Understanding Talent Management in the hotel sector: employees' narratives of personal career development

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Abstract

This research provides a unique insight into the experiences of employees in the hotel sector, with particular reference to personal career development, which, to date, has had limited consideration within the Talent Management (TM) and career literature. In recent years, there has been a shift in the academic literature from a focus on the organisational practices of TM to the experiences of individual employees, taking into consideration their views and opinions on and their aspirations for their personal career development. There remains much to be understood about the experiences of individual employees of TM practices in the hotel sector, and this study aims to fill a gap in knowledge.

In order to meet the aim of this research, a qualitative approach was adopted, and narrative inquiry was selected as the optimum route to obtaining detailed and rich accounts of personal career development. 15 in-depth interviews were conducted with employees in a small hotel chain. The participants in this study were 15 hotel staff members (8 employees and 7 managers) of different ages, nationality, gender, departments and experience to maximize variation.

Three main themes were identified: *Life as a hotel employee, Understanding TM practices in hotels and Personal career development in hotels.* Using the narrative approach allowed for the unfolding of participants' stories including their entry into the hospitality industry to the pursuit of their dream position in the field.

This study makes an important contribution to understanding the employee perspective of TM and career development. One of the outcomes of this study is the development of a conceptual framework, which provides a useful model that offers insights into the experiences of employees and managers within the hotel sector and the role of TM practices in personal career development. It identifies empirically found concepts and their interrelationships and reveals the possibility to integrate TM and career development. This study marks the first piece of research to illuminate the experiences of individual employees within the hotel sector and the role of TM practices in personal career development. Implications for practice and future research directions are outlined in order to identify the scope of work yet to be explored in this area.

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List of Abbreviations

BTEC- Business and Technology Education Council

CEO-Chief Executive Officer

C&B- Conference and Banqueting

CIPD- Chartered Institute of Personnel and Development

CSM- Career Self-Management

CV- Curriculum Vitae

DBIS- Department for Business Innovation and Skills

DDI- Development Dimension

DM- Duty Manager

EVP- Employee Value Proposition

F&B- Food and Beverage

GCSE-General Certificate of Secondary Education

GM- General Manager

HESA- Higher Education Statistics Agency

HGM- Hotel General Manager

HoD- Head of Department

HR- Human Resources

HRM-Human Resource Management

IiP- Investors in People

JDI- Job Descriptive Index

KP- Kitchen Porter

MD- Managing Director

MSQ- Minnesota Satisfaction Questionnaire

NTO- National Training Organisation

NVQ- National Vocational Qualification

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TM- Talent Management

RFT-Regulatory Focus Theory

SCCT-Social Cognitive Career Theory

WLB-Work-Life Balance

UKBA- UK Border Agency

UKCISA-UK Council for International Student Affairs

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Chapter 1: Introduction

1.1 Background to the topic

The aim of this research is to understand the experience of individual employees within the hotel sector and the role of Talent Management (TM) practices in personal career development. This research is positioned at the intersection of TM and career development. This means that TM in the hospitality industry cannot be a stand-alone endeavour, but needs to consider employees' personal career development (Panda and Sahoo 2015). The theoretical underpinning for this research comes from the management and career literature. It draws from the following theories: Human Capital Theory (Becker 1964), Super's theories of career choice and development (Super, 1957, 1981 and 1990), Social Cognitive Career Theory (SCCT), (Lent et al. 1994, 2000, 2005) and Higgin's Regulatory Focus Theory (RFT) (Higgins et al. 1997, 1998), which will be explored in Chapters 2 and 3. However, as these theories seem to operate in silos within the management and career domains, this thesis would argue that understanding the career development of individual employees could offer a way to inform and improve TM practices for mutual benefit. The researcher posits that by exploring both TM and career development, the research should provide an in-depth insight into the experiences of individual employees and enhance understanding of the role TM practices play in personal career development.

To date the joint exploration of TM and career development has had limited consideration within the TM and career literature. TM is generally viewed as an organisational tool that enables goals in recruitment, development and retention of key employees (Stahl et al. 2007). However, it could be argued that employees join an organisation not only to meet organisational goals but, most importantly, to fulfil personal career development needs (Panda and Sahoo 2015). What is generally overlooked, however, is that TM does not consider the perspectives of those who work in the hotel sector (Thunnissen et al. 2013). It would seem that TM as an organisational tool tends to overlook individual employees and personal career development. In recent years, however, there has been a shift in the focus of empirical research from TM organisational practices to individual experiences,

acknowledging employees' aspirations, needs and preferences for career development (Thunnissen et al. 2013).

Thunnissen et al. (2013) claim that the scope of TM is narrowed down to the impact of limited HR practices initiated by organisations. While considerable attention has been paid to HR practices (Deery 2008; Watson 2008; Lles et al. 2010), little attention has been paid to understanding the experiences, aspirations, needs and preferences of individual employees, and their own career development (Thunnissen et al. 2013). The majority of studies have examined factors which impact career expectations, identifying that employees' career expectations are influenced by personal interests, hobbies and background (Schoon and Parsons 2002), educational level and gender (Greenhaus and Parasuraman 1993). However, a few studies from the mainstream TM literature (Thunnissen et al. 2013; Panda and Sahoo 2015) acknowledge the importance of understanding career expectations, experiences and outcomes of individual employees for TM practices. These authors have laid the foundations of this line of inquiry, which the researcher will adopt and take forward. Therefore, the researcher argues that the scope should be widened, from a narrow focus on HR practices, to a much broader perspective taking account of the personal needs, preferences and expectations of people working in the hotel sector. A workforce is made up of individuals who come with personal histories, aspirations and experiences and plans for career development within the hotel sector (Farndale et al. 2010). Understanding what attracts individuals to this sector and how personal career development is viewed may be a way forward for improving TM practices in hotels.

The research is based on a case study of a consortium of four hotels, located in the Southwest of England. The study uses a qualitative approach to fulfil the research objectives, with two methods of data collection: document analysis and in-depth narrative interviewing. The first phase explores the company's HRM documents and policies relating to TM. For the second phase of data collection, fifteen in-depth narrative interviews were conducted with staff within the consortium. In-depth narrative interviewing allows the researcher to study the experiences and stories of the company's employees over a period of time. Narrative interviewing as a

qualitative research method is used to stimulate the interviewees to express their experiences and views of the topic being studied, through storytelling or narratives (Bates 2004). Riessman (2008) emphasises that narrative interviews provide the researcher with an insight into the way study participants make sense of their everyday lives in relation to the overall research topic. According to Riessman (1993, p.2), the purpose of narrative interviewing is "*to see how respondents in interviews impose order on the flow of experience to make sense of events and actions in their lives*".

1.2 Rationale for the research

Research shows that hotels have always found it hard to attract, develop and retain suitably motivated, talented and qualified employees. (Baum 2008). This could be due to the fact   that the hospitality industry has a poor reputation as a source of permanent employment, offering low pay, anti-social working hours and menial work (Wood 1995; Choy 1995; Kusluvan and Kusluvan 2000; Baum 2008). Thus, talented employees are considered "*key determinants of service quality, customer satisfaction and loyalty, competitive advantage and organisational performance*" (Kusluvan et al. 2010, p. 172), and TM plays an important strategic role in the success of a hospitality organisation. However, TM is very challenging, especially in the context of the hospitality industry in view of the problems faced by hospitality managers from an HRM perspective as discussed below.

The first challenge relates to the attraction, career development and retention of staff. These issues have long been identified as the hospitality industry's biggest challenges (Powell and Wood 1999). Cappelli and Keller (2014) argue that this is due to the highly labour intensive nature of the industry, especially in contexts where customer service expectations are high. Issues of organisational strategies on attraction, career development and retention of talented employees have remained major topics in the hospitality literature (Cappelli and Keller 2014). Focusing on TM practices evidences the importance hotels attach to intellectual capital; investment in TM practices helps retain high class specialists, developing careers which can

provide a continuous pool of fresh talent for managerial positions (Collings and Mellahi 2009).

The second challenge is high labour turnover (Barron 2008). The hospitality industry is associated with long working hours, a stressful environment and job dissatisfaction, resulting in a high turnover which is costly and disruptive to hospitality organisations (O'Halloran 2012). Moreover, it could be argued that replacing employees is an expensive and time-consuming process which could lead to lower productivity in the interim. There have been a number of studies that have recognised that investment in high-performance work practices such as training, empowerment, rewards, selective staffing and teamwork motivates employees and reduces turnover intentions (Crick and Spencer 2011; Karatepe 2013; Cheng et al. 2016). Most of these studies are related to the tenure of the employee and to organisational engagement activities (Mishra et al. 2015). Research aiming to access the views of individual employees and understand their personal reasons for continuing to work in hospitality organisations is very limited (Jang and George 2012). Therefore, this research offers an exploration of the individual views of employees on retention to contribute to this area of knowledge.

The retention of talented employees is crucial to organisational success. They are the key to the hospitality organisation's competitive advantage. They improve performance and profitability and make a measurable difference to the organisation. Moreover, hotels are aware that talent must be managed as a critical resource to achieve the best possible results. It is argued that talent is the leading indicator of whether a business is heading up or down (Conaty and Sharan 2010). Development Dimension International (DDI) (2013) claimed that hotels must have the best talent in order to succeed in the hypercompetitive and increasingly complex global economy. Most managers, at all levels, understand that today's talent helps the business grow and build a sustainable competitive advantage in the market. It is often argued that it is these talented employees who, in fact, make the crucial decisions which impact growth.

The third challenge relates to demand and supply (Tarique and Schuler 2010). The demand for superior talent far outweighs supply in hotels (CIPD 2015). Today's knowledge-driven economy demands highly qualified workers with a robust portfolio of skills, and it is becoming increasingly difficult to sources the right candidates for the skilled jobs. Busine and Watt (2005) argue that labour shortage is growing and it is extremely difficult to satisfy the demands of hospitality organisations. Half (2013) concurs claiming that by 2020 there will be a projected shortfall of up to eighteen million highly skilled workers. The marketplace demands workers who are creative, responsive and versatile. In the current economic climate it would seem vital to move swiftly to close skill gaps. Falling behind in TM strategy could contribute to loss of business and therefore, hotels need to get creative about meeting the skills challenge.

The final challenge relates to leadership. Leadership development is crucial in any industry if it is to succeed. However, in the hospitality industry leadership bench strength – the availability of strong and deep pools of talent – is proving to be a major business problem, demanding breakthrough change (Du Plessis and Sukumaran 2014). Experience shows, however, that an astonishing number of companies still struggle to fill key positions putting a considerable constraint on potential growth (CIPD 2015). This deficit could be attributed to a lack of a talent strategy, which effectively stunts the growth and development of key management and leadership skills in the workforce. It should come as no surprise that the hospitality industry is now investing and prioritising leadership and management development. It could be concluded therefore that there is a need for the hospitality industry to adopt innovative ways for TM practices and human resource systems in order to train and retain skilled leaders for increased performance and profit.

The relevance of this research consists of five dimensions. In the broadest context, it is hoped that the research may have practical relevance to HR managers to enable better informed decisions on recruiting, attracting, developing and retaining a better skilled workforce in the hotel sector. It is hoped that HR managers would be better

able to understand the impact of TM on personal career development. Furthermore, it should allow HR managers to gain a better insight on how to produce effective TM practices for staff recruitment, attraction, development and retention in the hotel industry, underpinned by the consideration of employees' individual preferences, needs and career aspirations.

Consequently, the research is relevant to hotel employees who would benefit from improved TM practices of attraction, development and retention in the work place. Employees should as a result have a very clear pathway of expectations and development in order to provide first class service. The effect should be a reduction of employee turnover, improvement in staff engagement and performance and customer service standards. The end result should be a more agile, competitive organisation where employees and employers share the same vision, where performance is rewarded and employees benefit from a clear and robust career development pathway. Furthermore, the research is relevant to educators, as it will provide insight into the personal experiences of individual employees and their views and expectations on personal career development within the hospitality industry.

The findings of this research are also relevant to the research community. As Lawler et al. (1985) purports, research must satisfy two fundamental criteria: the outcome must increase practitioners' understanding of organisations and lead to improvements in practice; and the outcome must contribute to the general body of knowledge in the research field. The findings of this research help to broaden the narrow focus on HR practices to a focus on people's personal needs, preferences and expectations from work in the hotel sector and provide a more holistic framework, which includes the experiences of individual employees and highlights the role of TM practices for personal career development in hotels.

Moreover, the research has relevance for the use of emerging research methods in hospitality. This research adopts narrative inquiry for the exploration of individual

experiences of employees within the hotel sector and the impact of TM practices on personal career development. The use of narrative interviewing in this context is unique. By adopting this methodology, this study offers valuable and rare insights into the personal experience and personal career development of employees within this industry.

Finally there is a personal rationale for this research. Having worked in the hospitality industry for more than 15 years, my role has changed over the years from chef to bartender, restaurant supervisor, duty manager, guest services manager and audit manager. My journey in the hospitality industry started in 1999, in the USA, as part of a work experience programme starting work as a chef in the Bay View Hotel, USA. Following a move to the UK, I continued my chef's experience in a three star hotel in Bournemouth. I have been devoted to the hospitality industry where my career has been successful. Having worked in almost every hotel department, having this first-hand experience has equipped me with an understanding of the importance of acknowledging the needs and preferences of employees. Previous research was lacking the depth of understanding of the experiences of individual employees and the role of TM practices for personal career development. On a personal level there is a keenness to discover what attracts individuals to this sector, the way personal career development is viewed and what needs to be changed in order to improve TM practices. This will satisfy my personal goals as a manager and make a contribution to the body of knowledge on this topic. This, together with a personal high regard for this industry, has inspired me to collect and share the personal stories of employees in the hotel sector.

1.3 Introduction to Talent Management

This study's exploration of the experiences of individual employees and the role of TM practices in personal career development is set within the context of TM's prominence in and importance to the hotel sector.

The history of TM is not new and has direct links to the hospitality industry and hotels in particular. Its beginnings are largely attributed to McKinsey and Company,

who first introduced the term in their report, *The War for Talent* (Michaels et al. 2001). At that time, the concept started to emerge and develop, shaping new approaches to HRM. According to Chambers et al. (1998), for McKinsey and Company, TM refers to the process of developing new employees through the framework of interviews, hiring, orientation and helpful integration into an organisation's culture. According to Chambers et al. (1998), the most important corporate resource, which provides organisations with their competitive advantage, is well-educated, smart business people, who are technologically advanced, savvy and mobile. Moreover, McKinsey and Company claim that the only way to win the war for talent is where "*organisations must elevate TM to a burning corporate priority*" (Chambers et. al 1998, p. 1). According to Michaels et al. (2001), McKinsey and Company articulated the main challenges that organisations face, with regard to recruiting and retaining the most valuable and talented employees. Moreover, McKinsey raised the awareness of all organisations on a global scale and brought innovative ideas into HRM.

In hospitality, the origins of TM research can be traced to Woods (1999), an American human resource specialist. He claimed that "*in this future, HR will likely be judged on whether it enhances corporate competitive advantages by adding real measurable value. Knowledge work, intellectual capital, learning organisations, new contracts with employees, quality and continuous improvement, professional and career management, reorganisation and restructuring, seamless organisations, visions and values, workforce demographics all are common HR topic areas. When you can't buy talent, and you can't rent talent, you have to work with what you have got*" (pp. 449-451). Over the years, further TM research in hospitality explored such issues as training and skills development (Baum 2002), under-staffing (Poulston 2008), high labour turnover (Ongori 2007), generational change in hospitality employees (Chen and Choi 2008), casualisation and outsourcing (Davidson et al. 2010), rewards and appraisals (Lawler III 2010), job satisfaction and work-life balance (Kupperschmidt 2000). TM research in the hospitality industry has been criticised for focussing on TM issues in US-based hospitality organisations (Collings et al. 2011). Mainly US researchers, such as Ashton and Morton (2005), Boudreau and Ramstad (2005 a, 2005 b), Randall and Jackson (2005), Tansley et al. (2007),

Cappelli (2008), Garrow and Hirsh (2008), Bersin (2006), as well as Collings and Mellahi (2009), Cappelli and Keller (2014) raised an important question on the fundamental meaning of TM for the hospitality industry. In the UK, the first TM study in hospitality can be traced to Barron (2008), where the issues and challenges that the UK hospitality industry faces are explored. In the same vein, Baum (2008) identifies the dynamic nature of the hospitality industry, and the subsequent consequences that were presented for TM strategies. Later on, Watson (2008) primarily evaluates literature that addressed the development of the hospitality industry, as this is a major component of TM. The latest research on TM in hospitality (Deery and Jago 2015) examines employee retention through strategies such as maintaining work-life balance using Deery's (2008) framework for improving employee retention rates. Therefore, it can be claimed that this research, which aims to understand the experience of individual employees within the hotel sector and the role of TM practices in personal career development, is the most recent in the UK's hospitality industry.

Recent interest in TM is shared not only by academics (Holland et al. 2007; Guthridge and Lawson 2008; Hatum 2010; Garavan et al. 2012; Cappelli and Keller 2014) and policymakers, the media and government, but also employers of small hotels and large hotel groups. The hospitality industry in the UK is undoubtedly a labour-intensive industry, of which hotels are a major part (Lashley et al. 2007). This is a large employer that consists of various small and large hotels, which all aim to attract, develop and retain the best talent (Hilton Worldwide 2013). Hotels as a service industry rely on staff as major contributors to quality in terms of service. All hospitality organisations and hotels in particular compete for talented employees (Cappelli and Keller 2014). According to Hotel Industry Magazine (2015), "*TM is a key for us in 2015. First and foremost, we are a people business and we recognise that it's our staff and not the bricks and mortar that will set out our brands apart from the competition. As the economy continues to strengthen, there is a battle for talent in the marketplace.*"

Talent has always been important but now needs to become an inseparable part of business strategy on a par with technology and finance (Cobb 2015). For the major

hotel groups there is a commercial interest in place. Talent generates both high performance and revenues and attracts new talent to an organisation (Cheese 2010). Furthermore, it is argued that talent in the hospitality drives improvements in productivity, quality and innovation. Hotels need to respond quickly to these trends with its novel ways of working, recruiting, monitoring performance, rewarding and managing in order to attract and retain vital talent. Therefore, large and small hotel brands are fully engaged in attracting, developing and retaining top talents.

There are numerous examples of companies that have developed a robust and well-organised TM strategy that delivers a proven and practical way to create a culture of high performance, on-going career development and staff commitment to high quality service (Cobb 2015). Among them is Hilton Worldwide (2013), which develops different age groups and updates career development programmes and entry routes to appeal to various generations of employees. Hilton's comprehensive youth strategy offers specific activities to different age groups: pre-employment (13-16 years); school/college leavers (16-19 years); and undergraduates and graduates. It develops different TM programmes for all staff in the company. Accor hotel group (2015) also has TM programmes in place, which aim at attracting, developing and retaining the right caliber of people and keeping them engaged and motivated with a clear career development plan in the company.

Another example of well-organised TM strategy is the Springboard TM programme (2015) which ensures that, employees at all levels, uncover and unleash their potential so as to create more value and growth to the organisation. Springboard is a not-for-profit organisation that promotes careers in the hospitality industry. Springboard (2015) claims that it is important to attract the right talent into the organisation. Moreover, it is essential to engage, develop and retain them. Their TM programmes specialise in comprehensive learning and career development solutions and services for businesses to get organised, attract more customers, grow sales and collaborate better and save massive amounts of time through productivity.

One more example of a company that dedicates a lot of energy and resources to TM programmes worldwide is Shangri-La Hotels International (2014). In each hotel, employees, at all levels, are reviewed twice yearly. TM and career development are Shangri-La's top priorities and significant resources are allocated annually to ensure its employees have the skills and knowledge to be the best in their field. This has earned the group international awards and recognition by guests and industry partners alike.

1.4 Research aim and objectives

The aim of this research is to understand the experience of individual employees within the hotel sector and the role of TM practices in personal career development.

In order to achieve this aim, five objectives were established:

1. To understand an organisation's view on and the implementation of TM.

2. To examine the process of being an employee in the hotel sector.

3. To investigate employees' views on, and experiences of, TM practices.

4. To understand the way individual employees view their personal career development in the hotel sector.

5. To develop a conceptual framework for improving TM practices for both the organisation and the individuals who work in the hotel sector.

1.5 The structure of the thesis

The thesis consists of the following chapters:

Chapter 1 serves as an introduction to the research and sets the aim and objectives. It gives the rationale and background for the study, explains the study in the context of the hospitality industry and the relevance of the research. It also provides the researcher's position within the research. The remainder of the study is divided into nine chapters.

Chapter 2 is the first of the Literature review chapters and it provides a literature review related to HRM and TM as topics of exploration. The HRM section covers such topics as work-life balance, motivation and system of rewards and appraisals and employee turnover. The TM section provides a literature review related to the concept of TM. Firstly, the underpinning of the TM concept and the boundaries of talent phenomenon are outlined, which contributes to an in-depth understanding of what actually constitutes TM and setting up the TM argument. Secondly, it provides the history of the term talent and defines dual conceptualisation of talent contained in HRM literature. The concept of the talent pool is explained, which allows an understanding of the relationship between the organisation and the employee, which can be beneficial when exploring employees' experiences in hotels. Thirdly, it examines the issues and debates in TM literature. Finally, it provides the psychological theories and approaches to defining talent, which helps to clarify employees' perceptions, values, beliefs and attitudes. These psychological theories and approaches contribute to an in-depth understanding of employee's experiences in hotels which is fundamental to this research.

Chapter 3 is crucial to this research as it contributes to an advanced understanding of career development of individual employees and their experiences and examines the way individual employees view their own personal career development in the hotel sector. This chapter is in two sections. The first part examines a literature review relating to career theories and concepts of career development. Firstly, the most relevant career theories to this research are outlined; the theory of career choice and development of Super (1957, 1981, 1990), Social Cognitive Career Theory (SCCT) of Lent et al. (1994, 2000, 2005) and the Regulatory Focus Theory (RFT) of Higgins (et al. 1997, 1998). Then the concepts of protean, boundaryless career and butterflying as an example of careers in hospitality industry will be explored. Finally, it will debate organisational versus personal career development.

Chapter 4 is the final Chapter of the Literature review, which aims to bring together the two domains of HRM and Career Development and help to establish the links between them. This Chapter focuses on the hospitality industry particularly hotels. This Chapter consists of two parts. The first part examines TM practices in hotels; special attention is paid to attraction, learning and development, retention, succession planning and leadership. The second part of this chapter examines individual career development in hotels, namely, the availability of training for individual employees. This is followed by graduate career and career development of hotel managers. This Chapter contributes to an improved understanding of individual career development and their experiences and explores the way individual employees view personal career development in the hotel sector.

Chapter 5 discusses a case study. This is a company, which has four hotels, all located in the southwest of England. The different types of hotel employment will be explored and the organisational structure of each individual hotel will be explained.

Chapter 6 discusses the research methodology applied in this study. It has been specifically designed to capture the experiences of individual employees within the hotel sector, and the role of TM practices for personal career development. The research approach is outlined, and the justification for using the narrative inquiry method is demonstrated. The explanation of data analysis and ethical considerations of the narrative inquiry are also included in this chapter. The theoretical underpinnings of the study, conducting the interviews and sampling are discussed. Then, issues of gaining access, conducting in-depth narrative interviews and data analysis will be examined. Finally, the issues of trustworthiness of the research and research limitations are explored.

Chapters 7, 8 and 9 answer Objectives 2, 3 and 4 of the research. Firstly, Chapter 7 presents Objective 2, and its findings are shown using the data of the narrative interviews collected in the company under exploration. Secondly, Objective 3 is answered by presenting the data from the narratives that investigate the employees'

views on, and experiences of, TM practices (Chapter 8). Thirdly, Objective 4 is answered by presenting the data from narrative interviews that shows the way individual employees view their personal career development in the hotel sector (Chapter 9).

Chapter 10 presents the conclusion of the thesis, which integrates the findings of the qualitative research conducted. It proceeds with a review of the findings, with respect to the study objectives, and a presentation of the conceptual framework for improving TM practices for both the organisation and the individuals working in the hotel sector (Objective 5). This is followed by an outline of and a critical discussion about the contribution to methodology, theory and practice. The recommendations for further research will be made, and finally, it finishes with the reflection on the research journey.

1.6 Summary

This chapter has served as an introduction to the thesis and has demonstrated the relevance of the research topic to the hospitality industry. The history of TM has been discussed, and its significance to the hospitality industry and hotels in particular has been established. The aim and objectives of the research have been stated. The chapter ends with an outline of the structure of the thesis.

Chapter 2 –Literature Review:

Human Resource Management and Talent Management

2.1 Introduction to the Literature Review Chapters

The Literature Review Chapters will bring together two different domains of Human Resource Management (HRM) and Career Development. The purpose of this is to understand the career development of individual employees in hotels which may offer a way to inform and improve Talent Management (TM) practices for mutual benefit. The first Chapter of the Literature Review will be looking at HRM and TM as topics of explorations. The second Chapter will concentrate on career development and pay special attention to organisational and personal career development. Finally, the third Chapter will bring together TM and career development in hotels. The aim of this research is to understand the experience of individual employees within the hotel sector and the role of TM practices in personal career development. Therefore, the literature review chapters will establish the links between these two domains and will help the researcher to gain insights into the experiences of individual employees and enhance understanding as to what role TM practices have in personal career development.

2.2 Introduction to Chapter 2

This Chapter provides a literature review on HRM and TM. HRM concentrates on managing people within the employer-employee relationship (Stone 2014). It adds value by designing and implementing HRM policies and practices that motivate employees. HRM includes such sub-topics as work-life balance, job satisfaction, motivation and system of rewards and appraisals and employee turnover. The focus of attention is on the latter as the human focus is central to this research. The human focus concentrates on managing employer-employee relationship. The TM section covers the underpinning of the TM concept, and the boundaries of talent phenomenon will be outlined, contributing to an in-depth understanding of what actually constitutes TM and sets up the TM argument. Secondly, it provides the etymology of the term talent and defines the dual conceptualisation of talent found in

the HRM literature. The concept of the talent pool will be explained, which allows an understanding of the relationship between the organisation and the employee, which can be beneficial for exploring hotel employees' experiences. Thirdly, it examines the issues and debates in the TM literature. Finally, it provides the psychological theories and approaches to defining talent, which help to understand employees' perceptions, values, beliefs and attitudes. These psychological theories and approaches can contribute to an in-depth understanding of hotel employee experiences which are relevant to this research.

2.2.1 Human Resource Management

To gain a good insight into HRM it is necessary to explore the broader definition of management. Management has been defined as the field of human behaviour, where managers organise, plan, direct and control human resources in order to achieve organisational goals (Sharma 2015). It is therefore clear that by utilising the physical and financial resources through HR, management should achieve set goals and objectives (Wilton 2013). This underpins the importance of human resources in the process of management. HRM forms part of management and as such it draws from management concepts, principles and techniques in the management of human resources in the organisation (Sharma 2015).

Research evidence shows that HRM terminology originated in the USA, subsequent to the human relations movements (Kaufman 2010). According to Kaufman (2007, 33-34) *"The term first appeared in the textbook literature from the mid-1960s, specifically in relation to the specialist function which was interchangeably termed as personnel or human resources"*. Interest in HRM in the UK – both among academics and practitioners – developed in the 1980s (Marchington and Wilkinson 2012). By drawing on Bach and Sisson (2000) and exploring their categorisation, four different traditions are identified:

1. Prescriptive: this used to be the dominant approach in the literature, stemming from the domain of personnel management, examining the best tools and techniques for practitioner use. In line with the US literature, its underpinning values were essentially unitarist, assuming that workers and employers could work together to achieve mutual goals.

2. Labour process: this contrasts sharply with the prescriptive tradition and focuses on HRM as an explicit or an implicit device to control labour. It helps to understand how organisations function.

3. Industrial relations: within this tradition, HRM is seen as *"part of a system of employment regulations in which internal and external influences shape the management of the employment relationship"* (Bach and Sisson 2000, p. 8). This tradition brings a pluralistic approach to HRM, tending to focus on collective aspects of the employment relationship.

4. Organisational psychology: whilst common in the USA, the contribution from this tradition became significant when UK scholars analysed HRM issues connected to selection, learning and development, retention and the psychological contrast.

Wilkinson et al. (2009) remark that HRM can be seen as having two main components with a different focus:

a) **A Human focus**- the emphasis on work-life balance, job satisfaction, system of rewards, appraisals and employee turnover. At its core, HRM focuses on managing employer-employee relationships.

b) **A Resource focus**- the focus on HRM practices of attraction, development and retention. From a more macro perspective, a resource focus of HRM addresses the set of practices for managing the human capital in the organisation.

The following sections will discuss the human focus of HRM as identified by Wilkinson et al. (2009). It will explore 3 aspects: WLB and job satisfaction, motivation and the systems of reward and appraisals and employee turnover. This provides a useful structure to follow because it emphasises the importance of

employer-employee relationships. However, a resource focus has a similarity to TM practices in hotels; therefore it will be included in the final Chapter of the Literature review on TM and career development in hotels.

