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The Perception of Employee Wellness in the Hospitality Industry

A survey research among hotel employers in the Black Forest, Germany

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<p>This thesis deals with the research on the actual perception of employee wellness and employee wellness programs in the context of the hospitality industry. The author's formulated objectives in order to realize the research were primarily to determine to what extent the employers within the hospitality industry perceive health and wellness of staff as their responsibility. Secondly, to find out whether health and well- being benefits like "employee wellness programs" have any impact on staff motivation and retention in the hospitality industry.</p> <p>The main aim was to find out the employers' sense of perception and responsibility related to the wellness of their employees. This thesis furthermore contributes in filling the information gap concerning employee wellness programs in the hospitality industry in Germany. It provides insight into the actual approach of employers and outlines benefits of employee wellness programs. This study highlights the importance of human resources in the quest for service quality and the meaning of well- being. Furthermore it provides information about employee wellness programs in order to raise the level of awareness and stimulate the acquisition of knowledge in this field.</p> <p>The research methodology of this thesis was quantitative. The study was done by conducting an internet-mediated questionnaire among 516 hotel employers in Germany in spring 2012. The results were analyzed on the basis of the theories on human resource management, employee well- being and performance in the hospitality industry. According to the results, low level of awareness and low sense of responsibility of employee well- being and employee wellness programs was found.</p>	
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PREFACE

This thesis was accomplished as part of the Bachelor's Degree Program of Hospitality Management at Kajaani University of Applied Sciences in autumn 2012. There has not been any commission party to this thesis as the topic was created out of the author's own interest.

After having done the practical training in a wellness retreat, the author got more interested in the well-being related to employees within the tourism sector. Since there is a growing life style trend, which is not only visible in the tourism industry, and individuals are getting more aware of their well-being, the question came up as to what extent employers take action to support their staff in this respect. Especially in the hospitality industry, employees are a vital element of the service delivery and quality. Thus, keeping the employees well and motivated is not only a moral attitude to be respected but also helps to maintain a competitive position within the market.

I would like to express my special gratitude to all those who gave me the possibility to complete my studies. Sincere appreciation goes to my supervisor, Mrs. Ruey Komulainen, for guiding me throughout the whole thesis, sharing her precious time, useful advice and constant support. I also thank all lecturers and staff members at Kajaani University of Applied Sciences who guided me through this academic exploration.

Especially, I would like to thank my family for all their continuous support and encouragement that enabled me to follow my dreams. Their patience and advice carried me not only throughout the thesis procedure, but all the way along my studies.

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1 INTRODUCTION

„IG Metall fights against Burnout” – First coffee- shop opens in Offenburg.
(Badische Zeitung 2012, 21)

This headline catches the reader's eyes when opening the daily newspaper "Badische Zeitung" on Thursday, June 21, 2012. (Original title translated from: "IG Metall kämpft gegen Burnout"- Erstes Café öffnet in Offenburg (Badische Zeitung, 21.06.2012, 21)).

This article presents the Nation's first Burnout- Coffee Shop in Germany that invites employees and others affected by burnout. Sharing and learning together with two experts is the main goal of this coffee- place. Exercises for heart stabilization and relaxation techniques are offered. Taking actions on-site for the members of IG Metall is important, states Thomas Bleile, second representative of the trade union. (Badische Zeitung 2012, 21)

Employee health and wellness is gaining more significance among companies, not only driven by the German law. Work safety but also workplace health and wellness promotion should be part of the employer's obligation. In 2000, workplace health promotion was mentioned for the first time legally with the reformulation of the social act (§ 20 SGB V) in Germany. Next to work safety, workplace health and wellness management should be part of human resource management in order to support health and performance. Nevertheless, a lack of legal guidelines is still present and definitions as well as quality criteria are unclear. Yet, there are companies that recognize the necessity of employee well- being and health as seen in the newspaper example above.

Assuring and promoting wellness and motivation at the workplace is not only a moral approach to be considered but more a legal responsibility of employers. Especially in the hospitality industry employees are vital elements in the quest for service quality and customer satisfaction. Therefore, prevention of occupational hazards like stress situations can be important. Stress in the hospitality industry can be aroused by non-standardized and unstable work establishments, low wages, extreme work load, intensive customer interaction and working in the so called 'emotional labor' industry, and a fast changing work environment. (Lo and Lamm 2005, 24) This stress can have negative health effects on both

employees and organization. Negative impacts can be high staff turnover or lack of performance and motivation which will both have further influence on the company's cost and service quality. Specifically, it seems that, while staff in back office and front office areas are vulnerable to stress, front office employees are more exposed to it by being opposed to customer handling duties and face- to- face situations which makes them more sensitive. (Faulkner & Patiar 1997, 99)

Benefits of employee wellness include reduced absenteeism and staff turnover, increased and improved performance and staff attitude. As a matter of fact, existing studies and statistics reveal that the turnover within the hospitality industry, around 60 % and more, is likely to be higher compared to other business sectors (Hänssler 2008, 160). However most well- being issues and work stress coping strategies have been addressed to and by individuals. More and more, the perception of responsibility role is changing. The availability and capacity of key competencies such as employee motivation, commitment, retention and self-control skills with help of so called "staff wellness programs" take an essential role in the management concept.

The first main chapter of the thesis emphasizes on the theoretical background and literature related to human resource management and employee wellness. First, human resource management and its role are being described. This forms a solid theoretical foundation for the understanding of the following chapters. Furthermore, this theoretical foundation essentially contributes to the concept development of the empirical research part. As part of the human resource chapter, the terms "benefits" and "motivation" are outlined and set into context. Secondly, employee wellness and as part of it, employee wellness programs, will be reflected on. Actual examples of employee wellness programs and their effects are adduced as practical instances and provide a deeper foundation. Since the later following research is conducted in Germany, most of the examples, statistics and other related important factors are based on German background setting and information.

After creating a theoretical foundation, the separated aspects human resource management and employee wellness are set into relation with each other as to further understand its influence on employee and organizational performance.

The second main chapter focuses on the conducted survey research among various hotel employers in the region of the Black Forest, Germany. The research objective can be divided into two parts.

- Objective I: determines to what extent the employers within the hospitality industry perceive health and wellness of staff as their responsibility.
- Objective II: determines whether health and well-being benefits like “Staff Wellness Programs” have any impact on staff motivation and retention in the hospitality industry.

The goal is to find out the employer's sense of perception related to the wellness of their employees. According to the findings, recommendations for integrating or better promoting employee wellness within the hospitality sector can be created. This thesis furthermore contributes in filling the information gap concerning employee wellness programs in the hospitality industry in Germany. It provides insight into the actual approach of employers and outlines benefits of employee wellness programs in order to stimulate the acquisition of knowledge in this field and consequently introducing such programs into human resource management practices of the hotel.

2 CURRENT APPROACH OF WORK RELATED WELL- BEING

Workplace well- being is a current trend, not only in organizational behavior literature but also among institutions and in public. Topics like labor legislation requirements related to employee wellness are becoming more present and incorporating employee wellness activities with employers' responsibilities is continuously gaining interest by the public. (Sieberhagen 2011, 2)

The focal investigation is about human behavior with the possibility to improve employee and organizational performance. In the hospitality industry, the organizations have the capability to gain a competitive advantage through human resource management initiatives, when it is derived from and integrated into organizational strategies. In several cases the hypothesis whether a happy worker is a more productive worker has been studied. This can be even traced back until 1939 (Hosie, Cooper and Savastos 2006, 3). This means that an employee who feels well is basically understood as a happy employee. And an employee who feels well and happy consequently is more productive since there are no problems that interfere with the job performance in the hospitality workplace. There are mixed empirical findings in literature on the impact of well- being and performance. However, there is evidence that such relationship between those aspects exist. Even though topics like human resource management related to organizational performance gain a lot of interest in empirical research by for example Wright, Gardener, Moynihan & Allen (2005) or Combs et al. (2006) and other reviews by Appelbaum (2002) and Peccei (2004), there is no critically conducted evidence about the relation between the three elements human resource management, employee well- being and organizational performance. (Van de Voorde 2009, 25)

The empirical part of this thesis focuses mainly on the role of responsibility of employers towards employee wellness within the hospitality industry. Besides that the author aims at contributing to fill the gap of understanding the relationship of the three aspects HRM, employee well- being and organizational performance.

3 HUMAN RESOURCE MANAGEMENT

The following chapter explores human resource management in more detail with respect to employee well-being. Moreover, employee well-being is addressed specifically in order to form a common understanding and frame for this thesis.

3.1 Defining Human Resource Management

A definition given by Armstrong (2009, 4) states that “human resource management is a strategic, integrated and coherent approach to the employment, development and well-being of the people working in organizations”. By choosing this definition the author is setting a common understanding of the term human resource management, as it will be used throughout this thesis. Special focus will be set on the aspect of well-being related to employees and what key role tasks human resource managers possess in this respect.

Human Resource Management (HRM) is a crucial part of any company in order to succeed. HRM involves elements like recruitment, evaluation, personal review and staff reports, training and development, compensation in wage or salary, payroll, employee benefits and satisfaction, performance appraisal, cancellation policies and job safety. (Armstrong 2009, 4) Any employer, who handles the organizations employees, deals with human resource practices. Depending on the size of the organizations, the employer might handle all procedures like recruitment and training him/herself or own a separated department, the human resource management department, which specializes in employee related functions.

According to Armstrong (2009, 5) it is the HRM's aim to help the company to succeed through its human resource capital, the people. It is therefore an objective to contribute to the delivery of a high organizational performance. Understanding the company's vision and strategy is important to create a likewise corporate culture. Recruiting personnel that fits according to the organizational culture is crucial because it will benefit the overall performance. Moreover it is important to maintain the personnel, to understand their needs

and wants and create a work environment that is both fair, in terms of policies, and appealing, in terms of staff benefits, rewarding and well-being.

In any company it is the human capital that brings the company forward, that decides about productivity and performance, about success and quality and about the competitiveness within the market. Therefore it is HRM's responsibility to plan the resourcing and performance management carefully. Capelli and Crocker- Hefter (1996) understand it well when they say that “distinctive human resource practices shape the core competencies that determine how firms compete”. (Armstrong 2009, 34)

Human resource management within the hospitality industry is therefore important and beneficial because the service and products are delivered by human capital. The people are the main asset that makes the hospitality industry unique. The profitability of a service and the quality of a service is judged by the staff's performance. This again is judged by the guests and customers that receive the service. Thus, if the employee performs well the guests are happy and will return or recommend this hotel or any other service- related business, which will be beneficial for the organizational performance. If the guest however was not satisfied then the return business will decrease which will consequently lead to a lower profitability. Human resource management is consequently important in taking over responsibilities that go beyond the recruitment aspects. Among others, leadership skills, motivational techniques and personal development management should be considered by the manager. Different findings outline the connection between HRM and productivity. So for example says Huselid (1995, 638) that employee motivation has an influence on productivity. Productivity is here connected with financial performance, which is thus, affected by employee skills and motivation.

To sum it up, human resources are a vital element in the quest for delivering satisfying customer service in the hospitality industry. Hence, the correct management of it is important in order to gain a profitable position on the market. Human resource management activities, whether these are implemented by the employer or a separated human resource department, shape and support the maximum benefit for both employees and organization.

3.2 Benefits

Reward management is among others one element of the human resource management practices. It is regarded as an essential manifestation of employment relationship and aims at satisfying employees according to their value for the organization in a consistent, fair and equitable manner. Reward management and HR practices enhance motivation and commitment. (Armstrong 2009, 351) By rewarding the employee, the organization shows commitment towards the employee and by this enhances the engagement on both sides. Among other, rewards can include different financial compensations or non- financial elements as for example insurance cover or the use of a company car or other non- direct payments that relate to intrinsic satisfaction such as achievement and autonomy.

Benefits are supplementary forms of compensation besides financial incentives. The purpose of employee benefits aims at offering a competitive reward package to attract and retain employees and furthermore to care about their personal needs and to amplify their loyalty. According to Armstrong (2009, 850- 851) seven different categories of employee remuneration exist, particularly pension schemes, personal security, financial assistance, personal needs, company cars and petrol, benefits that improve the standard of living and intangible benefits like complimentary meals for example.

Since this thesis works with employee well- being and employee wellness programs, these aspects have been considered to be part of a benefits package. Benefits as part of the reward management practices have been considered as the most suitable category. Westin Hotels & Resorts (2011, accessed 23.09.2012) state that wellness benefits encourage its employees "to stay in their current employment situation and that wellness benefits motivate them to work harder and perform better", which shows the importance of taking care of employee well-being.

3.3 HRM and Employee Wellness

As already mentioned earlier, human resource management aims at different elements that stand in relation with the organizations personnel. In this thesis employee health and wellness are seen as a consequence of employee benefits and satisfaction. Health and wellness cannot always be seen separately from one another since health influences well-being and vice versa.

Nonetheless, this thesis is focusing more on the wellness aspect, which relates to employee subjective well-being and its effects on performance in the hospitality industry such as service quality. Well-being is a matter of subjective feelings and differs individually which makes it difficult to measure and evaluate outcomes. Therefore factors like staff absenteeism and staff turnover have been taken to facilitate the procedure and make the term 'well-being' measurable. Besides that, employee wellness can be seen as a competitive advantage concerning reducing staff absenteeism and improving retention. However, in order to be able to engage and retain employees, motivational reasons need to be offered that enhance benefits for the employee.

3.3.1 Employee Motivation

In the chapter 3.1 Human Resource Management, we came to the understanding that human resources are an important factor within the whole process of service delivery in the hospitality industry. Furthermore, it was outlined that motivated employees are likely to be more satisfied and thus work more efficiently which will turn into better customer service. This in turn will lead to a higher profitability and organizational performance.

Besides that, the term "benefits" was mentioned as part of reward practices that recognizes the employee's value and which are created in order to motivate and engage employees into the organization. The following will outline employee motivation in more detail and its effect on employee and organizational performance.

Motivation can generally be described as a driving energy that initiates and leads behavior. This means that the motivation, this force, stimulates a person to do something in order to achieve a goal.

Addressing staff well-being can be seen as both intrinsic (quality of working life) and extrinsic motivation (rewards, incentives, benefits). The following will define the two different motivation types.

- Intrinsic Motivation: “Intrinsic motivation is defined as the doing of an activity for its inherent satisfaction rather than for some separable consequence. When intrinsically motivated, a person is moved to act for the fun or challenge entailed rather than because of external products, pressures or reward.” (Ryan & Deci, 2000, 56)
- Extrinsic Motivation: “Extrinsic motivation is a construct that pertains whenever an activity is done in order to attain some separable outcome. Extrinsic motivation thus contrasts with intrinsic motivation, which refers to doing an activity simply for the enjoyment of the activity itself, rather than its instrumental value.” (Ryan & Deci, 2000, 60)

Thus, the emphasis on employee wellness and introduction of a staff wellness program can be considered as both types of motivations. Employees will be offered the wellness program itself and incentives to attract the employees to take part in such program (extrinsic motivation). The main purpose though is to support employees to become healthier, to feel well and comfortable with themselves and their environment (especially the work place environment), which is then seen as an intrinsic motivator.

Literature states that a valuable work environment in which employees are recognized for their performance and for what they are, contributes to a higher motivation (Armstrong 2009, 330- 332). The human resource management’s role in this respect is to design a reward system that identifies the significance and value of employees. The employees are likely to be more motivated if they feel that the reward is beneficial for them and that it matches their needs and expectations. Armstrong (2009, 142) names Victor H. Vroom (1964) as the

“pioneer of expectancy theory”, which states that motivation will be high when people understand to make a certain effort to receive a desired reward and expect the ability and possibility to get the reward which has been evaluated as beneficial.

"This theory emphasizes the needs for organizations to relate rewards directly to performance and to ensure that the rewards provided are those rewards deserved and wanted by the recipients." (Montana 2008, 248) Motivation is likely to be stimulated when an apparent and functional connection exists between performance and outcome, and the result is satisfying the needs and expectations.

Fig 1 Expectancy Theory Model (adapted from Bauer and Erdogan 2010, Chapter 5)



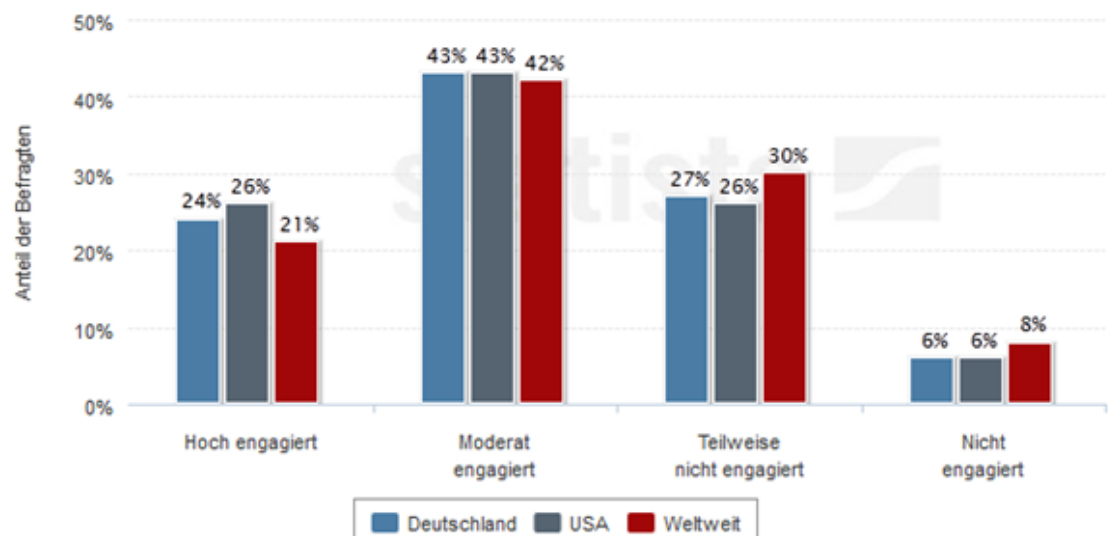
As seen in the figure above, the employee should be able to see a link between the effort that has to be put into the work and the reward that will be received for it. Furthermore, in order to be able to perform well, skills and abilities should be accessible to the employee. The HRM's responsibility lays here in designing and linking the rewards according to the needs and expectations of employees in order to be beneficial in the employee's point of view.

The expectancy theory does not only work in relation with the motivation of the employees towards employee wellness programs and its connected benefits. The theory, having the survey research target group in mind (employers), can also be applied to the employer and the desired benefit when introducing employee wellness programs and supporting employee well-being. The managers, whether it is employer or human resource manager, need to be motivated in order to initiate employee wellness programs. Therefore the manager needs to understand the beneficial link of putting their effort into supporting and providing employee

well-being and the desired outcome which could be better performance of employees and higher profitability of the organization.

It is furthermore suggested that employees' perception of how their job has an impact on job satisfaction is connected to the general idea about the scope to which their organization cares about their employee well-being. Once employees embrace this belief, it generates a desire among them to respond towards the organization in the form of positive attitudes and behavior. This reciprocal action involves positive outcomes both for employees (motivation, employee commitment, job satisfaction and work-life balance satisfaction) and employers (for example lower absenteeism and turnover rates, higher retention and higher productivity). (Baptiste 2008, 304)

Graph 1 “How motivated are you at work?”



Weltweit; 20.000 Arbeitnehmer*; Towers Watson

Quelle: Towers Watson

© Statista 2012

Graph 1: “Wie engagiert sind Sie bei der Arbeit?” Towers Watson, Statista 2012 Available from <http://de.statista.com/statistik/daten/studie/152246/umfrage/motivation-bei-der-arbeit/> (accessed 30.08.2012)

The graph shown above displays the motivation and dedication of employees at work. In the research by Tower Watson among 20.000 employees from 27 countries worldwide and various industries, employees have been asked to rank their level of dedication at work as “highly dedicated”, “moderate dedicated”, “partly dedicated” and “not dedicated”. In all of the compared sectors, specifically Germany, USA and Worldwide, the level of dedication and motivation has been assessed highest as “moderate dedicated”. Only around ¼ of the respondents indicated to be highly dedicated” and another fourth stated to be only “partly dedicated”. Fewer have been assessing to be “not dedicated” at all. This statistic, even though it is not only specialized in the hospitality industry, leaves room for supporting employee motivation and stimulating their dedication at work, since we came to the understanding that motivation is related to well- being which in turn can have influence on performance.

That employee motivation and satisfaction is important can be seen in the study of Kandasamy and Sreekumar (2009, 2-3), who mention Grönroos (1990) in their research about “WRKFQUAL: A Tool for Measuring Quality of Work Life”. The research is about employee well- being and the quality of work life in service industries. It suggests that the climate for good customer service is based on the settings of employee well- being. Here it is stated that it is necessary to support employees with benefits and other services because the satisfaction will lead to “an effective and efficient service to the customers” (Grönroos 1990, 59- 70).

As mentioned before human resource management is a driving force when speaking about employee well- being practices. The role of management within the area of staff well- being is currently changing and gaining more importance. Not only the demographical change within the work industry but also the growing demands and other stressors ask for new developments within the workplace health management. Unique aspects of working in the hospitality sector are for example labor intensiveness, high staff turnover, 24/7 days and 52 weeks a year business and high expectations of professional prestige. These aspects demand both managers and employees to keep up daily operations. Making sacrifices in family and personal lives including working long and often irregular hours or shifts, being transferred to another location or pretending a permanently friendly attitude (emotional labor) towards guests are ‘normal’ attributes when working in the hospitality industry. (Burke, Jeng,

Koyuncu & Fiksenbau 2011, 2) Physical, Psychological and emotional well-being are evidently affected by and consistently associated with shift-work in the hospitality industry, which is defined as work during nonstandard hours and routine turns (Cleveland et al. 2007, 277).

These are facts that cannot be ignored and which all contribute to the general atmosphere of employee well-being. The hospitality industry is furthermore growing and thus the competition on the market is getting more intense which demands continuously excellent quality of service from the employees. In order to stay competitive and provide an attractive work environment it is suggested, in the manager's favor, to provide employees with a reward package that supports for example employee wellness programs.

Legally, when speaking about the German labor legislation, employers are nowadays obliged to care about employee well-being, however the question how and to what extent is still open. In order to support organizations to fill this lack of information, insurance companies, in Germany for example BKK (Betriebliche Krankenkasse) and AOK (Allgemeine Ortskrankenkasse) and other associations related to workplace health as for example INQA (Initiative Neue Qualität der Arbeit) or DNBGF (Deutsches Netzwerk Betrieblicher Gesundheitsförderung) provide their support via publications, internet performances, hotlines and individual/organizational advice and training.

