and local incentives. On the other hand, the organizations that operate in the hospitality industry themselves seek ways to attract and to keep their qualified staff. Motivation appears here as something of an essential character to assist in the retention of qualified staff in the hospitality industry of the United Kingdom.



## **PART 3 – THE CASE STUDY & ACTIVITIES DEVELOPED**

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## Chapter 4- *PORTAVADIE Estates, Ltd.*

### Overview of the Company<sup>4</sup>

*PORTAVADIE Estates, Ltd.* is a company founded in October 1996, whose office is registered in Largs, Ayrshire, Scotland. It operates in the traveller accommodation industry, which is one of the subsectors that are included in the wider category that is the tourism industry in the United Kingdom. The company operates in the Business to Consumer spectrum, as its main activities occur through providing services and selling goods directly to the consumer. It offers a wide range of services that include accommodation and camping services, hiking and cycling routes, spa and restaurant facilities, event planning and berthing services. It enjoys a privileged location on Scotland's West Coast, on the shores of Loch Fyne, reachable both by land and sea. The resort is renowned for its excellent service, having received the Scotland's Best Accommodation Provider award in 2018. The restaurant has been awarded the distinction of 2 AA Rosettes<sup>5</sup> and the marina awarded five Gold Anchors<sup>6</sup>. Regarding its structure, the company currently is comprised of 8 departments. It is also composed of a team of managers and a board of directors (Figure 8).

### Administrative Model

The main model to assess performance utilized by the company is in line with the Management by Objective Model. Through which the board of directors starts by establishing clear general organizational financial goals and specific departmental financial goals. These include the predicted target for the whole year and monthly targets. Set in sterling pounds, the financial targets are then passed on to the departmental managers by the company's managing director that monitors their progress monthly. Each head of department is responsible for establishing individual goals for each

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<sup>4</sup>All information regarding the organization was provided by the company itself, collected from the organization's website, and/or adapted from public documentation.

<sup>5</sup>The AA Rosette award is a UK scheme for assessing the quality of the food in the hospitality sector. According to the AA website a 2 AA Rosettes restaurant constitutes an "Excellent restaurant that aims for and achieves higher standards and better consistency. A greater precision is apparent in the cooking, and there will be obvious attention to the selection of quality ingredients".

<sup>6</sup>Gold Anchor is a global marina accreditation that operates similarly to the star rating system developed to help access and raise standards of marina related services.

member of his/her team to enhance the attainment of the departmental goals. They also determine which feedback and performance review mechanisms they consider appropriate to do so.

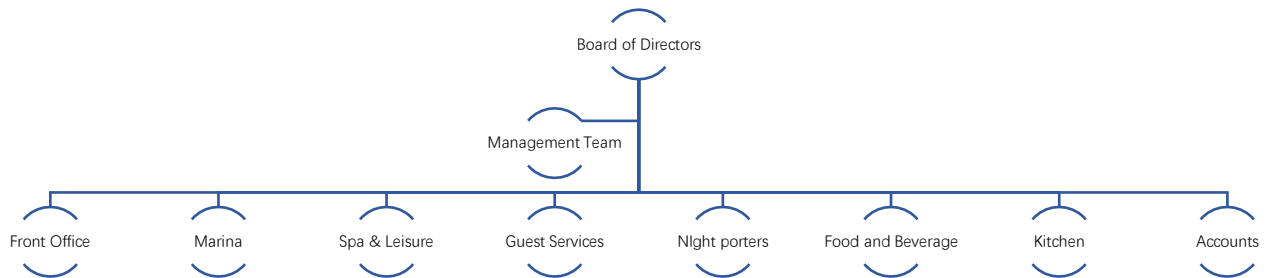


Figure 8 – Organizational chart

Source: Self-made. PORTAVADIE Estates, Ltd.

The company is classified as a small and medium-sized enterprise according to the European SME parameters that have also been adopted by the UK government. These establish that organizations with fewer than 250 employees and an annual balance sheet total not exceeding €43 million are considered small and medium-sized enterprises. According to data taken from the company's *Annual Report and Financial Statements for the Year 2020*, in that same year, the company had a balance sheet total of over £20 million. Also, according to the same report, the monthly average of total staff during 2020 was 96 employees.

### Staff Retention

This constitutes a decrease in the average monthly number of employees relatively to year 2019, although not a very substantial one. In part, this phenomenon can be explained by the *Coronavirus Job Retention Scheme (CJRS)*<sup>7</sup>, also known as the furlough

<sup>7</sup> The CJRS foresaw that employers could, during the period between March and September 2020, benefit from government incentives that covered most of the salary of the employees unable to work due to the pandemic. From September of the same year, this Furlough Scheme was replaced by another scheme called the Job Support Scheme (JSS) which stipulated that these employees would work a minimum number of hours and that the costs of these employees would be divided between the government and their employers. The CJRS was again implemented during the various phases of the aggravation of the pandemic

scheme, implemented by the UK government from March to September 2020. The accommodation and catering services sectors, of which the company in analysis falls within, recorded the highest value of claims, which totalled £12.87bn - having been among the most substantially affected sectors during the pandemic (HMRC<sup>8</sup> as cited Clark, 2021). Even though no official figures for 2021 and 2022 have been released yet, information made available by the company indicated that, in July 2022, about eight dozen workers were employed by the firm. According to its online human resources page, the organization is currently actively recruiting for five other positions in different departments.

As we have seen, by the end of 2021, - during the period when the recovery of the sector was commencing - there were difficulties in hiring and retaining staff in the hospitality sector. Between the 23rd of August and the 5th of September of that same year, 30% of hospitality businesses reported that they were experiencing increased difficulties in the process of filling vacancies (ONS, 2021). Among the previously mentioned factors that boosted this phenomenon, some such as the increasing amount of job vacancies in the sector, the decrease in the number of skilled workers due to Brexit and the pandemic, changes in the labour sector, among others, stand out.