2.2.2 Work-life balance and job satisfaction

Despite extensive research on work-life balance (WLB) (Fagnani & Letablier 2004; Gambles et al. 2006; Deery 2008; Deery and Jago 2015), this is still an area that causes concern for HRM as it proves difficult for management to track and control. Defining the concept of WLB is complex because of the different perspectives on 'work', 'life' and 'balance '.

The issues relating to obtaining a WLB have received substantial attention in the hospitality literature over recent years (Mulvaney et al. 2006; Cleveland et al. 2007; Namasivayam and Zhao 2007; and Karatepe and Uludag, 2007; Deery 2008). The findings from the studies of Kupperschmidt (2000); Shekhar and Narzary (2012) focus on WLB and job satisfaction among different generations of workers. These authors point out that managers play a valuable role in ensuring that employees manage a work-life balance. Shekhar and Narzary (2012) claim that a strong relationship exists between WLB and employee job satisfaction and therefore organisations should introduce HRM policies and programmes for employees, in order to meet individual needs and preferences. Gregory and Milner (2009) point out that employees show higher job satisfaction and commitment when WLB is supported by different organisational programmes.

According to Chen and Choi (2008), in the past, companies utilised a bureaucratic approach, where employees were treated as just another resource to achieve organisational goals. However, significant changes have taken place in recent years. Major brands such as Accor, Hyatt, Intercontinental, Hilton and Ritz Carlton realise that human capital is significant to organisation performance. Effective work-life balance strategies and policies were introduced in order to manage a diverse workforce. Chen and Choi (2008) claim that same generational employees are likely

to share similar values, norms and attitudes to work. It could be argued therefore that this could bring into question the value of multi-generational employees who might have different attitudes to work and job satisfaction and might show a different level of commitment.

Kupperschmidt (2000), who studied the effects of population on society, uses the term generation to refer to individuals who were born and raised in the same time span and have the same values, beliefs and attitudes. However, classifying workers by age, grouping and cohort can be a complex subject. Therefore, for the purpose of the generational context within the workplace, there are two generations that are most represented in today's workforce: generation X and generation Y (or Millenials) (ibid). Smola and Sutton (2002) claimed that generation X, or the Xers, who were born during (1965-1977), have been influenced by recession, high unemployment and family instability. Gursoy et al. (2013) characterised them as being realistic, self-reliant and independent, seeking work-life balance. Furthermore, they display loyalty, desire a sense of team-work and are very flexible. Xers embrace diversity in the work place; their management teams are independent and highly motived by intellectual development in the work place.

Millennials, or generation Y employees, who were born after 1977 are the generation influenced by savvy technology, globalisation, foreign investments, which transformed their lifestyles and impacted their career aspirations and visions (Armour 2005). These employees view themselves as confident, optimistic, exceptional, and goal driven with high expectations. They require complicated and challenging tasks, need constant work promotion and recognition of achievements. Moreover, they are financially smart, intrinsically motivated and consider themselves as high potential, emerging leaders and a pivotal talent for modern organisations (Hagemann and Stroop 2013).

In order to advance an understanding of job satisfaction and work-life balance among different generational employees it would seem essential to compare their

characteristics and views of work. The following table comprises the main features of Xers and generation Y (Millennials).

Table 2.1: Main features of generation X and Y

Generation X	Generation Y
Were born and raised in poverty	Raised by active parents
Society is unfriendly to children	Family values are in the centre
Time of economic downturn	Time of revaluation of the values and cultural wars
Independence stressed	High expectations of self
Self-reliant, cynical, highly independent	Highly optimistic, confident, savvy
Work to earn money for leisure	Work-life balance is the key
Employment is perceived as a job	Thrive on challenging and complicated tasks
Learning opportunity to increase career growth	Sceptical to organisational loyalty, want to make impact immediately
Flexible and eager to adapt to new working environment	Expect very fast promotion and development, impossible to adapt and difficult to fit in
Normally shared leadership and team involvement	Require constant feedback and recognition, have high career aspirations and expectation from job roles
Expect friendly, casual work relations with colleagues	Prefer structure and direction rather than casual work relations

Source: Adapted from Chen and Choi (2008).

Chen and Choi (2008) argued that the presence of different generational characteristics in the work force can be beneficial to organisations in terms of diversity. On the other hand, there can also be challenges that arise from multi-generational mingling of personnel in the workplace. Major management challenges involve the inevitability of addressing conflict between individuals and groups of individuals who represent different generational categories (ibid).

Shekhar and Narzary (2012) argued that job satisfaction is highly important among different generations of employees in the hospitality industry which has a direct impact on their experiences. Several authors (Gursoy et al., 2008; Howe and Strauss, 2000, 2007; Gursoy et al. 2013) have found support for generational differences and offer explanations for these differences based on shared social experiences. Also, Smola and Sutton (2002) found in a longitudinal study that work values were more influenced by generational experiences than by biological age. Finally, Howe and Strauss (2000, 2007) suggested that early values and expectations may alter as people

move into a new life-stage, but also demonstrate that each generation finds its own way. This would suggest that there is an interaction between life-stage and generational effects. Furthermore, Parry and Urwin (2011) suggested that there is a variation within generational cohorts based on distinctions such as gender and education that will impact job satisfaction and work-life balance. The following table lists the main reasons for job satisfaction of generation X and Y.

Table 2.2: Reasons for job satisfaction of generation X and Y

Generation X		Generation Y	
Job Security – 70%		Job Security – 70%	
Benefits – 60%		Benefits – 62%	
Opportunities to use skills/abilities – 58%		Opportunities to use skills/abilities – 58%	
The work itself – 56%		The work itself – 55%	
Organisation's financial stability – 54%		Organisation's financial stability – 54%	

Source: Adapted from Shekhar and Narzaru (2012).

Table 2.2 shows that both X and Y list job security as the main reason for job satisfaction. This is followed by job benefits with 60 per cent for generation X and 62 per cent for generation Y respectively. Opportunities to use skills and abilities are equally important for both generations. Work itself occupies 56 per cent for generation X and 55 per cent for generation Y respectively closely followed by organisational financial stability, which is equally valued by both generations of talented employees.

This section examined the first element of the Human focus of the HRM. WLB issues were especially important for multi-generational staff as is the case in the company under exploration. The following section will look at the second element-motivation and the systems of reward and appraisals.

2.2.3 Motivation and systems of reward and appraisals

In order to survive in today's competitive and global market, organisations have to motivate and reward employees in order to gain a competitive edge. According to Stumpf et al. (2013), employee motivation is driven by both extrinsic and intrinsic rewards. Extrinsic rewards include pay benefits, work promotions and working conditions whilst intrinsic rewards are based on the value placed by employees on their work. The second type of rewards is very important for employees' sense of self-esteem and general motivation. Employees who feel valued increase productivity and reach organisational goals and objectives faster than those who are neglected, disengaged, dissatisfied and demotivated (Stumpf et al. 2013). According to Lawler III (2010), there are a number of reasons why rewards are essential in organisations. These are connected with an appraisal system that monitors talented staff's performance and gives constructive feedback. Managers at all levels are concerned about the quality of appraisals. The outcomes of appraisals have a significant impact on their ability to allocate rewards and motivate their best talents in the company. Lawler III (2010) examined performance appraisals and their effectiveness in the work place. The following figure describes this process in detail.

Figure 2.1: Effectiveness of appraisals
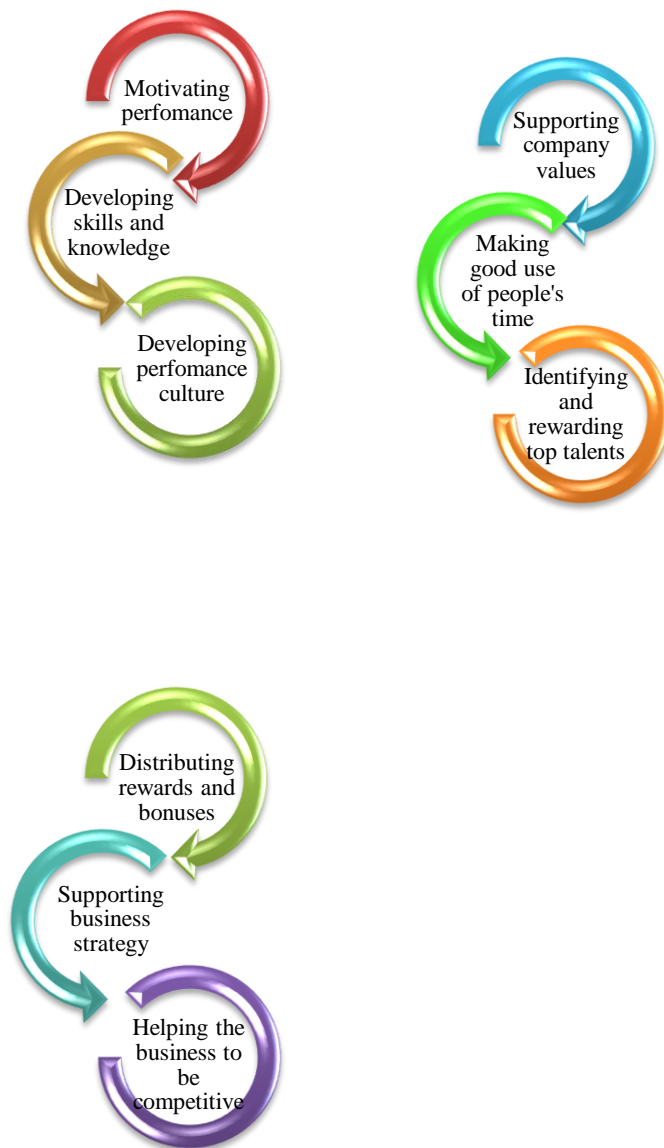
Source: Adapted from Lawler III (2010).

It is clearly seen from Figure 2.1 that appraisals motivate talented staff, develop skills and knowledge necessary to move a company forward. Overall, a performance culture is developed, which aids an organisation to be competitive and successful. Salary increases, bonuses and rewards strengthen the relationship between employees and the company. Moreover, they increase the propensity of talented

employees to remain working for the same company in the long term. Talented employees feel that they are highly valued and are intrinsically motivated to support the company's business strategy and vision.

Bambacas and Kulik (2013) argue that organisational appraisals give opportunity for feedback, positive attitude and communication. Furthermore, well-designed performance appraisals create an on-going relationship between a manager and employees and benefit close social exchange. Performance discussions give numerous opportunities to reward and segment those talents who display outstanding performance. Consequently opportunities for promotion are generated at all levels, with high calibre employees receiving constructive, targeted feedback, identifying areas for further development and improvement. Effectively, a sense of well-being is achieved because employees feel valued and appreciated. A well-organised reward system encourages talented employees and gives them tangible evidence of their place within the organisational structure. It encourages them to align employee behaviour with organisational expectations, thus contributing to the organisation's vision. The following figure shows the interrelations between performance appraisals and rewards.

Figure 2.2: Interrelations between performance appraisals and rewards

Source: Adapted from Bambacas and Kulik (2013).

According to Okioga (2012), movement within the organisation to a more prestigious position, in other words promotion, is part of a reward system. Promotion is used in recognition of outstanding performance and permits talented staff to feel valued and engaged in the organisation's development. Opportunities for higher advancement lead to job satisfaction and long-term commitment. Armstrong (2006) claims that a reward – promotion system enables management to seek the best candidates, the brightest talents to fill the most senior positions. The reward system indicates that the most talented staff have risen to a higher ranking position, and are recognised amongst peers. Along with progression, there are financial rewards which could act as a motivator for staff and would contribute to the retention of talents within the company. As a result, Okioga (2012) points out that, propensity to turnover is highly reduced when an effective structure of rewards is in place. It is considered that turnover is costly for both employee and employer; therefore, financial gains are made by both parties. Retention is a priority for a successful business to minimise costs and losses. Okioga (2012) proposed a conceptual framework of rewards, which is presented in figure 2.3:

Figure 2.3: Conceptual framework of rewards

Source: Adapted from Okioga (2012).

It is evident from figure 2.3 that the conceptual framework of rewards has a number of variables that are interrelated: recommended training, rewards and pay rise, promotion and employee retention. The propensity to stay in an organisation has a direct connection to rewards and salary increases. Special attention should be drawn to the training and career development of employees. Moreover, promotions and going up in the hierarchy of management is essential for the staff in order to feel valued, engaged and committed. As a result, employees are highly motivated, engaged, achieve high levels of performance and have higher rates of retention. This conceptual framework is viable in the hospitality organisation, as it allows all employees (inclusive approach) to demonstrate their talents and receive appropriate training, rewards and a pay rise, promotion which has the potential to increase employee retention. A blended approach is often used in practice, with attention paid to all employees (inclusive approach), but with special focus given to a particular core group or groups of employees (exclusive approach), as the latter will become future leaders and bring innovations and competitive advantage to the hospitality organisation.

This section has examined the second element of the human focus of the HRM. The following section will examine the final third element of the human focus of the HRM-employee turnover.

2.2.4 Employee turnover

High employee turnover is a significant challenge for a hospitality organisation (Robinson et al. 2014). The consequences of employee turnover include direct and indirect costs such as changing roles, recruiting and training new of new staff and the loss of organisational knowledge (Hinkin and Tracey, 2006, 2008). The findings of the Chartered Institute of Personnel and Development (CIPD) report (2013) revealed that someone employed in a large company could have numerous role changes, for example, a 40-year career running from sales assistant to sales manager, to operations director to CEO. Turnover, as a measure of employees changing jobs, is therefore an indicator of the stability – as well as the instability – of employment.

Labour market conditions, clearly, play a part in explaining job turnover. Involuntary turnover goes up in recession because redundancies increase; however, that is only one issue. An increasing ageing population could be another factor (CIPD 2013). Similarly, organisations can have direct influence through their recruitment and resourcing policies.

Employee turnover as a research stream can be traced back to the substantial research of Price (1977, p. 11), who defined the term turnover as: *"the ratio of the number of organisational members who have left during the period being considered divided by the average number of people in that organisation during the period."* Other influential theories of turnover by Bluedorn (1982) and Blau and Boal (1989) explore a range of variables that influence turnover in hospitality such as social integration, pay, opportunities for career development and training. Trevor (2001) listed low-skilled and low-paying work, unsocial hours and lack of career development as specific reasons for high turnover within the hospitality industry, which could be quite high averaging up to 200 or 300 per cent per annum (Mohsin et al. 2013). A number of articles identified recruitment and selection procedures, discrimination at the workplace, training and development opportunities as factors which could impact turnover rates (Trevor 2001; Gustafson 2002; Mehta 2005).

A number of attempts have been made for a fuller understanding of employee turnover in the hospitality industry. The complexity of turnover issues triggered scholars to explore further the main causes to try and minimise impact. Research by Bonn and Forbringer (1992) suggests that minimising staff turnover is not an easy solution. They argued that there should be an in-depth study of the causes and consequences of turnover and proposed a theoretical underpinning for turnover factors using a human resource system model, which is presented in the following table.

Table 2.3: Reasons for turnover

Dissatisfaction with work	Alternatives
Wages-amount , wages-equity	Returning to university, military service for men, government service, starting own business
Benefits, hours of shift	Similar job: the same industry, other industry
Working conditions	Voluntary early retirement transfer to subsidiary
Supervision-technical, supervision-personal	New position in another organisation
Relationship with co-workers	Location and better earning

External factors	Organisation initiated
Housing, transportation, child care	Resignation in lieu of dismissal
Health care facilities	Violation of policy, unsatisfactory probation period
Working conditions	Attendance, performance, layoff: downgrade
Leisure activities, physical environment, social environment, educational opportunities	End of temporary employment
Personal factors	Other
Spouse transferred , to be married, illness or death in the family, personal injury	Transfer, leave or absence, on loan to
Personal illness, maternity leave	Retirement, death

Source: Adapted from Bonn and Forbringer (1992).

Further research conducted by Iverson and Deery (1997) focused on the turnover culture in the hospitality industry. This culture is best characterised as the acceptance of turnover as a part of the working norm. Iverson and Deery (1997) found that structural variables include organisational and work-related factors which have an indirect impact on the intention to leave an organisation. Pre-entry variables include personality traits, and positive and negative affectivity. Meanwhile, environmental variables relate to non-work factors, union variables included union loyalty and intention to leave, and employee orientations deal with job satisfaction and organisational commitment. The following figure describes the turnover culture philosophy of the hospitality industry.

Figure 2.4 Turnover culture philosophy of the hospitality industry

Source: Adapted from Iverson and Deery (1997).

Finally, Ongori (2007) provided theoretical underpinning for the factors that influence employees' intention to leave an organisation. It was established that there are a number of reasons, which can be subdivided into two wide categories: job related factors and organisational factors. The following figure shows the dichotomy between these factors.

Figure 2.5 Job related and organisational factors of turnover

Job related factors

Organisational factors
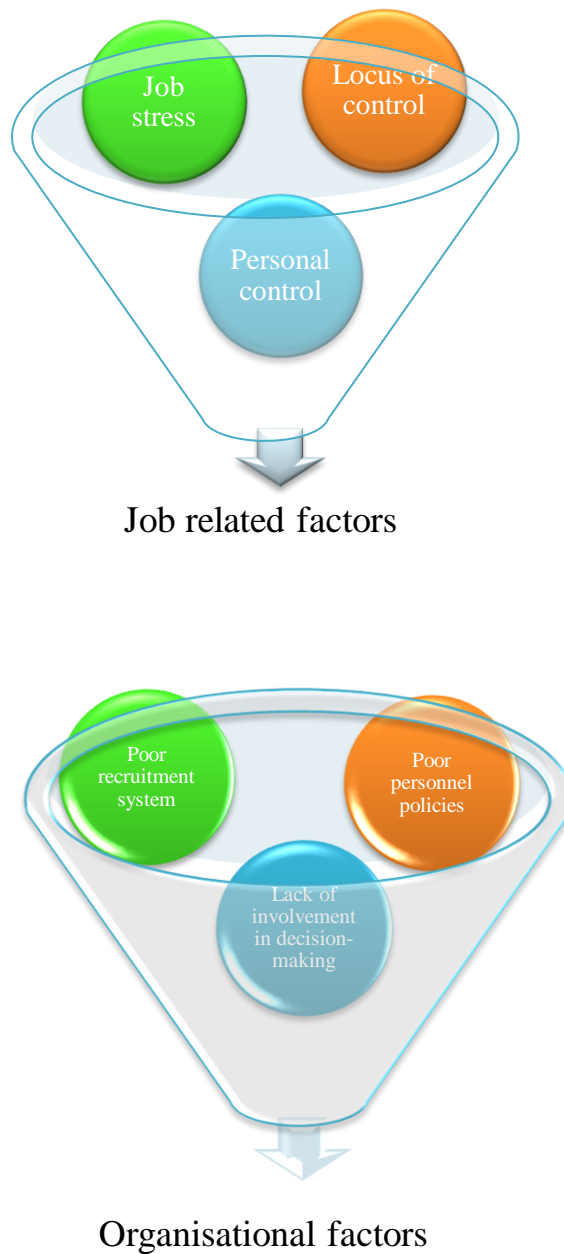
Source: Adapted   from Ongori (2007).

Ongori (2007) concluded that the experience of job related stress and lack of commitment are contributory factors to job dissatisfaction leading to resignation. High labour turnover could be attributed to poor organisational policies, managerial

styles and poor recognition. However, some factors such as death or incapacity of staff members which are beyond the control of management contribute to turnover.

The CIPD (2015) reports that in order to reduce staff turnover, appropriate action needs to be taken regarding staff retention in the hospitality industry. Efforts need to be made to retain staff through improving pay and benefits, work–life balance, increased learning and development opportunities and creation of clear career paths. The CIPD (2015) highlights that the key to maintaining engagement and improving retention is an understanding of employees' needs and preferences in the organisation. Their report found that an on-going monitoring of engagement, reasons for leaving and the effectiveness of retention strategies is vital to ensure resources are directed most effectively. The following table summarises all the initiatives that were proposed by the CIPD (2015) in order to reduce staff turnover.

Table 2.4: CIPD (2015) initiatives for reducing staff turnover

Initiative	Percentage of respondents
Improved pay	50 %
Increased learning and development opportunities	49 %
Improved line managers' skills	39 %
Improved employee involvement	35 %
Improved structure of benefits	33 %
Made changes to improve work-life balance	30 %
Created clear career path	26 %
Offered coaching and mentoring buddy systems	24 %
Better promotions to employees	21 %

Source: Adapted from CIPD report (2015).

In conclusion, due to the complex and versatile nature of employee turnover, finding an accurate solution is difficult. Organisations need to find a customised and multi-dimensional approach in order to keep high performers within the organisation.

HRM practices and policies need to be developed and implemented to provide a culture whereby good training, better pay, benefits and a clear career pathway would retain and attract talented skilled workers and give the hospitality industry an edge in today's labour market.

In summary, this section explained the complex nature of employee turnover, highlighted the individual reasons for continuing to work in organisations and summarised initiatives to reduce staff turnover. The following section will examine the history of the term talent.

2.3. The history of the term talent

The term talent was used in Old English until 1149, was *talente*, which came from Latin term *talentum* Gallardo-Gallardo et al. (2013). The Latin term originated from Greek *talanton* which meant balance or monetary unit. It was also used as a monetary unit by Babylonians and Assyrians. Moreover, it was an enormous sum of money, normally about a week's wage (ibid). In the New Testament in the Gospel of Mathew (25:14-30), there is a parable that describes a wealthy person, who was going on a long journey and gave his servants one, two or three talents according to their abilities for keeping them safe before he returns. According to Tansley et al. (2007) since then the definition of talent moved to the term *human capital.* In the literature on talent management, this term is widely used by numerous researchers such as Lepak and Snell (2007), Collings and Mellahi (2009), Boudreau and Ramstad (2005 a; 2005 b), and Nagra (2011).

In the thirteenth century, talent was seen as a feeling (inclination), or the natural ability of an individual. Moreover, in Old French it meant desire or will. Later on in the Middle Ages, talent started to be defined as a person's mental ability (Hoad 1996). By the nineteenth century, according to Tansley (2011), talent was viewed as a dichotomy of personal talent and talent as ability. That was the beginning of elaborating definitions of the concept of TM.

2.3.1. Defining the concept of TM

The concept of TM is not new, however it remains very popular and contemporary. Cappelli and Keller (2014) observe that the new themes in contemporary TM focus on the global retention of talents and new models for moving employees across jobs within the same organisation. According to Lepak and Shaw (2008), there have been numerous debates about assets, the competitive advantage of companies that focus on fitting the right people, with profound knowledge and expertise, to the right organisations in order to maintain business success. TM is much debated and contested in the literature and despite extensive research it has been difficult to arrive at a set definition. Academic TM literature explores the concept in all possible directions, using a broad range of academic traditions, including HRM and career management (Gallardo-Gallardo et al. 2015). Moreover, researchers still argue what actually constitutes TM. The term TM has escaped a standard definition, and nearly every researcher supplies their own definition. Lewis and Heckman (2006, p. 139) note the "*disturbing lack of clarity regarding the definition, scope and overall goals of Talent Management.*" Similarly, Collings and Mellahi (2009) argue that the concept of TM is lacking in terms of definition and theoretical development and there is a lack of empirical evidence on the topic.

An increasing number of authors such Ashton and Morton (2005), Randall and Jackson (2005), Lewis and Heckman (2006), Tansley et al. (2007), Garrow and Hirsh (2008), Cappelli and Keller (2014) and Thunnissen (2016), have explored TM from different angles and perspectives. Lewis and Heckman (2006), in their practitioner–oriented literature review, identify three main conceptualisations of TM. The first defines TM as a collection of Human Resource practices, such as attraction, development, retention and career succession planning. The second explores the concept of talent pools. The third focuses on talent which generically is considered the most problematic (Nilsson and Ellström 2011).

Interestingly, there is a tendency in the TM literature not to offer a formal definition of the concept (Lewis and Heckman 2006, Huang and Tansley 2012). Those authors

who do provide definitions fail to do so conclusively (Cappelli 2008). However, in order to understand the complexity and versatility of the concept of TM, it is essential to provide some definition. According to Hugles and Rog (2008, p. 746):

"Talent Management is a multi-faceted concept that has been championed by HR practitioners, fuelled by the war for talent and built on the foundations of HRM. It may be viewed as an organisational mind-set or culture which employees are truly valued; a source of competitive advantage; an effectively integrated and enterprise-wide set of sophisticated, technology enabled, evidence-based HRM policies and practices."

Lepak and Snell (2007) claimed that the TM concept is closely connected to the human capital development, as the latter integrated intangible goods, skills, experience and is considered the greatest investment of all organisations. Moreover they argued that organisations should build TM strategies and invest into talent development, which should enable them to lead in the market. Galagan (2008) produced a sophisticated definition of the concept, by identifying TM as a set of competencies that talented employees should adopt and perform accordingly. They should be able to leverage those competencies and apply them in the organisational structure and finally measure the impact on future achievements and success.

In the same vein, Collings and Mellahi (2009) suggested that TM is best defined as a mind-set, where talent alone is the key component for organisational success. Xin and Preece (2008) argued that the TM concept is often viewed as being not much different to the traditional HRM practices, describing it as "old wine in new bottles". Therefore, Xin and Preece (2008) argued that many people consider TM as a vague and elusive concept because it seems to have a variety of meanings. Xin and Preece (2008) proposed two broad concepts of TM (see figure 2.6):

Figure 2.6: Two broad concepts of TM

> TM is not considerably different from HRM, as they both involve finding the right people for the right job at the right time

> TM uses the same tools as HRM, but focuses on the small segmented workforce (talent pools in the organisation)
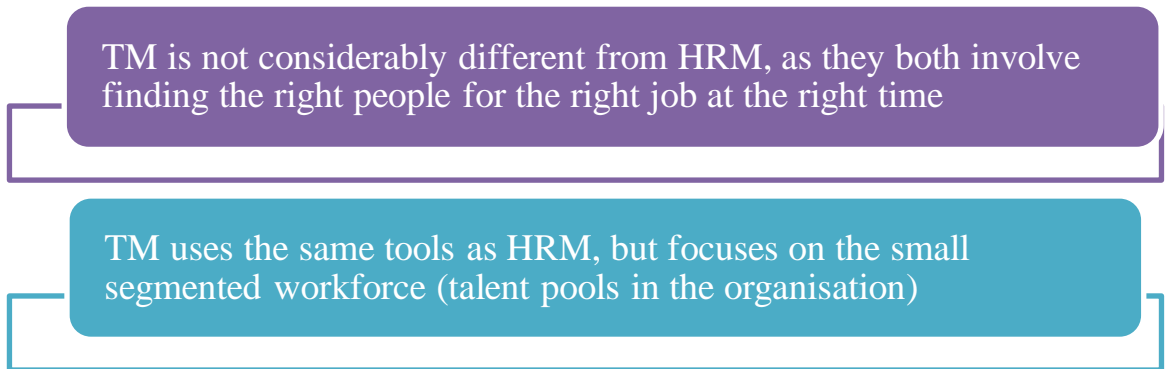
Source: Adapted from Xin and Preece (2008).

It can be seen from figure 2.6 that Xin and Preece (2008) claim that TM is not different from HRM, as both attract the right people for the right jobs at the right time. Moreover, TM uses exactly the same tools as HRM. However the focus of attention in TM is on a small group of talented employees, who belong to the talent pool.

Huang and Tansley (2012) defined TM as an HRM innovation, which possesses unique characteristics and a concentration on elite high performers in the company, on their development, promotion and retention. Accordingly focusing on high class performers can bring a number of tensions due to the fact that this approach can be regarded as politically incorrect, acting against the principle of equal opportunity. On the other hand, Gardner (2002) argues that it is more important to examine how firms and corporations adjusted their HR policies during the recent recession in order to reduce labour shortages and compete with rivals for talented human resources.

Swailes (2013) argues that the TM concept should include a consideration of ethics. He points out that the problem of dehumanisation has been an ethical concern in HRM for some time. There is a concern that human capital measurement and human asset accounting are dehumanising because of the emphasis on reducing employees to countable asset. Moreover, dangers exist when employers label employees as talented or non-talented. Swailes (2013) argues that labelling creates a psychological distance and a level of abstraction between employees. In selecting an elite group in the organisation, an employer could be accused of favouring one group over another.

Indeed, organisations and management teams need to consider the ethics of TM when identifying talent pools in order to develop TM programmes, which include all employees at all levels, managers should maximise good to the greatest number and avoid harm to others.

This section examined the concept of TM which is closely connected to HRM in the organisation. It emphasised that organisations should build TM strategies and invest in talent development in order to become the leaders in the market. The following sections will continue the examination of TM.

2.4 Talent as a subject and talent as an object

This section presents the dual conceptualisation of talent which can also be found in the HRM literature. It will discuss the tensions between these two approaches, which contribute to the understanding of extreme positions in organisations that view talent from different angles.

2.4.1 Object approach: talent as individual characteristics

Many authors, such as Michaels et. al (2001), Tansley et al. (2006), Goffe and Jones (2007), describe talent as the exceptional characteristics that are demonstrated by individual employees. In fact, talent is usually defined as accumulation of abilities, gifts, skills and knowledge. For example, Michaels et al. (2001, p. 12) considered TM as *"the sum of a person's abilities-his or her intrinsic gifts, skills, knowledge, experience, intelligence…"* Likewise, Tansley et al. (2006, p. 2) defined talent as *"a complex amalgam o of employees' skills, knowledge, cognitive ability and potential"*. On the other hand, Goffee and Jones (2007) referred to talent as those ideas, knowledge and skills that give those who possess them the potential to produce disproportionate value from the resources their organisations provide for them. Cheese et al. (2008, p. 46) concur, defining talent as *"the total of all the experience, knowledge, skills, and behaviours that a person has and brings to work"*.

