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The importance of the socially responsible role of a company in the employees' well-being during a crisis situation – a hospitality group's perspective

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Department of Human Resources and Organizational Behaviour

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To my father, my grandmother Fina and my aunt Mimi.

Without your support, care, and example, I wouldn't be the person I am today, nor would've follow the path I chose to myself.

This victory is ours.

Acknowledgments

This dissertation is the materialization of the end of a cycle. A cycle filled with challenges and achievements. All of them overcome, but not alone. I take this moment to thank all the people that have made this moment possible.

First, I want to thank my mom and my brothers Tomás and André for being my closest allies throughout my life. All my achievements are also yours.

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Abstract

Socially responsible human resources management practices are increasingly seen as answers to ensure employees' well-being. The current COVID-19 pandemic, felt throughout the entire world, has contributed to the emergence of an active role of the human resources (HR) to put in practice socially responsible practices, such as family responsible practices, that aim not only to counteract the underdeveloped working conditions of hospitality but to improve employees' well-being at work.

The purpose of this project is to explore the importance of the socially responsible role of the HR in the employees' well-being at the workplace, in a situation crisis, as the COVID-19 pandemic we are currently facing.

To this end, research questions were defined and answered through the statistical analysis and correlation between data gathered in a survey electronically shared, which collected 510 responses in the hospitality group, PortoBay Hotels & Resorts, S.A.. The data were analysed using the IBM SPSS Statistics.

The results showed a moderate level of well-being amongst the employees, which is being negatively affected by the COVID-19 pandemic. As well as several concerns the employees share about the current pandemic and a list with types of corporate social responsibility (CSR) and SRHRM practices needed by this hospitality group employees.

This case study illustrated the contribution that CSR practices and SRHRM practices have on increasing well-being levels and reducing the fears and concerns in the context of COVID-19 pandemic. It shed light on the organizational contribution of SRHRM to hospitality and tourism employee psychological recovery during the crisis.

Keywords: well-being at work, crisis management, socially responsible human resources management, COVID-19, hospitality

JEL codes: O15 Human Resources; D23 Organizational Behaviour

Resumo

As práticas de gestão de recursos humanos socialmente responsáveis (GRHSR) são cada vez mais vistas como respostas para garantir o bem-estar dos funcionários. A COVID-19, sentida em todo o mundo, tem contribuído para o surgimento do papel ativo nos recursos humanos (RH) na execução de práticas socialmente responsáveis, como as práticas de responsabilidade familiar, que visam não só contrariar as condições de trabalho subdesenvolvidas de hospitalidade, mas também melhorar o bem-estar dos funcionários no trabalho.

O objetivo deste projeto é explorar a importância do papel socialmente responsável dos RH na do bem-estar dos funcionários no local de trabalho, numa situação de crise, como a COVID-19 que estamos a enfrentar atualmente.

Para o efeito, foram definidas e respondidas questões de investigação através da análise estatística e correlação entre dados recolhidos num inquérito partilhado eletronicamente, que recolheu 510 respostas no grupo PortoBay Hotéis & Resorts, SA. Os dados foram analisados através do IBM SPSS Statistics.

Os resultados mostraram um nível moderado de bem-estar entre os funcionários, que está sendo afetado negativamente pela COVID-19. Os dados permitiram também identificar várias preocupações que os funcionários partilham sobre a pandemia atual e os vários tipos de práticas de responsabilidade social corporativa (RSC) e de GRHSR necessárias para estes funcionários.

O estudo ilustrou a contribuição das práticas de RSC e GRHSR para aumentar os níveis de bem-estar e reduzir os medos e preocupações no contexto da COVID-19. Este lançou luz sobre a contribuição de GRHSR para a recuperação psicológica dos funcionários de hotelaria durante a crise.

Palavras-chave: bem-estar no trabalho, gestão de crise, gestão de recursos humanos socialmente responsáveis, COVID-19, hotelaria

Códigos JEL: O15 Human Resources; D23 Organizational Behaviour

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List of Abbreviations

CSR – Corporate Social Responsibility

HRM – Human Resources Management

SHRM – Strategic Human Resources Management

SRHRM – Socially Responsible Human Resources Management

FRP – Family Responsible Practices

WHO – World Health Organization

Introduction

The hospitality industry is an essential sector of the tourism industry worldwide and employs millions of persons contributing to hundreds of billion dollars to the global economy. It is a strategic sector in the economy of the European Union (EU) and has a remarkable contribution to the respective Gross Domestic Product (GDP) of member countries (World Travel & Tourism Council, 2021).

According to the site of Turismo de Portugal, (Turismo de Portugal, 2020) hospitality and tourism are some of the major business sectors in Portugal, responsible for 52,3% of service exports and 19,3% of total exports, being the sector with the higher impact in service exports. Before the COVID-19 pandemic this sector was responsible for more 15,3% of the national GDP (Grosse Domestic Product) (Publituris, 2021) and employed 320 800 people in 4 913 000 Portuguese employed population (Fundação Francisco Manuel dos Santos, 2021).

Human resources are undeniably the most important asset of the hospitality industry, since it is mainly a service provided by a person who is a component of that service (Martins & Machado, 2002; Ribeiro, N., Duarte, P. and Fidalgo, 2020). Besides, the hospitality industry also offers employment opportunities for women, youth, and minority groups, such as immigrants or young people with low education level (Fernández, M. and Pena-Boquete, 2007; World Travel & Tourism Council, 2021). Therefore, the hospitality industry plays an important role in the employment and personal income of many, particularly those who are living in tourism-dependent countries.

However, it is recurrently described as an Industry with low level of job satisfaction, due to lack of decent working conditions and failure to promote the psychological wellbeing of employees conducting to low motivated and committed workers. (Heimerl, Haid, Benedikt, & Scholl-Grissemann, 2020). Working conditions in this industry continue to worsen. According to Deery and Jago (Deery & Jago, 2015), this industry is a poor-paying environment with unsatisfactory working conditions, where human resource practices are more unprofessional, underdeveloped, and inferior to those in other industries (Kusluvan, Kusluvan, Ilhan, & Buyruk, 2010). Main characteristics are work–family conflicts, job insecurity, time pressure, work overload, stress and emotional exhaustion and turnover intentions.

Furthermore, the hospitality and tourism sector are vulnerable to the increasing frequency and severity of natural disasters and pandemics (Hall, 2010; Kim et al., 2021).

Due to COVID-19 pandemic, which is currently affecting 206 countries and territories throughout the world, traveling has rapidly slowed down, due to governmental decisions to contain the pandemic (e.g. imposed lockdowns, boarder closure), which provoked a severe decreased entry of profit in the hospitality and tourism sectors (Gössling, Scott, & Hall, 2021).

In the European Region, Travel & Tourism GDP declined by 51.4% in 2020 due to ongoing mobility restrictions linked to COVID-19 (World Travel & Tourism Council, 2021). As for Portugal, it has been predicted that the COVID-19 pandemic has caused a 25% drop in hospitality and tourism activities, which results in a 2,9% drop in the national GDP, in 2020 (Publituris, 2021). Also, the national unemployment increased 34%, resulting in more 103.763 unemployed people. From those, approximately 13,36% are from hospitality businesses, which means over 20 000 unemployed came from hospitality (Monteiro, 2020).