Considering the case of the company under analysis, the information gathered points to stable levels of staff turnover during the end of the last decade. In the *Guest Services* department, the difficulties in hiring new staff were felt particularly during the summer period. The Food & Beverage and Kitchen departments presented greater challenges at this level during the last year, derived from the departure of highly skilled team members. A management decision was taken to extend the temporary closure of one of the three restaurants that make up the resort to overcome these recruitment difficulties. In addition, the old employee benefits measures were reinforced, and new measures were created to try attracting skilled workers to the region and satisfying employee's needs.

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in the UK. Initially, the government would pay 80 per cent of workers' wages, with the state contributing 60 per cent and employers the remaining 20 per cent (Clark, H. 2021).

<sup>8</sup> Her Majesty's Revenue and Customs (HMRC) is a department of the British Government whose responsibilities include collecting taxes, the payments of a few forms of state benefits, and others.

## Staff Benefits

*PORTAVADIE* recognises the importance that keeping employees motivated has on their satisfaction, performance and behaviour and, consequently, on the company's productivity levels. The current system implemented by the company used feedback mechanisms – such as departmental meetings and suggestion boxes- to identify the needs of its workers. Subsequently, the company gradually created and developed a set of tools and benefits aimed at meeting the same needs (Annex B). Among the identified ones are access to transport housing and food & drink services; salary and other monetary needs; well-being; professional growth and autonomy; and planning.

Firstly, workers highlight a concern for the lack of variety in transport, accommodation, and food & drink service infrastructures, due to the rural location of the company. To address this concern the organization has partnered with West Coast Motors, a local bus services provider. Employees are now entitled to receive a 50% discount on the local bus. *PORTAVADIE* also offers several options of affordable housing and a 20% discount in the resort's shop and restaurants for staff.

To the need for a competitive wage and other monetary benefits, the company responded by setting its minimum wage at £10 per hour. This is higher than the national minimum wage and has earned the company the distinction of Living Wage Company by *Living Wage Scotland*. *PORTAVADIE* also offers a £300 voucher if one of its employees refers a friend to work for the company, to be paid when his/her training period ends.

A wide range of activities and equipment are provided to meet workers' needs for well-being. These include free use of pool and gym facilities; table tennis and cycling equipment; 20% Staff discount when booking accommodation, beauty treatments and purchasing beauty products; access to hospitality action's employee assistance program; and company amateur football practice.

Regarding the needs of autonomy and personal development, performance reviews are conducted during the training period of new employees - that comprises the first 6 months after their hiring; there is a suggestion box through which employees can leave a variety of anonymous suggestions. In addition to this, there are outsourced training

courses promoted by the company. Examples of these training activities are the first aid course open to all and the modular management training, specifically for managers.

Lastly, and to meet its employees' need for planning, *PORTAVADIE* also works with the NEST pension scheme and with TNA Wizard. The first is a retirement savings plan chosen by the company and to which employees are automatically added. The second is an integrated payroll system. It brings benefits to workers through its mobile app that makes it easier for them to register their attendance and schedule holidays.

## Chapter 5 – Characterisation of the Internship

In this chapter I provide a description of the internship. It includes an overview of the department of Guest Services and of the responsibilities and activities connected with my leadership position within the team. In terms of activities developed, I tried focusing on some of the most relevant activities. The internship and the report were developed in accordance with the objectives and plan for the internship; that was carried out between October 18, 2021 and February 18, 2022. On a company level the internship was supervised by Iain Jürgensen, *PORTAVADIE*'s managing director and Lorna Wilson the head of the *Guest Services* department.

### The Guest Services Department

As we have seen, the *Guest Services* department is one of eight departments that make up *PORTAVDADIE Estates, Ltd.* This department is responsible for ensuring that the standards of the accommodation and facilities are excellent in order to satisfy the needs of the visitors. This is done by monitoring the activities of the Out of your Hands Company, an outside contractor that is responsible for the overall cleanliness of the resort's facilities.

Additionally, the *Guest Services* department is also responsible for the management of the laundry service - which includes handing over laundry items to the SPA and the restaurant and notifying reception of when accommodation is inspected.

Hence, there is a great and constant need for communication with other departments during the day-to-day running of the department. This communication takes place essentially using the different internal channels within the company which include the use of the institutional email, internal telephone network, radio and Task Genius<sup>9</sup>.

At a structural level, the *Guest Services* team consists of a total of eight employees, seven of whom are permanent members and one part-time. This number of workers is slightly higher than the previous summer when the *Guest Services* department consisted of six

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<sup>9</sup>Task Genius is an internal task management system that helps to keep track and to prioritize tasks to be performed, organizing it by their different levels of urgency. It is used by the *Guest Services* senior team to communicate any maintenance issues in the facilities to the maintenance team.

workers. The employee retention in the *Guest Services* department has proven to be difficult similarly to other departments.

### Training process

On the first day of the internship, induction activities were carried out. Amongst these were a tour of the premises, an introduction to the team and a fire safety training session - required to be completed before taking up employment in the UK hospitality industry. I also introduced the training activities that will take place during the internship.