Within the object approach to talent, it is further distinguished between approaches that define talent as commitment, talent as the mastery and talent as fit between an organisation and position.

2.4.1.1 Talent as commitment

The "object" approach to talent focuses on commitment to both work and the employing organisation. In the former, talent is conceptualised as something intrinsic to a person that directs focus, attention, and dedication (Pruis 2011). Nieto et al. (2011) stated that talent is determined by perseverance in that it implies the successful completion of projects that most others would abandon or never even start. In addition, the talent construct is seen as being related to will, perseverance, motivation, interest, and passion (Weiss and MacKay, 2009). In the latter, talent as commitment refers to employees' willingness to invest some energy into their organisation's success—thus aligning personal with organisational goals (Ulrich 2007).

2.4.1.2 Talent as mastery

Talent as mastery focuses on deliberate practice and learning from experience. Ericsson et al. (2007), for instance, conclude from their research across a wide range of domains such as chess, medicine, programming, dance, and music, that talent is nearly always made, not born. According to Pfeffer and Sutton (2006), talent is always a function of experience and effort. Although not all people have the same amount of potential, there seems to be some agreement in the literature on deliberate practice (Ericsson, 2006) and learning from experience (Briscoe and Hall 1999) that focused and deliberate practice is required for reaching 'talented' levels of performance. The mastery approach to talent also implies a need for evidence. According to Ericsson et al. (2007, p. 117), talent should be *"demonstrated by measurable, consistently superior performance"*). Likewise, Renzulli (1997b) claims that if no evidence for exceptional achievements is available, then talent refers to the mastery of systematically developed gifts (ibid).

2.4.1.3 Talent as fit

The final "object" approach to talent refers to the fit between an individual's talent and the context within which he or she works (the right place, the right position, and the right time). The fit approach is essential to the discussion of Talent Management as it emphasises the importance of context, implying that the meaning of talent is relative rather than absolute, and subjective rather than objective (González-Cruz et al. 2009). It is said that in a given organisational setting, talent should be defined in the light of the organisation's culture and environment such as industry, sector and type of work (Pfeffer 2001). According to Lles (2008) the organisational context is critical since people can be expected to perform above or below their normal level depending on their environment, the leadership they receive, and the team they work with.

2.4.2 Subject approach: talent as people

Within the subject approach, there is both inclusive (i.e., talent understood as all employees of an organisation), and exclusive approaches to talent (i.e., talent understood as an elite subset of an organisation's population) (Lles et al. 2010).

2.4.2.1 Inclusive approach

An inclusive approach to talent comes from the assumption that all people are talented in different ways. The inclusive approach to talent-as-subject sees the term talent as including everyone in the organisation. According to this approach, every employee has his or her own strengths and thus can potentially create added value for the organisation (Buckingham and Vosburgh, 2001). In a study reported by Leigh (2009), almost half of the hospitality organisations which interviewed their employees defined talent this way. According to Peters (2006), there is no reason not to consider each employee as talented. Similarly, O'Reilly and Pfeffer (2000, p. 52) claim that organisational success depends on *"capturing the value of the entire workforce, not just a few superstars".* Despite being quite vague, the inclusive approach to talent is commonly justified in the literature using the argument that in knowledge-based economies, hospitality organisations cannot generate high revenue and succeed without their people (Tulgan 2002).

2.4.2.2 Exclusive approach- talent pool

On the other hand, the exclusive approach states that some people are more talented, and therefore more valuable to the organisation (Gallardo-Gallardo et al. 2013). Guerci and Solari (2012) proposed a segmentation system of talents in the organisation. They subdivided the components of talented people into four main dimensions (talent pools) that they developed in their research:

The first dimension they defined as "Exclusive people" (Guerci and Solari 2012). According to their findings in this talent pool, employees were gathered together from those resources that made a significant contribution to organisation's performance and were considered as role models to follow.

The next dimension is defined as the "Exclusive position" (ibid). This dimension comprises talented workforce that take pivotal, critical roles and jobs in the company. They were effective and professional elite of the organisation that made the change happen and moved the company to competitive advantage. The penultimate dimension of segmentation system of talents was defined as "Inclusive people" (ibid). This dimension encompassed a wider talent pool and assumed that talent was inherent in each individual and the role of the organisation was to bring this talent, make it shine and grow. This dimension aids individuals to improve their potentials and step out of day routine by developing their leadership skills.

"Inclusive position" was defined as the fourth and ultimate dimension of talent pool segmentation. According to the above research, employees were divided between talent teams and networks. Talent teams set up goals and targets that needed to be reached by the company. Talent teams could be included in talent networks and attracted internal and external talent to the company. The following figure describes interrelations of the dimensions of talent pools in the organisation.
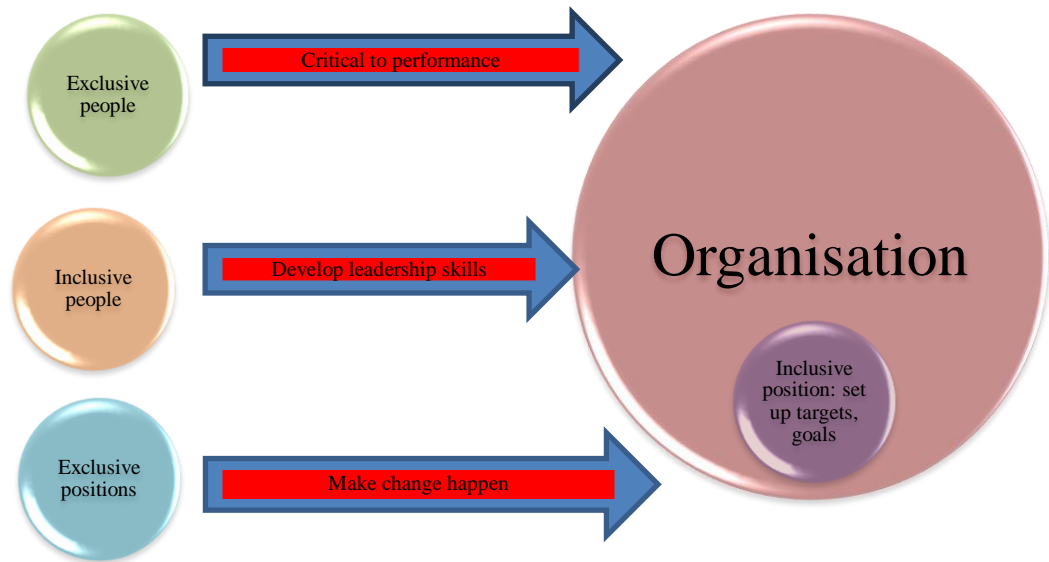
Figure 2.7: Talent pools in the organisation

Source: Adapted from Guerci and Solari (2012).

It can be inferred from figure 2.7 that inclusive and exclusive approaches divide organisations into a continuum of two extremes. Moreover, the exclusive approach sees organisations that allocate all their resources, almost 100 per cent to the 5-8 per cent of talented employees (Huselid et al. 2008). Therefore, they expect a high return on their investments. At the other extreme, the inclusive approach sees organisations allocating all their resources equally among all employees. In this case, all employees achieve good levels of performance and satisfaction (ibid).

This leads us to the following conclusion. If the organisation takes the inclusive view and holds that everyone is talented, then it is safe to tell everyone, but if only a small group are recognised as talented, it is not beneficial to let them know. Thunnissen (2016) claims that line managers are the greatest drivers of employee engagement and retention depending how they treat employees. Therefore, if a line manager tells an employee they are considered talented, they may be more likely to stay as they feel they will be better treated, and have more opportunities. On the other hand, depending on how the organisation constructs the remaining employee population, there could be a devastating effect on the other employees who perceive themselves less valued in the company. In the case that an organisation does take a

more exclusive approach and does segment a talent pool, difficulties could arise. As a result, talented employees could feed pressurised and underperform.

Swailes and Blackburn (2016) claim that talent segmentation in the organisation could lead to adverse reactions to talent pool inclusion or exclusion. When considering who belongs to the talent pool, organisations need to understand the employees' view. As highlighted by the CIPD (2010), most of the research on TM is done from the employer's perspective. From this perspective, TM programmes and talent pool membership can be seen as a process that includes only a minority of individuals, who are of particular importance to the organisation. However, individual employees not included in the talent pool are excluded from TM programmes and career development. That can trigger two reactions: individual employees would feel that they are "unchosen" and secondly, not being identified as talents and not accessing exposure to a range of career development programmes, is likely to be interpreted as a lack of support from the organisation (Swailes and Blackburn 2016). Exclusion from the talent pool runs a risk of problematising the employee-employer relationship. On the other hand, being a part of the talent pool can strengthen employees' commitment, motivation and increase their retention. Therefore, hospitality organisations need to minimise adverse outcomes and consider aspects of workforce democracy when evaluating the impact and effectiveness of TM programmes. Processes for nomination and selection for the talent pool needs to be democratic with all the employees getting a fair chance. A clear understanding of how those excluded would react is an important component of TM programmes and should help organisations to minimise potentially damaging outcomes.

This section examined the subdivision between talent as a subject and talent as an object approaches in the HRM literature, which allows understanding of the relationship between the organisation and the employee. This can be beneficial for exploring employees' experiences in hotels. The following section will raise the issues and debates about talent in the TM literature.

2.5 Issues and debates about talent in the TM literature

The following section will discuss the most significant issues and debates about talent in the TM literature. It will outline the human capital theory of Becker (1964, 1994), discuss the dichotomy between unitarist and pluralistic approaches and will shed light on on-going debates over innate versus acquired approaches to talent. These theories and approaches are considered important for this research as they illuminate the employee and employer relationship, establish links between the skills and knowledge of talented employees, and allow insights into the experiences of individual employees in hospitality organisations.

2.5.1 Human Capital theory

One of the most influential theories on talent development is human capital theory, which refers to the studies of investments of individuals and organisations in skills and technical knowledge (Becker 1964). Becker (1964) introduced the Human Capital theory which indicated the importance of training for productivity. Becker (1964) explained that Human Capital Theory was developed in the sixties due to the realization that the growth of physical capital has only a small part to play in the growth of income. According to Human Capital Theory, education or training raises the productivity of employees by developing useful knowledge and skills, hence raising employees' future income by increasing their lifetime earnings (Becker, 1994). It postulates that expenditure on training and education is expensive, and should be considered an investment since it is undertaken with a view to increasing personal income. The human capital approach is often used to explain occupational wage differentials. However, human capital can be viewed in general terms, such as the ability to read and write, or in specific terms, such as the acquisition of a particular skill with a limited industrial application. The human capital model suggests that an individual's decision to invest in training is based upon an examination of the net present value of the costs and benefits of such an investment. Individuals are assumed to invest in training during an initial period and receive returns to the investment in subsequent periods. Workers pay for training by receiving a wage which is lower than what could be received elsewhere while being trained. Since training is thought to make workers more productive, workers collect

the returns from their investment in later periods through higher marginal products and higher wages. Human capital models usually distinguish training into specific training, which increases productivity in only one firm, and general training, which increases productivity in more than one firm. Purely general training is financed by workers, and they receive all of the returns on this training. In contrast, employees and employers will share in the costs and returns of specific training. Despite these differences between general and specific training, the model predicts that both forms of training see a growth from a lower wage to wage growth.

Becker (1994) established that the cornerstone of Human Capital Theory is distinguishing general from specific skills. According to Human Capital Theory, general skills increase productivity in many organisations. Moreover, such skills improvements are portable from one organisation to another. On the other hand, specific training is less portable and may only increase an individual's productivity within the organisation, in which they are employed. Becker (1994) argued that in reality it is not possible to separate specific from general skills. On-the–job training requires an employee to acquire both sets of skills. New developments in Human Capital Theory confirmed the theory's long-standing relevance to HRM (Lepak and Snell 1999). Organisations invest in talented employees through organisation-specific training and thereby improve productivity. Thus the key elements of Human Capital Theory refer to the relationship between skills and knowledge of employees, productivity and a competitive advantage of the organisation (ibid).

2.5.2 Unitarist and pluralistic approaches to TM

The research on TM conducted by Thunnissen et al. (2013) identified two main approaches to TM in the literature. Until recent times, there has been a one–dimensional, biased and unitarist approach to defining TM. "*The organisation is typically presented as a unified actor, in which all actors systematically and unanimously work together to reach organisational goals, such as organisational flexibility and profitability*" (Thunnissen et al. 2013, p. 3). The underlying assumption is that all employees in the organisation share the same goals and

interests. However, Martin and Schmidt (2010) and Guthridge et al. (2006) pointed out that employees come to the world of work with their own interests and career aspirations. In addition, employees are presented as objects that need to be managed, leaving their needs, interests and career aspiration under-examined.

Delbridge et al. (2011) claimed that the TM literature that adopts a one-dimensional, unitarist approach can be characterised as managerialist. In this context, TM is presented as a tool to manage the talent effectively so that individual and organisational performance is under control and can be improved. Underlying this instrumental and rational point of view, Cappelli (2008, p.79) explicitly states that TM exists to support the organisation's overall objective, "which in business essentially amounts to making money". In this narrow, unitarist approach, an organisation's performance is narrowed down to meeting financial and shareholder needs, not taking into consideration employees' preferences, needs and career aspirations.

Thunnissen et al. (2013) claimed that in order to understand employees' needs, career aspirations and interests, it is necessary to broaden the existing unitarist approach to defining TM into a more pluralistic one. Thunnissen et al. (2013) claimed that a pluralistic approach implies the use of multiple perspectives at the same time. Greenwood and Miller (2010) claimed that organisations have narrowed their scope of interest from organisational-level phenomena to understanding parts of the overall organisation. They make a plea to refocus on the organisation as a whole again, and to use multiple theoretical lenses together to fully understand the complexity of an organisation and employees that work in it. Continuing the argument, Thunnissen et al. (2013) stressed the idea that a pluralistic approach is most likely to lead to an enriched and complete view of organisation and its employees.

In line with Thunnissen et al. (2013), Boxall and Macky (2009) argue that the scope of the pluralistic approach broadens from a narrow focus on HRM practices to a

focus on the people in the organisation and their work experience. Moreover, they highlighted the importance of employees to organisations and their needs, preferences and career aspirations. This attribution of importance has put TM high on the strategic agenda of CEOs and management (Guthridge et al. 2008; Paauwe 2009; Deloitte 2010). The following table gives a clear distinction between unitarist and pluralistic approaches.

Table 2.5: Distinction between unitarist and pluralistic approaches

Unitarist approach	Pluralistic approach
Focus on narrow HRM practices and policies	**Focus on employees**
Unitarist approach, where the organisation presents as a unified actor in obtaining organisational goals	**Consider the aspirations, needs and preferences of employees and their careers**
Managerialist view includes instrumental point and economic orientation	**Consider multifaceted value creation of TM practices in organisations**

Source: Adapted from Thunnissen et al. (2013).

This table reveals that unitarist and pluralist approaches to TM have contradicting assumptions and have different points of focus. The unitarist approach focuses on narrow HRM practices and policies, while, the pluralistic approach focuses on people and their needs, preferences and career aspirations. The unitarist approach implies a manageristic view and presents the organisation as a unified actor. On the other hand, the pluralistic approach concentrates more on employees, entails an expansion of the system-structural view on TM and acknowledges that the needs, preferences and beliefs of employees beyond management have an impact on the employee–

organisation relationship and its outcomes. Most importantly, TM should include the preferences and intensions of the other leading figure in the employment relationship: the employee (Thunnissen et al. 2013).

To conclude, the pluralistic approach to TM proposed by Thunnissen et al. (2013) considers the perspectives of those who work in the hotel sector, the employees, their aspirations and the development of their own career. This approach is shaping new dimensions and building a wider, more balanced theoretical framework. Namely, the focus of attention has shifted from the organisation itself to the values, career aspirations, employee expectations, and the employment relationship of an individual. Finally, it emphasises that HRM should include not only employment, but also TM practices. The approach discussed above is relevant to this research as it allows understanding of the experiences of individual employees within the hotel sector, and the role of TM practices in personal career development.

2.5.3 The innate versus the acquired approach to talent

The understanding of the concept of talent in the TM literature oscillates between two perspectives: the innate or the acquired approach. Meyers et al. (2013) argue that in the TM literature there is an on-going debate concerning the nature of talent. The dichotomy of arguments places the literature on two sides, those who believe that talent is innate and those who argue that it is acquired. Meyers et al. (2013) mapped the argument in the TM literature on an innate-acquired continuum. The following figure presents these two opposite approaches.

Figure 2.8: The innate versus the acquired approach to talent

Even with the same training some people will outperform others • There are few exceptional performers • Children that demonstrate exceptional abilities • High talent=high intelligence	Innate features necessary, but not sufficient for achievements • Environmental factors • Talent depends on contextual and individual factors • Talent is one domain, but can be transferred through training	Almost everyone can become prodigy • Talent comes from experience or practice

Innate Talent Nature-Nurture Interaction   **Acquired Talent**

Source: Adapted from Meyers et al. (2013).

2.5.3.1 The innate approach

This section presents the theories and evidence of researchers who advocate the innate perspective on talent. Ericsson and Faivre (1988) claimed that possession of a gift or talent is a specific domain that individuals have an innate ability for. Detterman (1993, p. 234) likewise suggested that "*innate ability is what you are talking about when talking about talent".* Eysenck (1995) claimed that there is a strong genetic basis underpinning all variables connected to talent and gifted individuals. Meyers et al. (2013), who conducted extensive studies on gifted children, argued that only 1 per cent of the child population is intelligent. A meta-analysis of intelligence and work performance pointed to the fact that intelligence has a direct influence on performance in organisations (Meyers et al. 2013). Child prodigies were also studied by Shavinina (2010) who found that they developed at an early age. Moreover, she argued that these children outperformed their peers and showed exceptional ability.

On the other hand, Ericsson et al. (1993a) demonstrated that exceptional achievements depend on the acquisition of domain-specific talent expertise. Moreover, the more achievements in science and other domains the individual reaches, the less important the role of natural endowment. Meanwhile, Simonton (1994) claimed that talent enhances training and performance. At the beginning, training may play a key role in shaping individual personal characteristics. However, talent subsequently enhances performance. This indicates that an individual with a given amount of expertise and training will surpass their peers and exhibit a higher level of impact. However recent empirical research in psychology has challenged the definition of talent. Ericsson et al. (2009) identified that individuals who demonstrate extraordinary performance are those who deliberately engaged in mastering their knowledge and skills.

2.5.3.2 The acquired approach

Many researchers argue for training and practice as the main determinants of talent (Simonton 1999; Ericsson et al.1993; Ericsson 2006; Ericsson et al. 2007). According to Ericsson et al. (1993), the amount of time an individual engages in deliberate practice is related to his or her performance. Building on the work of Ericsson et al. (1993), the importance of deliberate practice has also been stressed by organisational researchers. For example, Day (2010) argued that deliberate practice has been overlooked as an important aspect of leadership talent in hospitality organisation.

Simonton (1999) claimed that the talent environment and external factors are more important than innate abilities. Simonton (1999) argued that there are two models that can explain the existence of talent. The first is defined as emergenic inheritance. This model describes talents domains that were inherited by individuals. This model has four major components that are presented in the following table.

Table 2.6 Emergenic inheritance model

Domain specificity and configuration of components	Different profiles may yield the same talent	Distribution of talent in the population	Low heritability of talent
Domain specific components (e.g. heights in basketball player)	Two individuals in the same domain may not inherit the same degree of talent	At one extreme a large proportion of population would not have talent at all due to the lack of essential component	Talent is difficult to predict even using family pedigree
Generic(general intelligence, essential traits)	Some individuals may possess extremely heterogeneous profiles and still display the same overall level of talent	A few individuals that possess exceptional talents are extremely rare	A child may never inherit the talent from the family members unless all components are inherited
Genes can provide the basis for emerging other talents in individual			In fact only identical (monozygotic) twins would inherit similar talents

Source: Adapted from Simonton (1999).

The second model known as epigenetic growth is a complex behavioural phenomenon that incorporates generic traits that do not exist at birth and must be developed and nurtured during the developmental path of the individual. According to this model, each component starts to develop at a certain age and total talent development is viewed as a multidimensional process of composition of both youth and adolescence talents. The following table describes the components in detail.

Table 2.7: Epigenetic growth model

Early indicators of talent	Exhibition of talent in different stages of life cycle	Change of talent over time	The loss of talents
Although early indicators are essential they may start to develop at this stage The first talent component to begin growth for one individual may be the last for development for another one	This model provides the a generic basis for understanding the differentiation between early and late bloomers The talent begins to develop when the first generic component emerges in early bloomer The talent in late bloomer normally emerges in adolescence	Each component for talent development has its own development trajectory The youth talent domain may not be stable over time and is likely to change The adolescence talent may be different to the talent that emerged in the early stage	Talent may not be stable over time and can be transferred or lost when the individual is growing older According to this model, talent can be lost relatively and absolutely. When talent is lost relatively an individual's magnitude of talent decreases in comparison with his peers. On the other hand, in absolute talent loss talent may vanish.

Source: Adapted from Simonton (1999).

To draw a conclusion, this section has direct implications for research on the experiences of employees within the hotel sector, and the role of TM practices in personal career development. It explains the dichotomy between innate and acquired talents, which helps to enhance our understanding of employees' abilities.

2.6 Psychological theories and approaches to talent

This section introduces four recognised psychological theories and approaches to talent: talent as giftedness, talent as strength, talent as meta-competencies and talent as potential. It is argued that in order to advance the examination of talent, it is essential to consider the approach in psychology. The following table presents a summary of the most important psychological theories and approaches.

Table 2.8: Psychological theories and approaches to talent

	Giftedness	Strengths	Meta-Competencies	Potential
Science domain	**Education** Erickson, K., Gagne, F., Renzulli, J., Sternberg, R. Terman, I.,	**Positive Psychology** Biswas-Diener, R., Buckingham, M., Kashdan, T., Peterson, C., Seligman,M.,	**HRM** Boyatzis, R., Briscoe, J., Eichinger, R., Hall, D., Lombardo, M., Mahoney, J.,	**HRM** Church, A., Silzer, R., McCall, M.,
Population of interest	Children, adolescence, adults	Children, adolescence, adults	Working adults	Working adults (mostly young workers)
Position in nature-nurture debate	On-going	Innate basis	Knowledge and skills can be developed	
Position in inclusive-exclusive debate	Highly exclusive 1-10 %	Inclusive	Knowledge-inclusive, skills-exclusive	Rather exclusive

Source: Adapted from Meyers et al. (2013).

2.6.1 Talent as giftedness

Meyers et al. (2013) claim that the literature on giftedness deals with education and individuals that display their talents in sports, music, mathematics, physics, chess and arts. According to Gagne (1985), there is an ambiguity in the definition of talent and

giftedness. There is no major distinction between talent and giftedness, and the terms are used interchangeably. Gagne (1999a) claimed that giftedness is understood as excellence of talent.

Joseph Renzulli was one of the earliest theorists to propose a research-based multifaceted conception of giftedness. His theory of a three-ring conception triggered widespread research and gained popular appeal. It supports the idea that "gifted behaviours" result from the interaction among distinct intrapersonal characteristics, as outlined in the excerpt below.

"*Gifted behaviour consists of behaviours that reflect an interaction among three basic clusters of human traits—above average ability, high levels of task commitment, and high levels of creativity. Individuals capable of developing gifted behaviour are those possessing or capable of developing this composite set of traits and applying them to any potentially valuable area of human performance. Persons who manifest or are capable of developing an interaction among the three clusters require a wide variety of educational opportunities and services that are not ordinarily provided through regular instructional programme*"* (Renzulli and Reis, 1997, p. 8). The following figure describes this model.

Figure 2.9: Renzulli's Theory of giftedness

Source: Adapted from Renzulli (1978).

According to Renzulli (1978) in order to define above average ability, we need to take into consideration two abilities: general and specific. General ability consists of the capacity to process information and integrate experiences that can result in appropriate and adaptive responses in new situations, and the capacity to engage in abstract thinking. Examples of general ability are verbal and numerical reasoning, spatial relations, memory, and word fluency. These abilities are usually measured by tests of general aptitude or intelligence, and are broadly applicable to a variety of traditional learning situations. On the other hand, specific abilities consist of the capacity to acquire knowledge, skill, or the ability to perform in one or more activities of a specialised kind and within a restricted range. These abilities are defined in a manner that represents the ways in which human beings express themselves in real-life situations. Examples of specific abilities are chemistry, ballet, mathematics, musical composition, sculpture, and photography. Specific abilities in certain areas such as mathematics and chemistry have a strong relationship with general ability and, therefore, some indication of potential in these areas can be determined from tests of general aptitude and intelligence. Specific abilities can also be measured by achievement tests and tests of specific aptitude. Many specific abilities, however, cannot be easily measured by tests, and, therefore, areas such as the arts must be evaluated through one or more performance-based assessment techniques. Within this model, the term above average ability is used to describe both general and specific abilities. Above average is interpreted to mean the upper range of potential within any given area. Although it is difficult to assign numerical values to many specific areas of ability, when he refers to well above average ability Renzulli clearly has in mind those who are capable of performance or the potential for performance that is representative of the top 15-20% of any given area of human endeavour (Renzulli 1978).

2.6.2 Talent as strength

The literature on talent as strength derives from positive psychology. Seligman and Csikszentmihalyi (2000) defined talent as strength and potential for excellence. Moreover, Peterson and Seligman (2004) extended this concept further and argued that talent as strength can be defined through creativity, kindness, gratitude and

justice. Linley et al. (2007) pointed out that positive psychology and coaching psychology have a number of common themes and theories such as strength approach and strength coaching. Moreover, they emphasised that leaders have a unique position in organisations as "climate engineers" due to the fact that they respond to challenges and opportunities. Furthermore, they proposed a weakness-strength framework that can be applied in organisations in order to identify talents. The following framework is presented in figure 2.10:

Figure 2.10: Linley's weakness-strength framework
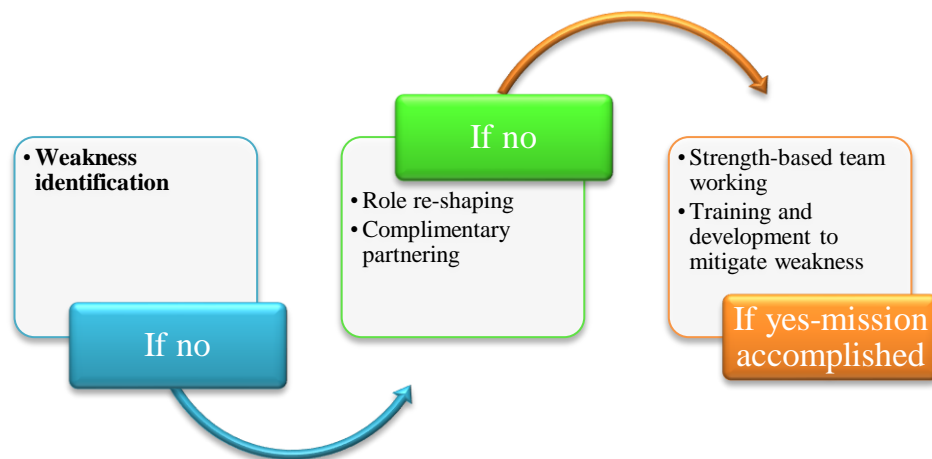
Source: Adapted from Linley et al. (2007).

Linley et al. (2007) stressed that first one should examine the leader's role in the organisation. The second step involves looking at the opportunity for complimentary partnering and role re-shaping. Finally, training and development of the talent will help to mitigate weakness.

2.6.3 Talent as meta-competencies

Boak and Coolican (2001, p.214) defined competency as *"abilities that underpin or allow for the development of competencies, as well as characteristics that individuals will need in addition to competencies such as motivation and key cognitive abilities."* Competencies are also defined as behavioural manifestations of talent (Meyers et al. 2013). They include the skills, knowledge, abilities and special characteristic of an individual. Competencies at a higher level are identified as meta-competencies

(Briscoe and Hall 1999). These are complicated constructs that incorporate individual learning, development and adaptability to reality.

Hoge et al. (2005) argued that competency at an individual level is the determinant of effective work performance. Tubbs and Schulz (2006) claimed that an individual's core personality is formed by hereditary, cultural and societal interactions. Substantial research that provided a theoretical underpinning to the notion of meta-competencies was carried out by Tubbs and Schulz (2006) who proposed the framework offered in the following figure:

Figure 2.11: Meta-competency framework
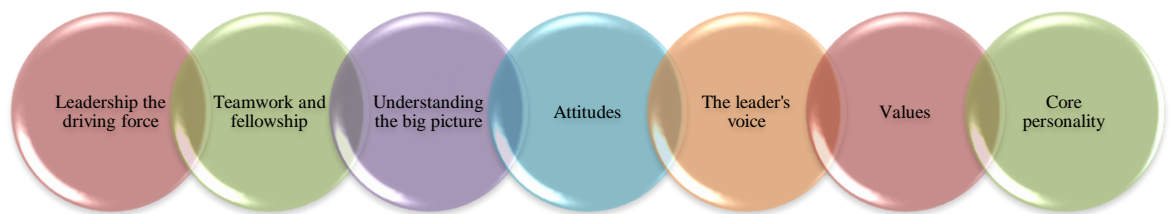
Source: Adapted from Tubbs and Schulz (2006).