The following passage shortly outlines the activities of main institution in Germany, which have also been used for the survey research. The author wanted to find out whether respondents know, use or do not know the institutions that provide information and support for employee well-being. The result gave further insight into the level of awareness among employers about such institutions and wellness programs.

- Initiative Neue Qualität der Arbeit (INQA):

INQA is a German association founded in 2002 as an initiative out of the federal government and states, social insurance carriers, trade unions, foundations and employers. It is supported by the German Federal Ministry of Labor and Social Affairs and its main goal is to support employees as a constant focal point.

This network offers plenty of information with online databases and constantly new studies in the field of occupational well-being. Focal topics are “human resource management”, “equality of opportunities and diversity”, “health” and “know-how and competence”. Furthermore, information is given on practical implementation of so called “good practice” of occupational measurements related to work quality and other advice on expertise and know-how. Further information can be found at: www.inqa.de

- Deutsches Netzwerk Betriebliche Gesundheitsförderung (DNBGF):

The DNBGF (German Network for Workplace Health Promotion), founded in 2002, aims at strengthening the distribution of information of workplace health promotion in Germany. DNBGF is a national platform for the exchange of experience and information by stakeholders.

DNBGF is the first and only network for workplace health promotion in Germany to address all aspects of working life. The network consists of six different forum panels, each focusing on a different topic, specifically: health service and welfare, education and training, larger enterprises, small and medium-sized enterprises, labor market and administration and public administration. Further information can be found at: www.dnbgf.de

- Betriebskrankenkasse Bundesverband (BKK):

BKK Bundesverband, a German health insurance company, represents the political and professional interests of the health insurance BKK group at the federal level. It combines the experience of the organization of work on-site and relies on a wide network of BKK experts, managers and representatives of the national associations. BKK was founded in 1908 and provides its services ever since. It does not only

provide information for individuals but specializes in work related insurances as to support employers and employees to the maximum.

Furthermore it cooperates with other networks like INQA, DNBGF and ENWHP. Further information can be found at: www.bkk.de

- European Network for Workplace Health Promotion (ENWHP):

Founded in 1996, ENWHP is an association of 31 organizations in the field of occupational health and safety as well as stakeholders of public health, health promotion and statutory social security of the EU Member States, the accession countries and the countries of the European Economic Area.

The network aims at "healthy people in healthy organizations". 1997 ENWHP and the Luxembourg Declaration developed for the first time a common, pan-European understanding of work health promotion in Europe. Quality criteria and “best practices” for small- to medium enterprises and public administrations are being provided. Further information can be found at: www.move-europe.de

- Europäische Agentur für Sicherheit und Gesundheitsschutz am Arbeitsplatz (OSHA):

The European Agency for Safety and Health at Work in Germany is part of the European Association (EU-OSHA). This agency is dedicated to making Europe a safer, healthier and more productive place to work. Improving work conditions in Europe by means of supporting and promoting risk prevention is a focal characteristic.

Different campaigns, information about occupational health and safety, new trends in quality work conditions and other projects are offered as part of their promotion. Studies, statistics, legislation and further education in work safety and health are

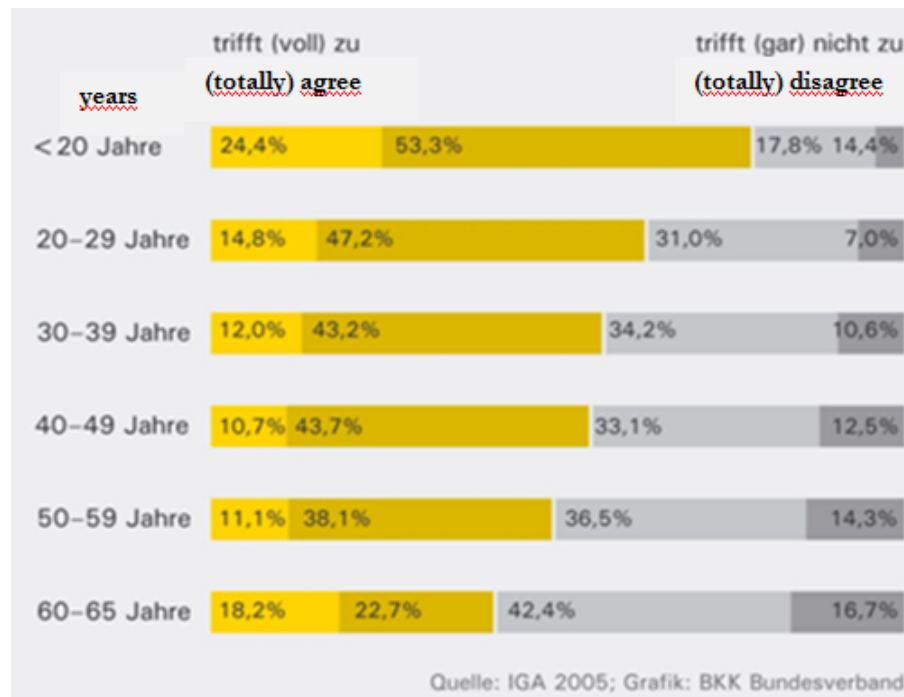
offered to individuals and organizations. Further information can be found at: osha.europa.eu/fop/germany/de/

All of these institutions outlined above also offer information on stress management since burnout seems to become a growing topic among employees nowadays.

Activities like stress management or other trainings are not only offered for employees but more and more also for management personnel. According to the Barmer Ersatzkasse there is increased demand for trainings for the management personnel because of several reasons. Management job positions are very demanding which leads to risk both physical and mental health. Moreover, this can result in a burden for other colleagues. Besides that, Dr. Rüdiger Meierjürgen from the Barmer Ersatzkasse (a German insurance company) states that there won't be any success within the workplace health management without the active support of the management (Personalmagazin 2005, 27). Management personnel possess a key responsibility within the workplace health management and wield influence over the organizational activities towards employee well-being. The later following research conducts the questionnaire among hotel employers. As mentioned above, managers (employers like hotel owner, general manager, and human resource manager) have a key responsibility in promoting employee wellness and therefore the author was asking respondents about their position within the hotel which will give insight on the topic.

In Graph 2 “My organization takes care of my health” by IGA (Initiative Gesundheit und Arbeit) and BKK Bundesverband (Betriebliche Krankenkasse) in 2005, statistics reveal that 24.4 % of the employees (various industries) younger than twenty years fully agree with the statement that the organization takes care of their health. However, 53.3 % of those employees asked do not fully agree and around 30 % say that their health is not (at all) supported by the organization. Interestingly, the older the respondents, the less they agree with the given statement. Almost 60 % of the employees (60 – 65 years old) do not feel supported by their organizations in relation to their health. Demographic change should not only be a key word for customers and their changing needs but also for the labor market which makes employee health support unavoidable.

Graph 2 My organization takes care of my health



Graph 2: „Mein Unternehmen kümmert sich um meine Gesundheit“

BKK Faktenspiegel 2005 Available at:

http://www.bbgk.de/bkk/faktenspiegel/bkk0512_2.jpg (accessed at 30.08.2012)

Some companies have already recognized the importance of staff well-being and implemented actions in accordance to support their staff and provide them with amenities and services like a creative relaxation room 'Think Tank' (Mars drinks 2008, p. 16) or Yoga for employees. As a present example within the tourism sector, tourism director of Bad Säckingen, Bernhard Mosandl, introduced such employee well-being factors. Providing complimentary mineral water or other drinks for his staff and quite frequently apples, sweets or other snacks are common and go without saying. Besides offering a gym-membership in the local fitness centre, a masseur is coming into the office to give a complimentary, relaxing massage to each employee. Thus, employees enjoy working in this company. Well-being at work, support from the boss, feelings of commitment and loyalty are strong words connected with the employees of the Tourismus GmbH Bad Säckingen.

In order to gain a common understanding of the term well-being/wellness the following paragraph will focus on its explanation and connection with respect to the thesis.

3.3.2 Wellness

Wellness is often connected with thoughts like sauna, massages, spa or healthy food, just to name a few. Especially when thinking about the connection of hospitality, tourism and wellness those terms just mentioned show a current trend and more services and products seem to offer a healthy choice. However, the term “wellness” is not only an important choice for customers but also for the ones that deliver the healthy service, which is not always kept in mind.

The term “wellness” or actually “wealnesse” has been mentioned in 1654 for the first time in the Oxford English Dictionary (Spiegel Online) and means nothing less than “good health”. Later, “wellness” was being created out of the words well-being and fitness (and happiness) and derives from the USA. Moreover, wellness- concepts have been created in the USA. J.F. Williams, an American doctor, says in 1934 that “it is useful to consider health as such present condition of the individual, which allows him to enjoy vitality and creative work and which is highly useful in the modern world. Health as the absence of disease is a scale of mediocrity. Health as quality of life is a measure of enthusiasm and increasing achievement.” (free translation of the quotation Pelletier, 1979, taken from Hertel 1992, 37) (Original: 1934 J.F. Williams „Es ist nützlich, sich die Gesundheit als jenen Zustand des Individuums vorzustellen, der ihm höchste Lebensfreude sowie schöpferische Arbeit ermöglicht und sich in der modernen Welt als in höchstem Maße nützlich erweist. Gesundheit als das Freisein von Krankheit ist ein Maßstab der Mittelmäßigkeit. Gesundheit als Lebensqualität ist ein Maßstab für Begeisterung und zunehmende Vollendung.“ (Pelletier, 1979, zitiert nach Hertel 1992, 37). This said, it is clear that a wellness- concept is not only about well-being but also about embracing the holistic comprehension of health and development.

Hertel (1992, 37) develops a wellness- model with six different dimensions that is categorized into physical, emotional, psychological, intellectual, social- ecological and occupational. Furthermore Dunn (1959) defines a wellness- concept as “an integrated method of functioning which is oriented towards maximizing the potential of which the individual is capable, within the environment where he is functioning” (taken from Hertel 1992, 37).

1986, the first health promotion conference called Ottawa Charter was held by the WHO (World Health Organization) and two Canadian health organizations. According to this Charter “changing patterns of life, work and leisure have a significant impact on health. Work and leisure should be a source of health for people.” (Ottawa Charter 1986, 2) The approach of organizing work should assist in generating a healthy culture. Health promotion creates “living and working conditions that are safe, stimulating, satisfying and enjoyable.” (Ottawa Charter 1986, 2)

Now that wellness has been set in context with different models and definitions it is obvious that wellness can have a broad interpretation. Wellness can be found in different kind of dimensions such as physical settings or occupational settings. In summary, it can be said that wellness is important in order to function well and a healthy environment setting has to be created to stimulate well- being. Therefore it is important to understand the need for integrating wellness into occupational settings.

3.3.3 Employee well- being

Even though employee well- being has become a major subject in academic research journals, there is significant distinction in defining and understanding the term well- being. A division between people’s general well- being or contentment and more specifically well- being in family environment or occupational settings can be drawn. (Van de Voorde 2009, 26)

Van de Voorde (2009, 26) names Warr (1987) and Danna and Griffin (1999) which all studied in the field of occupational well-being. Van de Voorde describes occupational well-being as the quality of an employee's experience and performance at work. Furthermore, job stress or job satisfaction can be two distinctions of employee well-being at work. In this context two types of employee well-being can be classified. Firstly, subjective experiences and performance at work are named. This grouping embraces several aspects like organizational commitment, job satisfaction, benefits and opportunities to grow. The other category contains occupational related health, particularly physiological and psychological factors such as job stress.

Grant, Christianson and Price (2007, 3) state that social well-being such as the relationship between employer, supervisor, colleagues and employee should be included into the category of occupational well-being. Subjective experiences, occupational related health and social well-being are likely to be found in literature concerning human resource management and organizational climate. Current trends in literature and further reading can be found in Appelbaum, et al. (2000), Nishii & Wright (2008) and Purcell & Kinnie (2007). Earlier references that are still beneficial can be found in Quinn & Rohrbaugh (1983) or Kopelman et al. (1990).

In the list below, results of a study of Van de Voorde (2009, 41) about the relation between HRM, employee well-being and performance are shown. Employee well-being is divided into three categories, specifically "happiness", "relationships" and "health".

This list summarizes all research done within the field of employee well-being and its relation to HRM. Since well-being is a subjective feeling, the different factors influencing well-being have been divided again into smaller attributes to make it measurable.

List 1 Description of well- being components (Van de Voorde 2009, 41)

Well-being type (number of data points)	Operationalization (number of studies)	First author study (reference number)
Happiness (25)	Satisfaction	Riordan (26) Zeng Zhou (41) Khilji (17) Vanhala (36) Gould-Williams (11) Hoque (15) Varma (37)
	Commitment	Riordan (26) Van Veldhoven (38) Wright (39) Ahmad (1) Paul (24) Ramsay (25) Wright (40) Gould-Williams (11) Hoque (15)
	Commitment combined with satisfaction	Nishii (21) Orlitzky (22) Vandenberg (35)
	Engagement	Salanova (29)
	Attitudes	Godard (9) Godard (10) Katou (16) Park (23) Guest (13)
	Trust	Tzafrir (3x)(34) Collins (5) Orlitzky (22) Frenkel (6) Gould-Williams (2x) (11)
Relationships (22)	Work climate	Bartel (2) Gelade (8) Guerrero (12) Rogg (27) Ruiz-Moreno (28) Fulmer (7) Schuster (31)
	Morale	Truss (33)
	Cooperation	Collins (5) Lambooi (18)
	Team / Company processes	Mathieu (19) Miller (20) Paul (24)
	Social exchange	Tackeuci (32)
	Strain	Van Veldhoven (38) Orlitzky (22) Ramsay (25)
Health (8)	Workload	Chandler (4) Ruiz-Moreno (28) Truss (33)
	Work intensification	Orlitzky (22)
	Emotional exhaustion	Vanhala (36)

This thesis aims on finding out about the employer's level of responsibility and action taking towards employee well- being. Therefore, a framework to make employee well- being measurable had to be found. The list combines all the studies that mention the dimensions of well- being (happiness, relationships and health) with measurable variables. This contributed in creating a foundation for the survey research which will follow later on.

However, since there is no universally accepted definition of employee wellness and well-being it is difficult to find evidence for the right guidelines how to manage employee wellness programs (EWP). Many institutions provide information about employee wellness

and worksite well-being. However, as many institutions there are, as many different practices exist.

As outlined in the paragraph before, wellness can be described as a person's state of well-being that helps to enhance the quality of life. Yet, the terms health, wellness and well-being are used inconsistently in international literature and some terms are used interchangeably. Good health could just be the absence of illness. Wellness includes a more holistic approach and emphasizes also on a wider spectrum as seen in the following definition.

- Wellness: „Wellness is a state of being in good health, both physically and mentally, and of being free of (and not at risk for) illness. “(Gale Nutrition Encyclopedia, 2012)

Sieberhagen, Pienaar and Els (2011, 2) find out about two different programs, specifically the Employee Assistance Program (EAP) and the Employee Wellness Program (EWP). Both programs support well-being at the workplace. An EAP is an intervention program at work, usually at the level of the individual employee. (Berridge & Cooper, 1994, 5)

The following definition is used as a common basis for understanding the term Employee Wellness Program.

- Employee Wellness Program: „Worksite-based intervention program aims at the early identification and/or resolution of health problems. “ (UFH, 2012)

The introduction of employee wellness programs aim at promoting and supporting the well-being of employees whether it is curative or preventive. EWPs characteristically contain actions that focus on reducing stress of employees. Benefits from EWPs comprise improved mental well-being, liveliness and resilience, and moreover reduced stress and depression (Sieberhagen et al. 2011, 2). But not only employees benefit from these wellness programs. Also organizations are positively affected by it. Among other positive aspects to achieve are reduced employee absenteeism and increased performance and productivity (Sieberhagen et al. 2011, 2). In case of the hospitality sector increased productivity and performance stand for increased service quality.

This thesis follows the understanding of employee wellness programs, since it comprises a more holistic approach towards well-being management. Wellness programs are therefore measured to be an important element of employer benefit packages because they provide the employees with options for following a healthier lifestyle. This can consequent in less sickness and sickness leave which eventually benefits in less expensive benefit packages. Wellness programs can include informational and educational components, awareness arousing elements and exercise activities, whereas employee assistance programs rather focus on the solution of an individual problem.

3.3.4 Examples of Employee Wellness Programs

In the preceding paragraph the aim was to explore the terms wellness, well-being and employee wellness programs. This section now emphasizes on employee wellness programs, its different actions and implementations. Examples from real life cases provide further insight into the topic.

Employee wellness programs (EWP) are usually a service offered by the employer but there is also the possibility to employ outsourced companies for the implementation. As we came to the understanding EWP's can be part of the reward package to induce employees' motivation and engagement. Integrating the awareness and importance of employee well-being into the organizational strategy can have positive effects on the overall organizational climate which provides a solid foundation for satisfied employees. Employee wellness programs furthermore aim to provide positive and beneficial factors for both the employee and the organization. The employee will receive support in handling problems that might affect physical and/or psychological health and the overall well-being. This will lead to a positive outcome for employees and the organizational profitability.

EWP's make use of interventions among individuals and groups, which include activities as shown in the following. Employee wellness programs can include one or more activities and

are not exclusive. The main aim is to provide a formulated and well defined setting for the employees that support their experience of being well. By saying this, formulated and well defined settings mean that policies should be present (Qualitätskriterien DNBGF 1999, 7). Evidence is given by the European Network for Workplace Health Promotion, ENBGF, (2001) that integrating employee wellness programs into the organizational strategy satisfies staff members with the working conditions and operations. Besides that ENBGF states that the customer satisfaction develops positively. All staff members involved should have access to know what exactly is offered, what are the benefits and above all who is responsible for providing information and dealing with the activities (ENBGF 2001, 10).

Activities can address and embrace the following dimensions (Abendroth, Bärenz, Boekenbrink, Cryns, Kraemer, Pelster, Rätzer- Frey & Sochert 2007, 4):

- Dependence on alcohol or drugs
- Social and behavior problems
- Communication problems
- Relationships (occupational; marital)
- Financial difficulties
- (Work) Stress and Burnout
- Anxiety
- Depression
- Work/life balance

Employee Wellness Programs start with giving information on related topics and continues with designing activities that are suitable for the organization and/or which is individually aligned with teams or each employee since there exists no one-fits- all- program. Activities can take place in forms of physical activities, trainings, seminars, advice and consult, and counseling. Examples of activities are the provision of a gym membership or work-site based physical engagements like jogging in a team or stimulation to take the stairs instead of the elevator; provision of relaxation techniques like breathing exercises, progressive muscle relaxation or other techniques and healthy food choices.

Weight-loss programs for example form one type of EWP activities. A study, conducted among 11,559 hotel employees of totally 31 hotels in Hawaii explored worksite obesity prevention and intervention trial called Work, Weight, and Wellness program. (Albright, Finucane, Meenan, Nigg, Steven, Vogt & Williams 2007, 16S) Hotels are valuable sceneries for exploring worksite obesity prevention programs because the physical strains of hotel workers differ widely, and the hotel industry exists all over the world. Even though the implementation of the Work, Weight and Wellness program in the hotels and willingness of participation of hotel employees have been holding some obstacles, it was suggested that support from management has confirmed to be very significant to meeting those challenges in the research. (Albright et al. 2007, 22S) Activities offered and changes made in the work environment by the management included changes to cafeteria environments, wellness-themed contests and events, and increased stair use. Furthermore the food choices were regulated to healthier recipes and appropriate portion sizes. (Albright et al. 2007, 19S)

Another example for providing activities for employees in order to create a better well-being can be seen among Knock- Travel, Ireland. A company which provides services for business travelers thus it is part of the hospitality industry. For this company a so called 'Work Well Program' was developed. Firstly, problems were assessed and identified, and furthermore the desired outcomes of the employees. Then a program was designed accordingly with different activities. Items included in the program were a handbook with policies about health and safety, stress and mental health, return to work after maternity leave, harassment and bullying, and good health well-being, furthermore awareness sessions on stress and a private health policy for employees and family members, nutrition seminars and healthy food weeks. Moreover, 15 minutes massages have been provided to each employee. Besides the overall recognition that healthier lifestyle activities benefit all employees and contribute to a better work environment, the managers stated that there was a decrease in staff absenteeism. (EU-OSHA Case Studies 2012, 1- 8)

Working in the hotel and catering sector is not easy. High physical stress, long working hours or shift work and a lot of stress due to a high service claim are attributes connected to the hospitality industry. However, there is proof that good health, highly motivated employees and a low sick leave in this industry are possible. This evidence is provided by the

“east Hotel” in Hamburg, Germany. There are 210 people working in the hotel and the turnover rate is little as is the sickness rate, states east-CEO Marc Ciunis. Offered are regularly motivational events with physical activities like skiing or dragon boat racing which furthermore contributes to improve the team spirit. Besides that, all employees are encouraged to use the in- house gym at special conditions and price rates. This contributes to strengthen muscle building and reducing weight loss which is beneficial in preventing back pain because of heavy lifting for example. (Haward- Das Magazin 2011, 14)

Mintrop’s Burghotel in Essen, Germany, shows one other good practice example. 45 employees and 12 trainees were employed during the time of EWP implementation in 2003. The causes for focusing more on employees were increasing sickness rates and the worry about hotel guest satisfaction and their well- being. Introduced were anti- stress seminars, healthy food choices and relaxation training to the staff members. Among other, sport groups and project groups on quality management were formed, vouchers for the hotel restaurant have been given on birthdays, staff members were included in designing the work schedule and management personnel was included more consciously. After introducing these measures, the hotel owners pronounced better feedback from hotel guests, who were satisfied with the improved service quality. Besides that the staff members’ health rate also improved considerably.

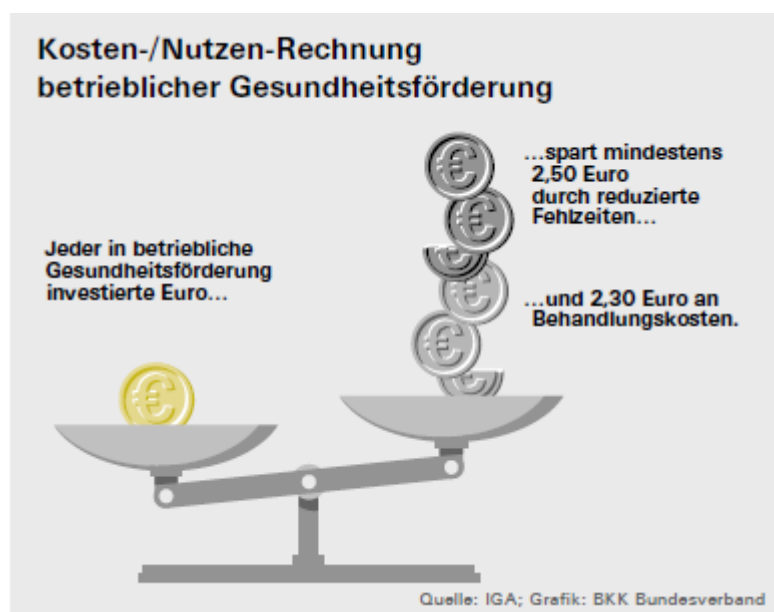
In summary, it can be said that there are various activities that can be included into the creating of employee wellness programs. It is important that the activities possess a motivational and beneficial outcome for the employees, and employers take initiative and responsibility to introduce such programs. Evidence that there is a relation between employee wellness programs and the improvement of employee well- being and in addition to it enhanced guest satisfaction, is given.