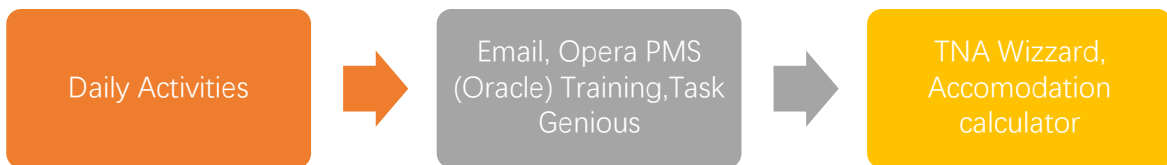


Figure 9 – Training Activities and Tools<sup>10</sup>

*Source: Self-made*

The training included, in an initial phase, the carrying out of general activities of the department in order to foster a better understanding of its operations. In the second and third stages, departmental management tools were explained in order to guarantee greater efficiency in the performance of the new supervisory role (Figure 9). The main goal of this training plan was to have an adequate understanding of the basics of departmental management in order to be able to run the department during the periods of absence of the head of department.

### Regular Departmental Activities

#### The Drop-Off

To frame some of the following activities it is important to highlight that *PORTAVADIE* has various types of accommodation available to its clients. These include studio apartments, lodge rooms, cottages, luxury apartments, and others. Due to the large dimension of the resort, the cleaning of the facilities is assured daily by the company *Out of your Hands* - a local company that provides a selection of cleaning services.

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<sup>10</sup>The accommodation calculator is a departmental excel sheet that calculates costs the amount to be paid to contractors in sterling pounds. .



The Guest Services department is responsible for preparing what Out of your Hands needs for its daily activities. So, in addition to other tasks, it carries out something it calls "drop-off". This consists of the preparation, according to and in the order of the data on the Daily Activity Sheet, of bags with bed linen and towels for each type of accommodation. These bags vary in colour and composition depending on the type of accommodation and are placed in an orderly manner at the entrance to the laundry, together with boxes with the items to be included in each room.

Reception informs the Guest Services department supervisor by email when there are departures. The supervisor in turn notifies the contracted company and the members of the team responsible for the drop-off via the department's chat. The latter proceed with the delivery of all the necessary material which is done by means of a vehicle provided by the company.

#### **Accommodations Inspection/ Quality control**

Each of the accommodation categories mentioned above has different characteristics in terms of size and the items that compose it. For example, a Standard Lodge Room consists of one bedroom with a bathroom, whereas a Three-bedroom Luxury Apartment has three bedrooms with bathrooms, a sauna, a kitchen and a balcony with a view to the marina (Annex F).

In order to control the quality of the cleaning services, the workers of the Guest Services department carry out an inspection after the company Out of Your Hands has finished its daily duties. It is usually carried out in the afternoon and must comply with the department's Standard Operating Procedures (SOP). These are a set of detailed documents on the inspection procedures for each of the accommodation typologies that are presented to, and signed by, the department's workers during their training period. They are then kept in paper format in the management office. They contain features such as the arrangement of the various items that make up a specific accommodation, the detergents to be used, what type of cloth to use for that purpose, among others.

The inspection is carried out first on rooms that are arrivals and finally on vacant rooms. The general inspection process involves a methodical check of all the items that make up the accommodation, using a disinfectant and different cloths for the various areas. If there are kitchens, it should be checked that the number of existing utensils corresponds to the number in the SOP for that accommodation. Missing or additional items should be added, the last ones in accordance with the "Notes" section of the Daily Activity Sheet (as in Annex D). After thorough inspection this should be reported to the supervisor in charge so that it can be communicated to the reception team.

## **Supervisory Activities**

### **Daily Information Sheet**

One of the tasks performed daily at the department supervision level first thing in the morning is to complete an Excel document with information about the current day and about the next day. This has 3 main purposes. The first is to provide next day information regarding arrival and departure dates and general bed set up details to the contractors; the second is to provide occupancy information to duty managers, maintenance staff, night reception, and others. The third is to include important information for the inspection process carried out by the Guest Services department and to make departmental management decisions. If there are only a few Departs and enough workers in the *Guest Services* department, a decision can be made not to ask for Out of your Hands aid, as the cleaning can be performed within the department - this helps to reduce departmental costs.

This document is updated based on information from Opera PMS, a booking program both used by the reception and *Guest Services* senior team. The plan for the next day is sent daily to the institutional e-mail addresses of several departments and to the contractor Out of Your Hands. On a weekly basis, a report with details about the future occupancy of the accommodation is issued by the same program and forward to Out of Your Hands, so that they can perform their own planning.

In terms of the Daily Activities Sheet for the current day, it should again be checked against the details in Opera PMS in order to verify if there are any changes in reservations. This could include bed set up or new traces – for example including a pre-paid bottle of wine in the accommodation.

OOYH INFORMATION													
26.01.22	Guests	Refresh	Occupied	Depart	Arrival	SK	K	T	Kmp	Smp	z bed	Sofa	C/H
Studio 1	2			27.01.22	Arrival	1							
Studio 2	2			28.01.22	27.01.22	1							
Studio 3	2		29.01.22	Depart	27.01.22	1							
Studio 4	2			30.01.22	29.01.22	1							
Studio 5	2		30.01.22	Depart	29.01.22	1							
						SK	K	T	Kmp	Smp	z bed	Sofa	C/H
Lodge 1	2			27.01.22	Arrival	1							
Lodge 2	2			27.01.22	Arrival		1						
Lodge 3	2	Refresh	Occupied	27.01.22	28.01.22	1							
Lodge 4	2		29.01.22	Depart	28.01.22	1							
Lodge 5	2		28.01.22	Depart	27.01.22	1							
Lodge 6	2	Refresh	Occupied	27.01.22	28.01.22			1					
Lodge 7	2			27.01.22	Arrival	1							
Lodge 8	2			27.01.22	Arrival		1						
Lodge 9	2	Refresh	Occupied	27.01.22	28.01.22	1							
Lodge 10	2			30.01.22	29.01.22	1							
Lodge 11	2			28.01.22	Arrival	1							