The framework presented in figure 2.10 identifies the interconnection of meta-competencies and the nature of talentship in organisations. Moreover, it clarified which parts of leadership attributes could be developed and what needs to be prioritised at an organisational level.

2.6.4 Talent as high potential

Silzer and Church (2009) claimed that the term potential is widely used in the corporate world; however the meaning is always changing. In the psychological literature, the identification of potential was critically evaluated by Lombardo and Eichinger (2000) and Krupp (2008), and Silzer and Church (2009) have made a substantial summary of the literature on potential. Moreover, they found some

unanswered questions. They pointed out that researchers should not link potential to performance. They presented their findings in a pyramid of potential, which is presented in the following figure.

Figure 2.12: The pyramid of potential

High Potential
(create an action plan to accelarate development and identify challenging opportunities)

Does this person's behaviour align wth high potential (**if not**-determine if he is well placed and create a development plan)

Does this person's perfomance exceed or far exceed expectations (**if not-**meet expectations, coach, create a development plan)

Does this person exhibit company's values
(**if not-** create a plan to coach or consider termination of employment)

Source: Adapted from Sizler and Church (2009).

The base of the pyramid (figure 2.12) shows the value that employees should adopt and support otherwise their future in the organisation causes serious concern as non-commitment would be indicated. Furthermore, the employee should exceed the expectations of the employer and show high performance. This hierarchical pyramid conceptualises the employer-employee relationship and clarifies plan of actions for mangers if an individual fails to reach their potential.

To summarise, the psychological theories and approaches to talent embrace an understanding of talent from a psychological perspective and help to advance understanding of how talent should be perceived and used in organisations. This section has direct relevance to the research as a greater understanding of the

psychological theories and approaches to talent is crucial when gaining insights into employees' experiences in hospitality organisations.

2.7 Summary

This chapter has reviewed the literature related to Human Resource Management and TM as topics of exploration. There was a focus on human resources, and how these resources are managed in organisations. Human Capital Theory by Becker (1964, 1994) and four psychological theories and approaches, such as giftedness, strengths, meta-competencies and potential, were explored to help inform our understanding of the employer and employee relationship. Human Capital Theory helped to establish links between the skills and knowledge of talented employees and to understand its link to competitive advantage. Psychological theories and approaches helped to gain insight into the possible experiences of individual employees in the workplace. The following chapter will discuss personal career development in the hospitality industry.

Chapter 3 –Literature Review:

Organisational and personal career development

3.1 Introduction

This chapter will explore personal career development. The chapter is divided into two parts. Firstly theories and concepts underpinning career development will be outlined. These are the theory of career choice and development of Super (1957, 1981, 1990), Social Cognitive Career Theory (SCCT) of Lent et al. (1994, 2000, 2005) and Higgin's Regulatory Focus Theory (RFT) (Higgins et al. 1997, 1998). Later on, it will examine the concepts of protean, boundaryless career and butterflying as examples of careers in the hospitality industry. Finally, organisational versus personal career development will be explored.

3.2 Career definitions and theories

The term career is represented in various ways. Arthur et al. (1989) provide an established definition of career as the unfolding sequence of an individual's work experience over a certain period of time. Ladkin and Riley (1994) define career as a number of successive positions arranged over time. Gunz (1998) defines career as a professional employment with the purpose of progression and advancement in the organisational position. The concept of career is central in HRM and its better understanding enables talented employees in the hospitality industry to identify patterns of career paths, meet market needs and avoid high turnover and burnout (Kong et al. 2012). Kong and Baum (2006) claim that career is not a static object, but a socially constructed phenomenon, whose meaning is better understood in social interactions. In this sense, an individual's career in the hospitality organisation is both personally and socially important (ibid).

There are three theories of career choice development to be discussed in this Chapter. Firstly, Super's theory of career choice and development (1957, 1981, and 1990) is key to understanding the career development of the cohort of employees under research. It offers a comprehensive framework which explains the process of career development. By applying this framework, individual employees can build their

experience and skills which are essential to career development. Super (1957, 1981, 1990) suggested that career choice and development is a process of developing a self-concept. The life-span theory of careers evolved over 40 years of research as Super and his colleagues elaborated and renovated the theory (Savickas 1997). This evolution can be traced through the various name changes from the original "Career Development Theory" to "Developmental Self-Concept Theory" to the current "Life-Span, Life-Space Theory" (ibid). The first name, "Career Development Theory" (Super 1957) denoted the addition of a developmental perspective on careers to the traditional individual differences view of occupations. The developmental perspective of this theory segment augments the trait and factor concentration on differences among individuals and between occupations in calling attention to an individual's life course. "Developmental Self-Concept Theory" (Super 1981) added a new perspective that emphasised the role of self-concept in career development. It articulated the processes that are involved in formation, translation and implementation of a self-concept. The third and final "Life-Span, Life-Space Theory" (Super 1990) added a contextual perspective that deals with the social roles of individuals and broadens the attention from work roles to life roles. The author would argue that Super's (1990) final perspective on career choice and development theory has the clearest explanation of career development and therefore this will be expanded further.

Super (1990) claimed that self-concept is a product of complex interactions between a number of factors, including physical and mental growth of an individual, personal experience and environmental characteristics. The career model is based on the belief that self-concept changes develop over time as a result of experiences, in other words, a life-long career development. The following figure presents Super's framework of career choice and development:

Figure 3.1: Super's framework of career choice and development
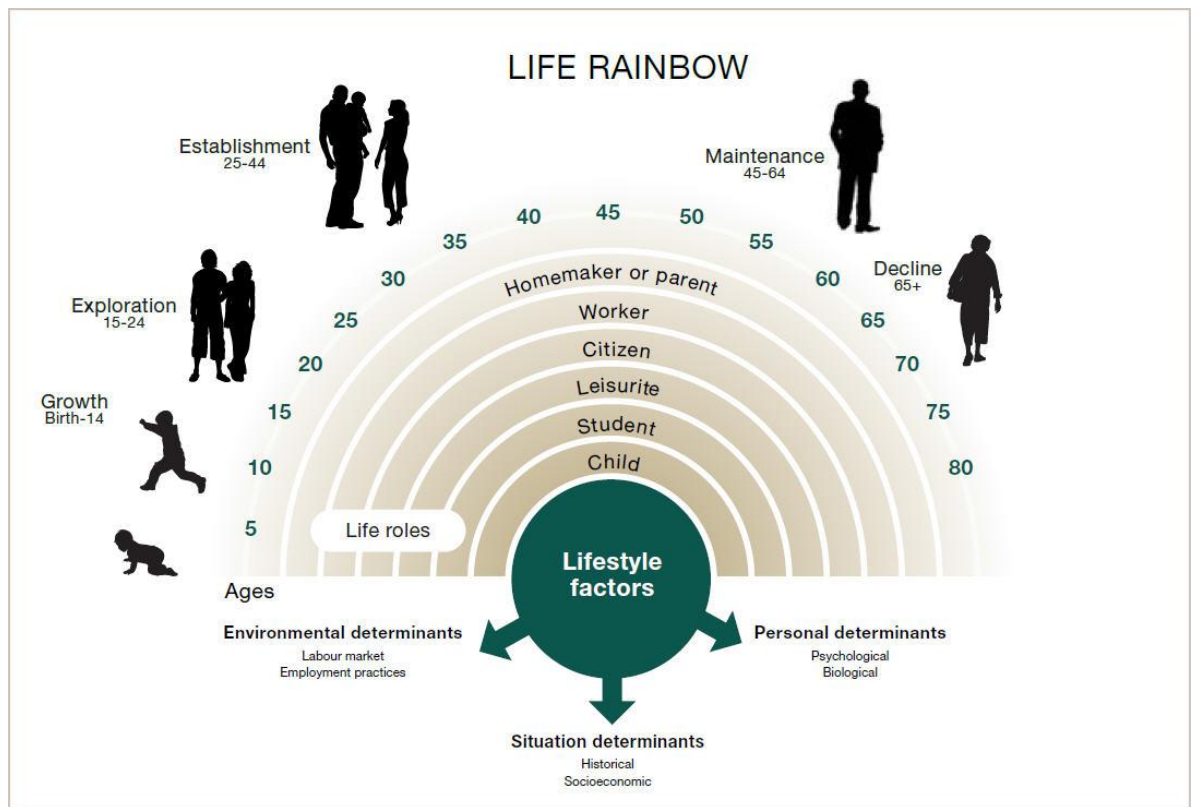
Source: Adapted from Careers New Zealand (2012).

It is seen from figure 3.1 that various life stages (growth, exploration, establishment, maintenance and disengagement) have different characteristics. During the first stage of growth, there is a development of self-concept, attitudes and needs. The second stage of exploration is important for gaining experience and skill development. During the third stage of establishment the entry-level skill are built through work experience. The fourth stage of maintenance is characterised by a continual adjustment process to improve job position. During the final stage of decline the individual minimises work in readiness for retirement.

In conclusion, Super's theory of career choice and development deepens our understanding of the process of career building and explains how individuals situate their work roles among their other life roles, and then use them to gain their career experiences and fulfil their personal career aspirations.

The second career theory under discussion, SCCT of Lent et al. (1994, 2000, 2005), focuses on several cognitive-person variables (e.g., self-efficacy, outcome, expectations, and goals), and on how these variables interact with other aspects of the person and his or her environment to help shape the course of career development. Lent et al. (1994) partitioned SCCT into two complementary levels of theoretical analysis. The first level presented cognitive-person variables (self-efficacy, outcome expectations, and personal goals) that enable people to exercise personal control within their own career development. The second level of analysis considered the career paths through which particular learning experiences influence career-related interests and choice behaviour (Lent et al. 1994). Lent (2005, p 104) defined self-efficacy *as "a dynamic set of beliefs that are linked to particular performance domains and activities."* Self-efficacy expectation influences the adoption and maintenance of behaviour in response to barriers and difficulties. Lent (2005) suggests that of the four sources of information or learning experience, personal performance accomplishments have the most powerful influence on the status of self-efficacy. He further defines outcome expectations as personal beliefs about the outcomes of performing particular behaviours. Outcome expectations include beliefs about extrinsic reward associated with performing the target behaviour, self-directed consequences, and outcomes derived from task performance. Overall, it is hypothesised that an individual's outcome expectations are formed by the same information or learning experiences, shaping self-efficacy beliefs. Self-efficacy, outcome expectations, and personal goals serve as core variables in the interest, choice, and performance models of SCCT. The interest model specifies that individuals would likely develop interest in activities that (a) they feel to be efficacious and (b) they anticipate to deliver positive outcomes. The dynamic interaction among interest, self-efficacy, and outcome expectations would lead to the formation of goals and intentions that serve to sustain behaviour over time, leading to the formation of a stable pattern of interest in adolescence.

SCCT distinguishes between choice content goals, referring to the choice of activities to pursue, and performance goals that individuals could persist in tasks and sustain their behaviour for a long time in the absence of external rewards. Career choice is an unfolding process in which the person and his or her environment

mutually influence each other (Lent et al. 2005). It involves the specification of a primary career choice or goal, actions aiming to achieve one's goal, and performance experience providing feedback to the individual on the suitability of the goal. SCCT offers a comprehensive framework to understand the development of career interest, career choice, career experience and performance. Overall, SCCT offers career guidance to practitioners and researchers to guide practice, as well as hypotheses that could be tested empirically (Lent et al. 2005).

The third career theory to be explored is RFT by Higgins (1997, 1998). RFT concentrates on self-regulation toward desired end-states and proposes that people are guided by two distinct motivational systems: promotion focus and prevention focus (Higgins 1997). Promotion focus is founded on growth and advancement and reflects an approach of orientation and positive outcomes. In contrast, prevention focus concentrates on protection, safety, and security needs, and indicates an avoidance orientation. The presence and absence of negative outcomes are salient for people who are prevention-focused. That is, goals and standards that drive behaviours are associated with the absence of negative outcomes (Higgins 1998). Higgins (1997) proposes that people learn from interactions with others to regulate themselves in relation to promotion-focused ideals or in relation to prevention-focused thoughts. Pursuing promotion goals means making good things happen in a positive-outcome-focused motivational state. A promotion orientation involves focusing on maximising positive outcomes regardless of the number of misses or errors (Higgins, 1998). As a result, the perception of progress toward a promotion goal results in happiness and joy, whereas lack of progress results in sadness and disappointment. In contrast, self-regulation with a prevention focus occurs in the service of a desired end-state as well but involves concerns over security, protection, and responsibility. Pursuing prevention goals means keeping negative incidents from happening and negative-outcome-focused motivational state. A prevention orientation involves focusing on error avoidance. When an individual in a prevention state is successful in avoiding an undesired outcome, feelings of calm or relief are experienced (Higgins 1998).

In research, which has more direct relevance to employees and organisations, RFT considers multiple issues. For example, Crowe and Higgins (1997) found that when people work on a difficult task or have just experienced failure, subsequent performance increases if in a promotion focus. In a study by Brockner et al. (2004) probability estimates of conjunctive and disjunctive events were studied. The outcome was that people with promotion success were able to more accurately estimate disjunctive probabilities, whereas prevention success was related to better success estimating conjunctive probabilities. In addition, Friedman and Forster (2001), in a series of laboratory experiments, demonstrated that promotion cues elicit a riskier response bias and greater creativity relative to prevention cues. Meyer et al. (2004) offer an integrated conceptual model of commitment and motivation with self-regulation positioned as an antecedent to goal choice, goal mechanisms, and ultimately, discretionary behaviour.

To draw a conclusion, this section has provided theories of career choice and development which are relevant to this research. The theory of career choice and development of Super (1957, 1984, 1990), SCCT of Lent et al. (1994, 2000, 2005) and the RTF of Higgins (1997, 1998) help to inform how we might consider career development in the hotel sector and contribute to an improved understanding of the career development of individual employees and their experiences working within the hotel sector. The following section will examine the concepts of protean, boundaryless career and butterflying, as they are the main modern career patterns that allow employees to find more empowerment in terms of career advancement in the hotel sector.

3.3 Protean and boundaryless career concepts

It is argued that modern careers are increasingly characterised by discontinuity and non-linearity (Kong et al. 2012) and that greater imperatives exist for individuals to manage their own careers (Bravo et al. 2015). Hall (2004) outlined a fundamental shift away from the traditional career, starting in the late 1980s, to one that is more "protean". Briscoe et al. (2012) suggest that in contrast to a traditional career, the protean career is characterised by relationships, which are driven by the individual

rather than the organisation and is subject to progressive reinvention by the person and environmental change.

Hall (2004) claims that the notion of the "protean" career, one that is managed proactively by individuals according to their own values, has gained increasing relevance and research attention. Conducting a study on protean career, Hall (2004) found out that people, who had a major career transformation, were more successful and open to new experiences and new challenges. It is claimed that protean career orientation is a career attitude that is made up of two dimensions; value-driven attitudes and self-directed career management. Value-driven attitudes have been described as the extent to which an individual's personal values serve as a source of direction and benchmark for measuring specific career goals (Briscoe and Hall 2006). Briscoe and Hall (2006) and Briscoe and Finkelstein (2009) emphasise that the values held by the individual are what propel behaviour and not external standards or factors that are extrinsic to the person. Consequently, the organisation is merely a place where individuals have the opportunity to align career with personal values and career goals (Cabrera 2009). The second dimension, self-directedness, is the extent to which an individual is adapted to self-directed career management (Briscoe and Hall 2006). It involves learning and seeking work challenges and moving on to perform well in another career. This approach makes the individual, rather than his or her employer, responsible for planning what happens in their career (Baruch 2006; Gasteiger and Briscoe 2007). Self-directed individuals are proactive about managing career behaviour and develop competencies that ensure employability (McArdle et al. 2007; Briscoe et al. 2012). Ultimately, career success for such individuals becomes an internal and psychological process which is reflected in an expressed sense of accomplishment (Cabrera 2009).

Another career-related concept is the boundaryless career, which first appeared in 1990s and was presented by Arthur (1994) in the Journal of Organisational Behaviour. The focus is on a series of employment opportunities beyond the boundaries of the employment environment. Arthur (1994) claims that a career is no longer bound or regulated by the organisation but represents the mode of an

individual career development. Moreover, Arthur (1994) posits that under the mode of a boundaryless career, employees no longer finish a lifetime career in one or two organisations, but realise their potential in multiple organisations and posts. Sullivan (1999) furthers the argument by stating that the boundaryless career is a development career trend in a modern knowledge economy for college and university students, future talents and A-players in organisations. Moreover, under the umbrella of boundaryless careers, talented university students will develop the necessary skills for a successful career.

In order to underpin the theory of boundaryless career two significant attributes need to be taken into consideration. The first one is inter-organisational mobility which concerns a fundamental shift in a psychological contract at work (Bohmer and Schinnenburg 2016). This shift undermines the assumption that an organisation can provide life time employment. The second is extra-organisational support. It could be argued that usually employees in organisations develop their career by orienting themselves to certain peer-groups or work-related communities, which support employees in their roles and facilitate a greater understanding of individual career progression and pathways (De Filippi and Arthur 1994). The authors claim that greater inter-organisational mobility and extra organisational support influence staff careers (ibid).

Although the boundaryless career construct has been very popular in theory and research (Briscoe et al. 2006), it has been critiqued and challenged by numerous researchers such as Pringle and Mallon (2003), Sullivan and Baruch (2009). Boundaryless career researchers sometimes argue that this type of career is optimum for people's success. However, in building up the argument against this view, critics point out the downsides of psychological mobility, i.e. employees' attitudes towards crossing career boundaries (Sullivan and Arthur 2006). Moreover, employees who perceive their career as unbounded to their present organisation are less inclined to invest in career development. In addition, employees' attitudes towards psychological mobility may impact their actual mobility behaviour (Segers et.al 2008). Critics argue that employees in a boundaryless career have a special

boundaryless mind-set toward initiating and pursuing work-related relationships across departmental and organisational boundaries (Briscoe et al. 2006).

Individuals with boundaryless careers generate career capital, which consists of certain skills, experiences and characteristics that allow them to increase and use differentiated value in the labour market (Bohmer and Schinnenburg 2016). This concept of career capital consists of three ways of knowing. First, knowing-how includes accumulated knowledge, skills and experiences. Second, knowing-why focus on the energy that derives from the individual purpose and motivation. Third, knowing-whom covers the personal network, reputation and sources of information that are gathered on career path. Therefore, contemporary career concepts identify an independent, mobile and rational individual, who increases career capital to financial capital (Afiouni 2014).

Recent research has supported the idea that protean and boundaryless career attitudes are distinct phenomena and relate differently to the stages of employees' career in the hospitality sector (Afiouni 2014; Bohmer and Schinnenburg 2016). Furthermore, Baruch and Reis (2016) claim that boundaryless career orientations are correlated with proactive personality in hospitality organisations. However, the reviewed literature on protean and boundaryless careers suggests that employees are not very committed to the organisation they work in and likely to resign because of unmet needs and a sense of greater independence. Moreover, it should be noted that changing work environments and career patterns could lead to changes in psychological contracts between organisations and employees (Verbruggen 2012). Thus, fostering organisational commitment in a modern era of protean and boundaryless career environment is a challenging and complicated task for both the organisation and the employee.

3.4 Career progression of Hotel General Managers

Within the hospitality industry many factors can impact on the development of sustainable competitive advantage (Campo et al. 2014; Lam et al. 2015). For example, a Hotel General Manager (HGM) can be fundamental to the success or

deterioration of a business (Okumus et al. 2016). In view of this, gaining in-depth insight into HGM's career pathways is imperative. Numerous studies have been undertaken in this area. For example, in one of the first studies, Ruddy (1989) investigated the career development of 31 HGMs selected from a range of hotels in Hong Kong. He found that personal characteristics and behaviour had a great impact on the career development of HGMs. External factors such as education, family support, and mentorship were less important. Ladkin and Riley (1996) explored the career paths of 284 UK hotel managers in relation to the bureaucratic model. It was discovered that an HGM position took on average 12 years to acquire. Moreover, a General Manager (GM) position was more likely to be reached by an employee working in the Food and Beverage department (F&B) in terms of required skills and knowledge. Woods et al. (1998) collected data from 77 HGMs working in 500+ bedded USA hotels. They found that the F&B department was the most direct route for managerial progression. Ladkin and Juwaheer (2000) examined the career paths of 16 HGMs in Mauritius, with a specific focus on career mobility, career planning, and the value of particular skills with respect to career development. Consistent with previous studies (Ladkin & Riley, 1996; Nebel et al., 1995), Ladkin and Juwaheer (2000) found that similarly the F&B department was the main career route to a HGM position in the hotel industry in Mauritius.

McCabe and Savery (2007) identified a new career pattern, termed butterflying. The job movements of professional conference organisers, employees in hotels and convention venues, were explored. Tracing the careers of the sample, it was revealed that butterflying involves having more than one career route through various sectors, where respondents flutter between sectors according to employment opportunities for career growth. Moreover, butterflying as an extension to the boundaryless career pattern was identified. This may be due to the growth and development of the service sector, and in particular newer service sector industries such as convention and exhibition industries. According to McCabe and Savery (2007), within the convention and exhibition industry, the career structure is seen to describe horizontal, vertical and diagonal career progression. The following figure describes the career progression of the Hotel General Manager (HGM) in the aforementioned industry.

Figure 3.2: Career progression of HGM in the hospitality

Current Job - Hotel General Manager

Job 2 - Convention and events sales manager

Job 3- Conference and exhibition manager (venue)

Job 4- New business development

Job 5- Conference and exhibition organiser

Job 6- Other service industries

Source: Adapted from McCabe and Savery (2007).

It is clearly seen from figure 3.2 that HGM commences his career outside the convention and exhibition industry. However, in later stages, new roles involve inter-industry, diagonal and functional mobility. Later on, jobs involve intra-sector, diagonal and functional mobility and finally, vertical progression to HGM as a career. Results from the study demonstrate that the movements of professionals within the convention and exhibition industry have horizontal, vertical, diagonal and intra-sectorial growth.

To draw a conclusion the concepts of boundaryless, protean career and butterflying are relevant to this research as they explain how individual employees in hospitality develop careers according to values, beliefs and career goals. Valuable insight into career orientations is gained whereby individual employees use personal values as guidance, taking responsibility for career development pursue meaningful work to fulfil personal career aspirations and goals. Moreover, these concepts allow us to understand how individual employees pursue their career ambitions, gain valuable experience and increase personal competencies.

3.5 Organisational versus personal career development

It is argued that the responsibility for career development lies both with individuals and with the organisation which employs them (Bohmer and Schinnenburg 2016). According to this notion Lewis and Arnold (2012) claimed that there is a "joint responsibility", where both parties are supposed to share various obligations in managing employee careers, rather than their being the sole responsibility of one or the other. The assumption underlying this notion is accepted by most researchers (Baruch 2004; Kong et al. 2012; Lewis and Arnold 2012) is that employee career development will be greater when the individual and organisation carry out their respective career management roles.

Organisations invest in career development because of the added value to the organisation. Lewis and Arnold (2012) observe that organisations provide training and career advancement, performance appraisals for career planning, and mentoring programmes, which could be adopted by companies to help employees to manage their career. Guan et al. (2015) claim that the term organisational career development is usually used to cover the different organisational policies and practices, deliberately established to improve the career effectiveness of employees. However, schemes are variable, with such features as the establishment of career provision and pathways, identification of employees in need of training, and evaluation of career management programmes and outcomes (Lips-Wiersma and Hall 2007). Similarly, Kong et al. (2012) comment that career management programmes include organisational practices and activities aiming at the career advancement of employees in hospitality organisations. Moreover, organisational career development programmes have a high impact on employees' job satisfaction, motivation and retention. The latter issues were explored in the previous chapter on TM in hospitality, owing to the overlapping areas of research in TM and careers.

The counterpart to organisational career development is personal career development – the personal efforts made by individuals to advance their own career goals, which may or may not coincide with those of the organisation (Hall 2002). This has direct relevance to traditional versus self-directed careers. The nature and notion of

traditional careers is based on hierarchical, highly structured, and rigid systems (Baruch 2004). Past career models had a clear, one-dimensional or linear direction of prescribed promotion (Rosenbaum, 1979; Wilensky 1964). In contrast, by the end of the twentieth century, the nature and notion of careers has been altered significantly (Baruch 2004). With the emergence of protean and boundaryless organisations, careers have become transitional and flexible (DeFillippi and Arthur 1994). Orpen (1994) claims that in personal career development employees are active agents, who utilise their own careers to satisfy their personal career goals. He introduced two primary aspects of personal career development depicted in figure 3.3.

Figure 3.3: Two aspects of personal career development
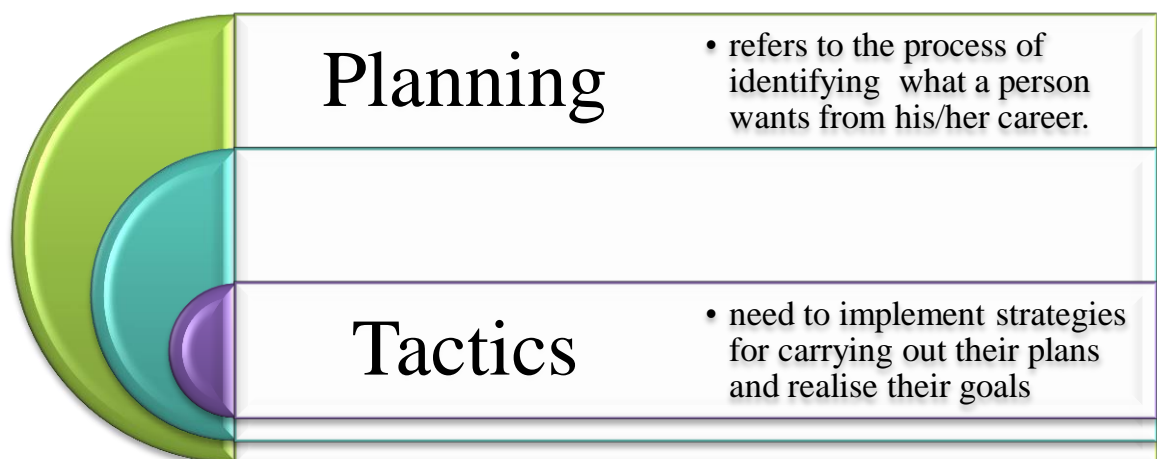
Source: Adapted from Orpen (1994).

It can be seen from figure 3.3 that personal career development includes a process which identifies what a person needs from his or her career. Strengths and weaknesses are identified and assessed and finally a strategy is implemented to realise goals and aims. Career development needs to be well supported by a clear strategy in order to be successful.

Effective career development requires a long-term strategy, a high level of integration between key HRM practices and a clear allocation of career development activities (Garavan 1990; Hoekstra 2011; Gelens et al. 2013). The direct link

between career development and HRM practice needs to be examined further. A range of mechanisms are employed by organisations to match individual needs to organisational needs including HRM and TM practices of selection, training, development and retention. For all these practices to work in harmony the organisation needs to develop a framework outlining the responsibilities for line managers, top managers and HRM specialists and individuals whose career is to be focused on. Therefore, a strategic approach towards individual career development is needed. Gelens et al. (2013) claims that HRM professionals should target their career development programmes towards individual employees, and provide them with better training, which can bring significant benefits for the employee and organisation. Career development, if properly organised, can have many significant benefits for both the organisation and the individual. Thunnissen (2016) suggests that individual employees should develop realistic expectations of what employers need and what their future in the organisation entails. HRM specialists indicate that there is a direct link between the career development of individual employees and HRM practices (ibid). According to Hoekstra (2011) career development practices have a positive influence on increasing job satisfaction and productivity and reduce labour turnover. Moreover, it is noted that personal career development is increased through knowledge and education. The following figure presents the links between career development practices and HRM practices:

Figure 3.4: Links between career development and HRM practices
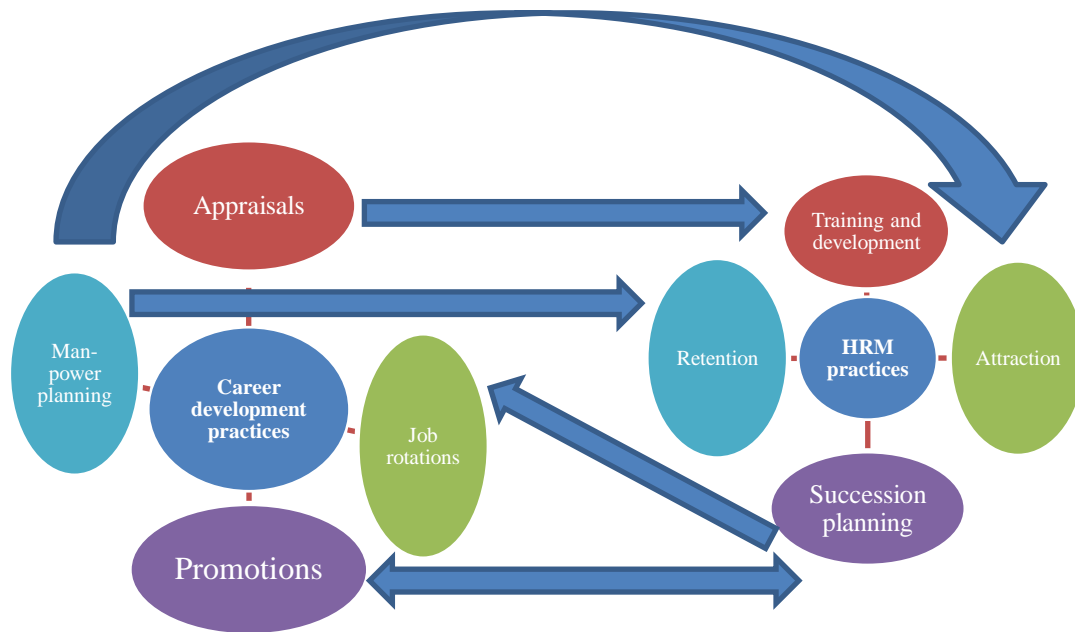
Source: Adapted from Hoekstra (2011) & Marescaux et al. (2013).