Some specific issues regarding the impact of the COVID-19 pandemic on the well-being of this sector's employees have been stressed, such as: a frequently close contact with clients from all over the world, as well as with other colleagues, causing an increased risk of infection; a mainly presential job, as there are few functions which can be performed online/remotely; low wages, which translates in employees with low or non-existent chances of making any savings for emergency situations (e.g. temporary closure of the workplace, wages reduction due to lay-off, wages loss due to contract terminations and reduced job opportunities due to the business financial difficulties, impossibility of travelling/commuting to the workplace, due to geographical restrictions) (Ariza-Montes, Hernández-Perlines, Han, & Law, 2019).

The existing hospitality crisis management literature tends to focus more on organizational response practices in relation to marketing and organization maintenance (Israeli, A. A., & Reichel, 2003), than on the health and wellbeing of employees (Hu, Yan, Casey, & Wu, 2021). Therefore, it is essential that an organization keeps a place of safety and solace for its most valuable assets: the employees. In other words, organizations or human resources department teams should take under consideration the

safety and wellness of the physical, mental, and psychological health of employees always, and more specially during a crisis (Vardarlıer, 2016).

The focus of this project is the socially responsible human resources practices and their effect on the employee well-being at work, during the COVID-19 pandemic, which has affected this sector drastically. Based on the case study of the Portuguese hospitality group PortoBay Hotels & Resorts, S.A., this project aims to identify the level of well-being of hospitality workers and how it has been impacted by the pandemic. Another aim is to identify corporate social responsibility and socially responsible human resources practices that are needed by this hospitality group employees and can be implemented by the company in the future.

This project will be divided into four sections. In the first instance, a literature review will be carried out on the subject, where the concept of wellbeing at work and its association with the remaining variables will be discussed. Also, the formulation of research questions will be central for this project. Subsequently, the entire procedure used to study the relationships between the employee's well-being at work and the socially responsible human resources practices will be described, as well as the measurements used. Afterwards, the main results and conclusions will be presented from the data analysis performed. Finally, these conclusions will be discussed based on the existing literature, with a section reserved for the main contributions of the socially responsible human resources practices effects on the well-being at work, as well as for its limitations and suggestions for intervention.

Chapter 1 - Literature Review

World Health Organization describes psychological well-being as a state of well-being in which an individual realises his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and can contribute to his or her community. This description asserts that mental well-being is more than an absence of mental illness (Ariza-Montes et al., 2019).

According to Salanova et al. (Salanova, Llorens, Cifre, Martínez, & Schaufeli, 2003) the psychological or affective dimension of well-being is a fundamental variable that determines the quality of work-life. Also, the psychological well-being is the result of the joint performance of certain personal and organisational factors. Therefore, its development depends on the fulfilment of certain personal needs and achievements of work objectives and pre-established plans (Anttonen, Markku & Halme, Minna & Houtbeckers, Eeva & Nurkka, 2013).

To ensure the needed factors to achieve the employees' well-being at work and considering the disadvantage of the current COVID-19 pandemic, we focused on the importance of the human resources team role and the socially responsible practices in the company.

1.1. Employees' well-being at work

Over the last years, research on happiness has increased, creating a wealth of empirical knowledge about mechanisms and processes that make people happy. One of the most accepted findings in this field is that work contributes quite substantially to well-being. With the rise of positive psychology, there has also been an increased interest in the bright side of organizational life, paying attention to positive phenomena such as well-being at work (Rodriguez-Muñoz, Alfredo & Sanz Vergel, 2013).

Currently, we are living the worst economic, health and social crisis the world has seen since the Great Depression of the 1930s, contributing to the change of the work environments and the increment of unemployment rates in several countries. However, subjective well-being has become a subject of interest for both researchers (Easterlin, 2003) and policy makers (Stiglitz, Sen, & Fitoussi, 2009), and one of the main topics of the positive psychology movement (Seligman, M. E. P., & Csikszentmihalyi, 2000). One

of the most accepted findings in this field is that work contributes quite substantially to the well-being (Fisher, 2014; Warr, 1990).

As mentioned above, according to WHO (WHO, 2021), health is a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity. Moreover in 1950, WHO defined occupational health as the promotion and maintenance of the highest degree of physical, mental and social well-being of workers in all occupations; the prevention among workers of departures from health caused by their working conditions; the protection of workers in their employment from risks resulting from factors adverse to health; the placing and maintenance of the worker in an occupational environment adapted to his/her physiological and psychological equipment, and, to summarize, the adaptation of work to individual and of each individual to his/her job.

Danna et al. (Danna, K., & Griffin, 1999) claim that the experiences lived at work have implications for the health and well-being of individuals. Work is part of people's lives, both in relation to their life cycle and in the daily lives of employed people. According to Ramos (Marco Ramos, 2016), the most active period of individuals is spent working, contributing for organizations to spend more and more time and energy in the search for programs and measures, to create healthy work environments. The promotion of well-being at work translates into contributing to the reduction of absenteeism, the increase in job satisfaction and the increase in well-being, also improving the productivity of employees (International Labour Oganization, 2021; Parks, K. M., & Steelman, 2008; Quick, 1999; Tavares, S., & Sílvia, 2012).

Workplace Wellbeing relates to all aspects of working life, from the quality and safety of the physical environment, to how workers feel about their work, their working environment, the climate at work and work organization. Worker's well-being is a key factor in determining an organisation's long-term effectiveness. Many studies show a direct link between productivity levels and the general health and well-being of the workforce (International Labour Oganization, 2021).

To address worker well-being and productivity effectively, the traditional focus of occupational safety and health (OSH) must be expanded to include an understanding and assessment of those factors that lead to healthy, happy, and productive working lives (Schulte & Vainio, 2010).

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Well-being at work has been conceptualized in different ways. According to the affective well-being model developed by Warr (Warr, 1990), used as a theoretical basis for the present research, worker's emotions felt in the work context can be classified into two orthogonal dimensions: pleasure and activation (Figure 1.1). The two axes (horizontal and vertical) describe that well-being is directed according to the location relative to these two dimensions and the distance from the midpoint. Regarding the relative location, it expresses the content of feelings. Regarding the distance from the midpoint, this represents the intensity, which can be greater (greater distance) or less (less distance). In this way, a certain degree of displeasure / dissatisfaction or pleasure / satisfaction (horizontal dimension) can be accompanied with different levels of activation (vertical dimension) which, in turn, these levels of activation will be accompanied by different levels of pleasure.

The combination of the pleasure axis (horizontal dimension), corresponding to the general job satisfaction assessments, with the activation axis (vertical dimension), presents four quadrants: anxiety (high activation and low pleasure); enthusiasm (high activation and high pleasure); depression (low activation and low pleasure); and, finally, comfort (low activation and high pleasure). Consequently, two new orthogonal axes thus originate: anxiety / comfort and depression / enthusiasm (Warr, 1990).
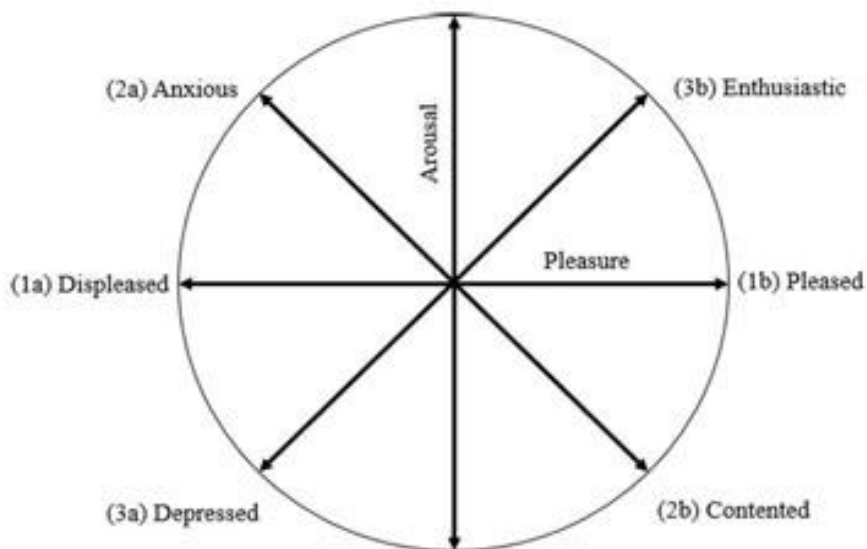
FIGURE 1.1. - MODEL OF AFFECTIVE WELL-BEING