Figure 10 – Occupancy Information

Source: PORTAVADIE Estates, Ltd. (Full document in Annex D)

### Account Calculator and Invoicing Contractors

This is a monthly activity carried out by the management of the *Guest Services* department. The contract between *PORTAVADIE* and the company *Out of your Hands* stipulates that the cost of cleaning the accommodation varies according to a pre-defined table. This is because, as we have seen, each type of accommodation has different dimensions and characteristics. The manager keeps a record in the *Guest Services* Department's diary of how many departures there actually were on that date. At the end of the month, this information is added into an Excel spreadsheet - the *Accommodation Calculator*. The total amount to be paid in sterling pounds to the contracted company is then automatically calculated. This amount is checked against the amount that shows in the invoice sent by email from *Out of your Hands* management team. If there are any irregularities, these must be communicated by the manager to *Out of your Hands* and to the accounting department.

Team Motivational Activities

## Departmental Job Satisfaction Survey

This activity was developed within the department of *Guest Services* under supervision of the line manager. Its goal was to identify levels of job satisfaction of employees. Due to small dimension of the department, employee feedback is performed generally through informal meetings. While looking for ways to assist the process of reviewing the department retention benefits and to contribute to increase the levels of satisfaction of staff, I have created a simple anonymous departmental anonymous satisfaction and opinions survey, under supervision of the department's manager (Annex D).

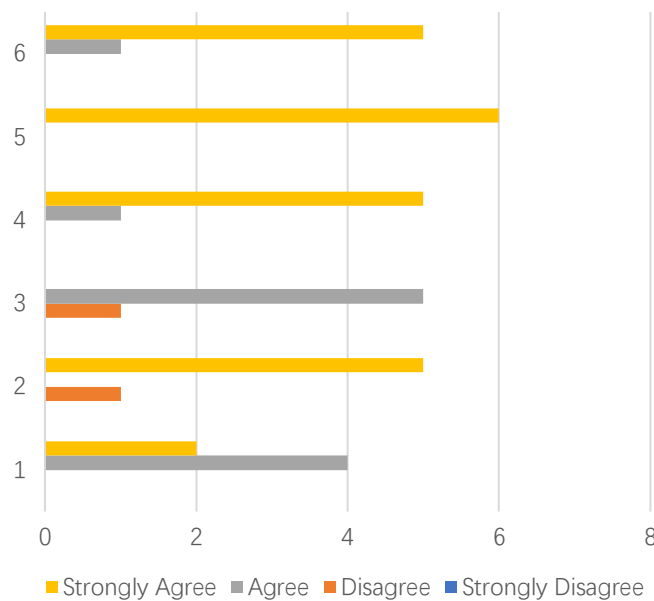


Figure 11 – Survey Results

Source: Self-made

The questionnaire was distributed to the department employees (=6) and it contained statements regarding the topic of job satisfaction<sup>11</sup>, to which each employee attributed the qualitative designation of strongly agree, agree, disagree, and strongly disagree (Figure 11).

<sup>11</sup> (1) I receive adequate support from my line manager; (2) I feel like my levels of commitment and effort are recognized; (3) I receive sufficient levels of feedback in terms of tasks developed; (4) I am happy with the current benefits provided by the company;(5) I would recommend working at the company to a friend; (6) Overall, my level of job satisfaction is positive

The results showed that most of the employees of the Guest Service department are overall strongly satisfied and satisfied in most aspects of the inquiry and were passed on to the head of department. There was also a space to provide additional comments and suggestions on job satisfaction within the department, in which one respondent suggested starting the shift later. Due to the nature of the guest service work that was not possible to implement. In line with this request, we implemented one rotational laundry shift every two weeks per person which started from 11 o'clock onward.

With regards to the points in which employees expressed lower levels of satisfaction, those referred to in number 2 and 3 of the survey stand out. Lower levels of agreement were found concerning aspects such as the recognition of levels of commitment and feedback concerning the tasks carried out by employees.

## Chapter 6 – A Motivational Model - Proposal

As observed during chapter 4, in order to enhance the motivation of its employees, the company uses a hybrid approach. On the one hand, it uses intuitive aspects - present in early motivational theories - such as the identification and satisfaction of employees' needs. On the other hand, it incorporates aspects of contemporary theories, such as the use of feedback and general rewards (staff benefits) for its employees.

Factors such as the individual contribution and performance of employees are not taken into account. This might lead to staff feeling unmotivated, which corresponds to situations of perception of inequity according to the Adams Equity Theory.

Furthermore, the current system does not clearly incorporate the personal and professional goals of employees as well as the goals of the company itself (that as previously seen was introduced by the goal-setting theory) and the time factor. Based on the current system used by the company, the activities developed within the *Guest Service* department, and in order to enhance its applicability, I sought ways to fill gaps identified in it. Thus, I drew up a proposal for a system based on the creation of standardised feedback mechanisms that interconnect with the various phases of the process (Fig.5).