It can be clearly seen from figure 3.4 that career development practices are linked to HRM practices. Manpower planning in career development can lead to the attraction and retention of employees in the organisation. As a result of performance appraisals, individual employees could have a clear training and development path. Succession planning could lead to job rotations and changes in job roles providing opportunities for promotion. It can be concluded that the career development process depends upon connecting organisational requirements with the individual's potentials and abilities. Therefore, career development cannot succeed unless up-to-date HRM practices are in place with clear career pathways and job opportunities for both managers and staff alike. Staff should be made aware of available career training and development opportunities. It is important that the information provided be realistically related to the job opportunities that exist in the organisation.

The CIPD (2015) research reveals that the best outcome of career development for both individuals and employers is that organisations develop TM practices of attraction, career development and retention which meet the needs of individuals to

develop marketable skills and enable them to feel secure and challenged in their jobs, whilst enhancing their value to the organisation. Moreover, the CIPD (2015) stresses that employers need to be more innovative with regards to career development and progression in order to keep employees challenged and motivated. Therefore, organisations need to offer flexible jobs in which employees can grow, put an emphasis on shaping individual career development and develop transferable skills for 'job-ready' talent to step into specified roles. In addition, organisations should enable people to keep their career options open, to be prepared for different job opportunities. They should also help them to understand how progression through a series of roles can help them achieve success. Therefore, hospitality organisations are likely to have fewer attraction, career development and retention problems and better engagement if they heed such advice.

3.6 Summary

This Chapter has reviewed concepts of careers and career development and has examined the concepts of protean, boundaryless careers, and butterflying as an example of approaches to careers in hospitality. It also explained organisational versus personal career development. This Chapter also established the links between career development and HRM practices. This was essential as it helped to understand the career development of individual employees and their career expectations. The next Literature Review Chapter will focus on TM and career development in hotels. It will bring two domains of HRM and Career Development together, setting the context for the ways in which individual employees view their personal career development in the hotel sector.

Chapter 4-Literature review:

Talent Management and career development in hotels

4.1. Introduction

The final Chapter of the Literature review aims to set the context by bringing together the two domains of HRM and Career Development before focusing on the hotel sector. The Chapter has been divided into two sections. The first part will be looking at TM practices in hotels, in particular attraction, learning and development, retention, succession planning and leadership. The second part explores individual career development in hotels, namely the availability of training for individual employees. This will be followed by an examination of graduate careers and career development of hotel managers. This Chapter contributes to an improved understanding of the career development of individual employees and their experiences.

4.2 Talent Management practices in hotels

This section explores the TM practices of attraction, development, retention, succession planning and leadership. This is vital for this research, as they contribute to understanding the experience of individual employees within the hotel sector, and the role of TM practices in personal career development. The application of these practices enables hotels to stay ahead when it comes to planning and developing a skilled workforce. In-depth strategic insight into employees career development needs equips them to proactively build the right workforce to effectively respond to urgent marketplace needs. On the other hand, employees equipped with effective ways of developing their own career become motivated, engaged and committed to the success of the organisation as a whole (Cappelli and Keller 2014).

4.2.1 Attraction of talented employees to hotels

The issues of strategies for the attraction of talented employees are well covered in the hospitality literature (Cappelli and Keller 2014). Collings and Mellahi (2009) argued that hospitality organisations invest their resources into the attraction of

talented employees in order to sustain competitiveness. The demand for a talented workforce in the US and the UK is extremely high as it is considered to be the main economic driver for a company's successful development (ibid). Porter (2011) claims that most employee turnover can be minimised and prevented when an organisation builds up sound strategies on how to attract talented employees.

The CIPD (2013) raised the new question as to whether attraction should be conducted in-house or outsourced. More than two-thirds of organisations, regardless of size or sector, conduct attraction activity in-house (69%). On the other hand, only a very small minority (3%) outsource all attraction activities, while just over a quarter (28%) combine in-house and outsourcing approaches (CIPD 2013). The report claims that branding improvement plays an important role in attracting the best talent. Nearly three-quarters of organisations made efforts to improve branding over recent years. CIPD (2013) found that the most popular approaches to improving employer brands were employee surveys and online career sites (2013: 47%; 2011: 39%). According to the CIPD (2013) a higher proportion of organisations attended graduate career fairs to improve their employer brand (2013: 23%; 2011: 15%).

Hatum (2010) stressed the idea that in order to be successful in attracting a talented workforce a company needs to build its Employee Value Proposition (EVP). EVP creates sets of benefits that motivate talented employees to join and remain within the company. Zenger and Marshall (2000) argue that individual reward structures have stimulated the best attraction talent techniques. Moreover the higher the rewards offered to talented employees, the stronger the bond between them and the organisation (Schlechter et al. 2015).

Hatum (2010, p.35) defined EVP as:

"the holistic sum of everything that people experience and receive while they are part of a company-everything from intrinsic satisfaction of the work to the environment, leadership, colleagues, compensation and more".

The following figure illustrates how fundamental it is for organisations to develop an EVP that can compete with other EVPs in order to attract the top talents:

Figure 4.1: EVP of the organisation
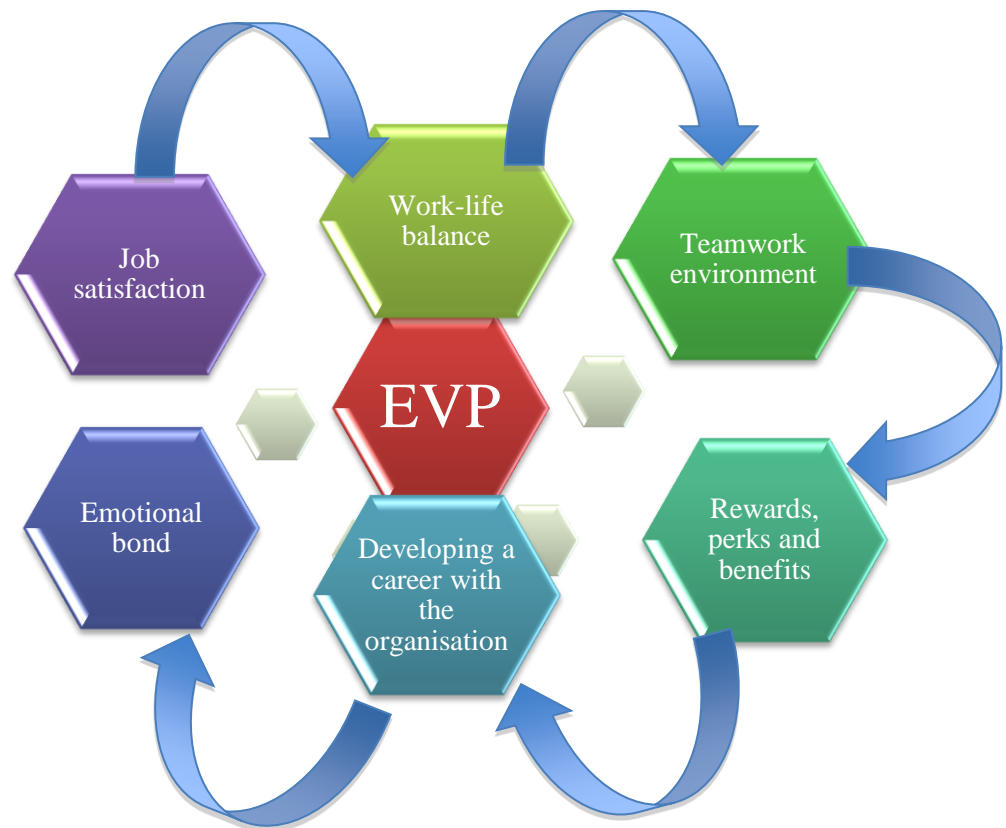
Source: Adapted from Hatum (2010).

It can be seen from figure 4.1 that job satisfaction is the first step of a successful EVP. The next step is work-life balance, followed by a teamwork environment. Later on, rewards, perks and benefits could be very important in order to keep employees motivated and engaged whilst developing a career with the organisation is essential. Lastly, all the aforementioned steps help to build a strong emotional bond with the organisation.

Guthridge and Lawson (2008) argue that a robust system of TM aligned with talent strategies can produce a significant impact on organisational performance. The idea is stressed that talent needs to be targeted at all levels and that A-players improve the productivity and raise profits of the organisation. Moreover successful organisations adapt segmentation strategies to target different generations and lifestyles (ibid).

4.2.2 Learning and development of talented employees in hotels

The CIPD learning and development report (2014) stresses that the development of high-potential employees remains the most common objective of TM activities, particularly in the private services sector (39%), where job growth is strongest (and also the not-for-profit sector: 38%), rather than in the production and manufacturing sector (28%) or public sector (23%). However some hospitality organisations are less positive regarding the effectiveness of TM activities, although the overall trend has improved compared with 2012 and 2011. Nevertheless, just 7% of those with TM activities rate them as very effective, while 13% believe they are fairly ineffective (11%) or very ineffective (2%).

The following figure 4.2 summarises the percentage of effectiveness of training activities in hospitality organisations:

Figure 4.2: The percentage of effectiveness of training activities in hospitality organisations
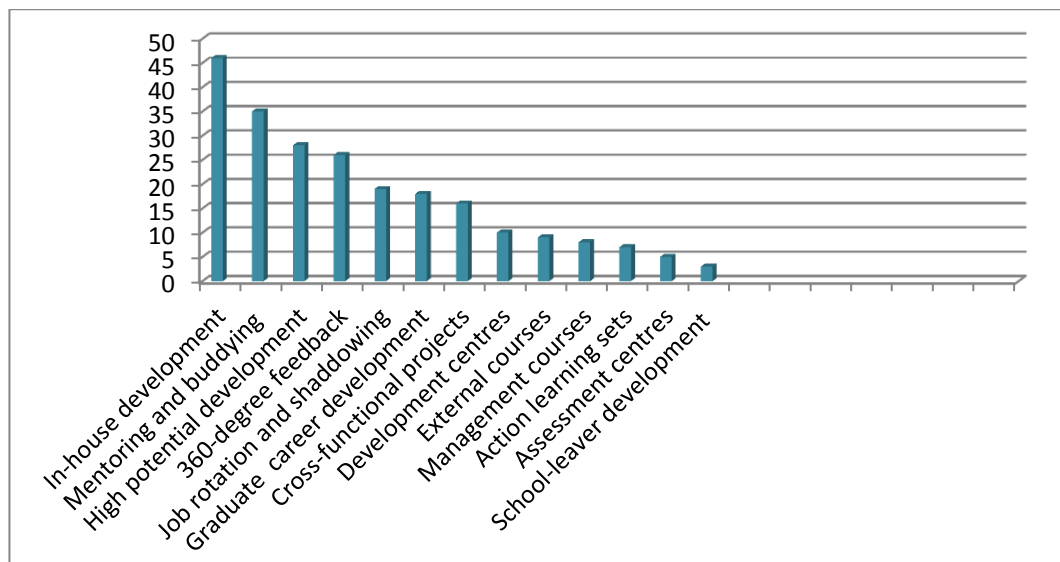
Source: Adapted from CIPD (2014).

Campbell et al. (1983) argue that learning and development of talented employees are simple activities to undertake in theory, however they are highly difficult to

achieve in the hospitality organisation. Moreover, the idea that an integrated system of strategies has to be in place in order to achieve high results is highlighted. Campbell et al. (1983) claim that a strong organisational culture, promotion and appraisal policies are the key drivers to developing A-players, leading hospitality organisations to success.

Ross (1997) argues that the training and development of talented employees is an important element in assuring service quality within the hospitality industry. Moreover, the training and development of experienced managers are critical. Paditporn and Verma (2003) claim that matching talent to the job roles presents a challenge for HGMs. The first element of successful talent development is creating a job role, and then matching talent to this role, taking into consideration the values and culture of the company. The second element is setting expectations and motivations for further development and incorporating all these elements into the entire work environment.

Due to changes in demographics, between 40 to 70 per cent of senior hotel managers will retire by 2020 and, therefore younger talents need to be developed (Fernandez-Araoz 2014). The study by Theimann et al. (2008) proposes to integrate a talent development framework in the hospitality organisations. The framework introduces five dimensions of organisational strategies for developing talent employees (Figure 4.3):

Figure 4.3: Talent development framework
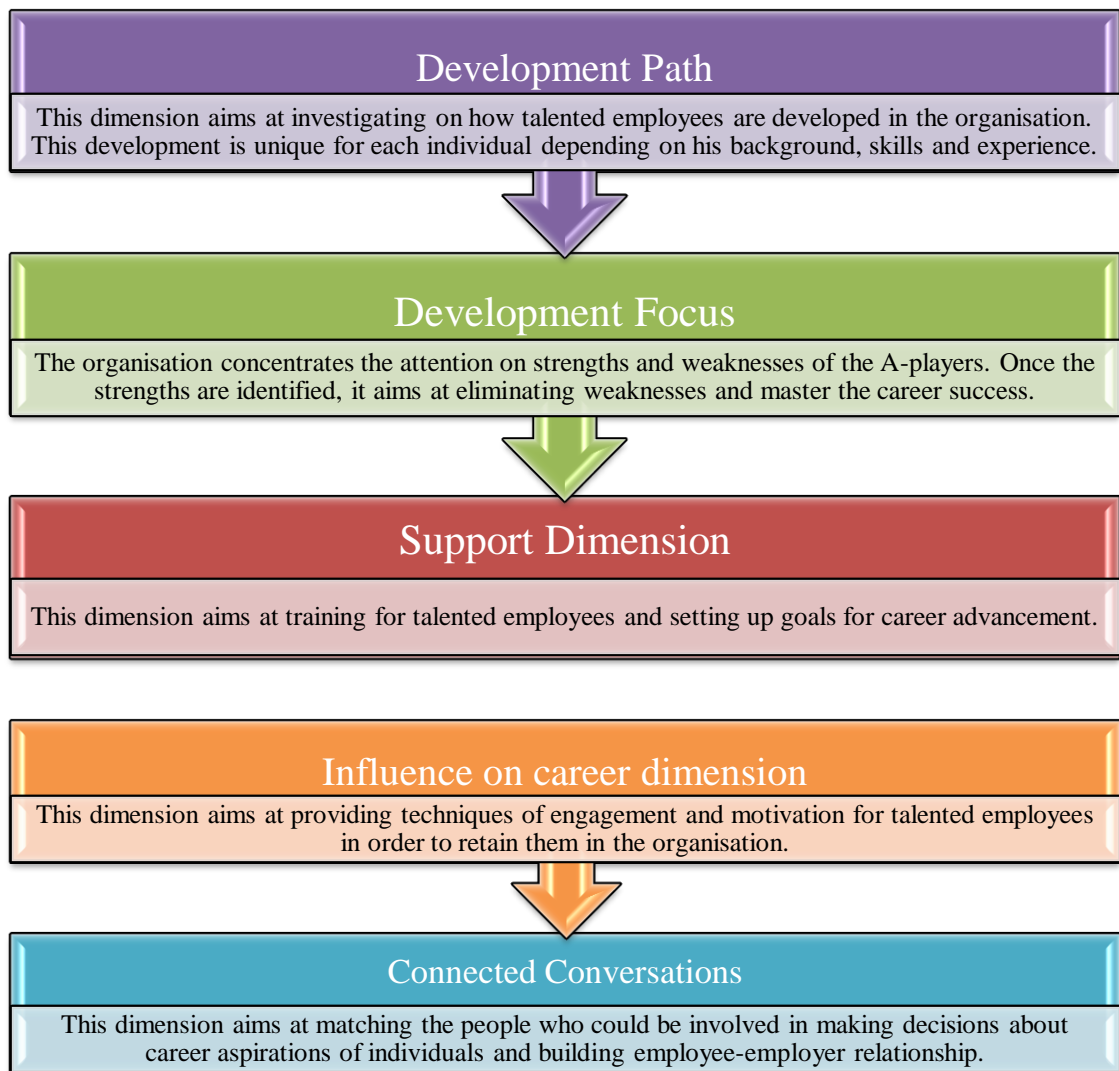
Source: Adapted from Theimann et al. (2008).

This framework highlights the opportunities for talent development in the hospitality organisations. Theimann et al. (2008) claimed that aforementioned organisational strategies for developing talent employees could be introduced in hospitality organisations at different levels and could stimulate high potential for further development.

4.2.3 Talent retention in hotels

The annual CIPD report (2015) reveals that retention has become an increasing challenge over the last few years. The CIPD (2015) claims that the main challenge was to retain managers and professionals at all, where the proportion reporting

difficulties for this staff category has increased dramatically (2014: 60%; 2013: 40%; 2012: 25%). Furthermore, the CIPD (2015) reveals that more than three-quarters of hospitality organisations had challenges retaining one or more category of staff in 2013–14 (2012: 78%; 2011: 66%; 2010: 58%; 2009: 55%; 2008: 69%). Larger organisations were more likely to have experienced retention challenges.

Steward and Rigg (2011) claim that the first step in achieving high retention of talents in hotels is to develop a culture, in which talented people are the top priority. Moreover, building an effective staffing system would maximise employees' commitment to the organisation. The second step is to develop a talent management system, which helps to display the behaviours of team leaders and talents and gives autonomy. The third step is to have a benefit structure in place, along with intrinsic motivation to maximise employees' job satisfaction (ibid). Job satisfaction and commitment have been researched by Imran et al. (2014) evidencing that where job satisfaction is high, staff feel more valued. Moreover, talented employees show higher levels of engagement.

Hatum (2010) argues that engagement in hospitality organisations and in particular in hotels can be subdivided into two categories:

1. Rational commitment, which reflects whether a job meets talented employees' monetary and development interests and fits in a motivational organisational environment.

2. Emotional commitment, which reflects values and beliefs of the talented staff and their roles in organisation.

Hatum (2010) believes that high achievers with the latter commitment are considered to be more successful in their careers and bring greater value for business development.

Alkahtani (2015) argues that hospitality organisations need to take into consideration the reasons that influence the retention of talented employees. His research mirrored the findings of Bettinger and Brown (2009), who claim that understanding the

reasons for the retention of talented employees was vital. Therefore, they proposed a framework with two dimensions as shown in figure 4.4:

Figure 4.4: Reasons for retention

Advacement
development
36 %

Other reasons
34 %

Salary
13 %

Work-life
balance
10 %

Location
7 %

1-7 years
72 %

8-15 years
18 %

16-25 years
6 %

25 + years
4 %
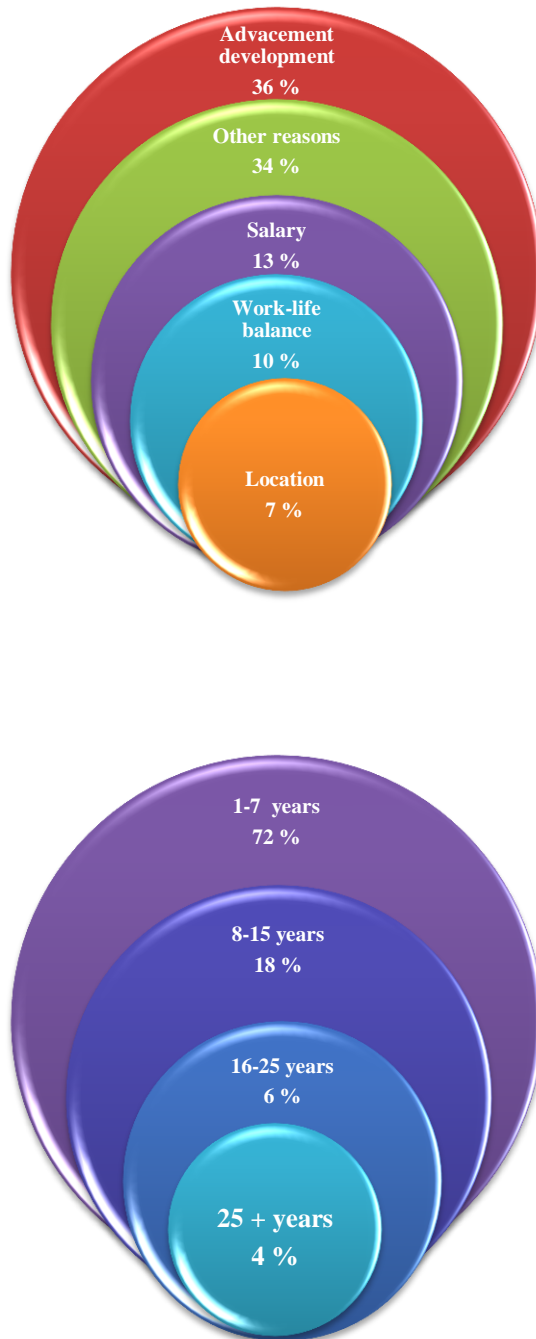
Source: Adapted from Bettinger and Brown (2009).

It is clearly seen from figure 4.4 that talented hotel employees with a work history of more than sixteen years have the tendency to remain; on the other hand new hotel starters are more likely to leave the company for competitors in pursuit of new opportunities. Among the reasons for the retention of talented employees, the advancement opportunities are at the top (36%), followed closely by other reasons (34%), work-life balance (10%) and location (7%).

In a study conducted by Clayton (2006, p. 38) it is suggested that:

"It is possible to retain key skills within highly cash-strapped, extremely lean organisations; by focusing, as necessity, on broader predictors of retention and motivation."

Clayton (2006) points out that despite a company not having enough money, it is still possible to retain staff by providing staff engagement and motivation. High achievers will in turn provide knowledge and expertise and build long-term value for successful business development. Clayton proposes a holistic matrix of nine broader predictors of retention and motivation which include: organisational process as a whole, complex structure of beliefs, values, role challenges, work –life balance and work environment.

Research by Lockwood (2006) identifies some key factors for retaining talent in hotels. He suggests that branding, creation of new opportunities, challenging promises and organisational culture can influence the retention of talented hotel employees. A framework of retention of talents in hotels is proposed (Figure 4.5):

Figure 4.5: The framework of retention of talents in hotels

Source: Adapted from Lockwood (2006).

In this framework, Lockwood (2006) posits that combined components of a strong brand, embedded organisational culture, new opportunities for development and purpose of work considerably increase the chances for the hospitality organisation to retain valued employees. Moreover, hospitality organisations that keep their promises and offer greater rewards show a higher index of employees' commitment and compete with global competitors.

Tulgan (2002) claims that in order to succeed in TM and acquire the best and brightest talents, employers in hospitality need to adjust their long-term value propositions, offer secure jobs and foster a culture of development and training. In the hospitality sector there is a danger that the demand for smart and talented people outgrows supply due to the nature of work, long and unsociable hours, intense working conditions and stressful work demands.

Gallardo-Gallardo et al. (2015) note that despite the global financial crisis TM remains high on the critical agenda for hospitality organisations. Those organisations, which pro-actively develop talented employee strategies, support the needs of local communities and motivate a flexible workforce, have become stronger

and more competitive in uncertain times. Anderson (2010, p. 46) stresses that those organisations, which fail to take into consideration current economic dynamics of increased unemployment and fail to support to support talents in their structure, will most certainly *"face the self-created talent crisis"*. Hood (2012) warns that in a downturn it is negligent to set up unrealistic goals which were in place in a time of economic growth or to make talented employees redundant. He advocates that targets should be realistically adjusted and the effectiveness of recruitment and retention of talented workforce should be one of the key determinants for future organisational success.

Cappelli and Keller (2014) claim that as the recession continued, in order to cut the costs down and remain competitive, senior executives developed new strategies on how to keep main achievers and restructure hospitality organisation's workforce. Reductions in lower and middle management positions were initiated; staff were redeployed and attracted the most successful A-players and retained them in hospitality organisation. The following figure 4.6 summarises the percentage of employees' retention in hospitality organisations in the UK:

Figure 4.6: The percentage of employees' retention in hospitality organisations in the UK:
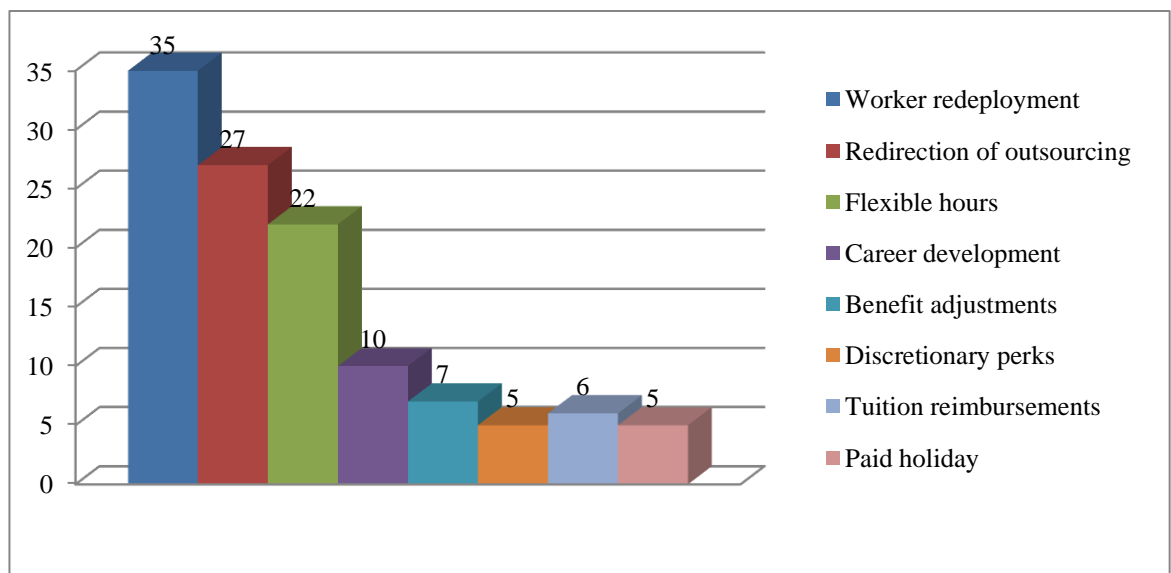
Source: Adapted from CIPD report (2015).

Erickson et al. (2012) argue that in a recession it is not acceptable to lose critical talent as it is impossible to replace or substitute them. Newcomers need training, certification and profound knowledge, and moreover the bank of talent is very limited in many industries. Nowadays organisations develop highly sophisticated retention strategies, prioritising critical talent segmentation and generating advanced personalised approaches. Skuza et al. (2013) therefore observe that in a recession the top priority should not be revenue generation but retention of A- players, who will maintain a competitive edge. This is underpinned by Laff (2008, p. 17) who noted that:

"At Toyota when times are slow, instead of cutting, they pull people offline and put them in the classroom… Now it is the time to invest and improve the skills of your key people"

4.2.4 Succession planning

Succession planning is another essential activity for hotels to consider. The planning of long-term strategies, aligned with organisational goals, is imperative (Eshiteti et al. 2013; Cappelli and Keller 2014). Eshiteti et al. (2013) describe succession planning as a complex of measures that aim at the identification and selection of future potential successors in hospitality organisations. They stress that succession planning is a structured analysis which penetrates hospitality organisations at all levels, involving searching for the right talented human capital, which can take over key positions and develop the right competencies. Heathfield (2016) claims that succession planning allows identification of potential candidates within hotels based on their traits and competencies. It allows for developing a training schedule and assures that, once a person is promoted, the hotel is placing the right person in the right position.