SOURCE: ADAPTED FROM WARR, 1990, P. 195

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1.2. Current Crisis – COVID-19 Pandemic

The World Health Organization declared the outbreak a Public Health Emergency of International Concern on 30 January 2020, and a pandemic on 11 March 2020.

The COVID-19 pandemic, which is affecting 206 countries and territories has triggered off 90% of the world, and tourism has largely ceased since then. Within the space of months, the framing of the global tourism system moved from over-tourism to non-tourism (Gössling et al., 2021).

With traveling rapidly slowing down, due to governmental decisions to contain the pandemic (e.g. imposed lockdowns, boarder closure), the hospitality and tourism sectors suffered a severe decreased entry of profit.

We can affirm that the COVID-19 pandemic has brought a new economic, social and health crisis to our society, by affecting so drastically some economic sectors, of which a major impact was felt on hospitality.

For the last 100 years, our world has suffered from the impact of nine different pandemics (see Figure 1.2. - Chronology of Pandemics), which proves that a crisis, such as a pandemic, is a phenomenon with a tendency to repeat and become more frequent with time, due to Internationalization (increased global mobility and importance if international experiences) and Strain Evolution.
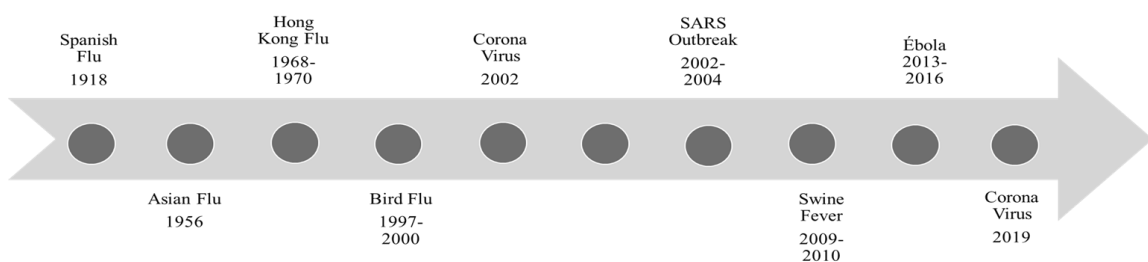
FIGURE 1.2. - CHRONOLOGY OF PANDEMICS

SOURCE: ADAPTED FROM BAKER ET AL., 2021

According to Vardarlier (Vardarlıer, 2016), a crisis can be described as a total disruptive event or a partial disruption where people, property, equipment and/or the environment may end up affecting company value negatively. COVID-19 pandemic accomplishes many of the items contained in this definition. As future pandemics are

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probable to occur, companies' ability to prepare themselves to be ready to manage major catastrophic happening in a safe and effective style (Lockwood, 2005) is key to their perennity and survival.

How an organization reacts and communicates during a crisis can have a profound impact on the stakeholders (Guzzo, Wang, Madera, & Abbott, 2021). For instance, employees' attitudes toward the organization (Bundy, J., Pfarrer, M. D., Short, C. E., & Coombs, 2017; Harvey, S., & Haines, 2005), such as organizational trust, (Koronis, E. and Ponis, 2018) can be impacted depending on how management decides to communicate. Communicating messages that defy the health and safety guidelines from experts and authorities can potentially lead to employees' negative attitudes because, during times of crisis, employees often look at social norms when determining how to respond (Harvey, S., & Haines, 2005; Robert B. Cialdini, Carl A. Kallgren, 1991). Perceptions about social norms are based on what others commonly do (descriptive norms) and what others frequently approve or disapprove (injunctive norms) (Robert B. Cialdini, Carl A. Kallgren, 1991). Therefore, employees are likely paying attention to how management is following social norms related to the crisis (Guzzo et al., 2021).

HRM is one of the most important units of modern firms and organizations. It gains even more importance in times of crisis because it includes an important dimension of crisis management. In today's world, HRM has the important role to guarantee its environment is aware of the crisis from the employee side and make plans and projections ahead to help reduce its disruption (Vardarlıer, 2016).

HRM has got a critical role at helping and supporting organizations' plans for emergency situations like a crisis (Hutchins, Holly & Annulis, Heather & Gaudet, 2008; Hutchins, M. H., & Wang, 2009). Many organizations see disaster planning to prevent crises and avoid any damages to the firm, considering the HR's role is on the human side of disaster planning.

As it was mentioned before, a crisis requires crisis management, a process which leads to a swift and flexible organizational adaptation to the fast-changing conditions of an emergency period. The organizations could deal with any crisis more easily, should they implement a proactive behaviour instead of a reactive one. HRM becomes essential in terms of the decision-making process, as was mentioned before, since it is not only to

take the organization's interests into consideration but also those of its employees (Vardarlıer, 2016).

1.3. The role of HRM

The concept of Human Resources Management emerged in the early 1980s, before that, it was mostly mentioned as Personnel Management (Vardarlıer, 2016). Personnel management sees people as input to reach desired output determined by the top management. As for HRM people are so much more than that because it includes many humanitarian disciplines, such as training, empathy, psychology, talent assessment/management, commitment, teamwork, leadership, trust, citizenship, social responsibility, socialization, rewarding and motivating. All of them boost the human spirit, which is the backbone of any organization since, without people, there is no company.

As for strategic management, it can be explained as the sum of decisions and activities which specify and identify the long-term performance of an organization (Vardarlıer, 2016).

Considering the definitions of HRM and strategic management, it can be said that strategic HRM is forecasting, understanding, changing, improving, and leading human behaviour within the organization in accordance with the strategic plans made by the top management (Vardarlıer, 2016).

As mentioned previously, crisis management is the sum of the endeavours that prepare stakeholders to define, react to, and rescue from crisis incidents. For this reason, strategic HRM processes must be developed cooperatively with other departments in accordance with the organizational goals, values, core capabilities and mission statement of the company to accomplish the efforts towards crisis management (Vardarlıer, 2016).

But besides the role of HRM has in crisis management, it has also a relevant role in people managing in more common non-crisis situations. Several approaches to HRM exist, including more recent approaches emphasizing the duty of HRM as a guardian of workers' well-being by adopting standards related to ethical and CSR stewardship (Barrena-Martínez, López-Fernández, & Romero-Fernández, 2017; Dima R. Jamali, Ali M. El Dirani, 2015).

These approaches refer to Socially Responsible Human Resources Management (SRHRM) or Sustainable HRM. Sustainable HRM are long-term oriented conceptual approaches and activities that aim at socially responsible and economically appropriate recruitment and selection, development, deployment, and release of employees. This definition focuses on human capital conservation, which means it serves both a social and economic purpose (Aust, Matthews, & Muller-Camen, 2020).