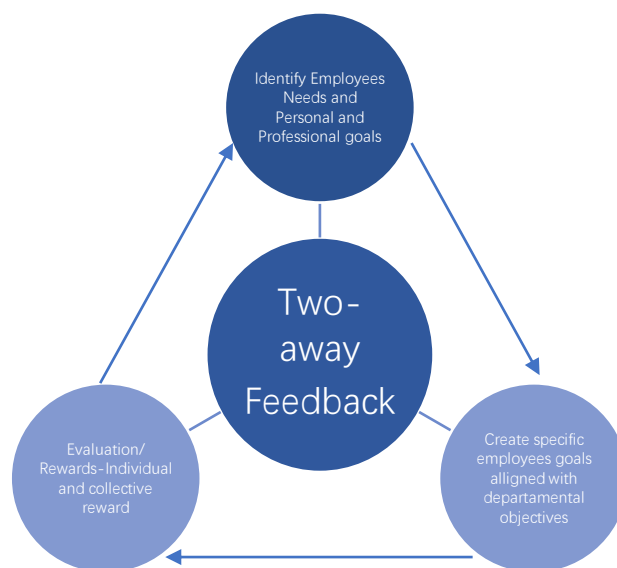


Figure 12– Proposed motivational model

Source: *Self-made.*

It is recommended that this system be implemented by the heads of department for a period of 12 months, starting from the date of employee’s contract signature/renewal.

Two-way mechanism	feedback	Activities
Individual meeting	Monthly	Individual goal setting  Evaluation and Progress Review including feedback from employees <sup>12</sup>  Final assessment / rewards
Departmental meeting	Monthly	Introduce departmental objectives and accompanying progress.  Anonymous satisfaction & opinion surveys <sup>13</sup> –

**Table 1. Two-way feedback mechanism, time-frame and activities**

*Source: Self-made.*

Concerning feedback, it is proposed the implementation of bilateral feedback mechanisms to facilitate high levels of communication between managers and employees. It is suggested that this takes place essentially through monthly individual and departmental meetings, as described in Table 1.

This model is cyclical in structure with feedback mechanisms that influence the whole process. The data collected by these mechanisms activities starts by helping to identify information about the personal and professional needs and objectives of the employees. This is then used by the heads of department to create specific goals for each employee, in line with the department’s goals.

The manager will later meet with each subordinate to check and evaluate progress during the next individual meeting. After one year and positive final evaluation the employee receives a reward to be determined according to department’s budget. If departmental goals are met team rewards should be provided as well. The model operates, as

<sup>12</sup>Performance review to be conducted monthly as in annex E

<sup>13</sup>To be distributed every 6 months as in annex F

mentioned, on a cyclical basis over the course of a year. After one year, a new cycle is initiated.

## **Conclusion**

In conclusion, regarding the internship carried out at *PORTAVADIE* Estates, Ltd., I believe that it was a successful internship. The content of the training provided by the company was well defined and in line with the internship plan and the tools were well explained. Although the resort's occupancy rates were unpredictably high during the internship period - which meant that the department's workload also increased - I felt that there was always support for the development of my internship activities from both the managing director and the department manager, on which I gave them feedback.

I was able to conduct a survey on satisfaction and offer suggestions in regards to employee rewards inside of the department. Among them are rotational weekends off and later start shifts to improve flexibility and satisfaction within the department. Also, I got to experience the different ways in which motivation occurs at the internship company that invests a lot in the diversification of its crew retention benefits. In addition to this, there were some events developed throughout the year such as the Halloween and Christmas parties in which I had the opportunity to actively participate.

Despite having preferred the internship to include more of the financial aspects that connect to running a department, due to their confidentiality nature this wasn't always possible - but the management always tried to show as much as they could, and I tried my best to contribute towards helping achieve the department financial objectives.

I consider that I have acquired a practical knowledge about important aspects of departmental management having developed autonomy and conflict management skills, as well as cost control and communication skills, among others which were in line with the subjects learned during the first year of this cycle of studies. Subjects such as leadership and motivation, organizational behaviour, strategic analysis and logistics providing some of the necessary tools and foundation.

In terms of the general conclusion for this report we saw that motivation is in a direct relationship with the levels of satisfaction of the workers. It is essential that managers and heads of department in companies related to hospitality have an understanding of



what motivates their employees and manage to ensure that they maintain levels of intensity, of direction and persistence. Regarding the importance of direction, it is vital that the individual objectives for the workers are in line with the specific objectives for the department and with the objectives for the company. Available rewards should be provided when objectives are met as they are important for satisfying and retaining employees. Finally, as described by Adams' equity theory, employees' perceptions of institutional justice also need to be taken under consideration.

Lastly, it is important to refer that due to the multidimensional character of motivation in organisations, and due to the fact that the existing contemporary theories of motivation have different levels of coverage and characteristics, there is no complete and indisputable practical application, and the organisations themselves should select which dimensions of the various models are most relevant to the aspects and characteristics of their own organisation.

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## Annexes

### Annex A - PORTAVADIE – Departments, Structure and number of Employees

<p>Management Team -6 People</p> <p>1 Managing Director</p> <p>1 Guest Experience Manager</p> <p>1 Human Resources Manager</p> <p>1 Marketing Manager</p> <p>1 Events Manager   Assistant Front Office</p> <p>1 Operations Manager</p>	<p>Reception   Front Office - 6 people</p> <p>1 Reception Manager</p> <p>1 Reception Assistant Manager</p> <p>3 Reception Colleagues</p>
<p>Food and Beverage - 18 people</p> <p>- Marina Restaurant- Main Restaurant 13 people</p> <p>1 Restaurant Manager</p> <p>1 Restaurant Assistant Manager</p> <p>1 Bartender</p> <p>1 Bartender Assistant</p> <p>3 Restaurant Supervisors</p> <p>6 Restaurant Colleagues</p> <p>- Cafe in the Leisure Centre- 5 People</p> <p>1 Cafe Manager</p> <p>1 Cafe Supervisor</p> <p>3 Cafe Colleagues</p>	<p>Kitchen - 13 people</p> <p>- Marina Restaurant- Main Restaurant 11 people</p> <p>1 Executive Chef / Manager</p> <p>1 Head Chef</p> <p>2 Sous Chefs</p> <p>2 Kitchen Porter</p> <p>2 Breakfast Chefs</p> <p>1 Pastry Chefs</p> <p>2 Chef de Partie</p> <p>- Cafe in the Leisure Centre- 2 People</p> <p>1 Pizza &amp; Salad Chef</p> <p>1 Kitchen Porter</p>
<p>Guest Services - 8 people (Team is also helped in the busy season by a 3rd party housekeeping company named out of</p>	<p>Marina (Services, Yard and Maintenance - 7 people</p> <p>1 Marina and Facilities Manager</p>