Cannon and McGee (2007) remark that hospitality organisations predominately focus on a small talent pool of top management when designing succession planning strategies. However it could be argued that other roles are equally important and therefore, identifying the key positions is likewise strategically and critically important. Pandey and Sharma (2014) identify factors that cannot be ignored when

dealing with different levels of succession planning in hospitality organisations. Key factors include the organisation size, the culturally-embedded model and the budget that is procurable for succession planning. It is critical to consider succession planning at varying levels: top, middle and line management. Moreover, it is argued that the style of succession planning is similarly essential in achieving higher results (Eshiteti et al. 2013). The following figure identifies critical and replaceable roles in succession planning:

Figure 4.7 Succession planning in hotels
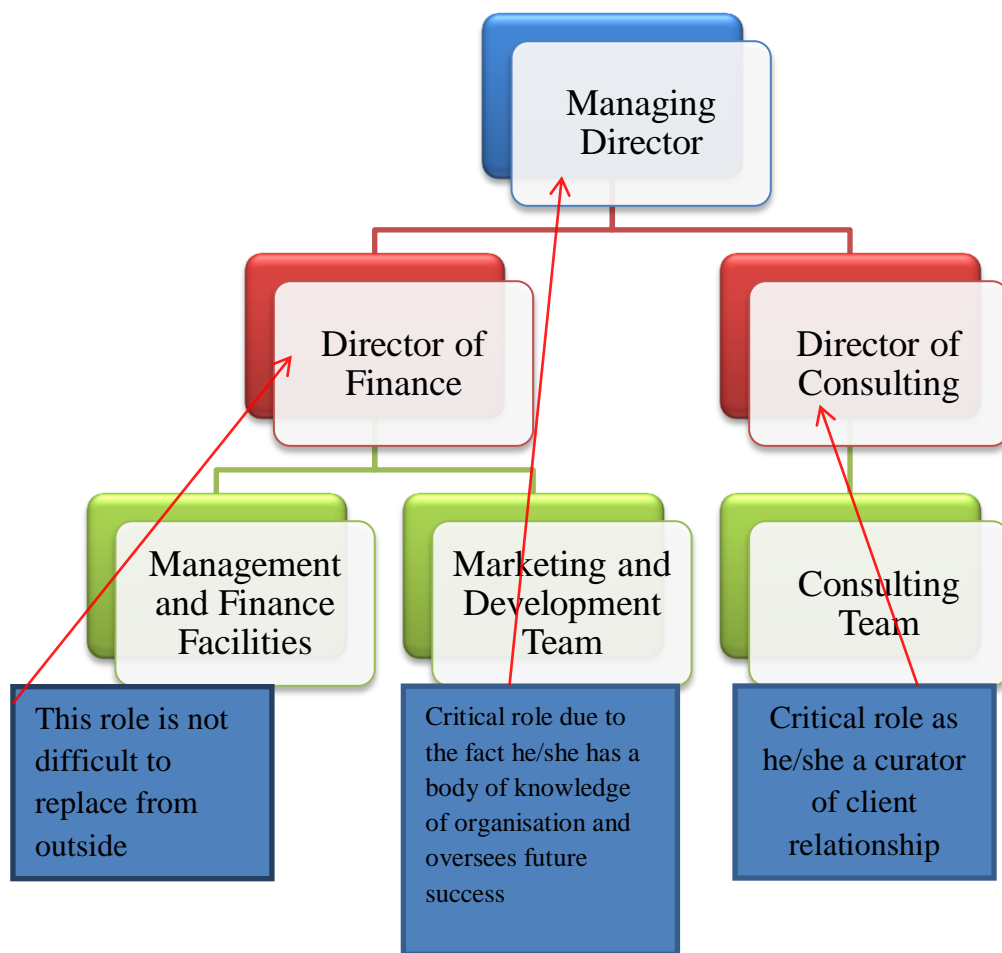
Source: Adapted from Cannon and McGee (2007).

It can be seen from figure 4.7 that the Managing Director (MD) is pivotal in hotels, possessing a wealth of knowledge and overseeing future development. Similarly, the Director of the Consulting Team plays a critical role in client relationships. However it could be argued that the Director of Finance could be outsourced.

Hills (2009, p. 4) identifies succession planning strategy as '*a mix of buying and building talent*'. He argues that there are pros and cons for this mix. Considerable expense comes with buying talent; however, organisations can keep pace with the growing and changing demands of the market. On the other hand, building talent could save money, consolidate the existing workforce and create opportunity for promotion. Hills (2009) therefore proposed five techniques of succession planning:

- Flexing with the future- the ability of the company to foresee future developments and conduct business according to new marketing strategies

- Competence, connection and culture - develop business aptitude, clarity and transparency and connect them to cultural values and evaluating cultural fit of talented employees

- Mix of experience, coaching and learning – a rich tapestry of techniques aiming at developing a leader in the organisation

- Involve a talented workforce in planning of complicated projects and evaluating their results

- Value talented people within the organisation and have a rapid response to an ever-changing market and business environment.

Cappelli and Keller (2014) argue that succession planning in hotels involves building main strategies for each of the key positions. Moreover, a higher investment of capital is needed, mostly in A-list talents, future leaders who would ultimately contribute to the success of the organisation. This is supported by Pandey and Sharma (2014), who link succession planning to leadership development. The hospitality organisation should seek high achievers, investing in training, support and development to create leaders, strengthen human capital and build sustained competitive advantage.

In summary, it is essential for hotels to have succession planning in place, as it helps to tailor skills and career development in order to provide high-calibre employees for future vacancies. The following section will examine leadership because of its direct link to succession planning.

4.2.5 Leadership

Leadership is interconnected with succession planning as it plays a part in developing future leaders within hospitality organisation. Bergh and Theron (2009) take the view of leadership as a social process where group processes and behaviours play an essential role. Hospitality organisations need to invest in leaders and development if the talent pool of leaders is to be kept full. Future effective leaders need entrepreneurial skills for business growth and collaborative skills to strengthen relationships across hospitality organisations. Since the economic crunch, making leadership a priority, is somewhat challenging for hospitality organisations (Du Plessis and Sukumaran 2014).

Having the right leadership in hospitality organisation is highly important (Koyuncu et al. 2014). Leaders have a key role to play in business output, performance and productivity Boedker et al. (2011) argue that good leadership contributes to increased performance, by 12 per cent. One of the key performance factors in the hospitality industry is the ability of leaders to motivate individual employees towards high productivity.

Many hospitality organisations that initiate TM programmes do not have clear aims and objectives for improving leadership. If results are to be achieved, a clear strategy needs to be in place. In hospitality organisations, the most important GM skill is the selection of the right person for the right job (Kesler 2002). Many executives would argue that this is down to intuition. However, leadership skills need to be mastered and when new executives join the team these skills need to be recalibrated.

Leadership strategy is a process that makes the business strategy come alive in a company (Pasmore 2009). It bridges the gap between strategy and performance; it clarifies the number of leaders needed in the company, the types of leaders, skills and behaviours needed in order to move the company forward. Leading strategically requires the executive team to identify and focus on pressing leadership challenges. The following framework proposed by Dinwoodie et al. (2013) explains these challenges in greater detail (figure 4.8)

Figure 4.8: Leadership challenges framework

Source: Adapted from Dinwoodie et al. (2013).

It is seen from figure 4.8 that company leaders face three main challenges. Leading change in a company entails leaders foreseeing changes in the business environment which could bring about complexity and tensions. The shaping culture challenge involves the development of an organisational culture that elicits strong identification and a sense of belonging in individual employees. Leveraging polarities implies leaders understanding and leveraging polarities of the company that are likely to

appear, avoiding the "either/or approach", which splits the company into opposite camps. Leaders would therefore need to find solutions that are appropriate for all employees, at all levels of the organisation, for a sense of unity.

To conclude, in making choices about the most effective management approaches, companies should consider the kind of leadership that the company would like to foster for the future. The approach used should be congruent with the type of leadership required. Whichever systems are in place, if effective, a significant number of future leaders would be those individuals who thrived, were noticed and succeeded in their positions.

4.3 Availability of training for individual employees

This section, will explain what training programmes are available for hotel employees. It will highlight the different levels of training available namely: individual, organisational and national. Training is the main mechanism for personal career development. Therefore, this section should contribute to an understanding of how individual employees develop their career within the hospitality industry in the UK.

It is often argued that a nation's competitive advantage depends on skills and how much is invested in people (Cetinski and Milohnik 2008). In the 1980's and 1990's in Britain governmental organisations and policymakers introduced a number of training and career development programmes which are presented in table 4.1:

Table 4.1: Availability of training for individual employees

Level	Main organisations involved/activities undertaken
National /Government level	Government policy to encourage training in all hospitality organisations. Training initiatives from UK Investors in People (IiP) and apprenticeship
Industry level	National Training Organisations (NTOs), travel

	and tourism. Initiatives such as NVQs and Welcome Host
Company level	Creation of an overall approach to training and career development, IiP accreditation, Welcome Host courses
Unit level	Ensuring that on and off-job training is carried out, monitoring individuals' career advancements
Team level	Motivation and performance, team building
Individual level	Improvement in knowledge, skills and attitudes, sustaining employability, career progression

Source: Adapted from Nickson (2007).

At national level, the government encourages training particularly in the hospitality industry, including training initiatives by UK Investors in People (IiP). IiP and apprenticeships are designed to be applied in all types of hospitality organisations, whether large or small, public and private (Albegra et al. 1997). At its introduction in 1991 organisations were expected to demonstrate adherence to a number of general principles:

1. Commitment- an IiP makes a public commitment from the top to develop all employees to achieve its business objective.

2. Planning- an IiP regularly reviews the training and career development needs of all employees in organisations.

3. Action- an IiP takes an action to train and develop individuals on recruitment and throughout their employment.

4. Evaluation –an IiP evaluates the investment in training and career development of teams and individuals and improves effectiveness of training.

Georgeson (1999) observed that organisations seeking IiP accreditations were tested against these principles. Supporters of IiP argue that the standards improved business performance, decreased hospitality turnover and enhanced customer service (ibid).

Moreover, Kidger et al. (2004) claim that notwithstanding some of the criticism of IiP, it has established itself as a positive attempt by the UK government to adopt more systematic approaches to training and career development.

Another initiative that has been government-subsidised is apprenticeships, first introduced in 1995. Gospel and Fuller (1998) claim that the aim of an apprenticeship was to offer a career to those individuals who were more motivated by workplace learning rather than academic study. Mason (1997) argues that early apprenticeships in tourism and hospitality could lead to a well-paid job. People First (2016) claims that apprenticeships can make the difference to critical industry challenges that are affecting businesses' bottom lines. The figures (People First 2016) show that the industry's annual staff retention bill is £274 million; 993,000 new staff are needed by 2022; 21% of businesses report that staff lack essential skills compared to a 15% national average. Evidence shows that each hospitality apprentice can improve the bottom line by an impressive £5,200 (People First 2016). Apprenticeships are a way to develop skilled and committed staff – 80% of companies who invest in apprentices report an increase in staff retention and 68% of apprenticeship employers believe apprentices improve productivity in their business (ibid).

The next stage of career development at the industry level is the introduction of NVQs in the late 1980s. The rationale was to provide more coherence in vocational qualifications (Hales 1996). NVQs are work-related, competence-based qualifications, which are appropriate for all levels and to all industries. They are structured in such a way that career progression moves forward from level 1 (semi-skilled) up to level 5 (organisational leader- talented employee). With regards to the hospitality industry, levels 1 to 3 are the most appropriate for food preparation, food service and drinks. However, the higher levels 4 and 5 are essential for talented employees, future leaders and managers at all levels, who aim at career advancement in hospitality (ibid). Lucas (1995) criticised Level 1 and 2 NVQs arguing that they do not fit the criteria of training and career development, as they lack structure and depth. Moreover, they do not allow the development of proper skill levels required for the hospitality industry.

The training on a company level involves a Welcome Host scheme. It is based on a Canadian hospitality programme called "Superhost". Nickson (2007) reports that it was introduced in British Columbia in 1986 in order to support the growth of tourism around the world expo in Vancouver. Sweeney (1995) claims that Welcome Host is a community-based programme designed to upgrade the standards of service in tourism and hospitality. The Welcome Host is aiming to instil a sense of professionalism and pride in hospitality (ibid). In the UK, Welcome Host designed courses that enable individuals to acquire knowledge, develop confidence in service and meet specific needs and expectations of customers in hospitality.

On-the-job training is often known as learning thorough watching and observing someone experienced performing a task. This kind of training is useful when new skills and methods are taught to hotel employees. The benefit of on-the-job training is that it is cheap and a trainee gets the opportunity to practice immediately, gets feedback and can be integrated into team training if further improvement is needed. Another type of training is mentoring. According to the CIPD (2007), mentoring occurs when a senior experienced staff member takes responsibility for the development and career progression of individuals. This type of training is similar to a master-apprentice scenario. Moreover, the mentee will observe the skills displayed by the mentor and learn them from the experience. Finally, according to the CIPD (2014), another type of on-the-job training is job rotation. According to this approach, those undergoing training are placed into a job without advance training; when the job is learnt they progress to another job and so on. This process can lead to multiskilling and functional flexibility (Go et al. 1996).

In contrast to on-the-job training, off-the-job training takes place outside the employee's normal place of work through a variety of methods. A lecture provides for the transmission of information to a large number of trainees (CIPD 2007). There may also be opportunities to study new material connected to their jobs via interactive computer learning packages. The more advanced way of undertaking off-the-job training is through formal study. There are number of methods of evaluation. According to Holden (2004) there are:

- Questionnaires and feedback forms to courses and programmes.

- Tutor reports allow for instructors to offer an assessment of the utility of the training.

- Interviews of the trainee, observations can be vital in the development of future training.

- Appraisals allow for the line manager and trainees consider the success and identify areas of improvement.

In conclusion, training employees in hospitality organisations can be understood at a number of levels, and aims at improving career development. According to the CIPD (2015), the UK government adopted a voluntaristic approach to training but it became increasingly involved in developing training initiatives. Training in tourism and hospitality can take various forms and can differ greatly. As a result there is no one best method but rather different methods and techniques which should be tailored to different employees at all levels. This section explored the training programmes that are available to employees. The following section explores graduate talents and their career development in hotels.

4.3.1 Graduate talents and their career development in hotels

Fresh talent such as university graduates is needed by the hospitality industry in order to supply it with competent managers. The hospitality industry, driven by industry standards, often determines its success by the quality and retention of graduates (Brown et al. 2016). Therefore, it could be said that graduate career management is key for the development of graduate talent. Scott and Revis (2008) remark that graduate career management is about the recognition of the potential and value of talent to the hospitality organisation. Therefore, as part of a systematic approach, a focus on graduate career management will have individuals selected, ready and equipped to take up key managerial positions within the organisation (Clarke and Winkler 2006a).

According to Department for Business Innovations and Skills (DBIS) (2016) the supply of graduates has become larger and more diverse. The number of students graduating from UK institutions has risen steadily and the social background of graduates appears to be broadening. The recession had a very major impact on employer demand for graduates. Data shows that full-time employment rates of first degree graduates fell by around 10 percentage points from 2006/07 to 2008/09, during the peak of the recession; and by 2010/11 had not returned to pre-recession levels (DBIS 2016). By 2014 there were signs that graduate vacancies were generally rising, although not uniformly across sectors; and more recent data from the Labour Force Survey indicate graduate employment rates among young graduates in the general population continue to improve, and are showing signs of returning to pre-recession levels (DBIS 2016).

The talent pool feeding the graduate labour market has been expanding over time, with each year bringing in more newly qualified people (DBIS 2016). Looking over the last eight years' worth of data from the Higher Education Statistics Agency (HESA 2015) student record, the talent pool of newly qualified graduates has expanded by almost one quarter (23%), reaching almost 788,000 in 2012/13. Indeed, for each of the last four years, over 700,000 new graduates have been looking for jobs in the hospitality industry. Branine (2008) claims that since the 2000's, hotels have implemented numerous recruiting programmes in order to select the most talented graduates. Some companies have developed extensive corporate recruitment programmes such as holding career fairs with the purpose of securing the best graduates, whilst outsourcing on-campus recruitment to professional consultants to ensure the attraction of the top talents. Scott and Revis (2008) claim that hospitality programmes are run by numerous colleges and universities in order to prepare and equip students in their quest for employment in an ever-changing job market. These programmes have introduced career placement services for graduates to get valuable hospitality-related experience and a crucial understanding of the mechanics of the hospitality industry.

Wilton (2012) stresses that hospitality recruiters tend to look for ambitious university graduates with good industry skills who are likely to reach top management positions in the future. Previous research by Purcell et al. (2002), Connor (2003) and Hogarth et al. (2007) has found that the extent of and reasons for which hospitality recruiters targeted specific skills for their recruitment efforts differed considerably. Technical content and rigour of courses were particularly important for those employers aiming to recruit to technical positions, often from students of science, technology, engineering and medicine. Other reasons included: geographical proximity, previous positive track record in providing high calibre candidates and a need to focus resources and limit the number of potential applicants (CIPD 2014). The practices in targeting and engagement of universities and colleges also varied across different hospitality organisations – whilst some, usually larger and more established employers, explicitly targeted universities which were perceived to be 'the best' in terms of entry requirements and academic rigour (Hogarth et al. 2007), others, especially smaller companies or regionally based employers, focused on building mutually-beneficial relationships with their local universities (Purcell et al. 2002; Heaton et al. 2008).

Tomlinson (2012) observed that hotels that do a better job in top graduate attraction will gain a substantial share of this vital resource and boost profits. The following figure summarises changes that have occurred in the hospitality industry in recent times.

Figure 4.9 Comparison of changes in hospitality

The old reality	The new reality
• People need companies • Jobs are scares • Employees are loyal and jobs are secure • People accept the standard package they are offered	• Companies need talented people • Talented people are the source of competitive advantage • Top talents make huge difference • People are mobile and their commitment is short term • People demand much more
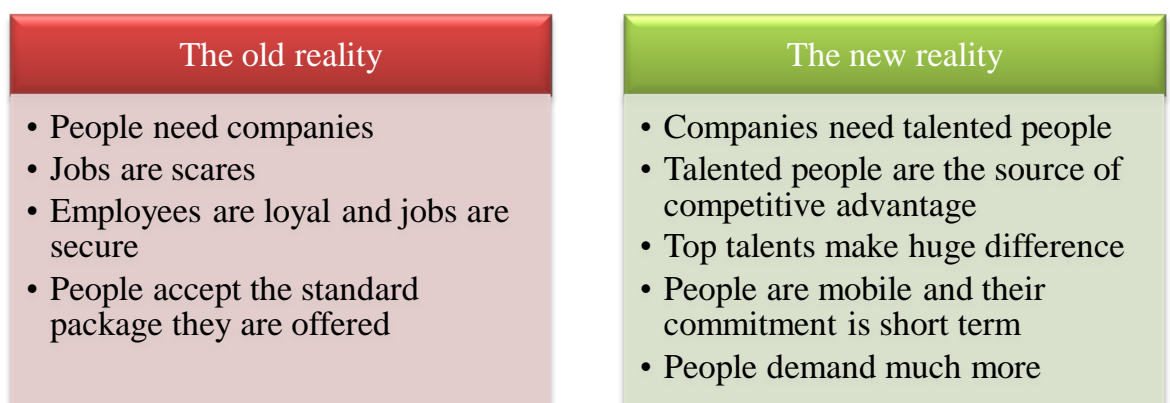
Source: Adapted from Tomlinson (2012).

The CIPD (2013) reveals that some hotels have adapted their recruitment processes to become more accessible to younger candidates. Training schemes have been put in place in order to train and develop young people, particularly apprenticeship schemes, which a third had introduced, expanded or adapted. Others have increased or introduced graduate schemes, academies or cadet schemes, made use of programmes such as Get Britain Working or had simply developed home training and development programmes. Training young people for specific job requirements is seen to be advantageous in that it enables a wider pool of potential talent to be accessed, it 'shapes' the skills the organisation needs in the future. Moreover, hotels have established links with educational institutions. Their presence at career events and recruitment fairs enables them to advertise and promote appropriate vacancies to attract new talent willing to train and work up the ranks in hotels. To target and reach the younger generation, online recruitment and social media use (such as Facebook and Twitter) have gained in popularity.

The concept of graduate talent in an organisational sense continues to resist any one singular definition (Scott and Revis 2008). Challenges lie in the identification of acceptable, tangible characteristics of talented individuals and how they are best managed to the benefit of themselves, and the organisation. Buckingham and Vosburgh (2001) argue that recognition of the talent concept is quintessential to the organisation's goals and the individuals own career mission. On the other hand, Holden and Jameson (2002) claim that career development programmes affect job satisfaction and productivity. It is therefore pivotal to tailor the concept of talent around both organisational goals and individual career paths. The development and management of talented graduates for the hospitality industry according to the CIPD (2007) includes attention to career management, strategic HR planning and succession planning. Clarke and Winkler (2006a) propose a framework that describes the career development of graduate talent (figure 4.10):

Figure 4.10: Career development of graduate talent

An agreed definition of a specific talent in the organisation — Clear language for hospitality TM activities — Support from the top management — Engagement of line managers at an early stage — Develop HR activities and policies, active engagement of HR — Tracking the performance and progress of talented graduates
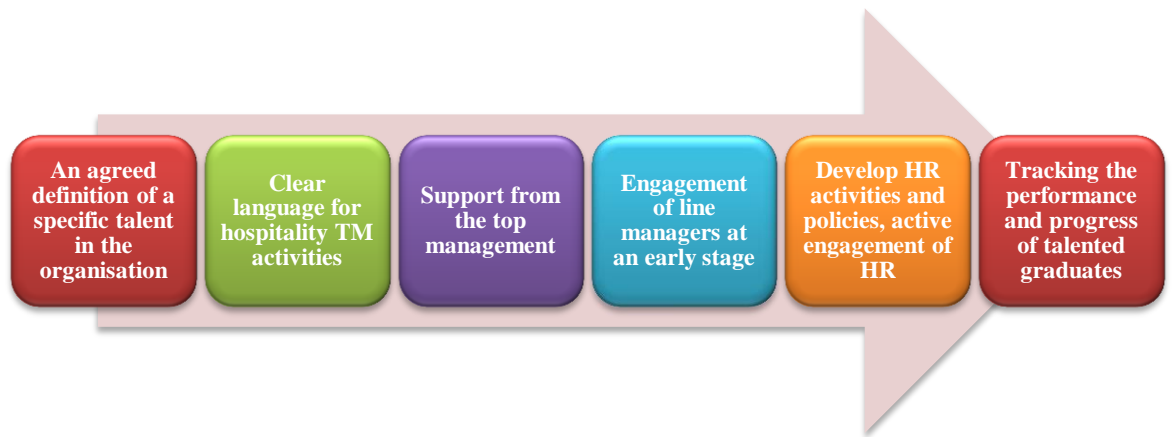
Source: Adapted from Clarke and Winkler (2006a).

It can be seen from figure 4.10 that career development is an important factor in the development of graduate talent in hospitality. Clarke and Winkler (2006a) claim that career development of graduate talent will allow hospitality to strengthen the talent pool. This aids graduate talents to focus on their career and prepares them to take up managerial positions in the future.

Past research in this area has mainly focused on management expectations and mostly ignored graduates' perceptions of new job roles (Buckingham and Vosburgh 2001). Raybould and Wilkins (2005) point out that a set of basic transferable skills needs to be developed in order to adjust to the needs of the current hospitality industry and to fit talented graduates into the talent pool. According to Litteljohn and Watson (2004), the development of managerial talents is the key HR concern for the future of hospitality industry. Therefore, HR managers face a complex task in investing in appropriate HR policy that would accommodate talented graduates' expectations (Sundarapandiyan et al. 2016). A hospitality graduate perspective therefore would demand that employees link their talent management strategy to the main business goals and objectives and focus on how to manage, inspire, motivate and develop graduates as valuable employees. The following figure summarises the hospitality framework for graduate talent development.

Figure 4.11: Hospitality framework for graduate talent development

The graduate as a talent
- Complexity of definition and application
- Enables strategic career planning activity
- Dual ownership-individual (personal) and organisational (business)

Managing and developing talents in hospitality
- Engages at all levels in organisation
- Enables talent career tracking and provides clear language for activities
- Systematic, tailored approach is needed
- Prevents talent leakage from the industry

Hospitality gradaute career management
- Career management from a talent perspective is a long-term strategy and succession planning
- Tailored graduate training and development and investments in talent leaders
- Policies related to graduate recruitment, retention and development, individual role in organisational performance

Source: Adapted from Scott and Revis (2008).

To conclude, this section has explored graduate careers in hotels. It is claimed that hospitality organisations select graduate talents, develop them and make them ready to take up key managerial positions. Therefore, the following section will examine the career development of hotel managers in hotels.

4.3.2 Career development of hotel managers

In the hospitality industry, career analysis has primarily focused on the careers of managerial staff (Ladkin and Riley 1996). For example, Ladkin and Riley (1996), Ladkin and Juwaheer (2000) and Ladkin (2002) examined the career paths of hotel managers in Australia, Mauritius, and the UK, respectively, with career mobility, career planning, and career strategies being the key areas of research interest.

Yixin and Milne (2014) claim that for today's hotels, success in business is not only dependent on the frontline personnel but also on hotel managers at all levels. It is hotel managers who implement business strategies and plans, paying attention to satisfying the customers' needs and demands of the customers. Historically,

management development in hospitality typically looked at the development of managers' careers (Baum 2006). In today's business environment, hospitality organisations develop career management systems and function as a supportive enabler of human assets (Cappelli 2008). Career development aims to achieve gradual improvement by operating in harmony with efforts to enhance employees' careers. Initial research into the careers of hotel managers reveals a wealth of research (Guerrier 1987, Riley and Turam 1989, Ladkin and Riley 1994, 1996, Ladkin 1999a). Several studies have highlighted the way in which patterns of management education and development are affected by the societal context and moreover vary significantly between countries (Handy 1987). For example, 85 per cent of senior managers in the US and Japan have a university degree compared to 24 per cent in the UK. Even though the UK offers a number of business and management degrees, British managers have been slow to recognise the value of formal business qualifications (ibid).

The work of Guerrier (1987) and Riley and Turam (1989) also demonstrates that hotel managers' careers develop though a sequence of moves between hotel organisations but rarely across the industry or boundaries. However, in today's boundaryless career world, hospitality organisations have to continuously adapt to ever-changing markets. This adaptive process requires increasing the flexibility of the workforce and matching job skills with modern hospitality requirements (Inkson 2006). With respect to the hospitality field, Ladkin (1999a) devised a methodology for life and work history analysis in order to evaluate career paths of UK hotel managers. This career analysis was undertaken on a basis of four main components: career length, educational level, career mobility and career ambitions (Ladkin 2002).

Modern day hotel managers are faced with challenges that require a high degree of professionalism in order to fit and develop talented employees (Jaywardena et al. 2013). The hospitality industry aims to support hotel managers throughout their career, by providing clear pathways to career development and by instilling an ethos of management. According to Jaywardena et al. (2013) the key areas that allow hospitality managers to develop career pathways successfully are: environment,

technology, HR, operations and security. According to McMillan and Rossiter (2006), each of these areas presents a complex set of challenges that cannot be neglected by hotel managers if they want to be successful in their career.

The nature of the hotel industry suggests that career patterns of hotel managers are likely to involve mobility (Ladkin and Riley 1996). McNulty and De Cieri (2016) stress that mobility is the key issue for talent management in hospitality organisations. The Bureau of Labour and Statistics in the US Department of Labour (2012) claims that in the US, more than 46 million Baby Boomers with training and education will be over the age of 57 by 2020, which could negatively affect a million skilled workers. Simultaneously, as the work demographic is changing, the drive for workplace flexibility and talent mobility of managers in hospitality is growing. The Human Capital Institute (2013) produced a framework that demonstrates how respondents in hospitality organisations perceive talent mobility. The following figure presents this framework:

Figure 4.12: Talent mobility of hotel managers
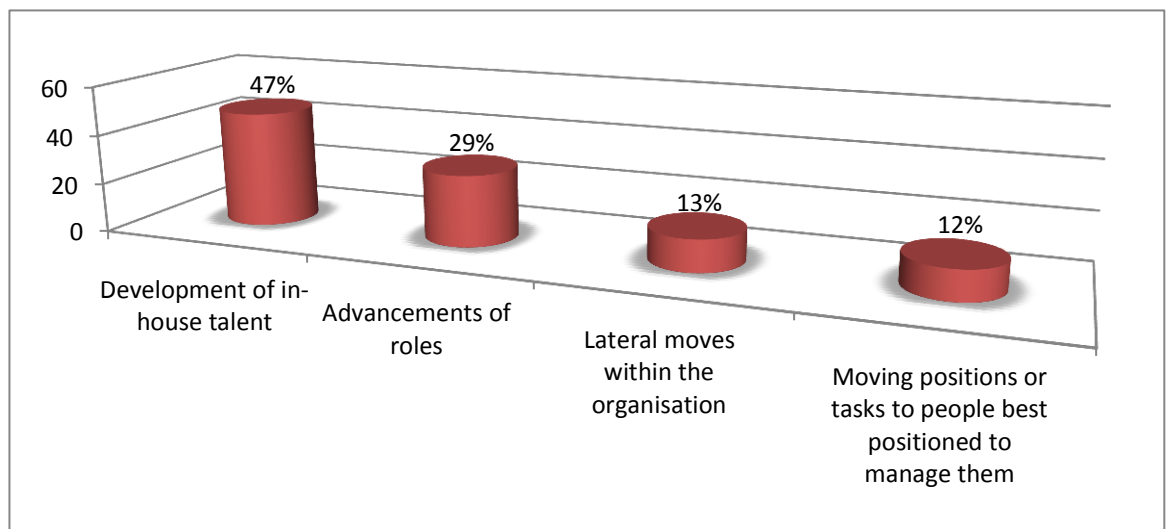
Source: Adapted from Human Capital Institute (2013).