3.3.5 Organizational Performance

Organizational performance can be described and displayed in many different aspects. Four dimensions are mentioned by Dyer and Reeves (1995, 9). Those dimensions in which organizational performance can be shown are results in human resources (turnover, organizational culture, activity), organization (productivity, service, quality), finances (return on investment) and stock market (stock value, shareholder).

Hence, organizational performance is important in order to be competitive and strong in the market. The hotel industry, most of the times, is dependent of their service quality which derives from the service staff and other personnel. Without satisfactory service, guests will stay away which lowers the organizational performance in finances (ROI). Without satisfactory job quality the employees will stay away which lowers the organizational performance in human resource (turnover) and organization itself (productivity and quality). Thus, improved occupation conditions imply healthier employees followed by higher productivity which consequents into less cost to employers and higher profitability respectively. (Brinkley, Fauth, Mahdon & Theodoropoulou. 2011, 5)

Graph 3 Cost-/Benefit- Calculation of Workplace Health Promotion



Graph 3: Kosten-/Nutzen- Rechnung betrieblicher Gesundheitsförderung. BKK
Faktenspiegel 2005, 5

Better workplace conditions and healthier workers can be achieved by implementing occupational health promotion and employee wellness programs. According to BKK Faktenspiegel (2005, 5), and as seen in the graph 3 above, the calculations of costs and benefit of occupational health promotion show that one Euro that has been invested, saves 2.50 Euro through reduced absenteeism. Thus, costs coming from absenteeism can be reduced about 34 %. Moreover, 2.30 Euro can be saved in costs coming from sickness treatments through less doctor appointments or hospital stays. Financial damage, attributed with missing employee retention, is calculated by Gallup's means of Engagement Index (2010) to approximately 125 billion Euros in Germany. (Steelcase 2012, 4) Therefore, motivated and dedicated employees are a crucial attribute for an organization's success.

Furthermore, Hänssler (2008, 187) cites that the average amount of costs related to turnover in the hotel industry can be between 5000 and 6000 Euro per employee. Costs of turnover might therefore amount approximately 130 % of the gross pay for the new position.

Baua (2006, 19) contrasts costs and benefits of starting employee wellness promotion and programs in terms of direct costs and direct benefits, indirect costs and indirect benefits, and non- monetary costs and non- monetary benefits. Direct costs when starting interventions are for example expenses due to examinations or lost labor hours. Since there is evidence that those programs have influence on the enhancement of health, direct benefits can be seen in the reduction of work inability, work accidents and absenteeism. Indirect costs come along with the planning and implementation phase of programs and with the general costs of using the hotel's facilities and equipment. It is also mentioned that there could be an undesirable ancillary effect since staff sickness might be noticed at an earlier stage and the work inability may rise in the short term. On the other hand, indirect benefits come with decreased health care costs and enhanced productivity. Non- monetary costs are those costs evolving with the additional workload for the person, who is responsible for implementing the program and side- effects that can occur when making lifestyle changes in eating or smoking habits. In contrast to the non- monetary costs, there are non- monetary benefits which are shown in a better work attitude and motivation, improved satisfaction and well-

being. Besides that positive effects are seen in better communication among employers and employees.

Concluding, performance can be measured by employee performance (such as service quality or turnover) and organizational performance (such as return on investments). It is furthermore outlined that employee performance can have an influence on organizational performance, especially in the hospitality industry which subsists on human resources. Hence, when investing into employee well-being it will be beneficial for employees and consequently the organizational profitability itself.

3.4 HRM, Employee Wellness and Performance

Now that human resource management, employee wellness and performance have been explained separately, the following chapter focuses on setting those dimensions in context with performance.

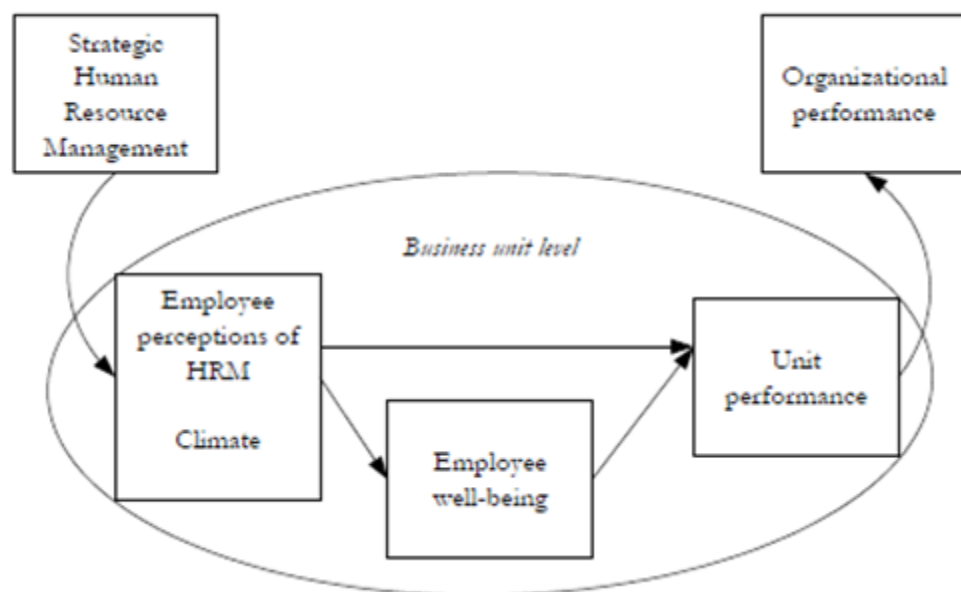
In their journal in 2009 on research about HRM, employee well-being and organizational performance, Van de Voorde, Paauwe and Van Veldhoven were investigating 41 literature studies that have been conducted previously between 1995 and 2008. The outcome stated that two competing views on the role of employee well-being related to HRM and organizational performance protrude from the literature. These two views are called 'optimistic view' and 'pessimistic' or 'skeptical view', as explained at a later point of time. In summary, there was more proof found for the optimistic (mutual gains) than for the pessimistic/skeptical (conflicting outcome) view.

Employee well-being is described and accordingly researched by the three dimensions happiness, health, and relationships. The research concluded that HRM effects on the well-being dimensions happiness and relationships are congruent with the mutual gains point of view, whereas health as a well-being dimension showed a rather conflicting result. This means that applying HRM activities is advantageous for employees related to happiness and

relationships well- being and as well for the organizational performance. On the other hand negative effects in terms of health well- being related to HRM need to be considered as they could lead to negative attributes like high turnover and consequently turning into higher costs.

The study done by Van de Voorde et al. (2009) contributes to this thesis in such as pointing out the different relationships of HRM in relation to well- being and organizational performance and their effects on each other. The research showed that there is evidence that HRM can have positive effects on employee well- being and performance which means that HRM possesses a key position in promoting and implementing employee wellness.

Fig 2 HRM, climate, employee well- being and performance at the business unit level (Van de Voorde 2009, 5)



The figure 1, shown above, displays different connections between HRM, HRM climate, employee well- being and (organizational) performance. It can be seen that the human resource management directly influences the climate and thus it's subjective perception by the employee. Consequently, since every employee perception is individual, the level of well- being is influenced individually and affected individually. Outcomes and performance have

to be recognized and evaluated individually and thus on the level of a business unit first which then affects the organizational performance as well.

Huselid (1995, 636) argues that human resource management has a significant impact on economic performance. Evidently, two approaches towards employee well-being in relation to HRM and performance exist, specifically the optimistic approach and the pessimistic or skeptical approach. It is claimed that the optimistic approach considers HRM and climate profitable related to employee well-being and organizational performance (reciprocal benefits). On the other hand, the pessimistic or skeptical approach states that HRM and climate benefits organizational performance but comes with no or possibly even negative attributes concerning employee well-being (Peccei 2004, 9- 10). Compromises have to be made when aiming for both organizational performance and employee well-being since not always both can be fully accomplished to the same scope or at the same time.

Another study by Steelcase (2012, 6) among various industries in Germany, gives proof that reduced absenteeism rate by means of emotional retention is likely to produce benefits for the organization. 21 % less days of absenteeism can be reached through emotional retention and well-being of employees. Employees that do not feel well and create thus higher costs by means of sickness show more days of absenteeism than employees that feel emotionally well at their work place. Steelcase furthermore gives inside into the study by Gallup (2012, 6) which says “the higher the retention, the higher the possibility, that employees perform within the purpose of the employer. The higher amount of emotionally engaged persons, the more efficient the organization.” This means that it is important for the human resource management department to take actions towards employee well-being practices as it shows beneficial aspects that cannot be ignored.

The theory that has been described until now is basically framing the foundation for the following chapters about the survey research. The later following questionnaire has been built on the basis of the gained knowledge about the topics human resource management, employee wellness and employee wellness programs, and furthermore performance. The next paragraph will outline more about the survey research, its development and implementation. Finally the analysis followed by a summary of the thesis will be outlined.

4 SURVEY RESEARCH

In this chapter, the thesis focuses on the empirical study of the research. First the methodology and development of the survey research are explained, followed by the aim and target group. Finally, the analysis of the research is outlined and compared against the research objectives.

4.1 Focus of development

The intention of the research with the title “The Perception of Employee Wellness in the Hospitality Industry- A Survey Research among Hotel Employers in the Black Forest, Germany” was to study the theoretical and practical correlation between the human resource management's role of a company and employee well- being in terms of different aspects and performance in the hospitality sector.

For a better understanding of the present approach and concern about workplace wellness in the hospitality market the researcher conducted a quantitative survey research among various hotel employers in the region of the Black Forest, Germany.

The research objective can be divided into two parts.

- Objective I: determines to what extent the employers within the hospitality industry perceive health and wellness of staff as their responsibility.
- Objective II: determines whether health and well- being benefits like “Staff Wellness Programs” have any impact on staff motivation and retention in the hospitality industry.

The goal is to find out the employer's sense of perception related to the wellness of their employees. According to the findings, recommendations for integrating or better promoting employee wellness within the hospitality sector can be created. This thesis will furthermore

contribute in filling the information gap concerning employee wellness programs in the hospitality industry in Germany. It will provide insight into the actual approach of employers and outline benefits of employee wellness programs in order to stimulate the acquisition of knowledge in this field and consequently introducing such programs into the organizational strategy of the hotel.

The research was mostly done by quantitative means. Qualitative questions have been used to a minimum extent, only to give the research a deeper understanding. Quantitative research “seeks to establish facts, make predictions and test hypotheses” (Nykiel 2007, 55). Moreover it is objective and deductive. Therefore it tests theory unlike qualitative research which produces theory. Nykiel (2007, 56) states that there are two advantages associated with quantitative research. One advantage is the statistical reliability of the results, such as for example comparing and determining concepts or products. Furthermore, quantitative research supports the projection of results to the population, if the sample is large enough. Limitations to quantitative research are that results and topics can only be determined if it has been known before and integrated into the survey. Furthermore, quantitative questionnaires are more rigid in its structure and not flexible which means that the questions need clear and distinct construction and understanding as to avoid misinterpretations. Besides that the data is vulnerable in terms of statistical errors, especially when handling large samples.

The researcher has chosen the quantitative research method and a descriptive design, because it allows getting an insight about “particular characteristic in a particular field of study” (Nykiel 2007, 57). Descriptive research includes the investigating attitude, practices and interests of a group of people. Since the main target of this research is to accumulate opinions of employers of the hotel industry about employee well-being, quantitative research was rated as the most suitable method. In order to support the view on employer’s opinions some questions have been combined with qualitative means. Here is to mention that questions with qualitative background have been used in order to find out reasons for turnover and absenteeism rates and those questions have not been obligatory to answer.

For the overall analysis, the alignment of theoretical frames and the possibility to compare results with existing studies, literature and journals have been investigated. Findings have been explained in the theoretical background chapter.

Most previous studies have been researched and written in context of ‘how’ HRM correlates with employee well- being and performance. Yet, fewer data is available as to what extent employee wellness in Germany is supported by employers and available for employees. This research will help to cover this lack of data and fill this gap for the Black Forest Region in Germany.

The online literature search was mainly based on German and English literature, by means of Google Scholar and Google Books. Besides that, journals and other articles have been searched by means of electronic data from online libraries as for example Ebrary. Mainly journals about organizational behavior studies and occupational well- being, above all important to mention are the studies by Van de Voorde, K. 2009 HRM, Employee Well-being and Organizational Performance: A Balanced Perspective and furthermore Peccei, R. 2004 Human Resource Management and the Search for the Happy Workplace, have been explored.

Of course, special websites of institutions for workplace health management and employee wellness programs have been conducted. Main information about German employee wellness came from DNBGF (Deutsches Netzwerk Betrieblicher Gesundheitsförderung), INQA (Initiative Neue Qualität der Arbeit), OSHA (Europäische Agentur für Sicherheit und Gesundheitsschutz am Arbeitsplatz) and BKK (Beriebskrankenkasse) and other insurance companies. More detailed information in this respect has been explained in chapter 8 Employee Motivation.

Key words such as “employee wellness”, “workplace health program”, “workplace health management”, “employee wellness program”, “ work wellness statistics”, “effectiveness”, “betriebliches Gesundheitsmanagement”, “Mitarbeiterwohlbefinden”, “Arbeitgeber Verantwortung” and others have been used to develop a certain scope for the theoretical topic. Several word combinations have been used to develop a more specific context.

4.1.1 Target group

For a better understanding of the present approach and concern about employee wellness in the hospitality market the researcher conducted a self- administered, internet- mediated questionnaire among various hotels in the Region of the Black Forest, Germany, and their human resource management staff wellness strategy.

The development of the questionnaire has been mostly done by means of quantitative methods. Behavioral variables have been integrated into the questions as the researcher wanted to find out about information what the hotel management did in the past, does in the present or plans for the future. As for example with a question about existing employee wellness programs, the researcher wanted to find out whether those programs exist already or are planned in the future. Furthermore, it was researched which kind of motives stand behind introducing such programs.

The electronic questionnaire, created with Q-Set.de contained in total 13, both multiple choice and open-end, questions. Most of the questions have been obligatory, except of two questions that have been optional. These two questions were about turnover and absenteeism rate of the last twelve months and the respondents were not obliged to answer to these questions for private reasons.

The bottleneck of an online questionnaire is that it is easy to omit. This makes it challenging to get enough responses. Further drawbacks are that respondents may misunderstand questions or leave an incomplete answer which makes the questionnaire ineffective. Personal interviews or telephone interviews could increase the response rate; by calling to the hotels before starting the questionnaire the author tried to avoid a high dropout rate, however, especially within the hospitality sector it is common to encounter this situation.

The questions have been designed after investigating different existing questionnaires within this field and aligned accordingly for this matter. Initially, unstructured questions have been listed. Then, three categories have been created, each allocating associated questions. The three categories were “work and well- being”, “service awareness and investment” and

“employee benefits”. Later, the questions have been structured and designed in a logical setup as to offer the respondents an easy approach to answer the questions.

The questionnaire was segmented into different types of subjects. Primarily, questions about demographic and hotel facts were asked and secondly whether an employee wellness program exists already or not. Here, possible reasons and motives for introducing an employee wellness program were asked for. Then, the author wanted to find out as to what extent the respondent identifies him/herself with the role of responsibility for the employees’ health and wellness. The next segment was exploring the different support methods and activities that are offered to employees and used in the hotel. These questions gave further insight into the level of awareness among employers about employee wellness programs. Questions about the hotel’s turnover and absenteeism rate and their reasons were placed in the end and on a voluntary basis. The original questionnaire can be found in the appendices (APPENDIX 1/1).

To limit the study framework, the criteria for the study questionnaire was chosen to be hotels in the Black Forest, Germany. The Black Forest Region is the Southern part of Germany where nature, wellness and well- being play a major role within the general tourism strategy.

4.2 Research Method and Implementation

The research method was formed as an internet- mediated questionnaire. The interviewee was aimed to be the responsible person for personnel management, ideally the Human Resource Manager or if not applicable the General Manager.

Being able to develop a strategically sensible approach, the first step was finding out about suitable sized hotels in the region of the Black Forest, Germany, measured by accommodation type and size of the hotel. The Black Forest Region is a holiday destination which offers all types of accommodation but still in more remote places and settings. Hence, suitable hotels were filtered from holiday apartments for example. Source of officially

registered hotels is the website of the tourism association Schwarzwald Tourismus GmbH (www.schwarzwald-tourismus.info). In total 967 hotels are listed, of which 516 in the end had been counted as suitable. Aimed was to reach a response rate of 20 – 25 % in order to generalize the sample. After compiling a suitable hotel list, calls were made to the hotels in order to ask for the responsible person and willingness to take part in the research. With this a low dropout rate was trying to be avoided.

In order to ensure content validity the questions are based on different literature study and research that has already been implemented in this focus area. The questions have been designed and redesigned in English for a period of four weeks. This ensured a logical structure of the questions and the removal of possible misunderstandings or interpretation problems. A trial run, with the English version has been done among school colleagues. After the structure and formulation of the English version was finished so far, the questionnaire had to be translated into German since the survey was done among German population. The correction and right formulation was supervised by several supporters to avoid misinterpretation. The translated version was run with a pilot questionnaire among friends, family and several employees of the hospitality sector. Lewis, Saunders and Thornhill (2009, 412) mention that this is a very important phase in order to assess the reliability and validity of questions and to determine whether the collected information will answer the research question. This development period took around two weeks. After reformulation and correction of any possible mistake, the questionnaire was ready to send out to the target group.

An email with introduction letter and link was sent to the previously established email- list of hotels. The respondents were led to a website that showed a cover letter and questionnaire (APPENDIX 1/1). This was available for a period of one week first. After this week, a reminder was sent to the participants who have not been replying yet with the kind request to respond to the survey. Then the questionnaire has been available for a period of two weeks. After this time, a second reminder- email has been sent out to the non-respondents.

As already mentioned, the questionnaire was an electronic online questionnaire. It was sent as a link, as part of an introduction e-mail. This link led to an online website, where the

respondents were able to read a cover letter first and then start the questionnaire. It was possible to start the questionnaire and pause or save it, in order to continue at a later point of time again. In the end of the questionnaire, the respondents were able to leave their email- address in case of interest in the evaluation of the questionnaire. The survey was filled in without demanding too much time. The average time spent in answering the full questionnaire was 6.7 minutes.

In total, the questionnaire has been available for a period of four weeks. 516 questionnaires have been sent out, of which 114 have been answered. However, only 87 questionnaires were considered as valid since the other questionnaires have not been completely answered or filled in by respondents not suitable for this questionnaire (e.g. receptionist, 1st year trainee and kitchen chef). This results in a response rate of 22.09 % answers in total and 16.86 % of completed and valid answers. Hence, despite of aiming to generalize the sample, this won't be possible due to the low response rate.

After compiling all the answers which was made with a system by Q-Set, the evaluation of the questionnaire was done by means of the statistics program SPSS and Excel. Furthermore, all the answers had to be translated back into English.

4.3 Evaluation

Organizations should be able to oversee the status of their employees' wellness in order to operate efficiently and successfully. This only becomes possible when information about employee wellness is analyzed, applied and improved. The questionnaire was analyzed by a description of the materials used and the relationships between the variables that were mentioned earlier.

With the questionnaire the evaluation of the employer's attitude towards employee wellness was recognizable and the determination of whether there is a great action- taking towards it or rather not, was analyzed. Moreover, the rate and reason of absenteeism/turnover rate

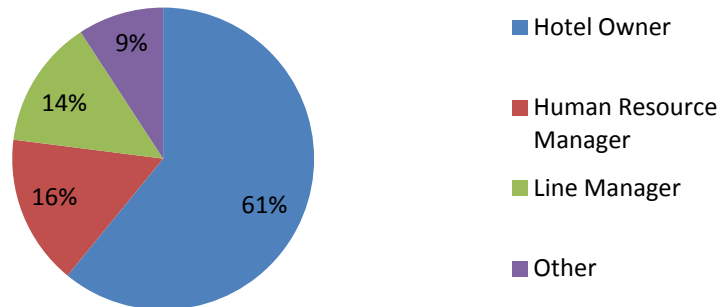
within the hotel industry was determined which might give inside into the actual staff well-being situation.

Dependent of the size of responses that was achieved it was not possible to generalize the sampling results in terms of the population (e.g. is there a trend towards employee wellness). Out of 516 asked persons the valid response rate was 16.86 % which is too low in order to be generalized even though Saunders et al. (2007, 211) states that an expected response rate, when using electronic questionnaires, can be about 11 %. Compared with this statement, the actual response rate of 16.86 % can be seen as quite satisfying even though this was not the initially intended goal (20- 25 %). Nevertheless, when using electronic mediated questionnaires the probability of receiving answers from the correctly intended person is rated as high. In fact, most of the questionnaires reached the correct person, except for three which, apparently, have been filled in by random staff members. Either the author's intention has been misunderstood or there was a lack of time and willingness to participate.

4.3.1 Position

The first question of the questionnaire was to find out about the position of the respondent in the hotel. Since the thesis explores the relation and sense of responsibility of HRM and employee wellness, the author aimed at reaching mainly human resource managers, since this is also a characteristically important part of the hotel industry. Furthermore, the author wanted to determine with this question whether the organization has a separate department for dealing with personnel or if these tasks are taken over by different departments. The next graph shows the percentage distribution of the respondent's position.

Position in the hotel



In fact, 53 of the total 87 respondents were hotel owners, 14 were human resource managers, 12 were line managers and eight respondents were indicated as 'other' (general manager (3x), director (4x) and assistant general manager). Thus, 61 % of respondents were hotel owners which can be explained with the size of the hotel, because all of the hotels are small- and medium sized enterprises (SME) which do not make it either possible or necessary to have a separated department for human resource management and consequently personnel tasks are mainly taken over by the hotel owner. The working conditions in small- to medium enterprises differ in many ways from those of larger companies. The formal organizational structures are simpler; direct communication is common and sometimes even family- like social relationships between employers and employees exist. Workplace health is not based on division of labor, but directly integrated into the daily work life. (DNBGF 2001, 7)

The hotel size in terms of staffing was determined with a different question about permanent full- and part- time employees, of which 73 organizations intended to employ between 2- 49 persons (small size organization), 14 organizations employ 50- 249 persons (medium size organization) and no organization employs 250 and more persons (large sized organization). Even though the author contacted larger organizations as well, no responses were delivered of such and thus no conclusion and comparison can be included in this respect.