your hands) 1 Guest Services Manager 1 Guest Services Supervisor 6 Guest Services Colleagues	1 Marina Assistant Manager 1 Yard Colleague 2 Services Colleagues 2 Maintenance Colleague
Accounts - 4 people 1 Account Manager 1 Account supervisor 1 Account Colleague 1 Good and Receiving Supervisor	SPA & Leisure- 11 people 4 Therapist 2 Receptionist 3 Spa Attendants 1 Spa Assistant Manager 1 Spa Manager
Night Porters & Night Receptionists (Managed by the Marina Manager and Marina Assistant Manager)  - 1 Night Porters & Night Receptionists Supervisor  - 3 Night Porters & Night Receptionists Colleagues	

Source: PORTAVADIE Estates, Ltd.

**Annex B – Employees Needs vs Existing benefits and motivation tools**

Employees Needs	Benefits and other company motivation tools
Accessibility to transport, housing and food & drink services	50% discount on the local bus On-site staff accommodation 20% discount for staff in all the shop and restaurants.
Fair Salary and other monetary	Base hourly rate of £10. Recommend a friend scheme £300 per candidate
Physical Exercise and Wellbeing	Free use of Pool and Gym facilities Table tennis and cycling activities Company amateur football team 20% Staff discount when booking accommodation and beauty treatments purchasing products Access to Hospitality Action’s Employee Assistance Program
Autonomy and professional growth	Outsourced training sessions Performance reviews during training period Suggestions Box
Planning	NEST pension scheme TNA wizard

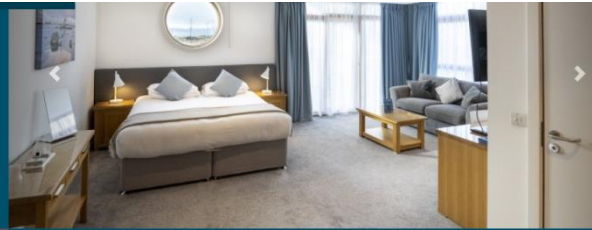
*Source: Adapted from PORTAVADIE Estates, Ltd.*



## Annex C – Different types of accommodation at *PORTAVADIE*

### LODGE SUPERIOR ROOM

The Lodge Superior Rooms are spacious and light-filled. They all have ensuite facilities, should you wish a bath please do specify on booking. Features include a personal balcony, king-sized or twin bed (you choose), a comfortable sofa, a small fridge, tea and coffee-making facilities and a flatscreen TV.



### LODGE CLASSIC ROOM

The Lodge Classic Rooms are large and provide flexible accommodation, with a king-sized or twin bed (you choose) the rooms are also perfect for a family. Features include a sofa, ensuite with shower, coffee and tea making facilities, a small fridge, flatscreen TV and views of Glenan Forest.



### LODGE STANDARD ROOM

The Lodge Standard Rooms are double rooms providing comfortable accommodation for two. Features include a double bed, shower room, tea and coffee making facilities, a small fridge, flatscreen TV and a view of Glenan Forest.

## HOLIDAY COTTAGES

Overlooking the marina, the two-bedroom four-star holiday cottages are bright, warm and spacious. With one double bedroom with ensuite shower room and one twin bedroom, there is plenty of space to sleep up to four. There is also an additional bathroom with shower.

The open-plan living area has comfy sofas and a flatscreen TV. The kitchen is fully kitted out with modern appliances offering you a true home from home. Washing and drying facilities are just a short walk away in the marina building.

These individual cottages have their own outdoor seating area. There is space for two to three cars to park on your own private driveway. Good dogs are welcome, and the grassy area and beach in front of the cottages is the perfect spot to exercise your dog.

All cottage reservations include access to our Leisure Experience and full Scottish Breakfast served in the Marina Restaurant and Bar. For true indulgence treat yourself to our Spa Experience.

All the cottages are accessible with ramp entry.

## STUDIO APARTMENTS

Contemporary and comfortable, the Studio Apartments are perfect for a holiday getaway. Each apartment sleeps two with a king size or twin bed (you choose) and ensuite facilities with shower.

Relax in the lovely open-plan living area, which has a white leather sofa, cushions and a flatscreen TV. The well-equipped kitchen has all the modern appliances you need for a self catering break.

A full Scottish Breakfast served in the Marina Restaurant and Bar is included, a short walk away.

All reservations include access to our award winning Leisure Experience. For true indulgence, treat yourself to our Spa Experience.

Good dogs are welcome in The Studio Apartments, the grounds and shoreline are great for dog walking.

BOOK NOW

### THE HIDEAWAY

We are truly thrilled to introduce The Hideaway, Portavadie's new secluded, romantic retreat on the shores of the marina. An outdoor hot tub and wood-burning stove add to the romance. It is a truly memorable place to stay and perfect for a honeymoon, anniversary or just to escape.



### TIGHNAMARA

Tighnamara is a secluded romantic eco-retreat on the shores of Loch Fyne. Wake up to a spectacular view of Loch Fyne. A wood-burning stove and a huge double bath add to the romance. It is a truly memorable place to stay and perfect for a honeymoon or anniversary.