Afterwards, in a later developed stage, SRHRM has been understood as, not only an important part of a company's sustainability or CSR strategy, but also as an implementation tool (Shen & Benson, 2016).

According to Ehnert et al. (Ehnert, Parsa, Roper, Wagner, & Muller-Camen, 2016) and Jackson et al. (Susan E. Jackson, Randall S. Schuler, 2014), SRHRM means that corporations are responsible not only for the people they employ directly, but also for the communities in which they operate and for those indirectly employed in their supply chains. And all these approaches should follow the organizational perspective of inside-out.

Nowadays, the SRHRM can be found in the areas of diversity management, work-life balance, training, and development as well as in health and safety (Ehnert et al., 2016). The purpose of implementing SRHRM is to minimize negative impacts on business and to reduce business risks (Aust et al., 2020).

According to Lechuga Sancho et al. (Lechuga Sancho, M.P., Martínez-Martínez, D., Larran Jorge, M. and Herrera Madueño, 2018), SRHRM refers to HRM practices that aim to ensure CSR to workers and their socially responsible orientation should seek not only the best performance at the individual level, but also the balance of workers' expectations. Therefore, the purpose of SRHRM seeks to contribute to the employees' well-being, satisfaction, and commitment with the organization, going beyond the strictly legal and economic (Barrena-Martínez et al., 2017; Lechuga Sancho, M.P., Martínez-Martínez, D., Larran Jorge, M. and Herrera Madueño, 2018; Shen & Benson, 2016).

Within the scope of their SRHRM strategies, companies can also invest in family responsible practices. According to Albrecht (Albrecht, 2003), these practices refer to a set of measures and programs designed to respond to the needs of employees in relation to family responsibilities, which contribute to their quality of life and work.

In general, family responsible practices are characterized in three topics: (1) measures that respond to family needs, such as child-care and / or assistance to the elderly; (2) measures regarding temporal and spatial flexibility (e.g. flexible working hours, teleworking; compressed workweek); and finally, (3) legal measures, which correspond to and guarantee parental leave and other rights associated with parenting (Daverth, G., Hyde, P., & Cassell, 2015; Galinsky, E., & Stein, 1990; Glass, J. L., & Estes, 1997; Grover, S. L., & Crooker, 1995; UNICEF, 2020). The first two topics can be particularly relevant in crisis, such as the one we are facing, when child and elderly care institutions are closed, and teleworking is imposed by governmental decisions.

1.4. Corporate Social Responsibility

According to Carroll (Carroll, 2021), corporate social responsibility (CSR) in its modern formulation has been an important and progressing topic since the 1950s. Many of the early definitions of CSR were rather general. For example, in the 1960s it was defined as "seriously considering the impact of the company's actions on society." Subsequently, CSR has been understood as policies and practices that business people employ to be sure that society, or stakeholders, other than business owners, are considered and protected in their strategies and operations. Currently, a modern understanding of corporate social responsibility has been defined as "the responsibility of enterprises for their impacts on society" (European Commission, 2011).

In Aguinis's (H Aguinis, 2011) words, over the past half century, CSR has been defined and operationalized using economic indicators of performance (Johnson & Greening, 1999); in terms of social issues (such as, employee relations, diversity issues, and community relations) (Enderle, 2004); and in terms of environmental issues (Hillman, A. J., & Keim, 2001). In other words, there are three dimensions, working together in the definition of CSR, these are economic, social, and environmental performance (Carroll, 2021).

The level of corporate engagement in CSR practices is a predictor of individual-level outcomes, including attitudes, perceptions and behaviours such as organizational commitment, organizational citizenship behaviour, job satisfaction (Herman Aguinis & Glavas, 2017; Duarte, A.P., Neves, J., Gomes, D., & Moisés, 2019), and the promotion

of well-being at work, which is an essential component of CSR (Jain, A., Leka, S., & Zwetsloot, 2011).

According to Teles (Teles, 2010), in a very succinct way, CSR can be a set of coordinated and necessary actions that aim at the ideal global balance of the socioeconomic system both internally as well as externally. The first, internal CSR, focuses on the well-being of the employees and their families. The second, external CSR, focuses on the well-being of the communities of interest and/or affected by the company. Agreeing with the European Commission (European Commission, 2011) that CSR requires engagement from internal and external stakeholders, because it enables enterprises to better anticipate and take advantage of fast changing societal expectations and operating conditions, allowing the development of new markets, and creating opportunities for growth.

By addressing their social responsibility enterprises can build long-term employee trust as a basis for sustainable business models, which in turn, help to create an environment in which enterprises can innovate and grow.

Corporate social responsibility concerns actions by companies over and above their legal obligations towards society and the environment. A strategic approach to CSR is increasingly important to the competitiveness of enterprises, since CSR covers human rights, labour and employment practices (such as training, diversity, gender equality and employee health and well-being), environmental issues (such as biodiversity, climate change, resource efficiency, life-cycle assessment and pollution prevention), and combating bribery and corruption. Also, community involvement and development, the integration of disabled persons, and consumer interests (such as privacy) (European Commission, 2011).

1.5. Aims and research questions

The main objective of this project is to explore the socially responsible human resources practices and their effect on the employee well-being at work, during the COVID-19 pandemic. This analysis is based on the case study of the Portuguese hospitality group PortoBay Hotels & Resorts, S.A., who agreed to serve as the case study and granted access to their employees.

Several research questions were formulated to explore this topic. These are: "Which are the current levels of well-being in the company?"; "How did COVID-19 pandemic affect the well-being of the employees?", "Which are the types of support requested by the employees, beyond the ones already given by the company?", and "How are employees reacting to COVID-19 pandemic and which are their fears?".

The relevance of such a study is, in pace with the suggestion by the European Commission, to understand if its corporate social responsibility, expressly meet the social concerns into their business operations with the aim of identifying, preventing, and mitigating their possible adverse impacts.

To address the research questions, quantitative research was conducted based on the applications of questionnaires to workers of the abovementioned hospitality group.

Chapter 2 – Methodology

2.1. Case study context – Hospitality Group PortoBay Hotels and Resorts

This project is based in the hospitality group PortoBay Hotels & Resorts, which was born in 1988 with the opening of its first hotel in Madeira, the Eden Mar. The investment of this group has spread over the island of Madeira, Algarve, Lisbon, Rio de Janeiro, Búzios, São Paulo and Porto and it is still growing.

The group PortoBay is currently composed by fifteen hotels, the company Porto Bay Services and ARBO, a construction company. From the fifteen hotels, twelve are in Portugal and three in Brazil. In Portugal, the twelve hotels are divided in four different regions:

- Madeira (7 hotels): The Cliff Bay, Les Suites at The Cliff Bay, Vila Porto Mare – composed by Porto Mare, Eden Mar and The Residence –, PortoBay Serra Golf and Porto Santa Maria;
- Algarve (1 hotel): PortoBay Falésia;
- Lisbon (2 hotels): PortoBay Marques and PortoBay Liberdade; and
- Porto (2 hotels): PortoBay Hotel Teatro and PortoBay Hotel Flores.

In Brazil, the three are spread through three different areas:

- Búzios: PortoBay Búzios;
- Rio de Janeiro: Hotel PortoBay Rio Internacional; and
- São Paulo: L'Hotel PortoBay São Paulo.