4.3.2 Full- and part- time employees and shift work

Negative attributes are related to shift work and part- time employment within the hotel industry. Depending on the shifts, it often cannot be ensured to engage all employees equally into employee wellness programs or other beneficial activities. Moreover, shift work and night work might influence the well- being of the employee due to irregular sleeping – hours and the cut back on private life like relationships as outlined in Cleveland et al. (2007, 277) This again may turn into lower employee performance like service quality and customer satisfaction which then influences the organizational performance.

Full time employees, in this thesis, were calculated with 35 working hours and more per week. On the other hand, part- time employees are then all employees working less than 35 hours per week. The German Act on Working Hours has set the maximum hours of work allowance for full- time employees in the hospitality industry to 8 hours per day. (Amt für Arbeitsschutz 2011, 10)

The question about what percentage of the total permanent employees work full time resulted in the summarized distribution of all responses (n= 87), shown in the following:

100 % (4x), 95 % (6x), 90 % (6x), 85 % (3x), 80 % (12x), 75 % (1x),
70 % (10x), 60 % (9x), 50 % (8x), 45 % (1x), 40 % (3x), 35 % (3x),
30 % (6x), 25 % (4x), 20 % (5x), 15 % (1x), 10 % (1x), 1 % (1x),
0 % (2x)

80 % and 70 % of employees are employed full- time in 12 and 10 hotels respectively, which shows that most of the employers chose to employee full- time staff. Since the majority of employers indicated to own a small- medium sized hotel with 2- 249 persons (73 out of 87 employ between 2- 49) it can be wondered whether employees have to work more shifts or longer hours since the hotel operations is generally seen as a 24/7 business.

Furthermore, almost half of the respondents, specifically 42 out of 87, indicated to have two shifts per day. In total three hotels set four shifts per day and 23 organizations state to set three shifts and 15 hotels have one shift per day. Two hotels indicate to have one to two

shifts per day, whereas no reason was given as to when there is set one or two shifts. Ferger (2006, 9-13) stated that shift work and especially night work has negative effects in health especially psychological health. Due to the disorganized daily rhythm consequences can be headache, inner anxiety, and faster fatigue but also withhold of taking part into general daily interactions with other colleagues, family and friends.

4.3.3 Employee Wellness Program

Employee well- being at work can be described as the overall quality of an employee's experience and functioning at work (Van de Voorde 2009, 26). An Employee Wellness Program (EWP) involves therefore all worksite- based activities that identify, encourage and support employee well- being.

Since there is no equal understanding of the term "Employee Wellness Program" in English and German, this was translated and identified with the common term "Betriebliches Gesundheitsmanagement". In order to avoid any misinterpretations when translating it into German and back into English, the terms have been specified beforehand to the respondent.

The respondents have been asked whether there exists a EWP in their hotel already or not. If the answer was 'Yes', respondents were asked to state the reasons why they have been introducing such program. If the respondents answered 'No' to the questions, they were asked to give possible reasons for introducing such program in the future.

Respondents had to indicate their opinion to six different aspects on a five- scale level from 'not at all important' to 'very important'.

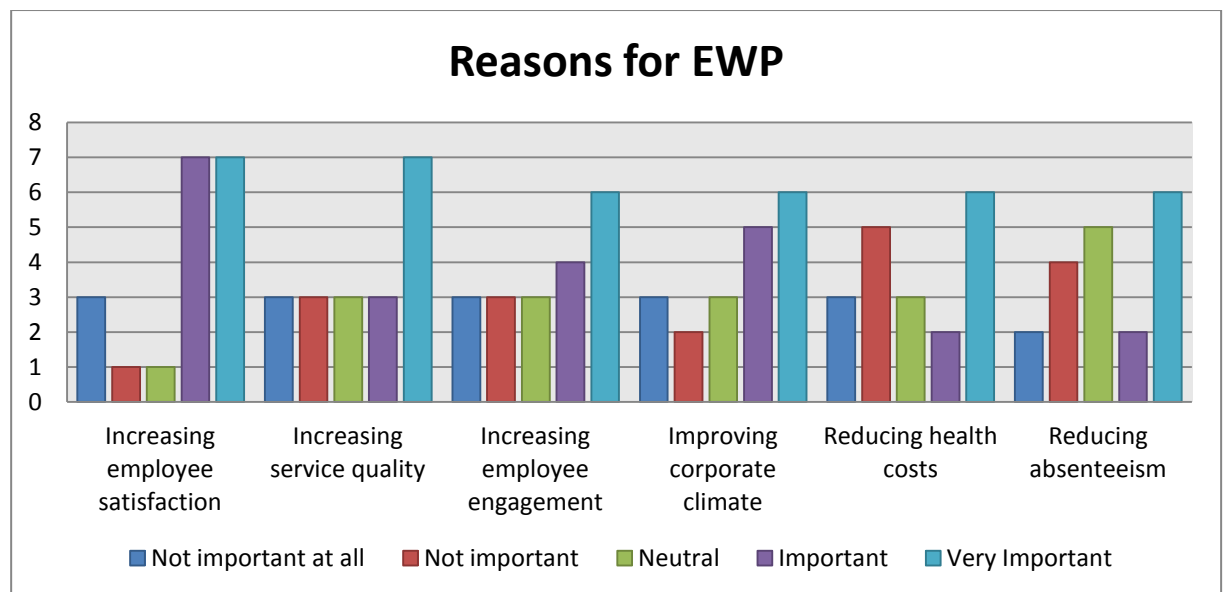
The six different aspects were:

- Increasing employee satisfaction
- Increasing service quality
- Increasing employee engagement
- Improving corporate climate

- Reducing health costs
- Reducing absenteeism

Firstly, 19 participants answered that there already exists a EWP in the hotel. This leaves 68 participants that have not introduced EWP's in the hotel yet ($n = 87$).

The following table shows the results of the 19 participants that answered the question with 'Yes' and therefore ranked the reasons of the program introduction. All participants gave their opinion, even though they also had the possibility to give 'no answer' in case they were not in the position to respond to the question.

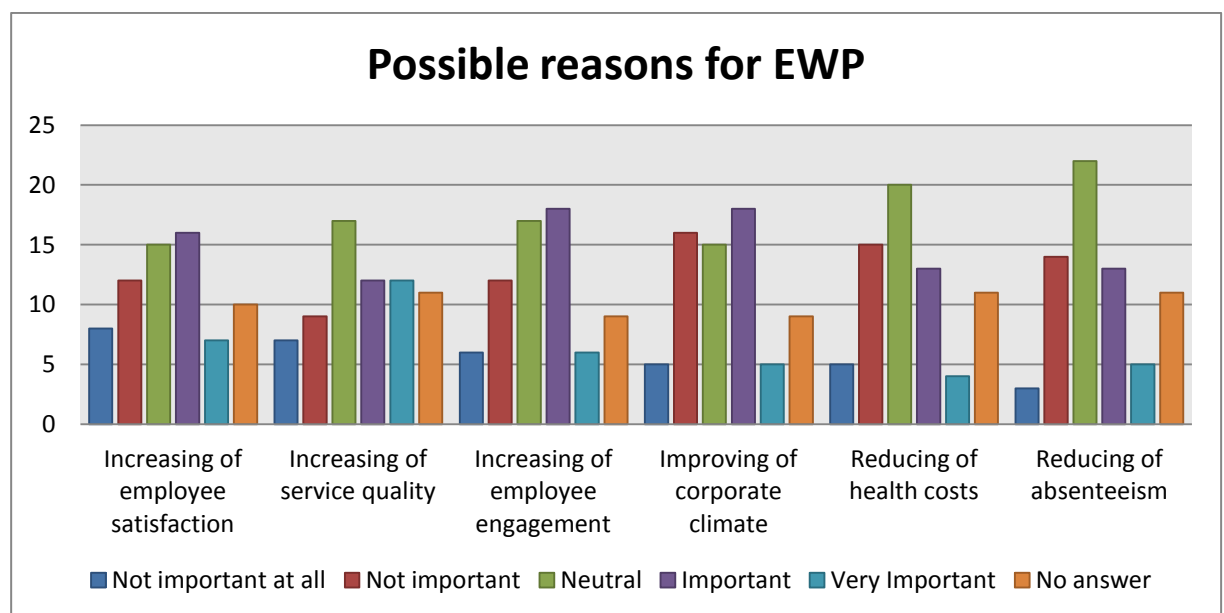


As visible in the graph above, every reason for introducing a EWP was ranked from “not important at all” to “very important”. In overall, it can be said that most of the statements given are agreed with as “very important”, whereas “Increasing employee satisfaction” and “Increasing service quality” stand out most. All statements are ranked with “very important” almost consistently whereas it can be mentioned that “reducing health costs and absenteeism” show a rise of non- agreement or to be precise the grading as “neutral” to “not important”.

When combining together, it is visible that “increasing employee satisfaction” and “improving corporate climate” are ranked as the most important attributes of having

introduced an employee wellness program. Relating back to the theory it was stated that motivation is created when the expected rewards, outcome and performance are consistent. Hence, the employers expected to receive certain outcomes by introducing employee wellness programs such as satisfied employees and an improved corporate climate. Furthermore it was wished to improve the service quality, which can be seen as a result of employee wellness programs as they tend to improve employee well-being which in turn influences the motivation to work which then transforms into better performance/service quality in the hospitality industry. It was stated that it is necessary to support employees with benefits and other services because the satisfaction will lead to “an effective and efficient service to the customers” (Grönroos 1990, 59- 70).

The following table shows the results of 68 participants that answered the question with ‘No’ and therefore gave possible reasons when/if introducing a EWP in the future.



In most of the cases respondents are showing the neutral position, even in the cases where the fact might be important e.g. “reducing of the health costs”. On the other hand the fact that the statements like “increasing of employee satisfaction” is voted as “not important at all”(when combining neutral, not important and not important at all) but “improving of corporate climate” rated as an “important” reason to introduce and EWP, shows that the respondents have a different understanding of the term “EWP”. No special trend towards

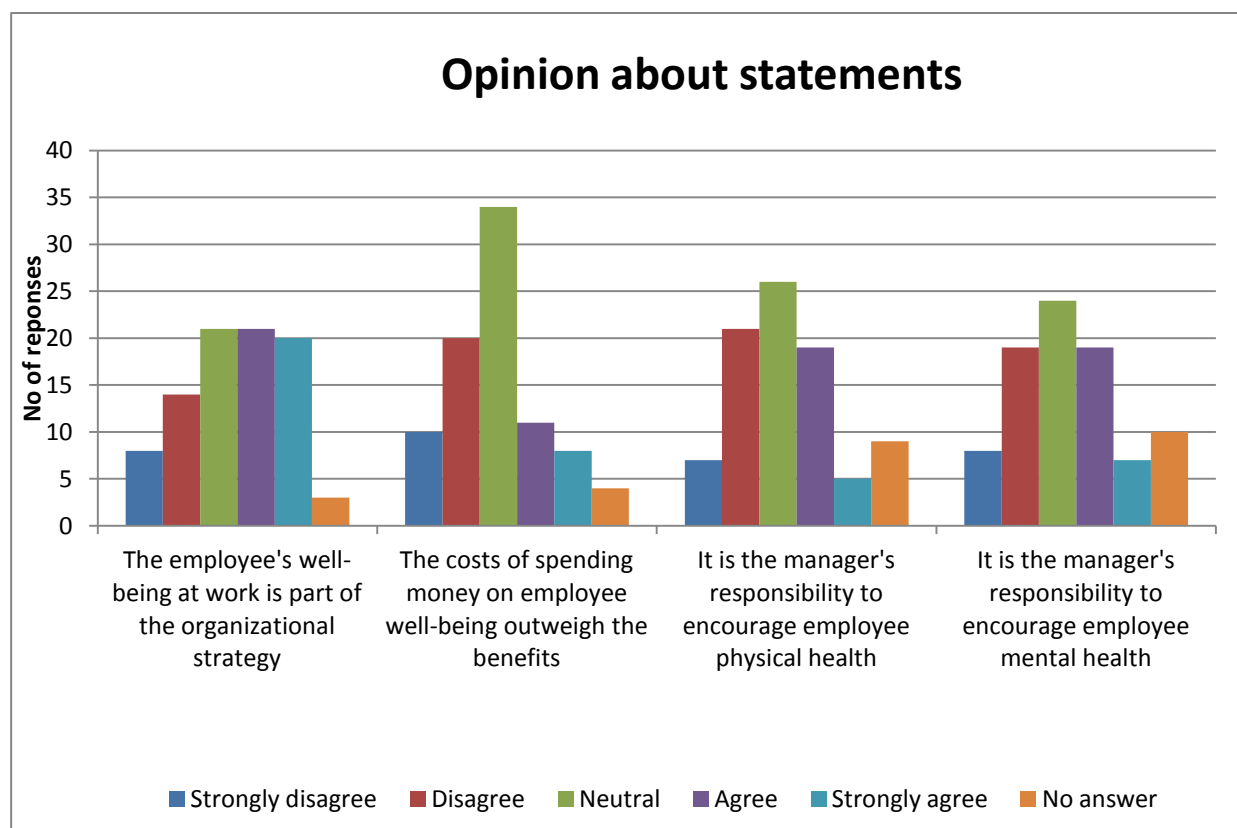
the reasoning is recognizable and it appears as if no solid thoughts on introducing EWP's have been done beforehand.

4.3.4 Employer responsibility

The next question was about directly finding out the role and extent of responsibility that the respondent feels towards the employee and his/her well-being.

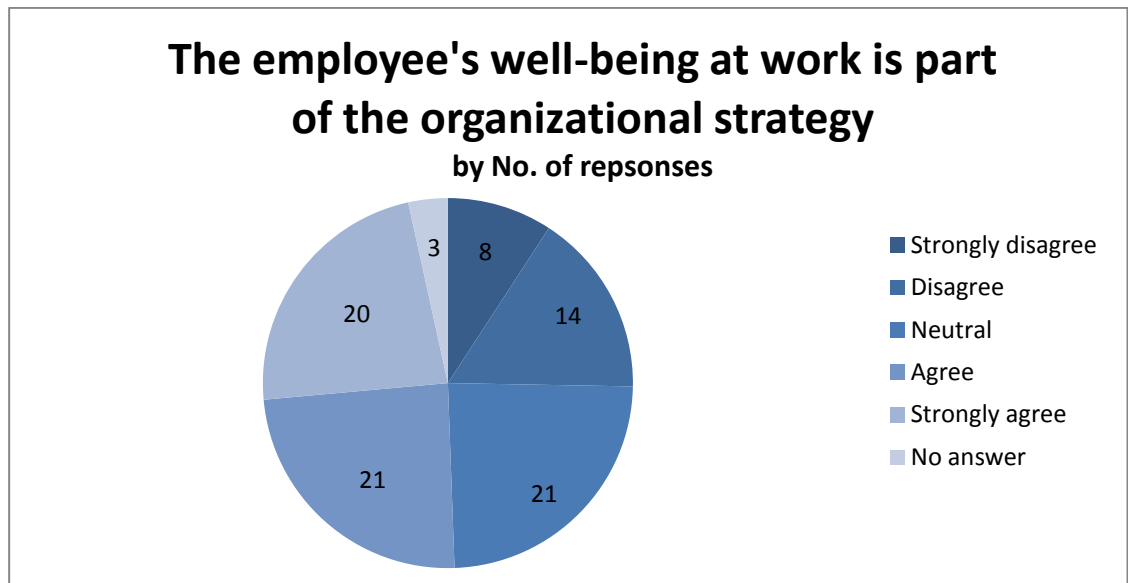
Four different statements were given and the participants were able to answer it by means of a 1- 5 point scale ranging from 'strongly disagree' to 'strongly agree'. Besides that, the participants were able to choose the option not to give an answer to this question. In total all 87 respondents answered this question.

In summary, the result is shown in the next graph. Afterwards each statement will be explained individually.



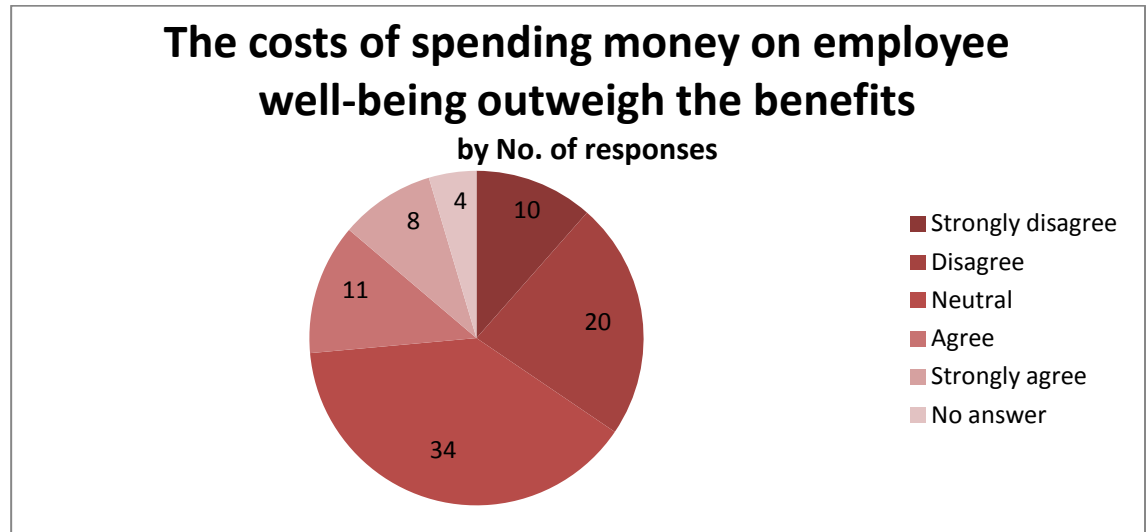
The statement that “The employee’s well- being at work is part of the organizational strategy” was in total definitely the most positive for the respondents, as the rate of the “agree” and “strongly agree” answers were high. On the other hand respondents disagree that it is the manager’s responsibility to encourage the physical and mental health. If to combine these statements together it shows that the employers have no clear vision of what EWP is. And (or) they do not want to implement the EWP program in a practical way, which leads to the suggestive conclusion that even if employers would like to integrate well-being at work, they do not want to be responsible for it.

a) The employee's well- being at work is part of the organizational strategy



Almost half of the respondents agree with this statement. This is showing that the respondents think of employee well- being as a part of the company’s image and values.

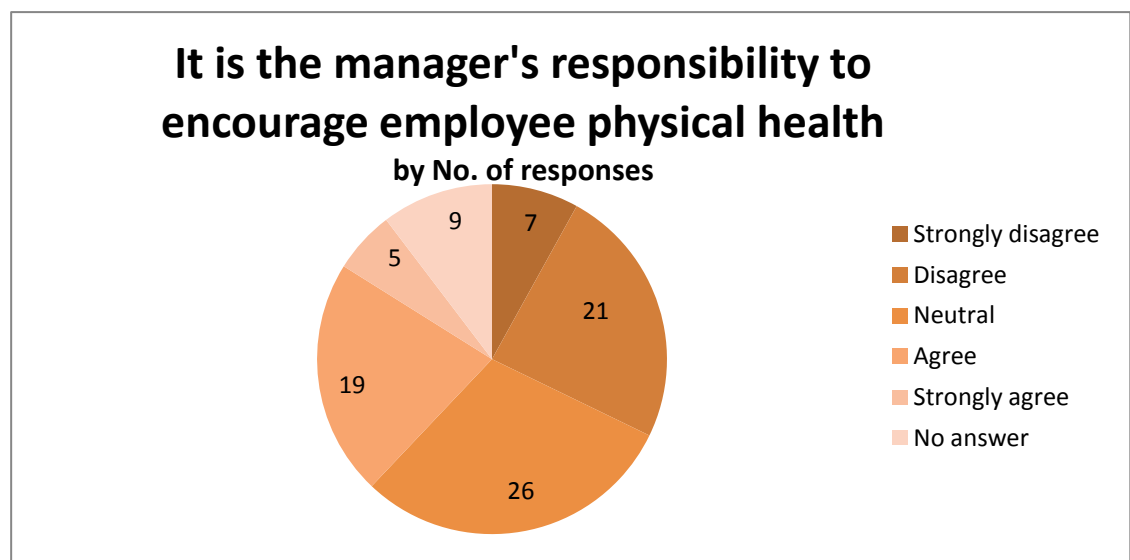
b) The costs of spending money on employee well-being outweigh the benefits



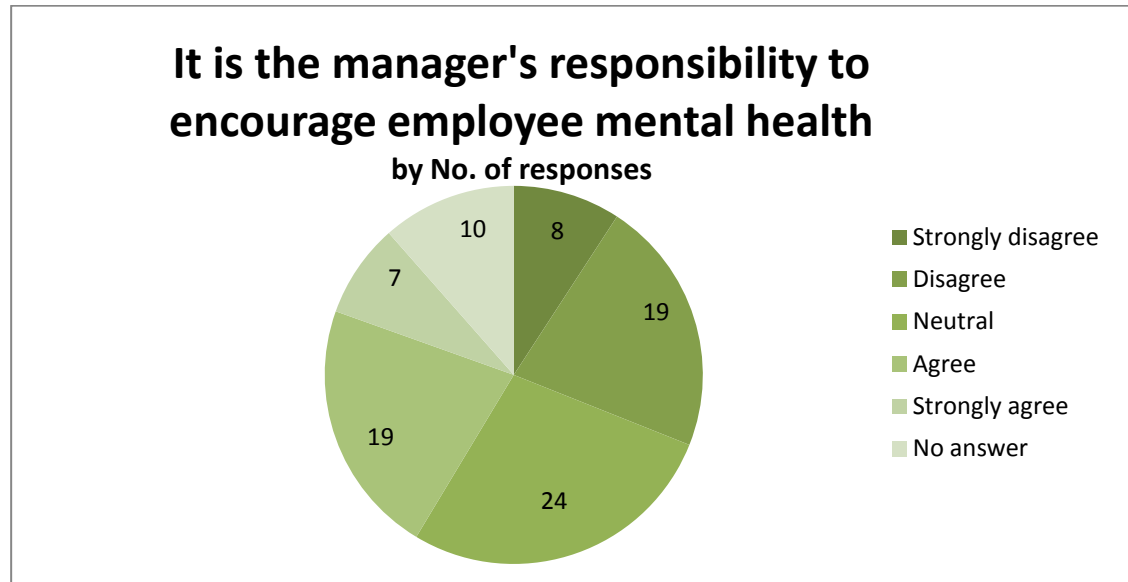
Although the respondents do care about the image and the values they are not sure about the ways of implementing employee well-being to the real life, as well as they do not know if the money spent on the well-being will be higher than the benefits.