### TWO-BEDROOM LUXURY APARTMENTS

BOOK NOW

Sitting right on the waterfront, these two-bedroom ground-floor apartments have an open-plan living featuring a fully fitted kitchen with dining area, perfect for a self catering break. The king or twin bedrooms (you decide) both have en-suite bathrooms. One has a shower while the other comes complete with bath and sauna. Wake up to beautiful views of overlooking the marina and enjoy a coffee on your decking.



### DELUXE TWO-BEDROOM LUXURY APARTMENTS

These two-bedroom apartments can be joined to accommodate larger groups. The two king or twin bedrooms (you decide) are on the ground floor and have views of the marina. The sauna suite is next to the first double bedroom. The stairs sweep up to the first floor where there is a large open-plan fully fitted kitchen and living space – the perfect place to entertain and relax on a self catering break. A glass atrium fills the space with light. Sink into the huge L-shaped leather sofa or enjoy a drink on the balcony. There is also a large bathroom on this floor complete with walk-in shower.

### TOWN HOUSE LUXURY APARTMENTS

BOOK NOW

These townhouse-style apartments sit right on the waterfront and are the pinnacle of our luxury accommodation range. The ultimate expression of fine waterside living, they combine space, light and contemporary design. The two downstairs king or twin bedrooms (you decide) both have en-suite facilities. There is also a sauna room and separate walk-in shower. Upstairs the open-plan fully fitted kitchen, dining and living area is flooded with natural light. The spacious balcony offers spectacular coastal views.



### THREE-BEDROOM LUXURY APARTMENTS

These three-bedroom apartments have a prime location on the waterfront. The first floor features an open-plan fully fitted kitchen, dining and living area that leads onto a balcony. There is also a sauna room complete with a double walk-in shower and a king or twin bedroom (you decide) with an en-suite toilet and bath. The staircase sweeps up to the second floor, where there are two king or twin (you decide) en-suite bedrooms one with private balcony. The corridor leads to a skylight mezzanine, which is just the place to kick back and enjoy the views. If it's a clear night, kick back on the sofas and you'll see a canopy of stars fill the sky.

Source: PORTAVADIE Estates, Ltd

# Annex D – Auxiliary tool for departmental management: OOHYH and OFFICE Info

Source: PORTAVADIE

Estates, Ltd.