Due to the legal and processual significant differences between the two countries, the Brazil hotels have an independent HR department in relation to Portugal. The Portuguese HR Department is responsible for the 12 hotels in Portugal, PortoBay Services and ARBO, which means responsible for 770 employees.

The company's information, used on this project, was provided by the Human Resources Department and the Revenue Department, since they are equally responsible

for the crisis management of the current pandemic situation (COVID-19) in this hospitality group.

The reasons we chose PortoBay, as a case study, are due to, first, PortoBay being a hospitality business group, which was one of the most affected business sectors in the country Portugal; second, being a recent and national company; and third, being a proactive company in matters of internal social responsibility.

In the group PortoBay Hotels & Resorts, there is a list of benefits and other types of support provided by the company to improve the employees' well-being, such as results and goals bonus; commercial discounts at clothing, footwear, dental offices, gyms and entertainment stores; bonus for the employees of the month and the year; souvenir for Christmas and birthday; access and use of changing rooms, rest and food areas (canteen or cafeteria); the right to take more vacation days that stipulated by law; training; professional promotion; health insurance; parental leave; hourly flexibility; coaching; student-worker status; time-flexibility for breastfeeding; financial support in transportation to the workplace; compressed work week; possibility of being absent from a work due to a family emergency; child support contribution; contribution to support fees for education; social events aimed for the employees and their families; delivery of family support (i.e. food baskets); accommodation, in Madeira, for employees and interns. The existence of these benefits makes interesting to examine how companies' practices relate to their worker's well-being, particularly in a crisis.

2.2. Research Strategy and Procedure

In order to better understand the importance of the company's socially responsible role in the employees' well-being, during a crisis situation, we will examine how the company PortoBay Hotels and Resorts, S.A. has been acting and dealing with the effects/impact of the current crisis, COVID-19 pandemic, on their employees, as well as explore how the employees are currently feeling and if there is any other type of support needed by them.

According to Yin (Yin, 2018), there are five types of research strategies that can be applied, depending on the nature of the research questions: experiment, survey, archival analysis, history, or case study. In this case, we are working in a case study, which, also according to Yin (Yin, 2018) has three possible categories: exploratory, descriptive, and

explanatory. An exploratory case study, such as this one, is set to explore any phenomenon in the data, which serves as a point of interest to the researcher. The exploratory case study gathers information through general questions, which are meant to open up the door for further examination of the phenomenon observed. This category of case study is also characterized by the data collection happening prior to the research questions/hypothesis being constructed (Yin, 2018). Since our purpose is to better understand how the COVID-19 pandemic (the phenomenon in study) affected a company (more specifically, its employees' well-being), we chose one specific study case.

The Table 2.1. - Research Strategy presents the research strategy used in this study.

Strategy	Form of research question	Requires control over behavioural events	Focus on contemporary events
Case Study	How?	No	Yes

TABLE 2.1. - RESEARCH STRATEGY

SOURCE: ADAPTED FROM YIN, 1994, P.6

The questionnaire was developed in Google Forms, according to the company's preferences, and was sent electronically to each respondent via email, during the months of April and May of 2020, in which several employees were still in reduced working hours shifts. This questionnaire was anonymous, voluntary, and confidential (**Annex A –Informed Consent**).

The questionnaire was divided in 7 parts: (1) questions about social-demographic characterization of the employee, (2) questions about the current labour situation of the employee, (3) questions about the current family situation of the employee, (4) questions about the needs and difficulties the employee faces currently, (5) questions about the benefits and resources needed by the employees, which the company does not yet provide and/or the employees find outside the company, (6) questions about the well-being of the employees and (7) a question about the impact of the COVID-19 pandemic on the employees' life. It contains a total of 20 questions. The next section details the questions and measures included in the questionnaire.

2.3. Measures

2.3.1. Benefits and resources needed by the employees, which the company does not yet provide and/or the employees find outside the company

To better understand the need of each employee for external social support, this question covers a set of 10 different types of social support practices as well as the possibility to add other, if need be (**Annex B –Types of Support Needed by Employees**). These practices include family responsible practices, health responsible practices, volunteering practices, immigrant support practices, pet support practices, financial support, and well-being practices, among others (European Commission, 2011).

Each participant had to point out which social support practices s/he felt were necessary to improve her/his well-being, answering with a "X" in the ones needed.

2.3.2. Well-being at work

Employees' current well-being at work was evaluated through IWP Multi Affect Indicator of Peter Warr (Warr, 1990), constituted by 12 items (e.g. Tense, Anxious, Optimistic; Annex 3). The employees marked their responses using a Likert-type scale of 6 points, ranging from "Never" (1) and "All the time" (6). This measure revealed a Cronbach's alpha of 0,871, which indicates a good reliability (**Annex C – Affective Well-being Scale (Warr, 1990)**)

To assess how the COVID-19 crises affected participants' well-being, the following question was made "Although it has been a year since our reality has changed, we ask that you make an effort to remember your pre-covid reality and, comparing it with the current reality (during the Covid), answer if you believe that the pandemic COVID-19 affect your emotional state?". The employees marked their responses using a scale of 3 points: 1- positive effect; 2-negative effect; 3 - no effect.

And to assess what are the fears of workers regarding COVID-19 pandemics, an open question was included in the questionnaire "Please justify your answer to the previous question." (**Annex D - COVID-19 Effect on Well-being and Reactions / Fears of COVID-19**).

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This questionnaire also contained questions about social-demographic and professional characterization to better understand the current social and financial situation of the employees (**Annex E – Social-Demographic Data**; **Annex F – Labour Situation**; and **Annex G – Family Situation**). Participants were asked about the gender, age (in intervals), household income (in intervals), current living situation, number of people in the household, number of dependents in the household, type of contractual link to the company, number of years in the company, among others.

2.4. Sample – Participants

The sample of the study is a non-probabilistic one, obtained by a convenience sampling method. The sample criteria for this study relied on employees currently working in the hospitality group, preferably in the operational functions of the hotels. It was intended to have the participation of employees from all operational functions of the hotels (from cleaning to kitchen, from restaurants to bars, from spa to pool service, etc). There was no age limit for the respondents and no restrictions concerning the amount of time they have been working at the company. Respondents answered the questionnaire considering their experience in the company. Repeated or incomplete questionnaires were disregarded.

The final sample is composed by 510 participants with ages between 20 and 66 years old and slightly more females (53.5%). The education levels are as follows – 1st cycle (4,9%), 2nd and 3rd cycle of basic (33,1%), the high school level (43,1%) and university education (18,8%) (**Annex H – PortoBay Employees – Social-demographic characterization**).

The seniority varies between 1 to 34 years, with higher predominancy in the levels of seniority 5 to 9 years (19,8%), 15 to 19 years (17,6%) and 20 to 24 years (16,9%).

The majority of this sample is from Madeira (79,6%) with the ages between 35 and 49 years old (50,3%), living in their own home (58,8%), are married or in a non-marital partnership (53,7%) and have a family (85,1%) with 1 or 2 dependents (56,7%).

Due to the current pandemic, the employees are on medical leave (2,2%), working in the regular workplace (23,5%), working under short time working conditions (66,3%), working from home (7,6 %) or working under other conditions (0,6%) (**Annex I – PortoBay Employees – Labour Situation**)

Currently, the majority of employees (72,5%) have a monthly income between 500 and 1500€, which translates in a significant group of employees (51,2%) feeling that their income is insufficient (44,1%) or very insufficient (7,1%) compared to their expenses, even though 47,5% feel it is sufficient. The expense that employees feel more difficulties to pay is Housing (51,2%), Health (14,5%) and Basic Necessities 13,7%).