Common perceptions state that employee wellness is about offering luxury spa trips or a full insurance package, which both cost a lot of money. However, since EWP's can have various versions it is not necessary to invest in and offer very pricey activities as it starts by the provision of information and awareness drawing regarding healthy lifestyles as mentioned in theoretical chapter about Employee Well-being.

c) It is the manager's responsibility to encourage employee physical health



d) It is the manager's responsibility to encourage employee mental health



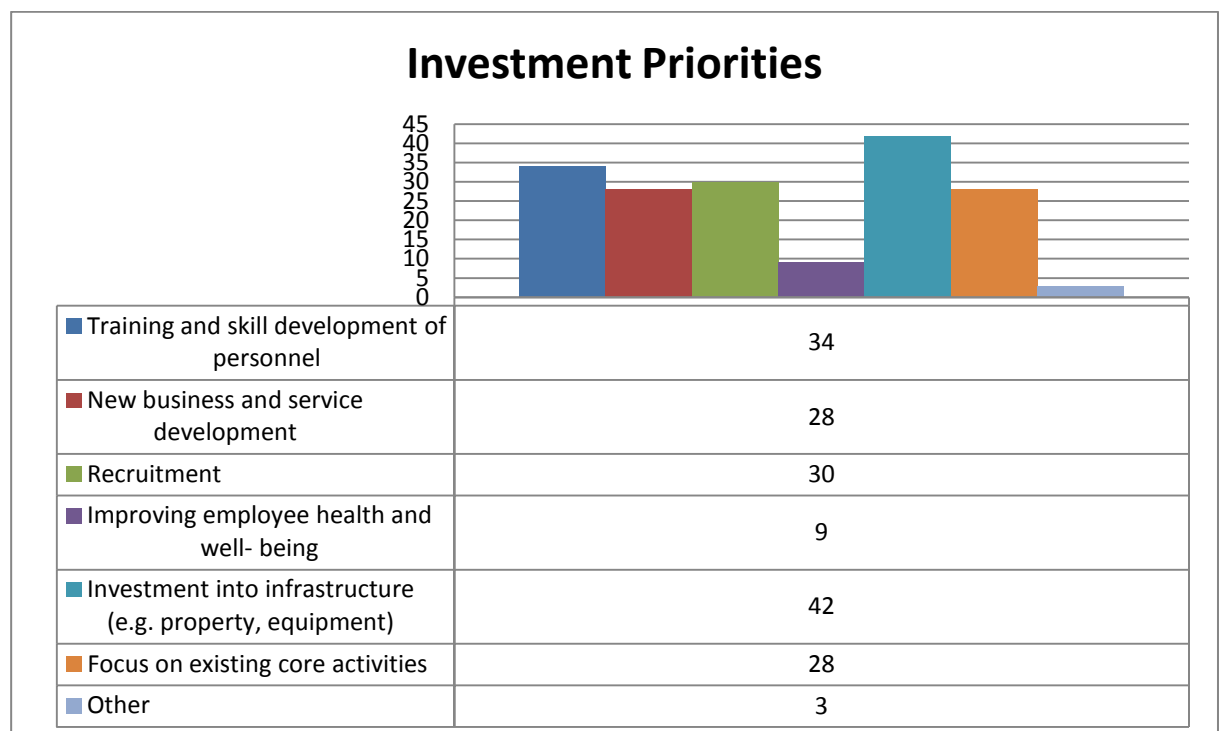
The two last statements are similar as to some extent, because they both are stating for the fact that someone should be responsible for the employee's health (whether it s physical or mental). And although there is a difference in the mental and physical health, respondents don't quite agree that the managers should be responsible for both health issues.

To sum up again, the reasons for a future introduction of EWP are not quite clearly defined for the respondents. Sure they say the EWP is incorporated into the organizational strategy, however, they don't feel responsible for the employee's mental or physical well- being. Also the aspects about investments into EWP leave the respondents unsure since they do not know if the benefits will outdo the investment. When holding these outcomes against the theoretical findings it can be mentioned that there is evidence in form of direct, indirect and non- monetary benefits that can sustain the costs of investing into EWP's.

4.3.5 Investment priorities

In order to find out about the actual investment priorities of the organization, the respondents were asked to chose two answers from the options given, or to name a different one that has not been listed. (87 persons answered = 174 answers in total)

With these statements the author wanted to find out whether the organizational focus lays more on personnel attributes (for example training and skill development) or on organizational performance (for example new business development). Investment priorities that have been mentioned under ‘other’ are: “Reducing debts”, “Overcome financial crisis = survive” and “Helpful and happy employees = good corporate climate”



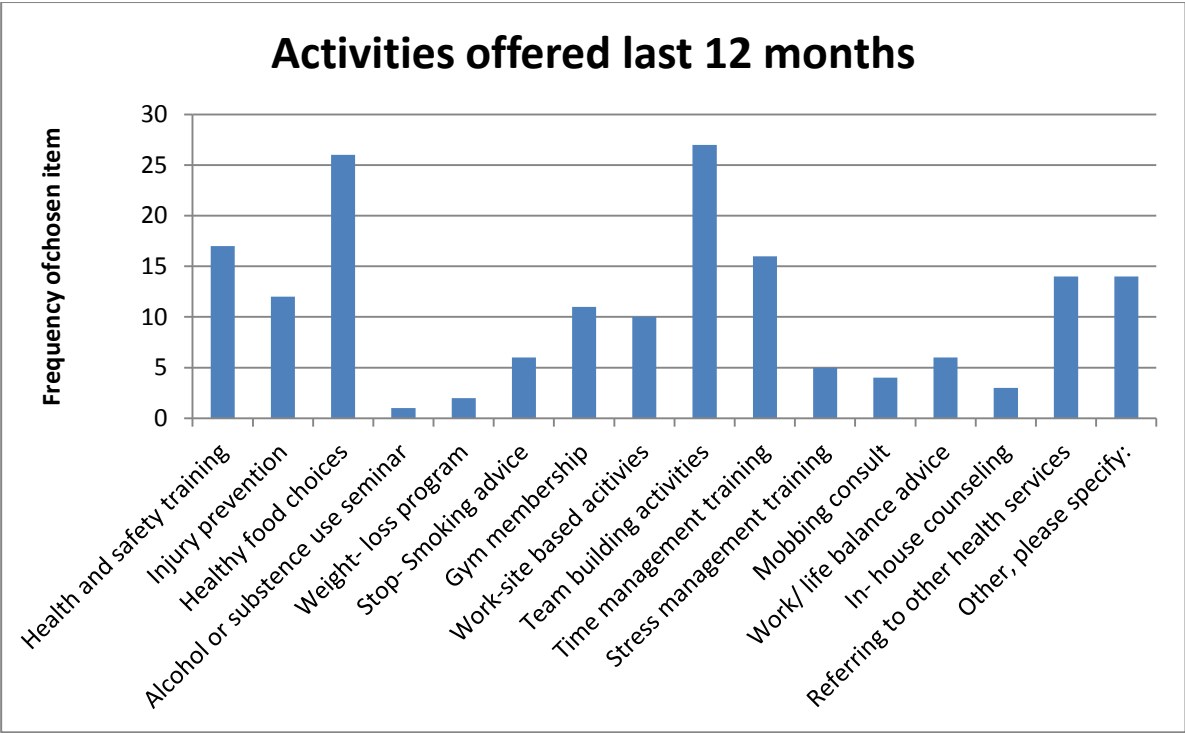
Due to the investment priority research it seems that the respondents are more interested in the “infrastructure” investments than in the EWP’s. It can be outlined that it might be due to the fact that it is impossible to develop a good well- being program without good equipment, but it might also be to the confusion and misunderstanding of the EWP terms. The research is showing that the respondents are also sharing the company’s performance priorities as 28 times “New business development” and “Focus on existing core activities” were chosen.

It is very clear that “Improving employee health and well- being” is not part of the actual investment priority which gives a clear view on the present approach of employee wellness in the hotel industry of the Black Forest. Investment in “Training and skill development” is

also chosen quite frequently which also positively influences the well- being of an employee, however, which probably has been chosen in order to provide better customer service and is therefore part of an investment on organizational performance rather than employee performance. Nonetheless, there is no clear priority set on “Improving employee health and well- being”, rather on the environment work settings around it.

4.3.6 Activities and Services provided for employees

Employee Wellness Programs can take on different forms and contain various activities as described in chapter 3.3.4 Examples of Wellness Programs. EWP’s should be coordinated individually with each organization in order to respond to employee’s needs as they occur. With respect to the question about an existing or non- existing EWP, the author wanted to find out next, what kind of activities have been offered to the employees within the last twelve months. Some organizations might even offer some kind of EWP activities and services even though they did not realize it as such. By analyzing this question the author hoped to raise the awareness about activities that count as employee wellness activities.



Seven times out of 87, respondents have stated that no activities have been offered to staff within the last twelve months. Setting this in context, it is obvious, that most of the organizations offer at least some kind of program in form of a single activity or service. This, even though 68 of the participants stated to have no so called Employee Wellness Program, shows that there is a tendency of offering such program without being aware of it.

This leads to the appearance of an existing lack of knowledge and awareness among the management about such program and its definition. Some organizations might offer some services to employees that help them feel well within the work environment, however, which was just not defined as such. A lack of clear definition hence leads to confusion and a missing awareness.

Taking a look at the statistic above, it stands out that “healthy food choices” (26 x) and “team building activities” (27 x) are the most chosen activity to be offered to employees. Secondly, “health and safety training” (17 x), “time management training” (16 x) and “referring to other health services” (14 x) have been chosen quite often. Time management training can help to take away pressure from the employee and gaining an improved organization in the daily work life. Twelve times “injury prevention” has been chosen which is for example important for the housekeeping personnel (lifting heavy items) and the kitchen personnel (handling of cutlery).

As already mentioned, “Referring to other health services” has been chosen fourteen times. Even though this is no direct activity offered by the company, it is a direct reaction towards the employee and the recognition that somebody needed help. Suggesting other institutions is a part of taking responsibility towards employee well- being.

One respondent said that it is important to have an open communication and closeness towards the employees. This illustrates that the respondent is generally interested in the well-being of the employees and furthermore open- minded to react to their opinion.

On the other hand, another respondent wrote that those programs are of employee’s private interest. This shows that the employer is not very interested in the well- being of the staff or

at least does not see it as his/ her responsibility. These two statements have been considered as worthwhile comments to include into the thesis, however, they cannot be seen as a norm or general observation since there is not indicator or measurable trend towards these statement.

In summary, it can be said that there is a tendency of concern for the employee's well-being and action taking towards creating an environment that support employee wellness.

4.3.7 Correlation of existing /non- existing employee wellness programs and existing activities for employees

The following combines the two questions about existing employee wellness programs and activities that have been offered to employees in the last twelve months. The author wanted to find out whether employers answers are congruent with each other. It was proved whether employers who stated that there exists a EWP offer some of the available activities, which have been identified to be aspects of employee wellness program practices. Furthermore, it was proved whether employers who stated that there is no EWP present in the hotel still offer some of the available activities, which have been identified to be aspects of an employee wellness program practices.

As a reminder, 16 respondents stated that a EWP is present in the hotel, whereas 68 respondents stated that there is no such program. Approximately four times more, respondents did not consider having an employee wellness program yet. However, when looking at the statistics below, the majority has offered at least one kind of activity to the employee within the last months. Among the respondents with no present EWP, team building was mostly chosen (14 times) followed by healthy food choices, and health and safety training.

The indication that activities are offered even though no EWP is provided can have several reasons. It could mean that employers are simply not aware of the term employee wellness program and its content. Furthermore, employers might lack the driving motivation to take

responsibility to form guidelines for a EWP. Besides that, employers could be aware of it but not recognize it as suitable for their hotel. However, as there is no distinct answer to this question, it is not possible to give a general interpretation in this context and leaves room for further research.

EWP * Health and Safety Training Cross Tabulation

Count

		Health and safety training	
		1	Total
EWP	Yes. Please continue with question No 6 A	4	4
	No. Please continue with question No 6 B	9	9
Total		13	13

EWP * Injury Prevention Cross Tabulation

Count

		Injury prevention	
		1	Total
EWP	Yes. Please continue with question No 6 A	3	3
	No. Please continue with question No 6 B	6	6
Total		9	9

EWP * Healthy Food Choice Cross Tabulation

Count

		Healthy food choice	Total
		1	
EWP	Yes. Please continue with question No 6 A	6	6
	No. Please continue with question No 6 B	8	8
Total		14	14

EWP * Alcohol or Substance Use Seminar Cross Tabulation

Count

		Alcohol or substance use seminar	Total
		1	
EWP	Yes. Please continue with question No 6 A	1	1
Total		1	1

EWP * Stop Smoking Advice Cross Tabulation

Count

		Stop smoking advice	Total
		1	
EWP	Yes. Please continue with question No 6 A	1	1
	No. Please continue with question No 6 B	4	4
Total		5	5

EWP * Gym Membership Cross Tabulation

Count

		Gym membership	
		1	Total
EWP	Yes. Please continue with question No 6 A	2	2
	No. Please continue with question No 6 B	2	2
Total		4	4

EWP * Work- site Based Sport Activities Cross Tabulation

Count

		Work- site based sport activities	
		1	Total
EWP	Yes. Please continue with question No 6 A	7	7
	No. Please continue with question No 6 B	3	3
Total		10	10

EWP * Team Building Activities Cross Tabulation

Count

		Team building activities	
		1	Total
EWP	Yes. Please continue with question No 6 A	7	7
	No. Please continue with question No 6 B	13	13
Total		20	20

EWP * Time Management Training Cross Tabulation

Count

		Time management training	Total
		1	
EWP	No. Please continue with question No 6 B	5	5
Total		5	5

EWP * Stress Management Training Cross Tabulation

Count

		Stress management training	Total
		1	
EWP	Yes. Please continue with question No 6 A	1	1
Total		1	1

EWP * Work/ Life Balance Advice Cross Tabulation

Count

		Work/ life balance advice	Total
		1	
EWP	No. Please continue with questions No 6 B	5	5
Total		5	5

EWP * In- house Counseling Cross Tabulation

Count

		In- house counseling	
		1	Total
EWP	Yes. Please continue with question No 6 A	1	1
	No. Please continue with question No 6 B	1	1
Total		2	2

EWP * Referring to other Health Services Cross Tabulation

Count

		Referring to other health services	
		1	Total
EWP	Yes. Please continue with question No 6 A	1	1
	No. Please continue with question No 6 B	5	5
Total		6	6

4.3.8 Correlation of employer position and EWP

As stated in the theory research, Dr. Rüdiger Meierjürgen from the Barmer Ersatzkasse (a German insurance company) states that there won't be any success within the workplace health management without the active support of the management (Personalmagazin 2005, 27). Human resource managers have a key responsibility within the workplace health management and wield influence over the organizational activities towards employee well-being. As mentioned above, human resource managers (but also other employers like hotel

owner, general manager who take over employee responsibilities) possess a key responsibility in promoting employee wellness and therefore the author was asking respondents about their position within the hotel which will give insight on the topic.

Which position do you own in this hotel? * Existing/ non- existing EWO Cross tabulation

		EWP exists		Total
		Yes. Please continue with question No 6 A	No. Please continue with question No 6 B	
Which position do you own in this hotel?	Hotel owner	10	43	53
	Human Resource Manager	3	11	14
	Line Manager	3	9	12
	Other, please specify:	3	5	8
	Total	19	68	87

In total, 14 human resource managers were answering the questionnaire which is not a very high amount of managers in this specific department, dealing with employee concerns. Rather hotel owners, specifically 53, which is the majority of respondents, have answered the questionnaire and 43 of them with no present EWP. The result that there are fewer human resource managers among the respondents could perhaps be down to the fact that mostly small- medium sized hotels are represented within this survey, which does not yield for a specific department.

4.3.9 Shift work vs. well- being activities

As mentioned before, shift work can have negative influence on the well- being of employees such as tiredness and draw backs in private life. This might in turn influence the performance of the employee and thus also organizational performance.

Almost half of the respondents, specifically 42 out of 87, indicated to have two shifts per day. In total three hotels set four shifts per day and 23 hotels state to set three shifts and 15

hotels have one shift per day. Two hotels indicate to have one to two shifts per day, whereas no reason was given as to when there is set one or two shifts.

A follow up question determined whether it is ensured that the activities as mentioned in the previous section are offered equal and fair chances to all employees regardless of different shifts. Respondents were able to answer “Yes”, “There are no different shift”, or “No. Please specify why not”.

The answer of 43 respondents (n= 87) was positive and it was stated that employees had an equal chance to engage into well- being activities. Since this amounts about half of the responses, it seems as if the awareness and organizational policies exist in order to support employee well- being. Effort is done to assist every employee and give him/her same opportunities to engage into activities that are offered by the hotel.

On the other hand, twelve respondents said that no different shifts exist within the company meaning that there is an equal chance for employees to engage in activities by nature. However, this result is incongruent to the one given at an earlier stage, where 15 respondents indicated to have one shift per (one shift per day equals no shift). Thus, at least three respondents misunderstood one or both questions and gave different statements. This leads to a lack of reliability of both questions and allows only suggesting an approximate estimation.

The following is a summary of the statements given by respondents that answered that there is no equal chance in engaging into activities offered by the organization. 32 respondents indicated in total 20 different reasons for not being able to provide activities to all employees in a fairly manner. Five times it was mentioned that there is “no time” for offering such activities and another said that there is “only one specific open time- frame when all employees can participate” which however is not used. Mentioned reasons like these show that time management is already a particular problem within the company and seminars on time management would possibly help to identify and organize a more profitable schedule. Necessities like these are not considered at all or at least considered as too time consuming or effort consuming and the long- term benefit is not recognized.

Four other respondents mentioned that there is only “day and night shift”, which assumes that the employees working during night shifts do not have any possibility to engage into wellness activities. The question is open whether day and night shifts are on a rotating basis or not. If yes, then activities could be offered on a rotating basis as well. However, since this statement is missing the author is not able to make any conclusion in this respect but also gives impulse for future research.

Other obstacles among employers for not offering activities are: “organization is too small”, “not possible because of operating procedure” and “no offer for one part- time employee and otherwise temporary staff”. This observation states that employers suppose that the size of company counts when offering employee wellness activities. That such activities wield benefits regardless the organizations’ size, is not recognized. Each employee is adding to the organizational performance and service quality. This needs to be recognized as it consequences in positive aspects.

Besides that, interesting was that some of the respondents cited that there is “lack of motivation”, “no contact person”, “management is missing”, “organization/management not available or in- house”. Moreover, “we have not been thinking about this beforehand” was another statement cited, which shows that the level of awareness is still not big enough as to reach all employers among the respondents asked. Even though these statements cannot be counted as a general observation, this thesis might give an impulse to think about the issue “employee wellness” in the future and pay more attention to it. Furthermore, a lack of organization and contact person in order to formulate guidelines and other policies is present. Even though different institutions like insurance companies and other national and international companies promote employee wellness programs and provide guidelines on setting up such programs, companies are not aware of these offers or do not take advantage of it. In case of missing management of such program, there is no person that feels responsible for this issues and the company also did not think of it as part of its organizational strategy.

In total two respondents cited that the shift is not applicable for free- time activities and that such well- being activities should take part in leisure time. This observation suggests that an employee wellness program is seen as a free- time activity and there is neither space nor

place for it at the workplace. There is no recognition and understanding of employee well-being at all and related benefits are not identified.

To sum it up, it is obvious that half of the respondents have an understanding of employee wellness and its benefits and therefore provide equal chances to engage in activities. On the other hand, the other half of the respondents does not offer different shifts or is not able to provide equal chances to engage into activities because of lack of program awareness and its organization or other obstacles like lack of time.

4.3.10 Turnover rate

A high turnover rate of an organization might lead to high financial loss. Reasons for a high turnover rate might be lack of employee retention and well-being. According to a study by Gallup (Steelcase 2012, 4) the situation among emotionally unattached employees in German organizations was critical since 59 % of the respondents indicated to leave their work within the next year, whereas on the other hand only seven percent of the emotionally attached employees indicated to do so. Turnover causes high costs in terms of loss of know-how, reoccupation and a training period for new employees (Steelcase 2012, 4).

The following list shows the turnover rate filled in by the respondents.

List 1 The turnover rate of the last twelve months

Turnover Percentage	Frequency	Percentage	Valid %	Cumulative %
	36	41,4	41,4	41,4
0	8	9,2	9,2	50,6
2	4	4,6	4,6	74,7
3	2	2,3	2,3	85,1
5	3	3,4	3,4	94,3
7	1	1,1	1,1	96,6
8	3	3,4	3,4	100,0
10	11	12,6	12,6	63,2

12	3	3,4	3,4	66,7
15	2	2,3	2,3	69,0
17	1	1,1	1,1	70,1
20	6	6,9	6,9	81,6
25	1	1,1	1,1	82,8
30	3	3,4	3,4	88,5
35	1	1,1	1,1	89,7
40	1	1,1	1,1	90,8
60	1	1,1	1,1	95,4
Total	87	100,0	100,0	

Previously it was stated that the turnover rate within the hospitality industry might even be as high as 60 % (Hänssler 2008, 160). In this research respondents indicated the turnover rate mostly with 10 % which is definitely lower than the general expectation. The interpretation suggests that organizational costs are not highly influenced by costs of turnover and recruitment of new staff. Furthermore, it can be suggested that the engagement within the questioned hotels is likely to be high and satisfying as to retain employees to work for the hotel.

The majority of respondents said that most of their employees left the organization due to a change of life situation, which was chosen 37 times. High stress level and also health problems have been chosen 14 times respectively. When comparing the results of turnover percentages with the employers that stated to obtain or not obtain a EWP in the hotel it was observed that no significant tendency was recognizable towards 'high turnover + no existing EWP' or 'low turnover + existing EWP'. The question about employee turnover and absenteeism have not been obligatory for the respondents, which resulted therefore in a low response rate that does not allow to norm a general observation and create interpretations.

Literature however suggests that employees' perception of how their job has an impact on job satisfaction is connected to the general idea about the scope to which their organization cares about their employee well- being. Once employees embrace this belief it generates a desire among them to respond towards the organization in the form of positive attitudes and

behavior. This reciprocal action involves positive outcomes both for employees (motivation, employee commitment, job satisfaction and work-life balance satisfaction) and employers (for example lower absenteeism and turnover rates, higher retention and higher productivity). (Baptiste 2007, 304)

4.3.11 Absenteeism rate

Among other positive aspects, reduced employee absenteeism and increased performance and productivity are connected with employee well- being (Sieberhagen et al. 2011, 2).