OOHYH INFORMATION										Complete on ARRIVAL day only										Complete on DEPARTURE day										OFFICE INFORMATION									
Room No	Guests	Refresh	Occupied	Depart	Arrival	SK	K	T	Kmp	Smp	z bed	Sofa	C/H	Ins	App	Pro	Choc	Wine	BDay	Con	Wel	Hr/Bn	SK	K	T	Kmp	Smp	z bed	Sofa	C/H	Status	King	Twin	Next Arrival					
26 01 22	2	Refresh	Occupied	Depart	Arrival	SK	K	T	Kmp	Smp	z bed	Sofa	C/H	Ins	App	Pro	Choc <td>Wine</td> <td>BDay</td> <td>Con</td> <td>Wel</td> <td>Hr/Bn</td> <td>SK</td> <td>K</td> <td>T</td> <td>Kmp</td> <td>Smp</td> <td>z bed</td> <td>Sofa</td> <td>C/H</td> <td>Clean</td> <td>1</td> <td>0</td> <td>26 01 22</td>	Wine	BDay	Con	Wel	Hr/Bn	SK	K	T	Kmp	Smp	z bed	Sofa	C/H	Clean	1	0	26 01 22					
Studio 1	2			27 01 22	Arrival	1								1																		Clean	1	0	26 01 22				
Studio 2	2			28 01 22	Arrival	1																										Clean	1	0	27 01 22				
Studio 3	2			29 01 22	Depart	1																										Occupied	1	0	27 01 22				
Studio 4	2			30 01 22	Arrival	1																										Clean	1	0	29 01 22				
Studio 5	2			30 01 22	Depart	1																										Occupied	1	0	29 01 22				
OFFICE INFORMATION																																							
Lodge 1	2			27 01 22	Arrival	SK	K	T	Kmp	Smp	z bed	Sofa	C/H	Ins	App	Pro	Choc <td>Wine</td> <td>BDay</td> <td>Con</td> <td>Wel</td> <td>Hr/Bn</td> <td>SK</td> <td>K</td> <td>T</td> <td>Kmp</td> <td>Smp</td> <td>z bed</td> <td>Sofa</td> <td>C/H</td> <td>Status</td> <td>King</td> <td>Twin</td> <td>Next Arrival</td>	Wine	BDay	Con	Wel	Hr/Bn	SK	K	T	Kmp	Smp	z bed	Sofa	C/H	Status	King	Twin	Next Arrival					
Lodge 2	2			27 01 22	Arrival	1																										Clean	1	0	26 01 22				
Lodge 3	2	Refresh	Occupied	27 01 22	Arrival	1																										Clean	1	0	26 01 22				
Lodge 4	2			29 01 22	Depart	1																										Occupied	1	0	28 01 22				
Lodge 5	2			28 01 22	Depart	1																										Occupied	1	0	27 01 22				
Lodge 6	2	Refresh	Occupied	27 01 22	Arrival	1																										Occupied	0	1	28 01 22				
Lodge 7	2			27 01 22	Arrival	1																										Clean	1	0	26 01 22				
Lodge 8	2			27 01 22	Arrival	1																										Clean	1	0	26 01 22				
Lodge 9	2	Refresh	Occupied	27 01 22	Arrival	1																										Occupied	1	0	28 01 22				
Lodge 10	2			30 01 22	Arrival	1																										Clean	1	0	29 01 22				
Lodge 11	2			28 01 22	Arrival	1																										Clean	1	0	26 01 22				
OFFICE INFORMATION																																							
Cottage 1				30 01 22	Arrival	SK	K	T	Kmp	Smp	z bed	Sofa	C/H	Ins	App	Pro	Choc <td>Wine</td> <td>BDay</td> <td>Con</td> <td>Wel</td> <td>Hr/Bn</td> <td>SK</td> <td>K</td> <td>T</td> <td>Kmp</td> <td>Smp</td> <td>z bed</td> <td>Sofa</td> <td>C/H</td> <td>Status</td> <td>King</td> <td>Twin</td> <td>Next Arrival</td>	Wine	BDay	Con	Wel	Hr/Bn	SK	K	T	Kmp	Smp	z bed	Sofa	C/H	Status	King	Twin	Next Arrival					
Cottage 2				30 01 22	Arrival	1																										Clean	1	1	28 01 22				
Cottage 3				30 01 22	Depart	1																										Occupied	1	1	28 01 22				
Cottage 4				30 01 22	Depart	1																										Occupied	1	1	28 01 22				
Cottage 5				30 01 22	Arrival	1																										Clean	1	1	28 01 22				
OFFICE INFORMATION																																							
Tighnana				30 01 22	Arrival	SK	K	T	Kmp	Smp	z bed	Sofa	C/H	Ins	App	Pro	Choc <td>Wine</td> <td>BDay</td> <td>Con</td> <td>Wel</td> <td>Hr/Bn</td> <td>SK</td> <td>K</td> <td>T</td> <td>Kmp</td> <td>Smp</td> <td>z bed</td> <td>Sofa</td> <td>C/H</td> <td>Status</td> <td>King</td> <td>Twin</td> <td>Next Arrival</td>	Wine	BDay	Con	Wel	Hr/Bn	SK	K	T	Kmp	Smp	z bed	Sofa	C/H	Status	King	Twin	Next Arrival					
Hideaway				30 01 22	Arrival	1																										Clean	1	1	28 01 22				
Hand Bath				30 01 22	Depart	SK	K	T	Kmp	Smp	z bed	Sofa	C/H	Ins	App	Pro	Choc <td>Wine</td> <td>BDay</td> <td>Con</td> <td>Wel</td> <td>Hr/Bn</td> <td>SK</td> <td>K</td> <td>T</td> <td>Kmp</td> <td>Smp</td> <td>z bed</td> <td>Sofa</td> <td>C/H</td> <td>Status</td> <td>King</td> <td>Twin</td> <td>Next Arrival</td>	Wine	BDay	Con	Wel	Hr/Bn	SK	K	T	Kmp	Smp	z bed	Sofa	C/H	Status	King	Twin	Next Arrival					
Apartment 1				30 01 22	Arrival	1																										Occupied	2	1	28 01 22				
Apartment 2				30 01 22	Arrival	1																										Clean	2	0	26 01 22				
Apartment 3				28 01 22	Arrival	2																										Clean	2	0	28 01 22				
Apartment 4				30 01 22	Arrival	2																										Clean	2	0	30 01 22				
Apartment 5				01 02 22	Arrival	2																										Clean	2	0	02 02 22				
Apartment 6				04 02 22	Arrival	2																										Clean	2	0	02 02 22				
Apartment 7				31 01 22	Arrival	1																										Clean	1	1	28 01 22				
Apartment 8				30 01 22	Arrival	3																										Clean	3	0	28 01 22				
Apartment 9				27 01 22	Arrival	2																										Occupied	2	0	28 01 22				
Apartment 10				01 02 22	Arrival	2																										Clean	2	0	30 01 22				
Apartment 11				03 02 22	Arrival	3																										Clean	0	3	28 01 22				

Notes:

- Lodge 1 - Prosecco + card + chocs
- Lodge 8 - Card + chocs
- Lodge 11 - Card + chocs + decorations?

OOHYH - Please use the keypad provided to open Lodge room departure doors.  
 Drop off MATRESS PROTECTORS/BED THROW/HAND TOWEL/SIBATHMATS in the MORNING.  
 Drop off COTS & HIGHCHAIRS/SOFA BEDDING/ BEDDING in the AFTERNOON of ARRIVAL DAY.

Vacant / Vacant & Inspected  
 Clean / Vacant Not Inspected  
 Dirty / Maintenance Issue  
 Occupied / Occupied/Departure

**Annex E – Guest Services job Satisfaction Survey - Activity**

Survey on satisfaction of employees in the Department. Please check one box only.	Strongly Disagree	Disagree	Agree	Strongly Agree
1. I receive adequate support from my line manager	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I feel like my levels of commitment and effort are recognized	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. I receive sufficient levels of feedback in terms of tasks developed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. I am happy with the current benefits provided by the company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. I would recommend working at Portavadie to a friend	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Overall, my level of job satisfaction is positive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. Write an additional comment on ways you think would contribute to your job satisfaction in the Guest Service Department (optional)

---

*Source: Self-made*

**Annex F – Performance Review Template**

<b>PERFORMANCE REVIEW</b>			
Name:		Position:	
Department:		Reviewer:	

<b>Performance</b>	Excellent	Very Good	Need Improving	Acceptable	Not acceptable
Time keeping					
Attendance					
Flexibility					
Attitude & Relation to others					
Customer Service					
Quality of work					
Quantity of work					
Work without support					

	<b>Managers Comments:</b>
	<b>Objectives:</b>
	<b>Employee's comments:</b>

<b>Signature</b>			
Head of Department:		Date:	
Employee:		Date:	

Source:Adapted from PORTAVADIE Estates, Ltd.