These employees, due to their financial difficulties, are currently paying for housing credit (42,0%), car credit (16,5%) or other credits (8,4%). Only 33,1% do not use any type of credit. And, even though, 97,3% of employees answered they have difficulties reconciling their income with their expenses, 96,1% do not use any type of support from external organizations. Only 3,9% asked external social organizations for help in matters of support regarding food, income, education, house expenses, among others (**Annex J – PortoBay Employees – Family Situation**).

Chapter 3 – Results

The data collected was analysed with the program Statistical Package for Social Sciences (SPSS). The results are organized in terms of the four research questions defined for the current study.

3.1. Which are the current levels of well-being in the company?

Regarding employees' well-being at work, the participants were asked to indicate how they felt in the last month. The results revealed that employees feel enthusiastic many times (M=3,98, SD=1,24), feel comfortable many times (M=3,61, SD=1,04), feel depressed rarely (M=2,05, SD=0,80) and feel anxious sometimes (M=2,89, SD=0,84). Which, in a response scale of six points, translates in a general level of well-being moderately positive (M = 4,16; SD = 0,72).

	Mean	Std. D.
Enthusiasm Quadrant	3,9876	1,24181
Comfort Quadrant	3,6105	1,03734
Depression Quadrant	2,0451	,80161
Anxiety Quadrant	2,8935	,83564

TABLE 3.1. - AFFECTIVE WELL-BEING (MEANS AND STD. DEVIATIONS)

3.2. How did COVID-19 affect the well-being of the employees?

Participants were invited to think about their previous levels of well-being and indicate if pandemic has altered their levels of well-being. According to the results (Table 3.1), a large number of employees feel that the pandemic affected their well-being negatively (63,3%). Even so, there is 12.2% that said it affected positively and for 24.5% which said that they did not feel any effect.

COVID-19 Pandemic Effect on Employees' Well-being	%
Positive Effect	12,2%
Negative Effect	63,3%
No effect	24,5%
Total	100,0%

TABLE 3.2 - THE EFFECT OF COVID-19 PANDEMIC ON THE EMPLOYEE'S WELL-BEING AT WORK

3.3. How are employees reacting to COVID-19 pandemic and which are their fears?

For addressing this issue, an open question was included in the questionnaire. The answers provided by respondents were subject to a thematic analysis in order to identify the themes more frequently mentioned by them. This analysis provided a very rich set of employees' reactions and fear-related categories.

The employees indicate that Covid- 19 pandemic has had an effect on several aspects of their lives and reality, such as social, mental, and physical health, financial and labour, legal, and future perspectives issues (see Table 3.3. - Different Aspect in the Employees' Lives Affected by COVID-19 Pandemic)

Different Aspects of Life Affect by Covid -19		%
Social Issues	New social challenges brought by COVID-19	8,4%
	Difficulty to keep close contact with family and friends	12,5%
	Adapting to a new reality	19,6%
	Affected their life in general	1,4%
Mental and Physical Health Issues	Higher level of concern	8,2%
	Higher level of uncertainty	7,3%
	Higher level of anxiety	6,3%
	Higher level of fear	4,7%
	Higher level of depression	2,0%
	Higher level of insecurity	1,0%
	Lower level of motivation	0,6%
	Higher level of sadness	0,6%
	Higher level of instability	0,6%
	Higher level of apprehension	0,6%
	Higher level of tension	0,4%
	Higher level of frustration	0,2%
	Higher level of agitation	0,2%
	Higher level of tiredness	0,2%
	Negative effect on general employees' health	6,3%
	Negative effect on employees' well-being	13,5%
	Extra care with risk reduction practices	0,2%
Financial and Labour Issues	Increased financial difficulties	14,1%
	Increased labour instability	17,3%
Legal Issues	Limited Freedom	14,3%
Future Perspectives Issues	New priorities	5,7%
	Concerns about the future	8,4%
	Change	20,4%
	Personal projects and education	1,4%

TABLE 3.3. - DIFFERENT ASPECT IN THE EMPLOYEES' LIVES AFFECTED BY COVID-19 PANDEMIC

3.4. Which are the types of support requested by the employees, beyond the ones already given by the company?

Regarding the employees' need for external social support, it was possible to gather that a significant part of the group felt a need for family responsible practices (61%), for health responsible practices (48,8%), and for financial well-being training (29,8%) (Table 3.4. - List with Types of Support needed by Employees and Table 3.5. - Type of Socially Responsible Practices).

Types of Support	%
Information and referral services on the financial well-being program – training and preparation program for employees to better manage their income and expenses	29,8%
Information and referral services on physical, psychological, and mental professional follow-up	24,9%
Information and referral services for support such as health care for oneself or direct family members	20,8%
Information and referral services on care for descendent dependents (Sons/Daughters) such as education, food, health, special needs, cost-sharing, home support, etc.	20,2%
Information and referral services for support such as the delivery of family support packages/kits (for example: food products, other necessities, school supplies, baby products, etc.)	17,3%
Information and referral services about nurseries/kindergartens and/or leisure time	13,7%
Information and referral services on care for ascending dependents (Fathers/Mothers and Grandparents) such as nursing homes / daycentres, food, health, needs	9,6%
Information and referral services about volunteer opportunities	6,9%
Information and referral services to support people with reduced mobility (such as assistance in wheelchairs or other instruments adapted to the person's needs)	2,9%
Financial benefits	0,6%
Information and referral services on the legalization of immigrant persons	2,0%
Information services about work and personal time reconciliation options (children)	0,2%
Information services on property acquisition support	0,2%
Training information services	0,2%
Support and referral services for animal support	0,2%
Information and follow-up services for cancer support	0,2%
Stability in the workplace	0,2%
Did not specify	0,8%
No type of support needed	4,3%

TABLE 3.4. - LIST WITH TYPES OF SUPPORT NEEDED BY EMPLOYEES

Type of Socially Responsible Practices			
Family Responsible Practice	Information and referral services on care for descendent dependents (Sons/Daughters) such as education, food, health, special needs, cost-sharing, home support, etc.	20,2%	61,0%
	Information and referral services for support such as the delivery of family support packages/kits (for example: food products, other necessities, school supplies, baby products, etc.).	17,3%	
	Information and referral services about nurseries/kindergartens and/or leisure time.	13,7%	
	Information and referral services on care for ascending dependents (Fathers/Mothers; Grandparents) such as nursing homes / day centres, food, health, needs.	9,6%	
	Information services about work and personal time reconciliation options (children).	0,2%	
Health Responsible Practice	Information and referral services on physical, psychological, and mental professional follow-up.	24,9%	48,8%
	Information and referral services for support such as health care for oneself or direct family members.	20,8%	
	Information and referral services to support people with reduced mobility (such as assistance in wheelchairs or other instruments adapted to the person's needs).	2,9%	
	Information and follow-up services for cancer support.	0,2%	
Financial Well-Being Training	Information and referral services on the financial well-being program – training and preparation program for employees to better manage their income and expenses.	29,8%	

TABLE 3.5. - TYPE OF SOCIALLY RESPONSIBLE PRACTICES

Chapter 4 – Discussion and Conclusion

The present study intended to understand how important the socially responsible role of a company is in the well-being of their employees. Also, it was intended to analyse the possible effects of the COVID-19 pandemic in the well-being at work. For this reason, this study attempted to contribute to the development about the impact that a company's actions have on the employees' well-being, during a crisis situation, and which types of support are needed by employees in those moments.