Besides that BKK Faktenspiegel (2005, 5), showed that one Euro that has been invested into the well- being of employees, saves 2.50 Euro through reduced absenteeism. Thus, costs coming from absenteeism can be reduced about 34 %. Moreover, 2.30 Euro can be saved in costs coming from sickness treatments through less doctor appointments or hospital stays.

The following list shows the rate of absenteeism among employees during the last twelve months as indicated by the respondents.

List 2 Absenteeism rate of the last twelve months

Absenteeism Percentage	Frequency	Percentage	Valid %	Cumulative %
	41	47,1	47,1	47,1
----	1	1,1	1,1	48,3
?	1	1,1	1,1	49,4
0	3	3,4	3,4	52,9
o	1	1,1	1,1	98,9
Valid 1	2	2,3	2,3	55,2
2	3	3,4	3,4	72,4
4	2	2,3	2,3	82,8
5	10	11,5	11,5	94,3
6	1	1,1	1,1	95,4

8	2	2,3	2,3	97,7
10	5	5,7	5,7	60,9
12	1	1,1	1,1	62,1
15	4	4,6	4,6	66,7
16	1	1,1	1,1	67,8
18	1	1,1	1,1	69,0
20	4	4,6	4,6	77,0
30	1	1,1	1,1	78,2
35	3	3,4	3,4	81,6
Total	87	100,0	100,0	

The indicated rates do not show a specifically high level of absenteeism. The majority answered that their staff absenteeism rate would 5 %. Furthermore, 10%, 15% and 20 % absenteeism rate have been indicated more often. The most stated reason for staff absenteeism was illness with 46 times, followed by care of children/family matters with 11 times and pregnancy/ maternity or paternity leave with 8 times. Other reasons, which can be connected to the term well- being, are no motivation with five times, and stress/burnout with six times.

4.3.12 Well- being institutions

The following table outlines different institution that work with occupational well- being. Respondents have been asked whether they are aware of these companies, they make use of it or not know it at all. This question also contributes to the overall completion of filling the answer whether employers are aware of such programs like employee wellness programs and institutions that could help introducing some information and supporting the hotel.

The main activities of these institutions have been outlined in chapter 3.3.3 Employee Well-being.

As originally expected by the author, most of the companies are not known by the respondents at all. Fewer employers are aware of the existence of such institutions; however, do not make any use of it. The minority is aware of the companies indicated and also uses their services. Well known and widely used seems to be BKK, a company health insurance funds. 16 respondents use BKK's services; in what way cannot be cited here, as this has not been asked and stated in the questionnaire.

However, there was also no company, which services have not been used. At least two respondents indicated to know and use the services offered by ENWHP and OSHA. These two institutions to be specific emphasize also on European workplace health and wellness promotion whereas the other companies seem to be more on a national basis and regionally better represented.

	I am aware of this company & I make use of it.	I am aware of the company & I don't use it.	I don't know the company.
Initiative Neue Qualität der Arbeit - INQA	5	15	67
Deutsches Netzwerk Betriebliche Gesundheitsförderung - DNBGF	5	22	60
Betriebskrankenkasse Bundesverband - BKK	16	48	24
European Network for Workplace Health Promotion - ENWHP	2	15	71
Europäische Agentur für Sicherheit und Gesundheitsschutz am Arbeitsplatz – OSHA	2	21	64

4.4 Conclusion

Studying the results of the questionnaire and formulating an overall observation, it can be said that the awareness of employee wellness programs among hospitality employers in the Black Forest, Germany, is quite low. Even though the response rate of 16, 86 % with which no generalization to the population is possible, this survey gives partial insight into the actual situation of perceived importance regarding the topic.

The literature proves evidence that human resource management possesses an important role when it comes down to wellness of personnel. Designing an environment and benefit packages that are desired by employees because of an expected beneficial outcome, will have various positive effects on both employee and organization. Furthermore, human resource managers hold a vital position when introducing and promoting employee wellness and participation and motivation among employees seems to be higher. Albeit this knowledge, the analysis of the research showed that only 16 percent of all respondents ($n = 87$) are human resource managers. 61 percent on the other hand indicated to be hotel owners. This however can be connected to the size of the hotels, which were mostly small- to medium sized. This leads to the suggestion that even though there is no separated human resource department, the hotel owner directly takes care of employee matters.

The majority of the respondents stated that there is no employee wellness program present in the hotel and when asked what possible reasons could be to introduce such program in the future the response was rather neutral and not clearly specified. On the other hand the fact that the statements like 'increasing of employee satisfaction' is voted as 'not important at all' but 'improving of corporate climate' rated as an 'important' reason to introduce and EWP, shows that the respondents have a different understanding of the term 'EWP'. No special trend towards the reasoning is recognizable and it appears as if no solid thoughts on introducing EWP's have been done beforehand. In case of the respondents that have a present EWP, the aim was to 'increase employee satisfaction' and 'improve the service quality', which can be seen as a result of employee wellness programs. Well- being influences the motivation to work which then transforms into better performance/service quality in the hospitality industry. It was stated that it is necessary to support employees with benefits and

other services because the satisfaction will lead to “an effective and efficient service to the customers” (Grönroos 1990, 59- 70).

Besides that it is obvious, that the majority of the hotels offer at least some kind of program in form of a single wellness activity or service. This, even though 68 of the participants stated to have no so called Employee Wellness Program, shows that there is a tendency of offering such program without being aware of it.

In addition to that it is also worth mentioning that there was a low awareness of institutions that offer information and support related to occupational health and well- being. Even though the advertising of these institutions all over Germany and partially Europe is quite diverse, the respondents did not know those at all or in case they were aware of the existence, respondents did not use their services. The best known institution was BKK, company health insurance funds, which also offers specific trainings, seminars and information about occupational health and well- being.

When analyzing the scope of perceived responsibility among the respondents towards employee health and well- being, it is reflected that there is a low sense of responsibility. Even if employers wish to have healthy staff, this analysis leads to the suggestion that the responsibility does not want to be taken over for activities that can enhance a healthy workforce.

4.5 Recommendation

For future surveys about the topic ‘employer’s responsibility of employee well- being’ it can be recommended to involve qualitative research methods. This research has its limitations because at some point it was not possible to draw conclusions since data was not sufficient. The author mainly used quantitative research methods which is generally good in order to receive nominal statistics and make comparisons among a larger group of population. This was helpful in terms of getting a general view on the topic. However, in order to be able to draw more specific conclusions deeper level of questioning should have been included as for

example when asking for the motivation of offering wellness activities but not having a defined employee wellness program.

Recommendations for the employers within the hospitality industry include awareness-raising for the topic employee wellness and its associated benefits for employees and employers. We came to the conclusion that human resource management practices are important elements when speaking about employee wellness, thus thoughts on these factors should be considered.

Furthermore, albeit proven that employee well-being is cost effective in the long term, respondents did not quite know whether or not the benefits will be higher than the invested money into well-being. More investigations about this dimension can be made in this respect. More information on cost-effective wellness programs and other supportive material can be found on the websites of the institutions mentioned earlier, specifically DNBGF, INQA, BKK, ENWHP and OSHA.

5 SUMMARY

Assuring and promoting wellness and motivation at the workplace is not only a moral approach to be considered but more a legal responsibility of employers. Especially in the hospitality industry employees are vital elements in the quest for service quality and customer satisfaction. Stress in the hospitality industry can be aroused by non-standardized and unstable work establishments, low wages, extreme work load, intensive customer interaction and working in the so called ‘emotional labor’ industry, and a fast changing work environment. (Lo and Lamm 2005, 24) This stress can have negative health effects on both employees and organization. Negative Impacts can be high staff turnover or lack of performance and motivation which will both have further influence on the company’s cost and service quality.

This thesis dealt with the actual perception of employee wellness and employee wellness programs in context of the hospitality industry.

The author’s formulated objectives in order to realize the research are stated as follows:

- Objective I: determines to what extent the employers within the hospitality industry perceive health and wellness of staff as their responsibility.
- Objective II: determines whether health and well- being benefits like “Staff Wellness Programs” have any impact on staff motivation and retention in the hospitality industry.

The main aim was to find out the employer's sense of perception and responsibility related to the wellness of their employees. This thesis furthermore contributes in filling the information gap concerning employee wellness programs in the hospitality industry in Germany. It provides insight into the actual approach of employers and outline benefits of employee wellness programs in order to stimulate the acquisition of knowledge in this field and consequently introducing such programs into human resource management practices of hotels.

After creating a theoretical foundation in the first main chapter, the separated aspects human resource management and employee wellness have been set into relation with each other as to further understand its influence on employee and organizational performance. The second main chapter focused on the conducted survey research among various hotel employers in the region of the Black Forest, Germany.

We came now to the understanding that employee motivation has an influence on productivity Huselid (1995, 638). Furthermore it can be summarized that human resources are a vital element in the quest for delivering satisfying customer service in the hospitality industry and hence the correct management of personnel is important in order to gain a profitable position on the market. Human resource management activities, whether these are implemented by the employer or a separated human resource department, shape and support the maximum benefit for both employees and organization.

Occupational well- being has been described as the quality of an employee's experience and performance at work (Van de Voorde 2009, 24) Employee wellness programs in turn have been identified to be an option of reward management, which positively effects employee well- being, and through this engagement and retention. Westin Hotels & Resorts (2011, accessed 23.09.2012) state that wellness benefits encourage its employees "to stay in their current employment situation and that wellness benefits motivate them to work harder and perform better."

Setting the theoretical background, and the understanding that employee well- being is an important element of performance in the hospitality industry, into context with the survey research done, it was reflected that there is a low level of awareness about this topic in general among the hotel employers of the Black Forest, Germany. In total 516 internet mediated questionnaires have been sent out, of which 87 have been considered as valid due to their completeness. This will not allow generalizing the given sample, however, it gives a partial insight into the present approach of responsibility sense among employers. The author believes that if there had been a higher response rate, the result would have been more reflective. Nonetheless, the research objectives are considered to be answered, even if there could have been deeper level of analysis with a higher response rate.

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Figure 2: HRM, climate, employee well- being and performance at the business unit level. Van de Voorde 2009. HRM, employee wellbeing and organizational performance. A balanced perspective.

Graph 1: Wie engagiert sind Sie bei der Arbeit? Towers Watson, Statista 2012

Graph 2: „Mein Unternehmen kümmert sich um meine Gesundheit“

BKK Faktenspiegel 2005 Title: „My organization takes care of my health“. Available at: http://www.bbgk.de/bkk/faktenspiegel/bkk0512_2.jpg (visited 30.08.2012)

Graph 3: Kosten-/Nutzen- Rechnung betrieblicher Gesundheitsförderung. Title: „Cost-/Benefit- Calculation of workplace health promotion“ BKK Faktenspiegel

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List 1: Description of well- being components. Karina Van de Voorde, 2009. HRM, Employee Well- being and Organizational Performance. A Balanced Perspective.

LIST OF APPENDICES

1/1 Introduction letter English & Questionnaire

2/1 Evaluation German/ English

Questionnaire English Version

The Employer's Perception of Employee Wellness in the Hospitality Market



Fragen kostet nichts. Q-Set.de

Welcome to the online questionnaire!

My name is Susanne Overbeck and I am studying tourism at the University of Applied Sciences in Kajaani, Finland. Within the scope of my final bachelor thesis I am implementing a survey among employers of the hospitality sector with following topic:

What is the perception of employee wellness?

Nowadays, the awareness of employee well- being is gaining more interest. Aim of this survey is to identify the actual extent of the employers' perceived responsibility in the hospitality market towards the well- being of personnel and which measurements are provided to support well- being.

Employee well- being comprises a wide range of health elements (like risk management or health insurance). However, this thesis questionnaire only focuses on employee well- being in terms of emotional- related aspects and not health or safety related aspects.

The term "employee" includes both male and female personnel and is used in this term to facilitate the questionnaire.

I certify the anonymity of your given answers. Your data is only used for my bachelor thesis.

In case you are interested in receiving the results of this survey, please leave your e- mail address after finishing the questionnaire. I will be happy to send the results after the evaluation.

For any questions please contact me via susanne.overbeck@googlemail.com

Thank you for your time and participation.

Best Regards,
Susanne Overbeck

1 Which position do you own in this hotel? (Obligatory)

- ☐ Hotel Owner
- ☐ Human Resource Manager
- ☐ Line Manager

☐ other, please specify:

2 Including yourself, how many permanent full (>35 hrs)-and part (<35 hrs)-time employees together, does the hotel employ ?(Obligatory)

- ☐ 2- 49 persons.
- ☐ 50 - 249 persons.
- ☐ 250 + persons.

3 Of these permanent employees what percentage works full time? (35 hours or more) (Obligatory)

4 How many shifts are set for one day?

5 "Employee well- being at work can be described as the overall quality of an employee's experience and functioning at work" (Warr 1987).

An Employee Wellness Program (EWP) involves therefore all worksite- based activities that identify, encourage and support employee well- being.

Does an Employee Wellness Program exist in your hotel? (Obligatory)

- ☐ Yes. Please proceed with question Nr. 6 A
- ☐ No. Please proceed with question Nr. 6 B

6 A)

You answered 'Yes' to question Nr.5, please state why you have introduced an Employee Wellness Program. (Obligatory)

1= not at all important;

2= unimportant;

3= neutral;

4= important;

5= very important

	1	2	3	4	5
Increasing employee satisfaction.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increasing productivity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increasing employee engagement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improving corporate climate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reducing health costs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Reducing absenteeism.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

7 6 B)

You answered 'No' to question Nr. 5. What could main possible reasons be to introduce an EWP in the future? (Obligatory)

1= not at all important;

2= unimportant;

3= neutral;

4= important;

5= very important

	1	2	3	4	5
Increasing employee satisfaction.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increasing productivity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increasing employee engagement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improving corporate climate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reducing health costs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reducing absenteeism.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8 Please give your opinion to the following statements. (Obligatory)

1= strongly disagree;

2= disagree;

3= neutral;

4= agree;

5= strongly agree

	1	2	3	4	5
The employee's well-being at work is part of the organizational	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

strategy.					
The costs of spending money on employee well-being outweigh the benefits.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is the manager's responsibility to encourage employee physical health.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is the manager's responsibility to encourage employee mental health.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9 The organization's actual investment priorities are:

**Please chose two (2) answer that suit best
(Obligatory)**

Training and skill development of personnel	<input type="radio"/>
New business and service development	<input type="radio"/>
Recruitment	<input type="radio"/>
Improving employee health and well- being	<input type="radio"/>
Investment into infrastructure (e.g. property, equipment)	<input type="radio"/>
Focus on existing core activities	<input type="radio"/>
Other, please specify:	<input type="radio"/>

10 In the last 12 months, have you provided any of the following items to any employee?

Multiple crossings possible. (Obligatory)

- ☐ Health and safety training
- ☐ Injury prevention
- ☐ Healthy food choices

☐ Alcohol or substance use seminar

☐ Weight- loss program

☐ Stop- smoking advice

☐ Gym- membership

☐ Work-site sport activities

☐ Team building activities

☐ Time management training

☐ Stress management training

☐ Mobbing consult

☐ Work/life balance advice

☐ Counseling

☐ Referral to other health services

☐ Other, please specify:

11 During the different shifts, does the organization make sure that every employee has an equal chance to engage into well-being activities? (Obligatory)

☐ Yes.

☐ No. Please specify why not:

12 The turnover rate of the last 12 months is (%)?

Please specify two (2) reasons for employee turnover.

Change of life situation	
High stress level	
Burn- out	
New career opportunity	
Maternity- /paternity leave	
Fixed term contract	
Health problems	
Unhappiness with career opportunities	
Other, please specify:	

13 The absenteeism rate for the last 12 months is (%):

Please state three (3) common reasons for absenteeism of your employees.

a)

b)

c)

14 The following companies support health and well-being at the workplace in Germany. Please give your opinion. (Obligatory)

	I am aware of it & I make use of it.	I am aware of it & I don't use it.	I don't know it.

Initiative Neue Qualität der Arbeit - INQA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Deutsches Netzwerk Betriebliche Gesundheitsförderung - DNBGF	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Betriebskrankenkasse Bundesverband - BKK	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
European Network for Workplace Health Promotion - ENWHP	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Europäische Agentur für Sicherheit und Gesundheitsschutz am Arbeitsplatz - OSHNA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other, please specify: <input type="text"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

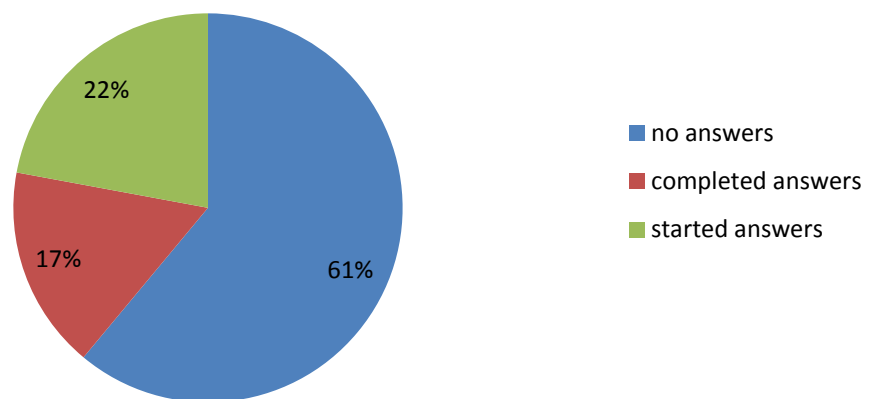
Thank you very much, You can close the internet browser now.

Evaluation (German/English**)**

87 Fragebögen wurden vollständig beantwortet.
 27 Fragebögen wurden begonnen, jedoch (noch) nicht vollständig beantwortet.
 516 Fragebögen wurden insgesamt versendet.
 114 wurden gestartet, jedoch nur 87 vollständig beendet.
 16, 86 % vollständige Antworten.
 22, 09 % gestartete Antworten insgesamt.

87 questionnaires have been answered completely.
 27 questionnaires have been started, but not (yet) completely answered.

516 questionnaires have been sent in total.
 114 have been started, however only 87 have been completely finished.
 16, 86 % complete answers.
 22, 09 % started answers in total.

Percentage of responses

Seite 1, Frage 1: Welche Position haben Sie in diesem Hotel? (Pflichtfrage)

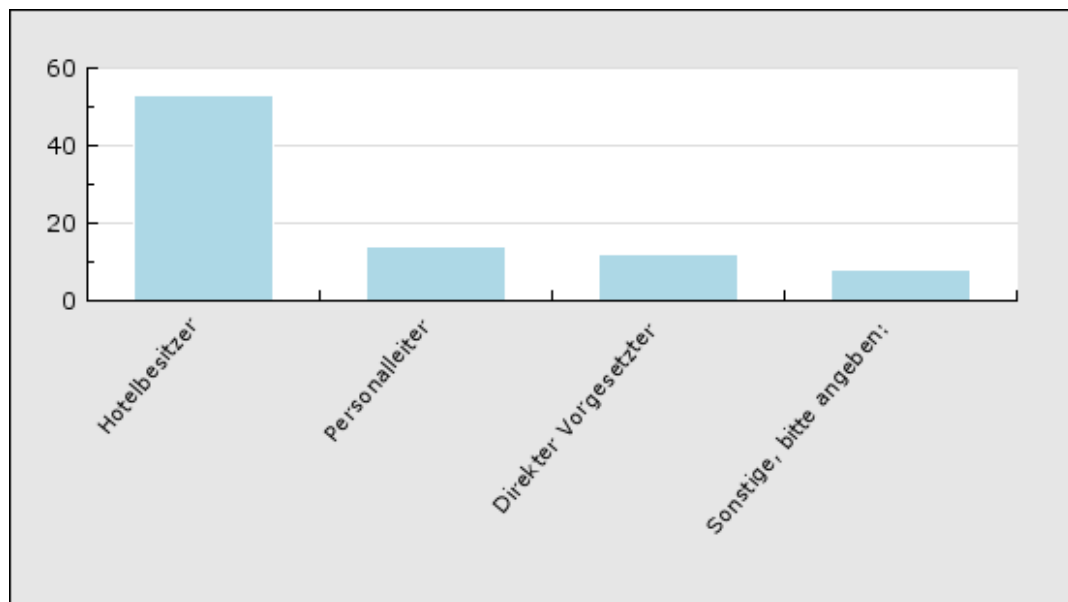
87 Teilnehmer

Page 1, Q 1: Which position do you own in this hotel?