It can be clearly seen from figure 4.12 that 47 per cent of hospitality organisations claim that they develop talented managers in-house; 29 per cent through advancements of roles. Only 13 per cent claim that hotel managers make lateral

moves within organisations. Finally, only 12 per cent move positions or tasks to people positioned to manage them.

Furthermore, the most recent research by the Human Capital Institute (2013) subdivides hospitality organisations into: understanders, developers and deployers. Understanders are those organisations that realise that talent mobility should be the main focus, enabling managers to assess their talented employees actively. Behavioural patterns of understanders include keeping employees well-informed about open positions and investing in talent mobility. The second group, organisations-developers, are those who actively develop employees' career planning, offering opportunities for growth, coaching and internal networking. The third group involves organisations-deployers, those who deploy talented employees effectively and focus on filling open roles internally. In these organisations redeployment is considered a key component of talent mobility and dedication and seniority are rewarded with career advancement.

To draw a conclusion, this section analysed the career development of hotel managers which is important to this research, as it helped to understand the ways individual employees view their personal career development in the hotel sector.

4.4 Summary

This Literature review Chapter focused on the TM practices of attraction, development, retention, succession planning and leadership in the context of the hotel sector. The second part of this chapter explored individual career development, paid specific attention to the training and career development programmes that are available for individual employees in hotels in the UK. Later on, it explored graduate careers and career development of hotel managers.

4.5 Summary to the Literature Review Chapters

Overall, the Literature Review chapters brought together two different domains of HRM and Career Development. The purpose of this was to understand the career development of individual employees in hotels that may offer a way to inform and improve TM practices for mutual benefit. The literature review has guided and informed the following framework (Figure 4.13) for my research.

Figure 4.13: Framework guiding my PhD research

Chapter 1

Chapter 2

Management

Career Development

Human Resource Management

Organisational Career Development

Personal Career Development

Talent Management

Chapter 3

Talent Management and Career Development in Hotels
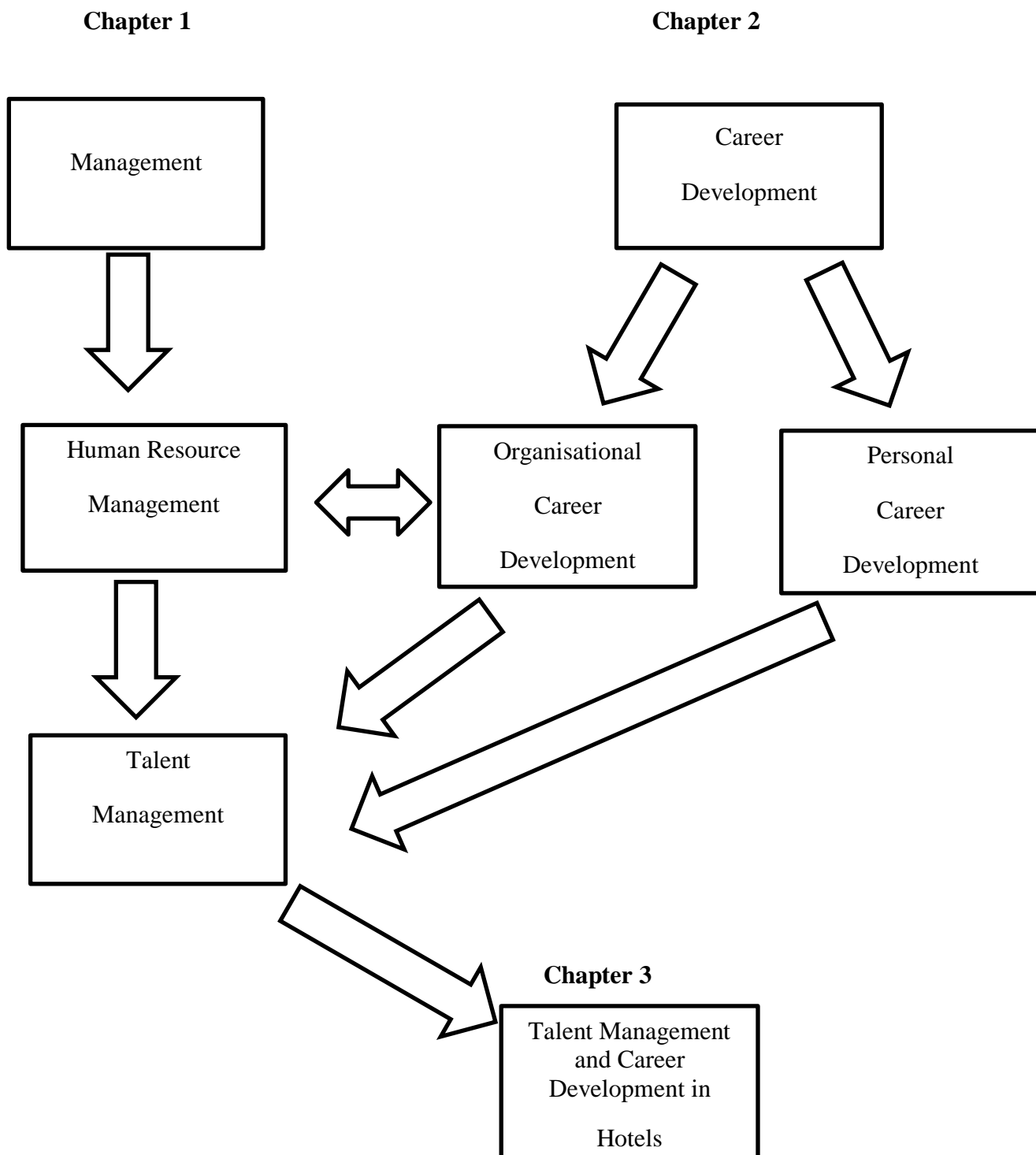
The research brought together the two different domains of Human Resource Management (HRM) and Career Development. The first Literature Review chapter explored HRM as a domain in management, drawing from management concepts, principles and techniques needed for the management of human resources. HRM includes such sub-topics as work-life balance, job satisfaction, motivation and systems of reward and appraisals and employee turnover. The TM section of the literature review introduced the psychological theories and approaches to defining talent, which informed understanding of employees' perceptions, values, beliefs and attitudes. It also examined TM as a concept closely connected to the human capital development in organisations. The second Literature Review chapter explored career development, with a special focus on organisational and personal career development. It examined career theories and established the links between HRM and career development practices. Finally, the third Literature Review chapter brought the domains of HRM and Career development together to examine TM and career development in hotels. The following chapter is a case study which aims to set the scene for my research.

4.6 Summary of the gaps addressed in this research

The researcher identified a number of gaps in the Literature Review that will be addressed in this study. In order to do this, five objectives were established:

1. To understand an organisation's view on and the implementation of TM

My research found that hospitality organisations lack a robust system of TM strategies in order to increase the attraction, development and retention of individual employees in hotels. Therefore, hospitality organisations have issues in the attraction of talent, high turnover rates and low retention. Focusing on TM practices evidences the importance hotels have to attach to intellectual capital and investment in TM practices in order to retain high class staff and to develop careers, which can provide a continuous pool of fresh talent for managerial positions. Therefore, my research will explore an organisation's view on the implementation of TM practices in hotels.

2. To examine the process of being an employee in the hotel sector

My research found that previous research reveals a lack of understanding of the employees' perspective in the hotel sector. While considerable attention has been paid to HR practices (Deery 2008; Watson 2008; Lles et al. 2010), little attention has been paid to understanding the experiences, aspirations, needs and preferences of individual employees, and their own career development (Thunnissen et al. 2013). The majority of studies have examined factors which impact on career expectations, identifying that employees' career expectations are influenced by personal interests, hobbies and background (Schoon and Parsons 2002), educational level and gender (Greenhaus and Parasuraman 1993). However, a few studies from the mainstream TM literature (Thunnissen et al. 2013; Panda and Sahoo 2015) acknowledge the importance of understanding career expectations, experiences and outcomes of individual employees for TM practices. Therefore, by understanding the employees' perspective - the emphasis will be on work-life balance, job satisfaction, system of rewards, appraisals and employee turnover. This provides a useful structure to follow because it emphasises the importance of employer-employee relationships gets deep insights into employees' experiences and expectations of individual career development.

3. To investigate employees' views on, and experiences of, TM practices

This research has identified that in the Literature Review there is a limited consideration of employees' views and experiences of TM practices in hotels. Only a few studies from the mainstream TM literature (Thunnissen et al. 2013; Panda and Sahoo 2015) acknowledge the importance of understanding career expectations, experiences and outcomes of individual employees for TM practices. Thunnissen et al. (2013); Panda and Sahoo (2015) have laid the foundations of this line of inquiry, which the researcher will adopt and take forward. The researcher argues that the scope should be widened, from a narrow focus on HR practices, to a much broader perspective taking account of the personal needs, preferences and expectations of people working in the hotel sector. Therefore, my research will deepen the understanding of employees' views and experiences of TM practices in hotels and will explore how they impact on individual career development in hotels.

4. To understand the way individual employees view their personal career development in the hotel sector

Previous research on TM generally viewed this concept as an organisational tool that enables goals in recruitment development and retention of key employees (Stahl et al. 2007). However, it could be argued that employees join an organisation not only to meet organisational goals but, most importantly, to fulfil personal career development needs (Panda and Sahoo 2015). What is generally overlooked, however, is that TM does not consider the perspectives of those who work in the hotel sector and fails to understand their personal reasons for continuing to work in hospitality organisations (Thunnissen et al. 2013). Previous research on TM and career development lacks the understanding of employees' aspirations, needs and preferences for individual career development and the impact of TM practices on it. Therefore, my research will include two perspectives: the organisational perspective from the TM literature, and the personal career perspective from the career literature. The inclusion of two perspectives will allow me to fully understand the effects of TM practices on personal career development in the hotel sector.

5. To develop a conceptual framework for improving TM practices for both the organisation and the individuals who work in the hotel sector

The pluralistic approach to TM proposed by Thunnissen et al. (2013) considers the perspective of those who work in the hotel sector, the employees, their experiences, needs and preferences of their career development. However, the framework proposed by Thunnissen et al. (2013) doesn't fully encapsulate the experiences of individual employees in the hotel sector. The findings of this study, therefore, address this gap in knowledge and provide a more holistic framework, which includes the experiences of individual employees and highlights the role of TM practices in personal career development in hotels. This conceptual framework will provide a useful model to understand the experiences of individual employees within the hotel sector and the role of TM practices in personal career development. It will show the possibilities for integrating TM and career development.

Chapter 5: Case study

5.1 Introduction

This case study chapter sets the scene of the research and serves as an introduction to the company under exploration, which consists of hotels A, B, C and D, where the research has taken place. The different types of hotel employment will be explored and the organisational structure of each individual hotel will be explained.

The company's origins are in the theatre; at one time it ran a chain of eighteen variety theatres throughout England, making it the largest, privately owned theatre company in the country. Tribute to the age of music hall is paid at hotel C, with a display of photographs of stars from the theatre. In the 1950s, due to a decline in the popularity of live theatre, the owner turned his interest to hotels, buying and selling many hotels. The company now comprises four hotels: hotels A, B and C in the Sandbanks area of Poole and hotel D in the Boscombe area of Bournemouth.

The four star Hotel A, catering mostly for business clientele and holidaymakers, is the smallest of the group. The hotel was renovated in 2003 and offers 38 fully-equipped designer rooms with a private balcony. All rooms have a hot tub, a sauna and an indoor jacuzzi. The hotel provides a maid service, laundry and dry cleaning, room service, private check-in and check-out and meeting and banqueting facilities. The AA Rosette restaurant serves breakfast, lunch and dinner; the terrace restaurant serves dishes from local suppliers. The hotel bars cater for numerous functions: weddings, birthday parties and other ceremonies. The 35 staff at this hotel recognise the hotel's vision of high quality service and standards. The occupancy rates are seasonal, the busiest time being the Easter and Christmas holidays and the summer peak season. The quietest season is October - November and post-Christmas when seasonal offers, wine diner clubs and live tributes are introduced to increase business performance.

The four star hotel B has 108 bedrooms, designed for family and business clientele. The rooms, some with sea or harbour views, are fully equipped including tea and

coffee making facilities and a private bathroom. The sea view restaurant is open for both breakfast and dinner. There are a number of leisure facilities at this hotel including a 10 yard pool, a steam room, a sauna and a gym. The hotel has its own water sports academy, offering equipment and qualified instructors for activities such as windsurfing, kite surfing, water skiing and sailing. The two main function rooms host weddings and other celebrations. As this hotel has a large number of family rooms and children facilities, its busiest time is during school breaks. The Funsters club offers children's entertainment including games, quests and quizzes.   The hotel has 56 staff.

Hotel C is four star with 84 bedrooms and free parking. This hotel features a leisure centre and two restaurants. The bedrooms have satellite TV, tea and coffee facilities and a private bathroom. The wide range of facilities at hotel C include a fully equipped fitness gym, sauna, steam room, hot tub, hydrotherapy pools and a heated, seasonal outdoor pool. There is also a poolside bar and grill for light meals on the terrace. The Harmony spa club offers spa and swimming pool facilities and aromatherapy treatments. Two AA Rosette restaurants serve a la carte and set meals for guests. The hotel has 52 staff. The busiest season is the summer holidays. In the lean winter months, package deals are offered to boost business.

The 65 bedroomed hotel D is a family-friendly three-star hotel. Its location in a suburb of Bournemouth makes it convenient for families and business stays. The bedrooms offer a choice of single, double or twin beds, flat screen TVs, and en-suite with bath, free Wi-Fi and tea and coffee facilities. The hotel also provides an indoor and outdoor pool and is a good venue for numerous functions: such as weddings, family celebrations and christenings. Hotel D has 34 staff. This hotel is the mostly affected by seasonality problems and therefore closes during the quiet seasons of January to March and October to December.

5.2 Types of employment contract in the hotels of the company

New forms of work have proliferated in the western economies (Williams 2013). Along with more traditional permanent types of employment of full time and part-

time contracts, there are also temporary contracts such as casual, seasonal and zero hours which illustrate the extent of the move from the standard employment relationship and the diminishing power of workers (Beck et al. 2016). The company under exploration is no exception, offering both permanent and temporary employment to employees and managers.

The following table illustrates the different types of employment in the hotels under exploration:

Table 5.1 Types of employment contracts in the hotels of the company

	Hotel A	Hotel B	Hotel C	Hotel D
Total number of staff:	35	56	52	34
Permanent:	Full-Time: 15 Part-Time: 7	Full-Time: 35 Part-Time: 10	Full-Time: 30 Part-Time: 6	Full-Time: 15 Part-Time: 8
Temporary:	Casual: 5 Seasonal: 2 Zero-hour: 6	Casual: 4 Seasonal: 3 Zero-hour: 4	Casual: 4 Seasonal: 6 Zero-hour: 6	Casual: 5 Seasonal: 4 Zero-hour: 2

It is evident from table 5.1 that permanent employment, both full-time and part-time, is the most common type of employment. This employment is based on salaried or hourly pay together with holiday entitlements, status and various other working arrangements. Temporary employment is the second commonest. This offers only a short-term status to employees though temporary contracts do offer increased

flexibility, the ability to manage work around study or other interests, and building experience within a specific sector.

5.3 The organisational structure of the hotels

In today's dynamic working environment, organisational structure occupies a central place in the management of organisations (Armstrong and Rasheed 2013). It is considered an important component due to its impact on performance and effectiveness (Conner and Douglas 2005). Organisational structure can be defined as a mechanism which links and co-ordinates individuals within the framework of their roles, authority and power. It represents a useful tool that directs individuals' behaviours through shared values, norms, and goals (O'Neill et al. 2001; Liao et al. 2011).

In recent years, such researchers as Danzfuss (2012) and Tran and Tian (2013) have sought to determine which structure brings the most advantages to organisations and suggest that organisational structures should be responsive to a variety of individual needs in businesses. Organisation structures could be labelled as mechanistic and organic (Danzfuss 2012; Dust et al. 2013). A mechanistic organisation structure is characterised by highly formalised, standardised and centralised functions. As such individuals have a clear understanding of job responsibilities with an expectation of adherence to guidelines specified by policies, practices, and procedures. On the other hand, organic organisations are more flexible and adaptable to environmental conditions, so individuals' behaviours are guided by shared values and goals. An organic structure by nature allows for greater flexibility in staff activities and implementation of new HRM policies and strategies (ibid). Therefore, organisations need to design their structure in accordance with organisational strategies and internal and external working environment conditions.

The company under exploration has an organic organisational structure, as it has a decentralised authority and open channels of communication. The number of staff and employment contracts depend on business needs and managers have flexibility in staff recruitment and implementing new TM initiatives. Team leaders often perform

the day-to-day management role, with operational managers setting direction and strategy for the business as a whole. An organic organisational structure, in the company under exploration, allows easy and quick access from employees to managers, thus maintaining good working relationships and simplifying the decision making process. A benefit of this structure is that it allows the business to change rapidly to respond to the market, customers or competitors. Moreover, the General Manager or the Hotel Manager of each hotel has the autonomy to implement changes in HR or TM policy according to the needs of the business. The following Figures (5.2, 5.3, 5.4, and 5.5) offer details on the organisational structure of each individual hotel in the company.

Figure 5.1: The organisational structure of hotel A
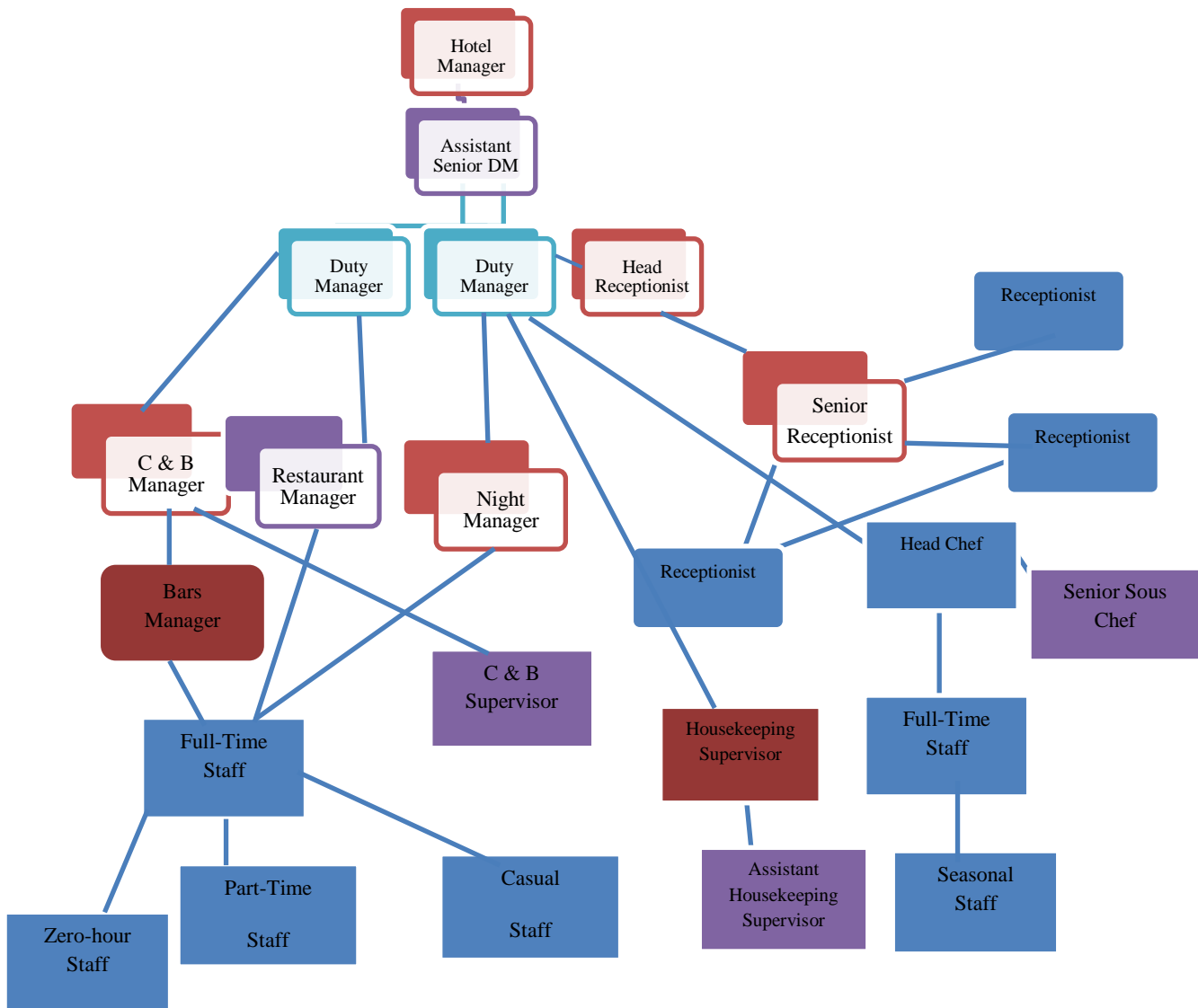
It is evident from Figure 5.1 that the head of hotel A is the Hotel Manager, who plans and organises accommodation, catering and other hotel services and manages budgets and financial plans. His subordinate is the Assistant Senior Duty Manager, whose responsibility is to deputise when the Hotel Manager is off or on annual leave. There are two Duty Managers (DMs), whose responsibility it is to issue tills, control cash flows, and overlook reception and F&B departments. The Conference and Banqueting (C&B) Manager, the Restaurant, Bar and Night Managers have their own departments that run independently, however they coordinate actions with the DMs and the Hotel Manager. The Head Receptionist is responsible for the professional greeting of clients and visitors, managing room reservations and ensuring that the bookings team process all enquiries accurately. Her subordinate is the Senior Receptionist whose duties are to supervise staff and to ensure that tasks issued by the Head Receptionist are performed correctly. The reception staff provide customer service, answer phone calls and take room bookings. Housekeeping looks after guests' comfort and ensures the daily cleaning and tidying of all the hotel bedrooms and any public areas. The Head Chef runs the kitchens and plans menus, ensures food is of the right quality and price and is produced on time and manages stock. All the aforementioned departments have staff that work on full-time, part-time, casual, seasonal and zero-hour contracts.

Figure 5.2: The organisational structure of hotel B
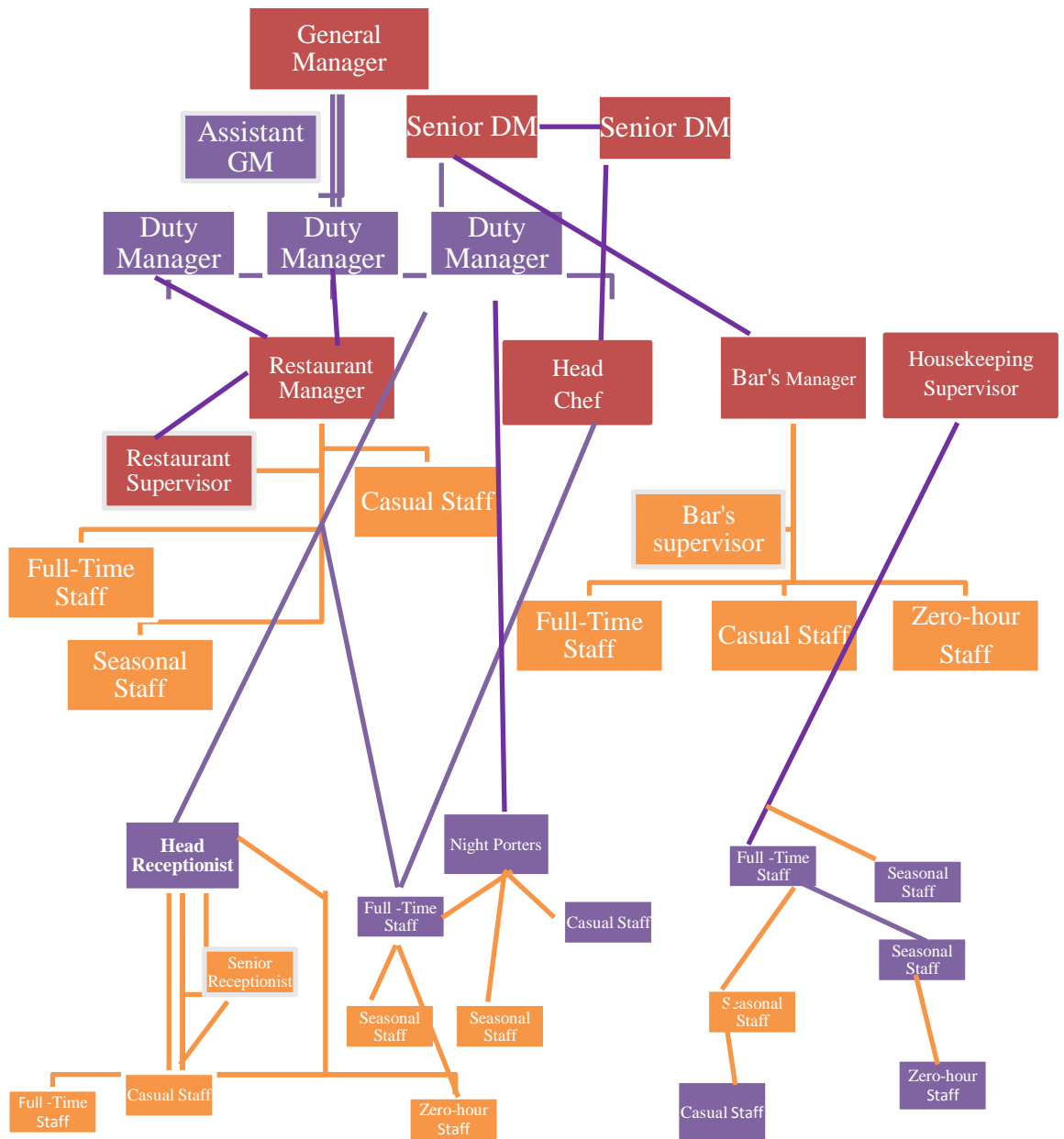
It is clearly seen from Figure 5.2 that the head of hotel B is the General Manager. His responsibilities are similar to the aforementioned Hotel Manager in hotel A. His subordinate is the Assistant Duty Manager, whose responsibility it is to deputise and overlook hotel services when the Hotel Manager is away. There are three Duty Managers (DMs), whose responsibility it is to issue tills, control cash flows, and overlook reception and F&B departments. The Restaurant Manager's responsibility

is to overlook the F&B department. His supervisor ensures that the F&B staff perform to a high standard. The Bar Manager also has a supervisor, who overlooks bar staff and controls stock. There is no position of Night Manager in this hotel and the night porters are subordinates of DMs. The Head Receptionist's duties and her subordinates' are similar to hotel A. The reception staff provide customer service, answer the phone and take room bookings. Housekeeping contributes to guest comfort and ensures the daily cleaning and tidying of all the hotel bedrooms and any public areas. The Head Chef duties are as in Hotel A. The contract types are similar to those hotel A.