In accordance with the research questions, it is possible to verify that employees have a moderately positive level of well-being, since the levels of comfort and enthusiasm are significantly higher than the levels of depression and anxiety. Which aligns with the previous citation of Ariza-Montez et al. (Ariza-Montes et al., 2019) that, according to WHO, psychological well-being is the state of well-being when an individual realises his or her own abilities, cope with the normal stresses of life, work productively and fruitfully, and contributes to his or her community. This means, it is more than an absence of mental illness.

Currently, the employees are often feeling enthusiastic and comfortable, but sometimes stressed and rarely depressed. Which means that, even though this translates into a moderately positive level of well-being, there is still room for improvement. This is due to the consequences of the current pandemic, such as the required need for change, adaptation to the new reality, and to the new social challenges; due to the increased levels of anxiety, tiredness, tension, concern, frustration, uncertainty, instability, depression, fear, insecurity, apprehension, agitation and sadness; also due to the decrease of motivation and freedom; due to financial difficulties and family and friends estrangement; and due to the uncertainty in the workplace, such as concerns about the future of their job and income.

For these reasons, mentioned above, it is so important to continue to invest in practices and building networks that can provide answers to those fears and support employees' needs. More than ever, the role of CSR becomes essential to a company, due to being a predictor of individual-level outcomes, such as attitudes, perceptions and behaviours (e.g. organizational commitment, organizational citizenship behaviour, job satisfaction) (Herman Aguinis & Glavas, 2017), as well as being a promoter of well-being at work (Jain, Leka, & Zwetsloot, 2011).

Also, it was possible to verify that family is a priority to achieve well-being, which is due to the fact that the majority of the employees are married or in a non-marital relationship, have family with a mean of one or two children. This translates in the family responsible practices, a type of SRHRM practice, being the most urgent to be implemented in the company. Agreeing with the words of Thomas et al. (Thomas, Liu, & Umberson, 2017), family relationships are enduring and consequential for well-being across the life course and the several different types of family relationships – marital, intergenerational, and sibling ties – have an important influence on well-being. And, even though there is already a wide list of family responsible practices being put to practice in the hospitality group, such as measures child-care, pregnancy and post-natal, the majority of the employees still asked for more measures of family support. It was possible to verify as well that one of the most difficult expenses to answer to was housing, which according to Bratt (Bratt, 2002), is the foundation of family life, without which all other activities are severely challenged or rendered impossible to carry out.

Finally, in concern with health in the workplace, it was possible to observe that the pandemic had a negative toll on the employees' well-being. Employees complained about their increased levels of anxiety, tiredness, and depression. They also mentioned that the lack of freedom, due to confinement, had a negative effect on their well-being. As well as health being the second most difficult expense to answer. That is why almost half of the employees asked for health responsible practices. Still, the level of well-being of the employees remains positive and, during this study, it was possible to verify that it has a positive correlation to physical, psychological, and mental professional support, which allows us to conclude that finding an external health service that provides this type of support to the company's employees, should be a priority to the group.

4.1. Limitations and Future Research

First of all, we would like to point out that all findings are based on one case study from a company's perspective. It is therefore important to highlight that all findings and conclusions will not lead to any generalizations but only strengthen existing theories.

Even though there was a significant sample of 510 questionnaires, there were a few limitations, due to the population of employees. In Madeira (79,6%), the number of

employees is significantly higher than the population combined of Porto (5,9%)., Lisbon (10,0`%), and Algarve (4,5%;).

This weights on the results of the sample, allowing us to focus on the Madeira needs but, at the same time, preventing us from understanding if the employees from Lisbon, Porto and Algarve share the same concerns or if their fears and needs are completely different.

Future researchers might consider more efficient to separate the samples, by region, and consider other methods of collecting data, since this one, resulted better in Madeira, than in Continental Portugal.

Also, to ensure a reasonable number of answers, the questionnaire had to shortened or parsimonious. It would have been interesting to include other questions, such as "What type of CSR practices could help improve their level of well-being?"; "What other situations are provoking stress and other negative emotions in the workplace?"; and "Why only 3,9% asked for support from external social organizations, when 97,3% demonstrated to have financial difficulties?"

Finally, the levels of well-being, as mentioned before, even though positive, must be improved, there is still a need from employees. Due to that, there must be a follow-up to ensure, they do not decrease. We are still living in an economic, social and health crisis that is affecting several sectors of people's lives, including the business sectors. And hospitality is still one of the most affected by COVID-19 pandemic.

4.2. Practical Implications / Intervention Proposals

The CSR activity requires the investment of time, energy, capital, and other resources, to maximize its efficiency and effectiveness. It is, usually, carried out in partnerships that aim to solve the existing social problems by various organizations that produce synergies in terms of culture, networks, and skills. The success or failure of these networks is measured by the level of intervention and problem solving and by the synergies and multiplication of impacts that are generated around them. And they result in a set of benefits for the participating organizations, constituting an added value for the sustainability of CSR (Teles, 2010).

In these times, there is a very common factor in any crisis humanly lived, most of the population suffer from severe need and lack of resources. More than ever, the current crisis has brought to the attention the importance of company's role in providing resources and services to the employees, allowing them to balance their needs and responsibilities, both professional and personal.

For these reasons, in the future, besides accompanying the levels of well-being closely to ensure they do not drop, the company could create a database, available to all employees, with the contact, address, and other pertinent information of all the organizations in the areas, where they have hotels (Algarve, Lisbon, Madeira and Porto), that provide support to people in the several different needs mentioned in Table 3.4. - List with Types of Support needed by Employees. As well as creating a network of support between these organizations and the hospitality group.

As well as developing activities to help decrease the levels of anxiety and stress, such as free access programs of yoga and mindfulness.

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Annexes

Annex A –Informed Consent

This questionnaire aims, within the scope of Occupational Safety and Hygiene, to ascertain from employees the level of knowledge and exposure to psychosocial risks. It also intends to better understand the importance of support practices for employees during the management of a crisis, as is the case with the current pandemic (COVID-19).

Your participation is completely voluntary and anonymous. All data collected will be treated with confidentiality and secrecy, and its use is purely for statistical purposes.

We appreciate your participation.

Annex B –Types of Support Needed by Employees

From the following benefits/supports, select the benefits you feel most need:

Types of Support
Information and referral services on the financial well-being program – training and preparation program for employees to better manage their income and expenses
Information and referral services on physical, psychological, and mental professional follow-up
Information and referral services for support such as health care for oneself or direct family members
Information and referral services on care for descendent dependents (Sons/Daughters) such as education, food, health, special needs, cost-sharing, home support, etc.,
Information and referral services for support such as the delivery of family support packages/kits (for example: food products, other necessities, school supplies, baby products, etc.)
Information and referral services about nurseries/kindergartens and/or leisure time
Information and referral services on care for ascending dependents (Parents/Mothers; Grandparents/Grandparents) such as nursing homes / day centres, food, health, needs
Information and referral services about volunteer opportunities
Information and referral services to support people with reduced mobility (such as assistance in wheelchairs or other instruments adapted to the person's needs)
Financial benefits
Information and referral services on the legalization of immigrant persons
Information services about work and personal time reconciliation options (children)
Information services on property acquisition support
Training information services
Support and referral services for animal support
Information and follow-up services for cancer support
Stability in the workplace
Did not specify
No type of support needed

Annex C – Affective Well-being Scale (Warr, 1990)

How often do you feel _____ in your workplace?