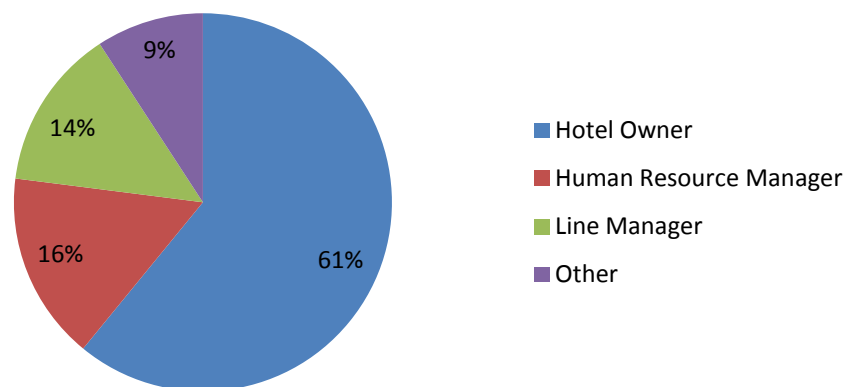
87 Participants

Hotelbesitzer Hotel Owner	53	
Personalleiter Human Resource Manager	14	
Direkter Vorgesetzter Line Manager	12	

Sonstige, bitte angeben: Other, please specify:	8	<input type="checkbox"/> Geschäftsleitung (3x) General Manager <input type="checkbox"/> Receptionist Receptionist <input type="checkbox"/> Direktor Director <input type="checkbox"/> Auszubildende (1. Lehrjahr) Trainee (1st year) <input type="checkbox"/> Stv. Geschäftsführerin Assistant general manager <input type="checkbox"/> Küchenchef Head chef
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Position in the hotel



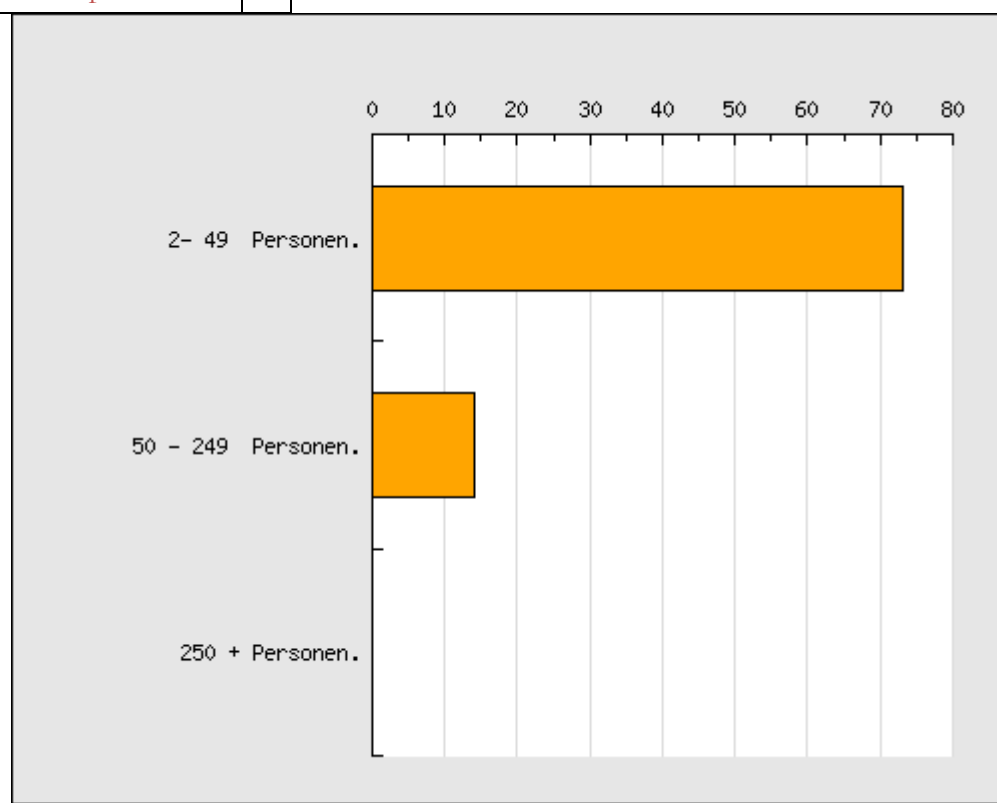
Seite 2, Frage 2: Wie viele permanente Vollzeit- (>35 Std.) und Teilzeitangestellte (<35 Std.), einschließlich Ihnen, beschäftigt das Hotel? (Pflichtfrage)

Page 2, Q 2: Including yourself, the Hotel employs how many employees? Permanent full (>35 hrs)-and part (<35 hrs) - time employees together (Obligatory)

87 Teilnehmer

87 Participants

2- 49 Personen 2- 49 persons	73
50 - 249 Personen 50 - 249 persons	14
250 + Personen 250 + persons	-



Seite 3, Frage 3: Wie viel Prozent der permanenten Mitarbeiter sind Vollzeit (>35 Std.) beschäftigt? (Pflichtfrage)

Page 3, Q 3: Of these permanent employees what percentage works full time? (35 hours or more) (Obligatory)

87 Teilnehmer

87 Participants

☐ 80 (12 x)

- ☐ 70 (9 x)
- ☐ 60 (9 x)
- ☐ 50 (8 x)
- ☐ 90 (6 x)
- ☐ 95 (6 x)
- ☐ 30 (6 x)
- ☐ 20 (5 x)
- ☐ 25 (4 x)
- ☐ 100 (3 x)
- ☐ 35 (3 x)
- ☐ 85 (3 x)
- ☐ 40 (3 x)
- ☐ 0 (2 x)
- ☐ 10 (2 x)
- ☐ 1
- ☐ 15
- ☐ 45
- ☐ 98
- ☐ 75
- ☐ 66

Seite 4, Frage 4: Wie viele Schichten gibt es pro Tag? (Pflichtfrage)

Page 4, Q 4: How many shifts are set for one day? (Obligatory)

87 Teilnehmer

87 Participants

- ☐ 2 (42 x)
- ☐ 3 (23 x)
- ☐ 1 (13 x)
- ☐ 4 (3 x)
- ☐ 1-2 (2 x)
- ☐ 0 (2x keine Schichten)
0 (2x No shifts)
- ☐ mehrere zwischen 6.30 Uhr und 24.00 Uhr, auch Teildienst
several between 6.30 am and 12 pm, also partly shifts
- ☐ unterschiedlich viele
many

Seite 5, Frage 5: Unter Betrieblichem Gesundheitsmanagement (BGM) wird das systematische und nachhaltige Bemühen um die gesundheitsförderliche Gestaltung von Strukturen und Prozessen und um die gesundheitsförderliche Befähigung der Beschäftigten verstanden. (Expertenkommission, 2004)

Mitarbeiter-Wellness-Programme (MWP) ermöglichen Unternehmen ihren Mitarbeitern Anreize für eine gesunde Lebensweise zu bieten. Ein MWP beinhaltet daher alle betriebs-

basierten Aktivitäten, die das Wohlbefinden der Mitarbeiter identifizieren, fördern und unterstützen.

Gibt es ein MWP in Ihrem Hotel? (Pflichtfrage)

Page 5, Q 5: "Employee well-being at work can be described as the overall quality of an employee's experience and functioning at work" (Warr 1987).

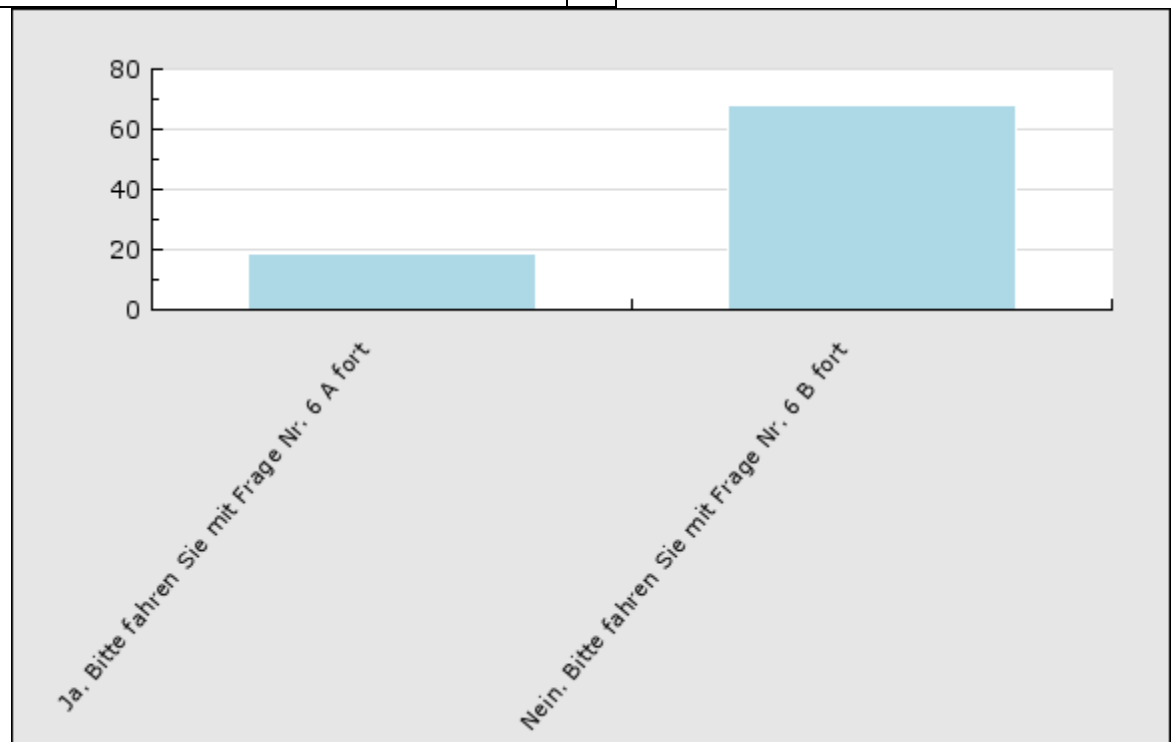
An Employee Wellness Program (EWP) involves therefore all worksite- based activities that identify, encourage and support employee well- being.

Does an Employee Wellness Program exist in your Hotel? (Obligatory)

87 Teilnehmer

87 Participants

Ja. Bitte fahren Sie mit Frage Nr. 6 A fort Yes. Please proceed with question Nr. 6 A	19
Nein. Bitte fahren Sie mit Frage Nr. 6 B fort No. Please proceed with question Nr 6 B	68



Seite 6, Frage 6: A)

Sie haben Frage Nr. 5 mit 'JA' beantwortet. Bitte geben Sie an, warum Sie ein MWP eingeführt haben. (Pflichtfrage)

Sprung -> "Bitte geben Sie an inwieweit Ihre Meinun..."

1= überhaupt nicht wichtig;

2= unwichtig;

3= neutral;
 4= wichtig;
 5= sehr wichtig
 19 Teilnehmer

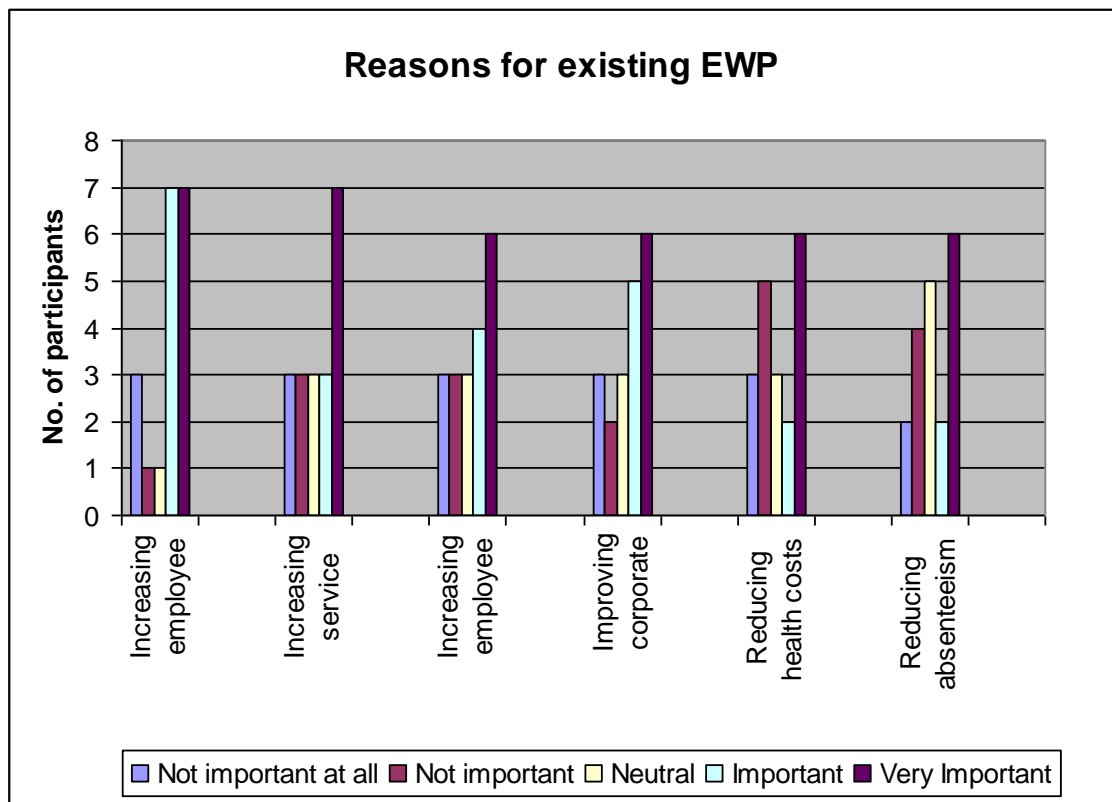
Page 6, Q 6: A)

You answered 'Yes' to question Nr.5, please state why you have introduced an Employee Wellness Program. (Pflichtfrage)

Sprung -> "Please give your opinion to the followin..."

1= not at all important;
 2= unimportant;
 3= neutral;
 4= important;
 5= very important
 19 Participants

	1	2	3	4	5	Durchschnitt / <i>Average</i>	Keine Antwort/ <i>No Answer</i>
Steigerung der Mitarbeiterzufriedenheit <i>Increasing employee satisfaction</i>	3	1	1	7	7	3,74 (71 / 19 Antworten)	0
Steigerung der Servicequalität <i>Increasing service quality</i>	3	3	3	3	7	3,42 (65 / 19 Antworten)	0
Steigerung der Mitarbeitereinbindung <i>Increasing employee engagement</i>	3	3	3	4	6	3,37 (64 / 19 Antworten)	0
Verbesserung des Betriebsklimas <i>Improving corporate climate</i>	3	2	3	5	6	3,47 (66 / 19 Antworten)	0
Senkung der Gesundheitskosten <i>Reducing health costs</i>	3	5	3	2	6	3,16 (60 / 19 Antworten)	0
Senkung der Fehlzeiten <i>Reducing absenteeism</i>	2	4	5	2	6	3,32 (63 / 19 Antworten)	0



Seite 7, Frage 7: B)

Sie haben Frage Nr.5 mit 'NEIN' beantwortet. Was könnten mögliche Gründe sein, um in Zukunft ein MWP einzuführen? (Pflichtfrage)

1= überhaupt nicht wichtig;

2= unwichtig;

3= neutral;

4= wichtig;

5= sehr wichtig

68 Teilnehmer

Page 7, Q 7: B)

You answered 'No' to question Nr. 5. What could main possible reasons be to introduce an EWP in the future? (Obligatory)

1= not at all important;

2= unimportant;

3= neutral;

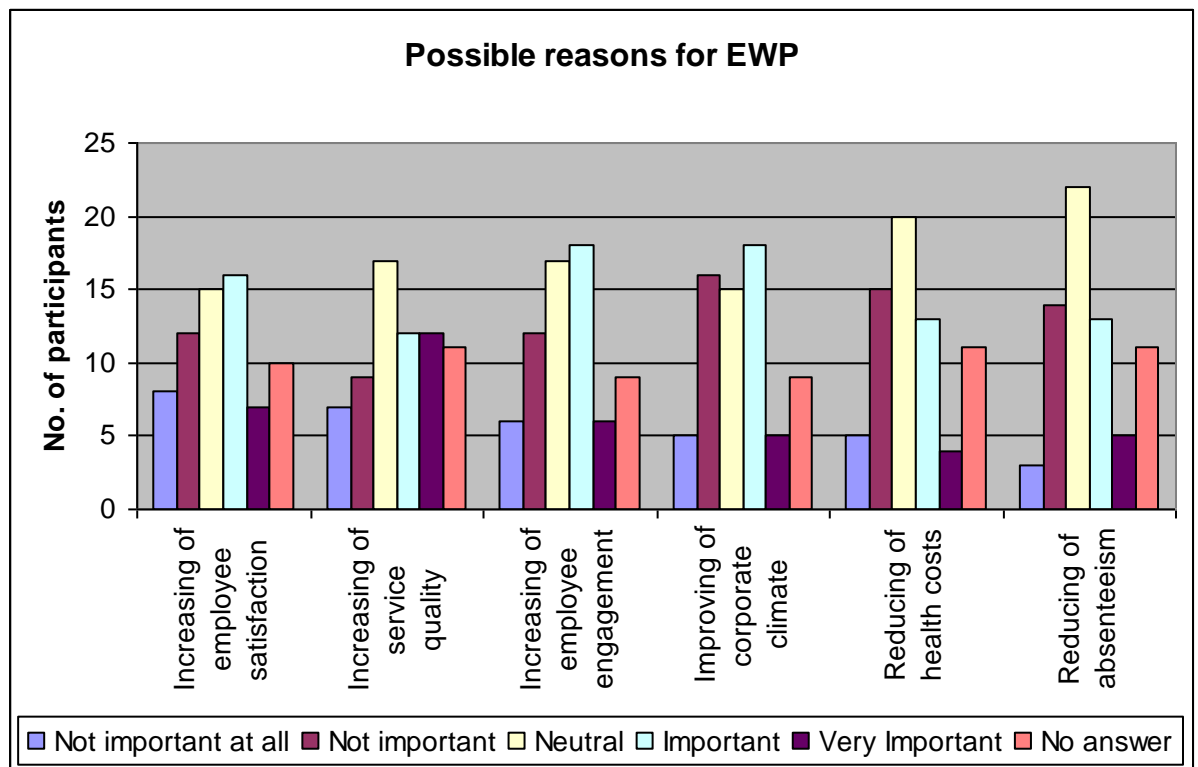
4= important;

5= very important

68 Participants

	1	2	3	4	5	Durchschnitt/ Average	Keine Antwort/ No answer
Steigerung der Mitarbeiterzufriedenheit Increasing employee	8	12	15	16	7	3,03 (176 / 58 Antworten)	10

satisfaction							
Steigerung der Servicequalität <i>Increasing service quality</i>	7	9	17	12	12	3,23 (184 / 57 Antworten)	11
Steigerung der Mitarbeiterbindung <i>Increasing employee engagement</i>	6	12	17	18	6	3,10 (183 / 59 Antworten)	9
Verbesserung des Betriebsklimas <i>Improving corporate climate</i>	5	16	15	18	5	3,03 (179 / 59 Antworten)	9
Senkung der Gesundheitskosten <i>Reducing health costs</i>	5	15	20	13	4	2,93 (167 / 57 Antworten)	11
Senkung der Fehlzeiten <i>Reducing absenteeism</i>	3	14	22	13	5	3,05 (174 / 57 Antworten)	11



Seite 8, Frage 8: Bitte geben Sie an inwieweit Ihre Meinung mit folgenden Aussagen übereinstimmt. (Pflichtfrage)

1= stimme überhaupt nicht zu;

2= stimme nicht zu;

3= neutral;

4= stimme zu;

5= stimme sehr zu

87 Teilnehmer

Page 8, Q 8: Please give your opinion to the following statements. (Obligatory)

1= strongly disagree;

2= disagree;

3= neutral;

4= agree;

5= strongly agree

87 Participants

	1	2	3	4	5	Durchschnitt/ Average	Keine Antwort/ No Answer
Das Wohlbefinden der Angestellten am Arbeitsplatz ist Teil der Unternehmensstrategie <i>The employee's well- being at work is part of the organizational strategy.</i>	8	14	21	21	20	3,37 (283 / 84 Antworten)	3
Die Aufwendungen für das Wohlbefinden der Angestellten sind höher als die sich daraus ergebenden Vorteile <i>The costs of spending money on employee well- being outweigh the benefits</i>	10	20	34	11	8	2,84 (236 / 83 Antworten)	4
Es liegt in der Verantwortung des Managers die physische Gesundheit der Angestellten zu fördern <i>It is the manager's responsibility to encourage employee physical health</i>	7	21	26	19	5	2,92 (228 / 78 Antworten)	9
Es liegt in der Verantwortung des Managers die mentale Gesundheit der Angestellten zu fördern <i>It is the manager's responsibility to encourage employee mental health</i>	8	19	24	19	7	2,97 (229 / 77 Antworten)	10

Seite 9, Frage 9: Die aktuellen Investitionsprioritäten der Organisation sind?

Bitte wählen Sie zwei (2) Antworten aus, die am ehesten zutreffen

87 Teilnehmer

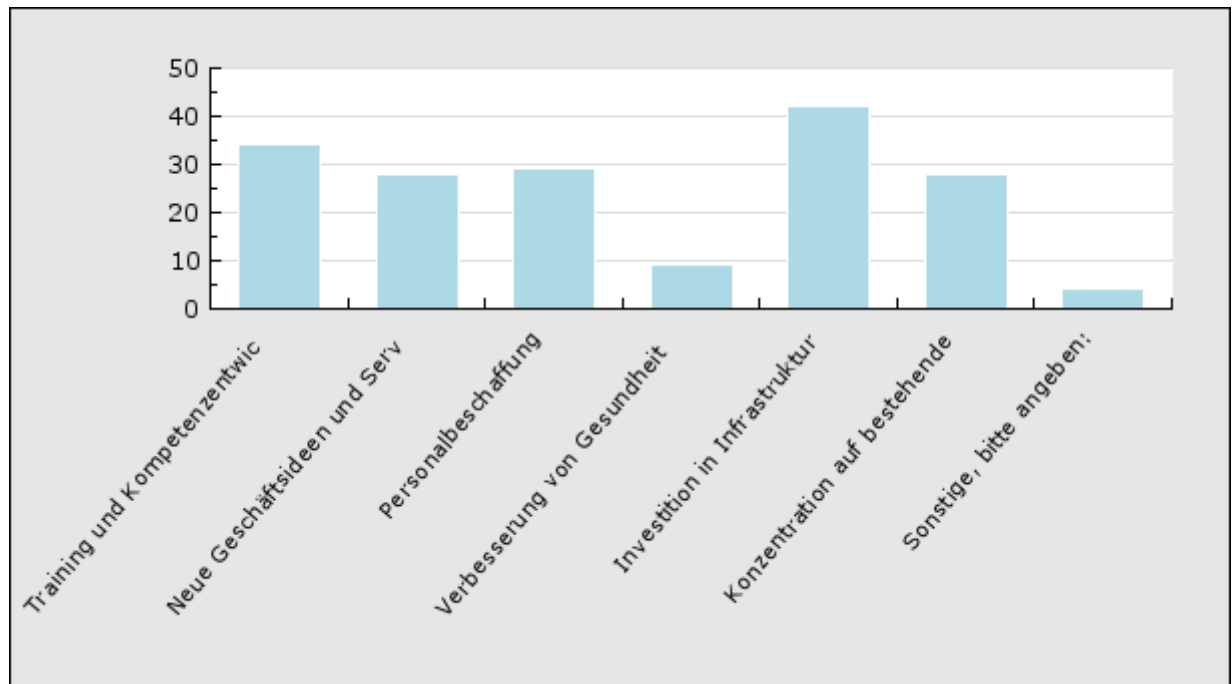
Page 9, Q 9: The organization's actual investment priorities are:

Please chose two (2) answer that suit best

87 Participants

Training und Kompetenzentwicklung der Mitarbeiter	34	
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Training and skill development of personnel		
Neue Geschäftsideen und Serviceentwicklung New business and service development	28	
Personalbeschaffung Recruitment	29	
Verbesserung von Gesundheit und Wohlbefinden der Mitarbeiter Improving employee health and well-being	9	
Investition in Infrastruktur (z.B. Anlage; Ausstattung) Investment into infrastructure (e.g. property, equipment)	42	
Konzentration auf bestehende Hauptaktivitäten Focus on existing core activities	28	
Sonstige, bitte angeben: Other, please specify:	4	<input type="checkbox"/> Schuldenabbau Reducing debts <input type="checkbox"/> PERSONALBESCHAFFUNG Recruitment <input type="checkbox"/> Die Mitarbeiter kommen fröhlich und hilfsbereit zur Arbeit, wir haben gutes Betriebsklima Employees arrive happy and helpful at work, we have a good corporate climate <input type="checkbox"/> die Wirtschaftskrise zu bewältigen = weiter zu bestehen Overcome financial crisis = survive



Seite 10, Frage 10: Haben Sie während der letzten 12 Monate eines oder mehrere der folgenden Elemente an einen oder mehrere Ihrer Mitarbeiter zur Verfügung gestellt? Mehrere Antworten sind möglich.

(Pflichtfrage)

87 Teilnehmer

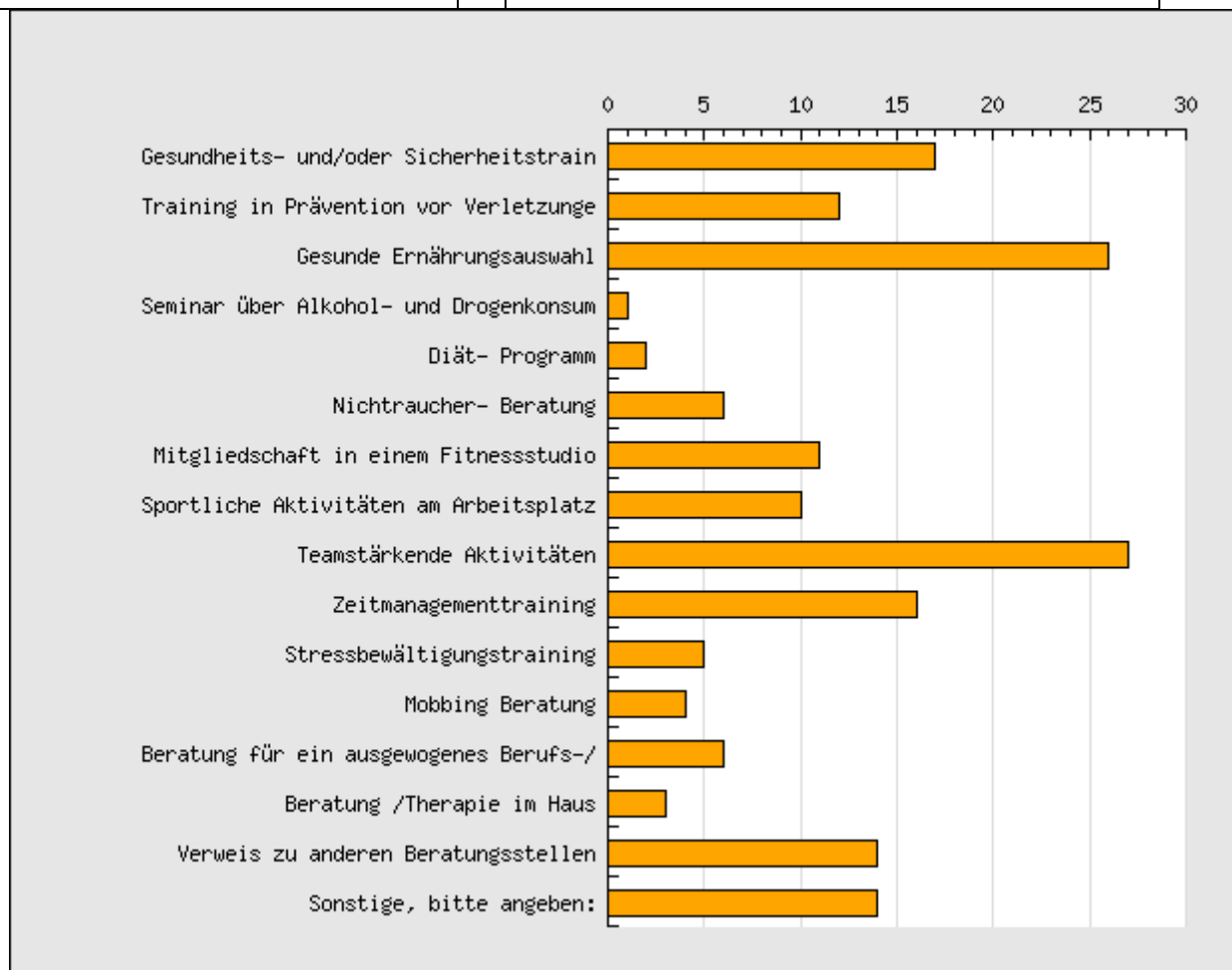
Page 10, Q 10: In the last 12 months , have you provided any of the following items to any employee? Multiple crossings possible (Obligatory)

87 Participants

Gesundheits- und/oder Sicherheitstraining Health and safety training	17	
Training in Prävention vor Verletzungen Injury prevention	12	
Gesunde Ernährungsauswahl Healthy food choice	26	
Seminar über Alkohol- und Drogenkonsum Alcohol or substance use seminar	1	
Diät- Programm Weight- loss program	2	
Nichtraucher- Beratung Stop- Smoking advice	6	

Mitgliedschaft in einem Fitnessstudio Gym membership	11	
Sportliche Aktivitäten am Arbeitsplatz Work-site based activities	10	
Teamstärkende Aktivitäten Team building activities	27	
Zeitmanagementtraining Time management training	16	
Stressbewältigungstraining Stress management training	5	
Mobbing Beratung Mobbing consult	4	
Beratung für ein ausgewogenes Berufs-/ Privatleben Work/ life balance advice	6	
Beratung /Therapie im Haus In- house counseling	3	
Verweis zu anderen Beratungsstellen Referring to other health services	14	
Sonstige, bitte angeben: Other, please specify:	14	<input type="checkbox"/> Nichts (7 x) nothing <input type="checkbox"/> Wir sind ein Wellnesshotel mit Schwerpunkt Säure-Basen-Balance, die MA werden hierzu geschult We are a wellness hotel with the aim on acid-base- balance, the MA are trained especially for that <input type="checkbox"/> Erste Hilfe (2x) First Aid <input type="checkbox"/> Hygieneschulung, Weinseminar, Fortbildung Küchenpraktik Hygiene practice, wine seminar, advanced education, kitchen practice <input type="checkbox"/> kostenlose Massagen für Mitarbeiter Complimentary massages for employees <input type="checkbox"/> Offene Kommunikation und Nähe zu den Mitarbeitern

		<p>Open communication and closeness to employees</p> <p><input type="checkbox"/> Diese Programme liegen im Privatinteresse der Mitarbeiter</p> <p>Those programs are of employee's private interest</p>
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Seite 11, Frage 11: Stellt die Organisation während den verschiedenen Schichten sicher, dass jeder Angestellte die gleiche Chance besitzt an Aktivitäten für sein Wohlbefinden teilzunehmen? (Pflichtfrage)

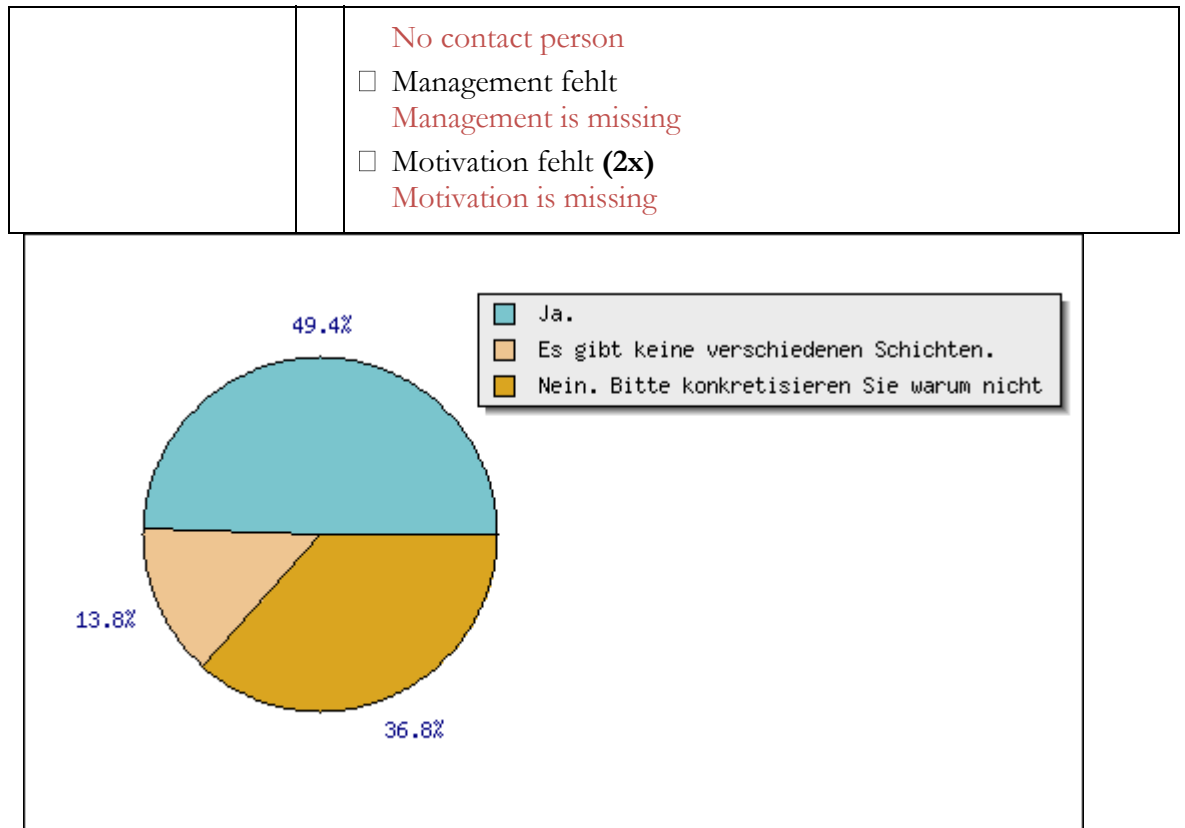
87 Teilnehmer

Page 11, Q 11: During the different shifts, does the organization make sure that every employee has an equal chance to engage into well-being activities?

87 Participants

Ja. Yes.	43	
Es gibt keine verschiedenen Schichten.	12	

There are no different shifts.		
<p>Nein. Bitte konkretisieren Sie warum nicht: No. Please specify why not:</p>	32	<input type="checkbox"/> keine Zeit (5 x) no time <input type="checkbox"/> keine Aktivitäten (3 x) No activities <input type="checkbox"/> Tag und Nachtschicht (3 x) Day and night shift <input type="checkbox"/> Es gibt keine verschiedenen Schichten There are not different shifts <input type="checkbox"/> weil noch nicht im Angebot (2x) Not on offer yet <input type="checkbox"/> Organisation zu klein Organisation too small <input type="checkbox"/> Wir sind 5 vollzeitkräfte davon fünf Gesellschafter die rund um die Uhr arbeiten und bis jetzt die Möglichkeit nicht haben solche Aktivitäten zur Verfügung zu stellen We are 5 full time employees, 5 shareholders, that are working around the clock and until now there has not been the possibility to make those activities available <input type="checkbox"/> Die Schicht ist nicht massgeblich für Freizeitaktivitäten. The shift is not applicable for free time activities <input type="checkbox"/> durch Betriebsablauf nicht möglich Not possible because of operating procedure <input type="checkbox"/> Arbeitgeber/Organisation: nicht immer im Haus Employer/Organiser: not always in- house <input type="checkbox"/> Es besteht nur ein gewisses Zeitfenster in dem alle Mitarbeiter teilnehmen können Only one specific timeframe open when all employees can participate <input type="checkbox"/> Aktivitäten für das Wohlbefinden finden in der Freizeit statt Activities for well- being take part in free- time <input type="checkbox"/> Haben wir uns bisher keine Gedanken darüber gemacht (2x) We have not been thinking of this beforehand <input type="checkbox"/> Abhängig - bei Nachtschicht ist da deutlich benachteiligt It depends – night shift is obviously disadvantaged <input type="checkbox"/> Weil es kein Angebot dazu gibt, bei 1 Teilzeitbeschäftigten und sonst nur Aushilfen There is no offer for 1 part- time employee and otherwise temporary staff <input type="checkbox"/> Gibts nicht Does not exist <input type="checkbox"/> Nicht möglich in verschiedenen Schichten (2x) Not possible with different shifts <input type="checkbox"/> Kein Ansprechpartner



Seite 12, Frage 12: Die Mitarbeiterfluktuationsrate der letzten 12 Monate beträgt(%)?
51 Teilnehmer

Page 12, Q 12: The turnover rate of the last 12 months is?
51 Participants

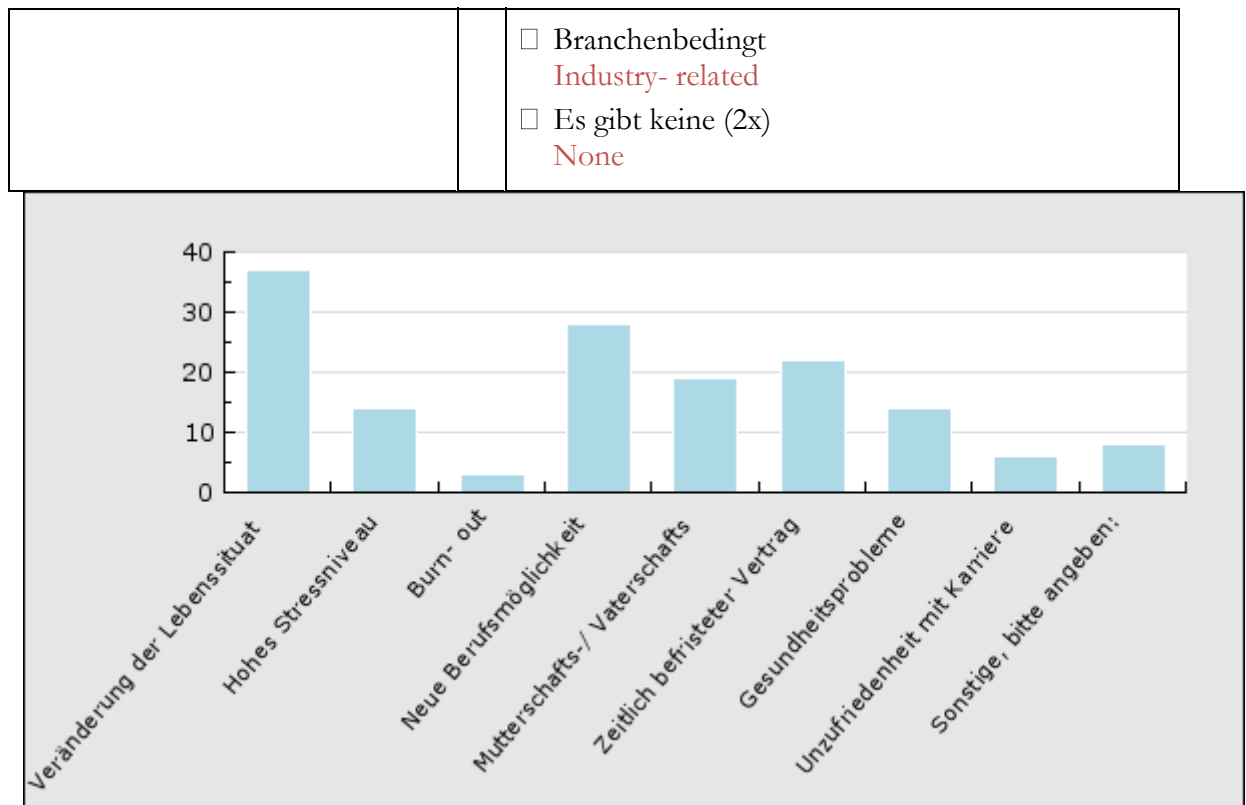
- ☐ 10 (11 x)
- ☐ 0 (8 x)
- ☐ 20 (6 x)
- ☐ 2 (4 x)
- ☐ 5 (3 x)
- ☐ 8 (3 x)
- ☐ 30 (3 x)
- ☐ 12 (3 x)
- ☐ 15 (2 x)
- ☐ 3 (2 x)
- ☐ 25
- ☐ 40
- ☐ 60
- ☐ 7
- ☐ 35
- ☐ 17

Seite 12: Bitte geben Sie die zwei (2) häufigsten Gründe für die Abwesenheit an an.
82 Teilnehmer

Page 12: Please specify two (2) reasons for employee turnover.

82 Participants

Veränderung der Lebenssituation Change of life situation	37	
Hohes Stressniveau High stress level	14	
Burn- out Burn- out	3	
Neue Berufsmöglichkeit New career opportunity	28	
Mutterschafts-/ Vaterschaftsurlaub Maternity- /paternity leave	19	
Zeitlich befristeter Vertrag Fixed term contract	22	
Gesundheitsprobleme Health problems	14	
Unzufriedenheit mit Karrieremöglichkeiten Unhappiness with career opportunities	6	
Sonstige, bitte angeben: Other, please specify:	8	<input type="checkbox"/> Mitarbeiter war nicht teamfähig oder nicht lernfähig Employees were not able to work in a team or learn <input type="checkbox"/> Wir arbeiten mit Stammpersonal und das erfolgreich schon seit Jahren We work with permanent personnel, succesfully for years already <input type="checkbox"/> Keine, da kein Mitarbeiter uns verlassen hat None, since no employee left us <input type="checkbox"/> Abends- u. Wochenendearbeit bringen Probleme für Partnerschaft Evening- and weekendwork bring promblems into relationships <input type="checkbox"/> Mobbing Mobbing



Seite 13, Frage 13: Die Abwesenheitsrate der letzten 12 Monate beträgt (%)?
 46 Teilnehmer

Page 13, Q 13: The absenteeism rate for the last 12 months is (%) ?
 46 Participants

- ☐ 5 (11 x)
- ☐ 10 (5 x)
- ☐ 20 (4 x)
- ☐ 15 (5 x)
- ☐ 0 (4 x)
- ☐ 2 (3 x)
- ☐ 35 (3 x)
- ☐ 1 (2 x)
- ☐ 8 (2 x)
- ☐ ---- (2x)
- ☐ 4
- ☐ weniger als 5
less than 5
- ☐ 12
- ☐ 18
- ☐ 30

Seite 13:

Bitte geben Sie, wenn möglich, drei (3) häufige Gründe für die Abwesenheit Ihrer Angestellten an.

87 Teilnehmer

Page 13: Please state three (3) common reasons for absenteeism of your employees
87 Participants

- Grippe/ Erkältung (6x)
Cold / flu
- Krankheit (46x)
Illness
- Schwangerschaft, Mutterschafts/Vaterschaftsurlaub (8x)
Pregnancy, maternity/ paternity leave
- Mangelnde Identifikation (1x)
Lack of identification
- Versorgung der Kinder/Familiäre Angelegenheiten (11x)
Care of children, family matters
- Unfall (4x), Freizeitunfall (1x), Arbeitsunfall (1x)
Accident, Free- time, work- place
- Geistige Behinderung (1x)
Mental disability
- OP (6x)
Surgergy
- Keine Motivation (5x)
No motivation
- Nicht genügend Mitarbeiter -> Überbelastung (1x)
Lack of employees -> overload of employoecs
- Fehlende Führung (1x)
Missing leadership
- Managementwechsel (2x)
Change of management
- Stress (6x), Burnout (1x)
Stress, Burn out
- Veränderung der Lebenssituation/ Arbeit (2x)
Change of life situation / career
- Berufsschule (2x)
School
- Urlaub (7x)
Holidays
- Mobbing (2x)
Mobbing
- Private Gründe (2x)
Private reasons

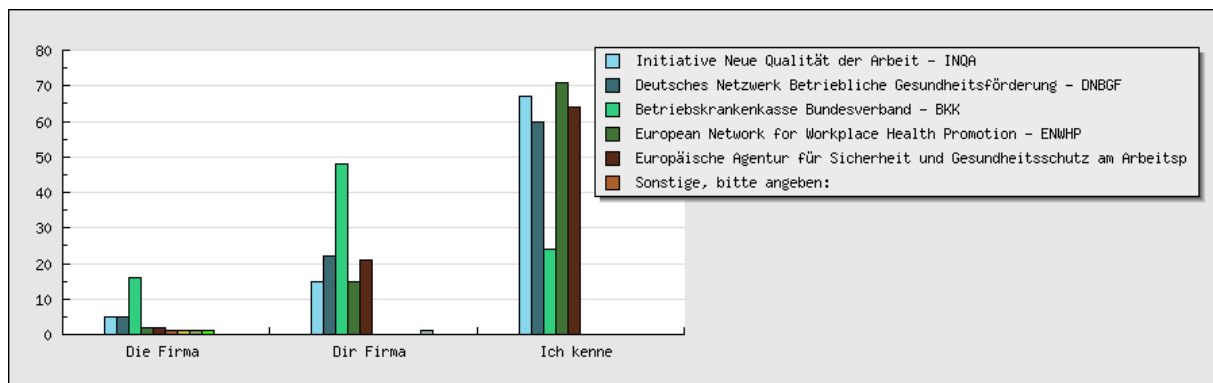
Seite 14, Frage 14: Die folgenden Firmen bieten Unterstützung in Gesundheit und Wohlbefinden am Arbeitsplatz in Deutschland an. Bitte geben Sie dazu Ihre Meinung an. (Pflichtfrage)

87 Teilnehmer

Page 14, Q 14: The following companies support health and well- being at the workplace in Germany. Please give your opinion. (Obligatory)

87 Participants

	Die Firma ist mir bekannt & ich mache Gebrauch davon. I am aware of this company & I make use of it.	Dir Firma ist mir bekannt & ich mache keinen Gebrauch davon. I am aware of the company & I don't use it.	Ich kenne diese Firma nicht. I don't know the company	
Initiative Neue Qualität der Arbeit - INQA	5	15	67	
Deutsches Netzwerk Betriebliche Gesundheitsförderung - DNBGF	5	22	60	
Betriebskrankenkasse Bundesverband - BKK	16	48	24	
European Network for Workplace Health Promotion - ENWHP	2	15	71	
Europäische Agentur für Sicherheit und Gesundheitsschutz am Arbeitsplatz - OSHA	2	21	64	
Sonstige, bitte angeben: Other, please specify:	1	0	0	AMD
	1	0	0	Europäisches Wellnessinstitut in Frankfurt
	1	0	0	Asumed
	1	0	0	BG
	0	1	0	Krankenkassen



Which position do you own in this hotel? * Existing/ non- existing EWO Cross tabulation

		EWP exists		Gesamt
		Yes. Please continue with question No 6 A	No Please continue with question No 6 B	
Which position do you own in this hotel?	Hotel owner	10	43	53
	Human Resource Manager	3	11	14
	Line Manager	3	9	12
	Other, please specify:	3	5	8
	Total	19	68	87