1	2	3	4	5	6
Never	Rarely	Sometimes	Many times	Almost always	Always

1. Tense	1 2 3 4 5 6
2. Anxious	1 2 3 4 5 6
3. Preoccupied	1 2 3 4 5 6
4. Comfortable	1 2 3 4 5 6
5. Calm	1 2 3 4 5 6
6. Relaxed	1 2 3 4 5 6
7. Depressed	1 2 3 4 5 6
8. Melancholic	1 2 3 4 5 6
9. Unhappy	1 2 3 4 5 6
10. Motivated	1 2 3 4 5 6
11. Enthusiastic	1 2 3 4 5 6
12. Optimistic	1 2 3 4 5 6

Annex D - COVID-19 Effect on Well-being and Reactions / Fears of COVID-19

Although it has been a year since our reality has changed, we ask that you try to remember your pre-covid reality and, comparing it with the current reality (during the covid), answer if you believe that the pandemic COVID-19 affect your emotional state?

COVID-19 Pandemic Effect on Employees' Well-being
Positive Effect
Negative Effect
No effect

Please justify your previous answer.

Annex E – Social-Demographic Data

1. **Genre:** ☐ Feminine   ☐ Masculine

2. **Age:**

☐ 16 – 19 years   ☐ 20 – 24 years   ☐ 25 – 29 years   ☐ 30 – 34 years   ☐ 35 – 39 years

☐ 40 – 44 years   ☐ 45 – 49 years   ☐ 50 – 54 years   ☐ 55 – 59 years   ☐ 60+ years

3. **Level of Education:**

☐ 1st Cycle   ☐ 2nd Cycle   ☐ 3rd Cycle   ☐ University Education

4. **Do you live in your own home?**

☐ Yes   ☐ No, I live with family   ☐ No, I rent a home

5. **Marital Status:**

☐ Single or Divorced   ☐ Married or in a Non-Marital Relationship   ☐ Widower

Annex F – Labour Situation

6. For how many years are you working in PortoBay?

☐ 0 – 2 years   ☐ 2 – 4 years   ☐ 5 – 9 years   ☐ 10 – 14 years   ☐ 15 – 19 years

☐ 20 – 24 years   ☐ 25 – 29 years   ☐ 30 – 34 years   ☐ 35 – 39 years   ☐ 40+ years

7. Country área where you work:

☐ Algarve   ☐ Lisbon   ☐ Madeira   ☐ Porto

8. What are your current working conditions?

☐ 100% remote work   ☐ Regular workplace   ☐ Other.

Which?_____

☐ Reduced working hours   ☐ Mixed remote and presential

work

9. In which department do you work?

☐ Bar   ☐ Laundry   ☐ Pool   ☐ Restaurant   ☐ Bursar

☐ Kitchen   ☐ Maintenance   ☐ SPA   ☐ Public Relations   ☐ Gardens

Pantry

☐ Revenue   ☐ Reception   ☐ Housekeeping   ☐ Other:_____

Department

Annex G – Family Situation

10. How many people live in your household? _____people

11. In your household, do you have any dependents?

 c No   c Yes. If so, how many? _____ people

12. Please indicate the approximate value of your households' monthly income:

☐ Less than 500€	☐ Between 500 and 999€	☐ Between 1000 and 1499€	☐ Between 1500 and 1999€	☐ Between 2000 and 2999€	☐ More than 3000€

13. Do you consider your monthy income sufficient compared to your expenses?

☐ More than sufficient   ☐ Sufficient   ☐ Insufficient   ☐ Very insufficient

14. What is your most difficult expense?

☐ Housing   ☐ Transport   ☐ Other 1st necessity goods   ☐ Education

☐ Food   ☐ Health   ☐ Other(s):_____

15. Do you enjoy any type of credit?   ☐ Housing   ☐ Car   ☐ Other:_____

16. Do you benefit any type of support external to the company (such as food support, among others)?

☐ Yes. Which?_____ ☐ No

Annex H – PortoBay Employees – Social-demographic characterization

Genre	%
Feminine	53,5
Masculine	46,5

Age	%
20-24 years	3,7%
25-29 years	10,4%
30-34 years	14,9%
35-39 years	17,5%
40-44 years	15,5%
45-49 years	17,3%
50-54 years	12,0%
55-59 years	5,9%
60+ years	2,9%

Level of Education	%
1st Cycle (1st to 4th grade)	4,9%
2nd Cycle (5th to 9th grade)	33,1%
3nd Cycle (10th to 12th)	43,1%
University Education (Bachelor, Masters, etc.)	18,8%

Housing Situation	%
Own Home	58,8%
Rental	23,5%
Living in a family member's house	17,3%

Marital Status	%
Single or Divorced	45,1%
Married or Non-marital Relationship	53,7%
Widower	1,2%

Annex I – PortoBay Employees – Labour Situation

Seniority	%
0-2 years	9,6%
2-4 years	14,3%
5-9 years	19,8%
10-14 years	13,5%
15-19 years	17,6%
20-24 years	16,9%
25-29 years	6,5%
30-34 years	1,8%

Area of Portugal	%
Algarve	4,5%
Lisbon	10,0%
Madeira	79,6%
Porto	5,9%

Hotel Department	%
Corporate Function	8,2%
Housekeeping	15,9%
Food & Beverage	28,6%
Kitchen	18,6%
Maintenance	5,5%
Pools & SPA	5,3%
Timeshare	0,6%
Public Relations	1,2%
Bursar	1,8%
Reception	12,4%
Did not specify	2,0%

Working Conditions	%
Leave of Absence	2,2%
Regular workplace	23,5%
Reduced working hours	66,3%
Remote work	7,6%
Other	0,4%

Annex J – PortoBay Employees – Family Situation

Family Members in the Household	%
1	14,9%
2	21,2%
3	31,0%
4	25,5%
5	4,1%
6	2,2%
7	0,8%
8	0,4%

Household Dependents	%
0	43,3%
1	31,6%
2	20,8%
3	3,7%
4	0,4%
5	0,2%

Household Monthly Income	%
Less than 500€	4,3%
Between 500 and 999€	42,7%
Between 1000 and 1499€	29,8%
Between 1500 and 1999€	15,5%
Between 2000 and 2999€	7,1%
More than 3000€	0,6%

Most Difficult Expense	%
Every Expense	1,4%
1st Necessity Goods	13,7%
Credit	0,6%

Education	7,3%
Housing	51,6%
Transport	8,0%
Health	14,5%
None	2,7%
Did not specify	0,2%

Income Sufficiency	%
Very insufficient	7,1%
Insufficient	44,1%
Sufficient	47,5%
More than sufficient	1,4%

Credit Used	%
None	33,1%
Did not specify	0,4%
Car credit	16,5%
Consumer's credit	0,8%
Personal credit	4,5%
Personal and motorcycle credit	0,2%
Bank loan	0,6%
Housing bank loan	42,0%
Housing and car credits	1,2%
Motorcycle credit	0,4%
Ex-husband mortgage	0,2%
Several	0,2%

External Support Received	%
None	96,1%
Did not specify	0,6%
Food support	0,8%

Income support	1,6%
Education support	0,4%
House expense support	0,2%
Alimony	0,4%