Figure 5.3: The organisational structure of hotel C
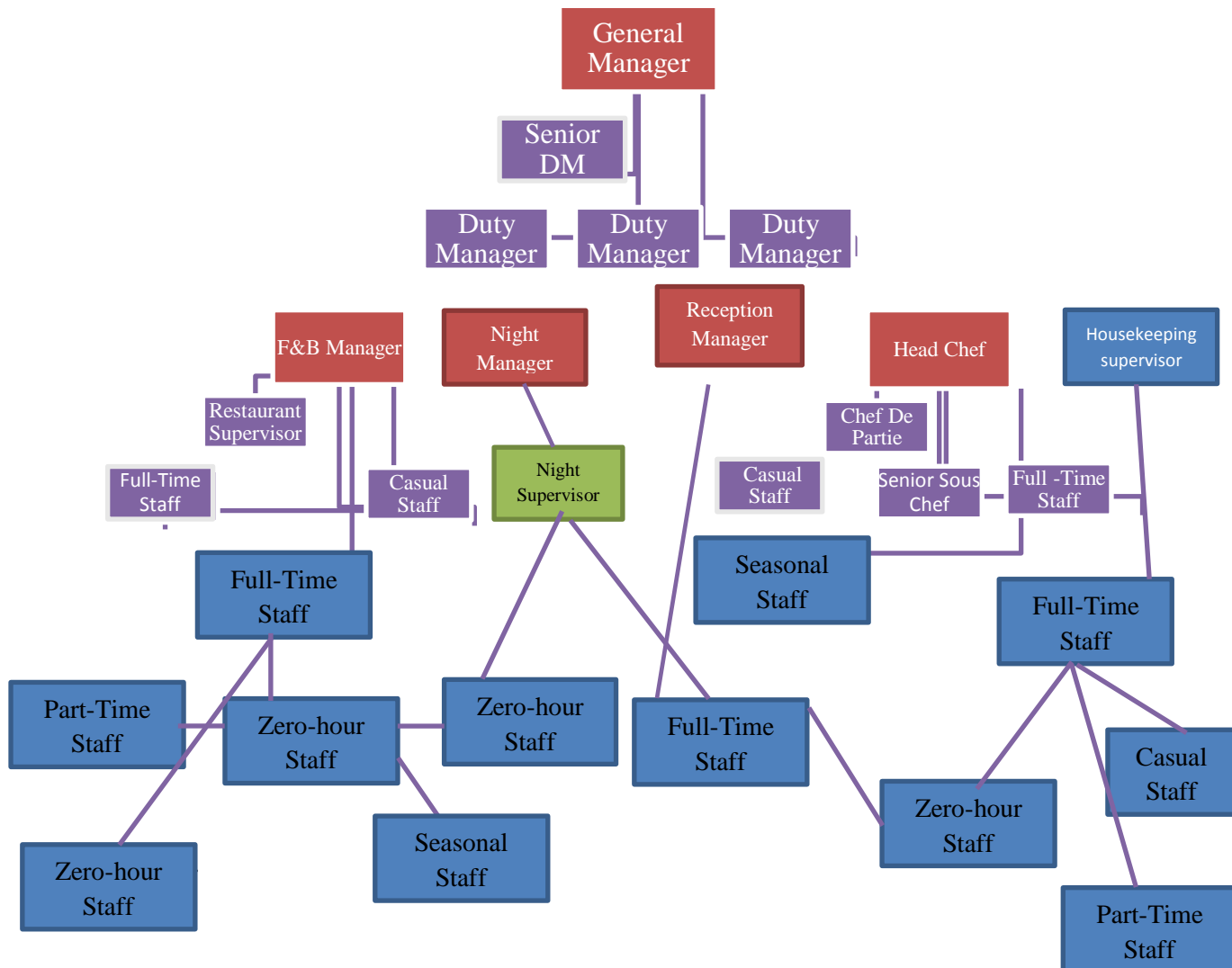
It is clearly seen from Figure 5.3 that the head of the hotel C is the General Manager. His Assistant is the Senior Duty Manager, whose responsibilities are similar to those in the aforementioned hotels. There are three Duty Managers (DMs) similar to the hotel B. There are three Heads of Departments (HODs) in this hotel: F&B Manager, Night Manager, and Reception Manager. The HODs are responsible for the effective operations of their departments. The Head Chef has his subordinates: Chef De Partie and Senior Sous Chef, working in collaboration in order to ensure high quality food service for hotel guests. The Housekeeping department ensures the cleanliness of guests' rooms and public facilities. Similarly to the aforementioned hotel structures, employees work on full-time, part-time, casual, seasonal and zero-hour contracts.

Figure 5.4: The organisational structure of hotel D
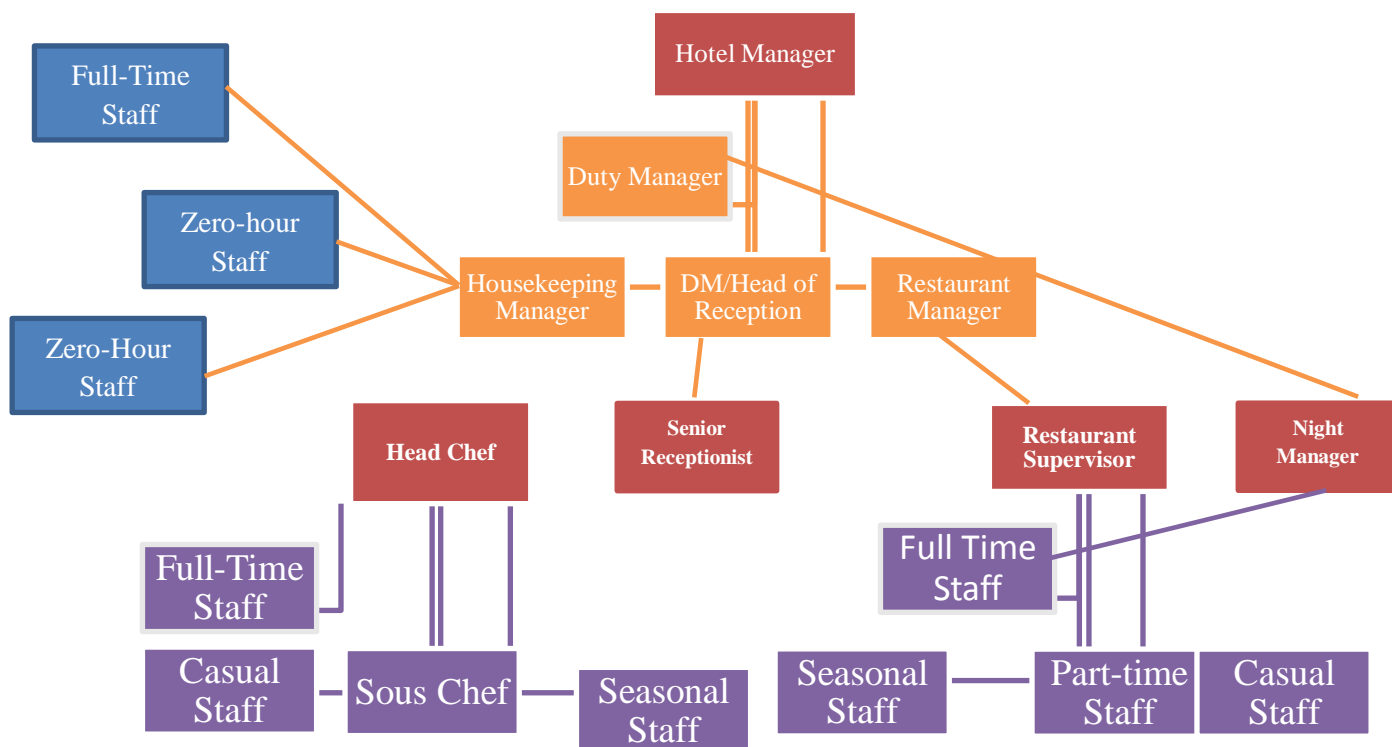
This hotel has the smallest number of employees as evidenced by the hotel structure illustrated in Figure 5.4. The head of hotel D is the Hotel Manager. His responsibilities are similar to those in the aforementioned hotel C. His subordinates, two Duty Managers (DMs), deputise in his absence. It is evident from the organisational structure that the second DM also performs the duties of the Head

Receptionist. There are three HODs: Restaurant Manager, Housekeeping Manager and Night Manager. The Head Chef has only one senior subordinate: The Sous Chef. The Housekeeping department similarly to the aforementioned hotels provides for the cleanliness of the guest rooms. Similar to the latter hotel structures, employees work on full-time, part-time, casual, seasonal and zero-hour contracts.

This section explored the hotel structure of the company under exploration. It was found that the company has an organic organisational structure and that the management structure depends on the size of the hotel operations. The staffing levels depend on seasonality and business needs. It was highlighted that employees work on a variety of contracts.

5.4 Summary

This case study chapter sets the scene for the company under exploration in this research. It explored the types of employment in its four hotels and reviewed the respective organisational structures. The next chapter will focus on the methodology chosen for this research.

Chapter 6: Methodology

6.1 Introduction

This chapter presents the qualitative methodology used to facilitate an inductive approach to exploring the experiences of individual employees within the hotel sector, and the role of TM practices in personal career development. The purpose of this chapter is to offer a rationale for the methodological choices made during this research and to explain how the data were collected and analysed. The theoretical underpinnings of the study, conducting the interviews and sampling are also discussed. Later on, issues of gaining entry and rapport, conducting in-depth narrative interviews, data analysis, writing style and ethical considerations are examined. Finally, the issues of trustworthiness of the research and research limitations are explored.

6.2 Research philosophy and approach

At the beginning of the study, the researcher is faced with an important question of choosing an appropriate research philosophy and approach in order to achieve the research aims and objectives. For a new researcher, this choice is crucial as it directs ongoing research. At the beginning of my journey, I immersed myself in the literature on methodology and came across the concept of a research paradigm. The concept *paradigm* has an ancient origin, first established by Plato in terms of a model and later by Aristotle, in terms of an example (Corbetta 2003). It became popular through the writings of Thomas Kuhn (*The Structure of Scientific Revolutions)* (Holloway 1997). Weaver and Olson (2006, p. 460) stated that "*paradigms are patterns of beliefs and practices that regulate inquiry within a discipline by providing lenses, frames and processes through which investigation is accomplished*".

To ensure a strong research design, researchers must choose a research paradigm that is congruent with their beliefs about the nature of reality (Mills et al. 2006). Krauss (2005) argues that consciously subjecting such beliefs to an ontological interrogation

will illuminate the epistemological and methodological possibilities that are available. A research paradigm helps to clarify the structure of inquiry, and methodological choices. After reflecting on different classifications of the research paradigms, I found very useful the framework by Denzin and Lincoln (2005) and Ponterotto and Grieger (2007). The following table provides a summary:

Table 6.1 Intersection of research paradigms

Item	Positivism	Postpositivism	Critical -ideological	Constructivism/ Interpretivism
Ontology	Naïve realism – "real" reality but apprehendible One true reality; apprehendible	Critical realism – "real" reality but only imperfectly and probabilistically apprehendible. One true reality; approximal	Historical realism – virtual reality. Shaped by social, political, cultural, economic, ethnic, and gender values; crystallized over time	Relativism – local and specific constructed and co-constructed realities. Multiple, equally valid, and socially constructed realities.
Epistemology	Dualist/objectivist; findings true; Detached researcher role.	Modified dualist/objectivist; critical tradition/community; findings probably true	Transactional/ subjectivist; value mediated findings. Interactive and proactive researcher role seeking transformation and emancipation.	Transactional/ subjectivist; created findings. Interactive researcher – participant role; potency of interaction uncovers deeper meaning and insight.
Axiology	Researcher values have no place in the research; must be carefully controlled.	Researcher values must be kept in check so as not to bias study.	Researcher values are central to the inquiry as participant empowerment in the research goal	Researcher biases are inevitable and should be discussed at length and bracketed ("epoch").
Rhetorical Structure	Third person, objective, and "scientific"; detached.	Third person, generally objective, and "scientific" detached and unemotional prose.	First person; relying extensively on participant voices; emotive prose.	
Methodology	Experimental/ Manipulative; careful manipulation of variables and control of confounds; only quantitative methods	Modified experimental/ manipulative; experimental and quasi-experimental; field research, chiefly quantitative methods; some qualitative methods.	Dialogic/ dialectical Naturalistic, highly interactive; creating transformation (dialectic) through transactional discourse (dialogical); chiefly qualitative methods.	Naturalistic, highly interactive; uncovering embedded meaning through words and text (hermeneutical); only qualitative methods.
Inquiry aim	Explanation: Prediction and control		Critique and transformation; restitution and emancipation	Understanding; reconstruction
Nature of knowledge	Verified hypotheses established as facts	Non-falsified hypotheses that are probable facts or law	Structural/historical insights	Individual or collective reconstructions coalescing around consensus
Knowledge accumulation	Accretion – "building blocks" adding to "edifice of knowledge"; generalizations and cause-effect linkages		Historical revisionism; generalization by similarity	More informed and sophisticated reconstructions; vicarious experience
Voice	"Disinterested scientist" as informer of decision makers, policy makers, and change agents		"Transformative intellectual" as advocate and activist	"Passionate participant" as facilitator of multi-voice reconstruction

(Source: Adapted from Denzin and Lincoln 2005 and Ponterotto and Grieger 2007).

This table contains the ontological, epistemological, methodological and axiological assumptions that can be termed the researcher's paradigm (Guba and Lincoln 1994). Ontological assumptions include the nature and form of social reality. Epistemological assumptions establish the relationship between the observer and the reality observed and axiological assumptions refer to the values of the researcher (Denzin and Lincoln 2005). During the research, a researcher approaches the world with a particular set of ideas (ontology) that establish the relationship between the observer and reality (epistemology) which they examine in a specific way (methodology). Methodology, therefore, emerges from ontology, epistemology and axiology and addresses the question of how the researcher gains knowledge (Guba and Lincoln 1994). The research paradigms that are considered in this framework include positivism, post-positivism, critical theory and constructivism/interpretivism (Guba and Lincoln 1994) and their positions on selected practical issues have been discussed in the table above.

This research aims to understand the experiences of individual employees within the hotel sector, and the role of TM practices in personal career development. Thus, my research approach relies upon understanding the way individual employees bring meaning to their experiences and will therefore be interested in the construction and interpretation of the meaning. Therefore, constructivism/interpretivism is the most appropriate research paradigm for this study. As Cobb (1994) claimed, constructivism/interpretivism focuses on the individual's participation in culturally organised practices, face-to-face interactions, and meaning is constructed from individual experiences. This paradigm can provide a unique insight into the experience of hotel employees and their personal view of career development. My own personal experience, having worked in the hospitality industry for more than 15 years, combined with a deep understanding of the aspirations, needs and preferences of employees' careers may shed light on these experiences. In my research, meaning will be co-constructed from the narratives of the individual employees and through my interpretation of their experience. This will allow me to understand what attracts individuals to the hotel sector and how TM practices can influence their personal career development.

The constructivist/interpretivism paradigm can be best understood when compared with its antithesis, the positivist or post-positivist paradigms. Both positivism and post-positivism share the goal of explanation, prediction and control of phenomena, thus emphasising cause-effect linkages that can be studied, identified and generalised using an objective, detached researcher role (Guba and Lincoln 2005; Ponterotto 2005). In contrast to positivism, constructivism/interpretivism assumes multiple and equally valid realities (Schwandt 1994). A constructivist-interpretivist paradigm, therefore, can have as many realities as there are participants and meanings are co-constructed by participants and researchers, implying a subjectivist epistemology (Morrow 2007). The assumptions of this approach, therefore, are idiographic (applying to the individual) and emic (unique to the individual). This approach values subjectivity and makes the research process highly value laden (Denzin and Lincoln 2005).

In the constructivist-interpretivist paradigm, researcher values are assumed to exist and subjectivity is an integral part of the research process. Moreover, as Ponterotto and Grieger (2007) claim, constructivists-interpretivists maintain that the researcher's values and lived experience cannot be removed from the research process and the researcher's axiology should be acknowledged. Morrow (2005) suggests that the importance of understanding the paradigms underpinning one's research cannot be overstated, as they define the methods adopted and further the standards by which research will be evaluated. However, it is acknowledged that it would be too simplistic to assume that each research would fall neatly under a single paradigm, as is the case for this study. Instead Denzin and Lincoln (2005) describe the qualitative researcher as a bricoleur, who crosses paradigms in order to respond to the nature of the research and questions it poses. As a qualitative researcher, it is my responsibility to piece together a set of representations to create a bricolage of the emergent themes associated with the research. I understand that there will be multiple meanings of employees' experiences of TM practices and personal career development in hotels. However, it is not my role to uncover a single truth from the reality of participants in this research, but to provide unique insights into the experiences of employees in hotels and their own views of personal career development.

6.3 Adopting a qualitative approach

This study adopted an inductive qualitative approach, in order to be responsive to the multiple meanings of the employees interviewed. Such an approach was suitable for this study, as there was much to learn about the employees' experiences and the role of TM practices in personal career development, which, to date, has been under-represented within the TM and career literature.

Qualitative research is defined as: *"a reflective, interpretive, descriptive, and usually reflexive effort to describe and understand actual instances of human action and experience from the perspective of the participants who are living through a particular situation"* (Fischer 2006, p.7). *"Qualitative researchers study things in their natural settings, attempting to make sense of, or interpret, phenomena in terms of the meaning people bring to them"* (Denzin and Lincoln 2013, p.6). The following five characteristics are identified by most as key to understanding the nature of qualitative research: natural settings; focus on process, understanding and meaning; the researcher is the primary instrument of data collection and analysis; the process is inductive; and the product is richly descriptive (Fischer 2006; Denzin and Lincoln 2013; Merriam and Tisdell 2015).

The first characteristic of qualitative research is the natural setting. For qualitative researchers, the lived experiences of real people in real settings are the object of the study (Hatch 2002). Qualitative research aims to understand phenomena in real-life settings, and introduces flexibility into the research process, which is sensitive to detailed analysis (Denzin and Lincon 2005). It allows immersion into the natural setting and describes experience beyond the surface phenomena. This was essential for my research as I work in the company under exploration. I am well acquainted with both managers and employees. All the interviews were conducted at the various hotels so that the natural setting enabled my understanding of the experiences of individual employees and the role TM practices played in their personal career development.

The second characteristic of qualitative research is the focus on understanding meaning. The overall purpose of qualitative research is to achieve an understanding of how people make sense of their lives, describe the process of meaning-making and how people interpret their experience. The key concern of the qualitative researcher is to understand a phenomenon from the participants' perspective, not the researcher's. This is sometimes referred to as the *emic* or insider's perspective, versus the *etic* or outsider's view (Denzin and Lincoln 2005). As highlighted previously, being an employee of the company under exploration afforded me a privileged insider's perspective. I was able to have regular interactions with employees and managers, observing them at work, taking notes from employees' meetings, being present during appraisals and uncovering the meaning employees gave to their experience.

The third characteristic of qualitative research is that the researcher is the primary instrument of data collection and analysis. Since understanding is the goal of qualitative research, the human instrument, who is able to be responsive and adaptive, is the ideal means of collecting and analysing data (Merriam and Tisdell 2015)**.** I was the primary instrument of the research and my insider position gave me direct access to the participants and the organisation. As an insider I gained the trust of both the company and the employees, therefore, no one else would have been able to gain the same access for this research. I was in a unique position which afforded me not only to make explicit my stance within the research but also allowed me to capture in-depth insight into participants' everyday working life. I was able to immerse myself totally in the research to gain a profound understanding of participants' experiences.

The fourth characteristic of qualitative research is that the process is inductive in nature. Denzin and Lincoln (2005) claim that a researcher enters the research process by uncovering assumptions. Therefore, qualitative research does not follow a strict sequence (Maxwell 2012). The primary purpose of inductive qualitative research is to allow research findings to emerge from the raw data, without the restraints imposed by structured methodologies (Thomas and Magilvy 2011). The inductive approach was vital in my research, as it enabled me to derive concepts and themes from my thematic analysis on a topic that is little explored. This led me to new

literature which was interwoven with the data in the findings chapter. Whilst conducting the narrative interviews I tried not to let my knowledge of the research topic influence the data collection and analysis. I was open to new themes as they emerged, which I had not given prior consideration to. I was committed to being directed to unfamiliar literature. For example whilst exploring the theme *being an employee in hotels,* a sub-theme of *overcoming language barriers* emerged due to the fact that the majority of the staff had a multicultural background with English being their second language. This raised the issue of language barriers and highlighted the importance of developing communication skills.

The final characteristic of qualitative research is that its product is richly descriptive. Words and pictures rather than numbers are used to convey what the researcher has learned about a phenomenon (Mason 2002). There are likely to be descriptions of the context, the participants involved, and the activities of interest. Data in the form of quotes from documents, field notes, participant interviews, and excerpts electronic communication can be included in support of the findings of the study contributing to the descriptive nature of qualitative research. This was important for my research as in my Findings and Analysis chapters I used extensive quotes from employees' narratives, which provided contextualisation and authenticity. Furthermore, thick and rich descriptions added to the validity of my research.

6.4 Narrative research

Defining narrative inquiry is difficult; indeed, the key authors such as Polkinghorne (1988), Clandinin and Connelly (2000), Riessman (2008) and Bamberg (2010) find it challenging to define its boundaries. Clandinin and Cane (2008, p.542) define narrative inquiry as *"the first and foremost way of understanding experience. It is also a research methodology. It is, then, both a view of the phenomena of people's experiences and a methodology for narratively inquiring into experience and thus allows for the intimate study of individuals' experiences over time and in context".* Narrative inquiry implies a general approach that views the individual within their social environment, and in everyday situations (Bamberg 2010). Clandinin and

Connelly (2000, p. 20) suggest that *"narrative inquiry is a way of understanding and inquiring into experience through collaboration between researcher and participants, over time, in a place or series of places, and in social interaction".*

The choice of narrative inquiry for my study was arrived at after much careful consideration. I researched phenomenology, grounded theory and ethnography, however, after in-depth scrutiny of the methodology literature, I concluded that the narrative inquiry was the most relevant method that best suited the aim of my research, namely to understand the experience of individual employees within the hotel sector and the role of TM practices in personal career development. The following characteristics of the narrative inquiry allowed me to capture and understand the experience of individual employees. Moen (2006), Riessman (2008) and Bamberg (2010) highlight that there are three main characteristics of narrative inquiry: human beings organise their experiences of the world into narratives; stories that are told, depend on an individual's past or present experiences; there is a collaborative relationship between the researcher and their participants.

The first characteristic of narrative inquiry is that narrative is regarded as "the primary scheme by which human existence is rendered meaningful" (Polkinghorne, 1988, p.1). Narrative research is focused on how individuals assign meaning to their experiences through the stories they tell. In my study, the participants unfolded their experiences of career development and the influence of TM practices. I noticed that the narration of experience came naturally; they told me the sequence of events that were meaningful and significant to them in terms of their career development in hotels. Thus, storytelling was a way of recounting and creating order out of experience (Riessman 2008).

The second characteristic of narrative inquiry is that stories depend on an individual's past or present experiences. Stories cannot be viewed simply as abstract structures isolated from an individual's experience. Experience is a continuously developing narrative that is constantly changing (Heikkinen 2002). Human

knowledge of the world is dependent on experience and values (Bakhtin 1986). As such, during the narrative interviews, participants referred to past and present experiences of career development. They revealed their hospitality background, emphasised the importance of education for their future career and acknowledged all the stages of their career development that led them to achieving their dream career in hotels. They highlighted that developing a career in hotels was vital for them, as it afforded them to increase their motivation, job satisfaction and set career-related goals.

The third characteristic of narrative inquiry is that stories of experience are shaped through discussion with participants in a dialogue. As we make our way through life, we have experiences and interactions both with our surrounding world and with ourselves (Moen 2006). Therefore, creating a narrative implies a process, whereby a story occurs in dialogic collaboration between the researcher and the participant which becomes fixed in text. The individual stories that emerge are available for direct observation and interpretation (Polkinghorne 1988). The value of dialogic interactions between the participants and the researcher was clearly seen in my research. In narrative research, dialogue requires interpretation throughout as we try to listen and learn from others. Its focus is learning and it leads to understanding of the stories about individuals or groups (Amalia et al. 2014). In my research, participants revealed their personal career development in hotels, shared their positive and negative experiences and highlighted important career goals. By entering into a dialogue with my participants I uncovered hidden meanings in their experiences and at the same time I learnt from their experience. The dialogue with the participants helped me as a researcher to create trust through a personal relationship. I took rigorous notes on their stories, analysed them and tried to extract the essence of their experience. Later on, when conducting thematic analysis of the narratives, these were critically evaluated.

To date, narrative inquiry has received no attention within the TM and career literature. Therefore, this study fills a methodological gap in the literature. Thunnissen et al. (2013) and Panda and Sahoo (2015) believe that the TM and career literature needs to include an understanding of experiences, and outcomes of individual employees in terms of TM practices in the hotel sector. One reason for the

omission of this research approach in the TM and career literature is that it is *"a more difficult, time-consuming, intensive, and yet, more profound method to begin with participants' living because in the end, narrative inquiry is about life and living"* (Connelly and Clandinin, 2006, p. 478). Narrative analysis can be time consuming. Patience and consistency are required in transcription and analysis of the data (Clandinin and Connelly 2000). This may explain why it is not very often chosen as a research approach.

6.5 Data collection

Data collection was completed in two stages:

January-February 2015 – collecting company HRM documents, in order to understand how TM is implemented from the organisational perspective.

June 2015-July 2015- conducting narrative interviews with the employees and managers of all four hotels in the company (see Figure 6.1)

Figure 6.1.The timeline of narrative interviews

15 June 2015 Narrative 01 in hotel A

18 June 2015 Narrative 02 in hotel A

24 June 2015 Narrative 03 in hotel A

10 July 2015 Narrative 04 in hotel A

16 July 2015 Narrative 08 in hotel B

15 July 2015 Narrative 07 in hotel B

14 July 2015 Narrative 06 in hotel B

13 July 2015 Narrative 05 in hotel B

21 July 2015 Narrative 09 in hotel C

23 July 2015 Narrative 10 in hotel C

25 July 2015 Narrative 11 in hotel C

26 July 2015 Narrative 12 in hotel D

30 July 2015 Narrative 15 in hotel D

29 July 2015 Narrative 14 in hotel D

29 July 2015 Narrative 13 in hotel D

The first step in the data collection involved an initial understanding of the organisational perspective on TM. During the months of January and February 2015, I examined documents and policies, and courses for training and the career development for all staff, and NVQs in all of hotels in the company under exploration. Access was granted to the Head Office of the company where I was allowed to examine HRM documents, such as: induction forms for employees at all levels, probation and mid-probation questionnaires, appraisals of the staff at all levels, exit interviews, interviewing and selection of the candidates for a job, procedures for career development, retention policy, advertising for candidates, training and development needs in different departments.

During the second phase of data collection 15 narrative interviews were conducted with eight employees and seven managers of different ages, nationality, gender, departments and experience to maximize variation. The subdivision into the managers' and employees' perspective was important for this research, as it helped to reveal differences and similarities in their personal career development.

6.6 Gaining access

One of the greatest difficulties in conducting research successfully is the ability to obtain access to the research field (Feldman et al. 2003), and often researchers can spend a considerable amount of time on this task (Patton 2002; Okumus et al. 2007). Gaining entry refers to negotiating access by securing permission from the gatekeeper who has control over the subjects of research interest (Holloway and Wheeler 2010). Devers and Frankel (2000) argue that understanding the gatekeepers' view is crucial for negotiating and maintaining access and for the credibility and integrity of research. Gatekeepers share interest in the research and have concerns, including the time taken, the resources used, exposure of the company to competitors and the maintenance of privacy and confidentiality (Patton 1990). The gatekeepers identified for my study were the Hotel Managers or the General Managers of all four hotels in the company. As discussed previously, being an employee of one of the hotels under exploration put me in a favourable position. The Hotel Managers were keen to collaborate with me and offered their support to facilitate conducting the narrative interviews. My insider status afforded me easy

access to all hotels in the company which allowed me to conduct my in-depth narrative interviews without any difficulty. It was evident that someone without insider status couldn't have gained access easily. Firstly, I had access to all the company's property and was entrusted by the managers and employees to conduct my narrative research there. Secondly, there was an environment of trust and openness which might not have been achieved otherwise. Due to the fact that I was familiar with the group and social setting, both employees and managers were willing to discuss and share their experiences because there was a sense of understanding and kindred spirit: "You are one of us". This allowed for open and frank discussion of personal career development without the fear of being misunderstood or misinterpreted. Finally, being a fellow employee enhanced my depth and breadth of understanding of their experiences, which might not have been the case for an outsider.

6.7 Sampling and participant profile

Non-probability purposive sampling was adopted for the selection of participants in my research. As Polkinghorne (1988) claims, purposive sampling involves a deliberate selection of the individuals suitable for the research purposes. Cresswell et al. (2007) suggest that purposive sampling involves the researcher choosing the participants and the settings that allow them to address the research question. Purposive samples can be of different varieties, for example Patton (2002) outlined sixteen types of purposive samples—but the common element is that participants are selected according to predetermined criteria relevant to a particular research aim. Patton (1990, p.169) states that purposive sampling allows one "*to select information-rich cases for study in depth. Information-rich cases are those from which one can learn a great deal about issues of central importance to the purpose of the research*".

The selection of participants was criterion based: Jones et al. (2013) identify this as a process whereby sampling criteria are formulated and the participants are chosen accordingly. The criteria were identified following the review of the initial body of

research and were as follows: age, gender, hotel department, position, years of experience and nationality. These characteristics would better reflect the sample population needed to address the research question. For example, age and gender could impact on the employees' experience; different hotel departments and positions could experience TM practices differently; length of service might impact on the depth of knowledge of TM practices and nationality could influence the level of understanding.

The sample size in narrative inquiry is normally small, due to the large amount of data that the researcher needs to analyse (Connelly and Clandinin 2006). Many authors, such as Sandelowski (1993), Bluff (1997) and Morse (2000) recommend the size of the sample to be established inductively in that sampling continues until data saturation occurs. Saturation in fact, has become a gold standard, by which purposive sample sizes are determined in qualitative research (Morse 2000). There is no cap on how many participants should take part in the research, as long as the needed information is obtained (Bernard 2002). Seidler (1974) suggests that for data to be reliable, the minimum size of purposively selected participants is five. However, often, a sample size is initially projected but remains fluid throughout the research process (Clandinin and Connelly 2000). In my research 15 participants were interviewed. Saturation was reached by the 15th in-depth interview. As stated by Guest et al. (2006), saturation in narrative research is a fluid concept, because, while stories are expected to have some common themes, each storyteller and thus each story, is unique. Even so, an intensive study by Guest et al. (2006) showed that 92 per cent of their total thematic codes emerged by the 12th interview.

As a type of non-probability purposive sampling, a maximum variation sample was suitable for my research. As Patton (2002) advised, maximum variation sampling is used to capture a wide range of perspectives relating to the topic that the researcher is interested in studying: people, cases/organisations, events, etc. The basic principle behind maximum variation sampling is to gain greater insights into a phenomenon by looking at it from all angles. This can often help the researcher to identify common themes that are evident across the sample. A maximum variation sampling could

afford me to better address the research aim, as I believed that experiences would differ between the category and level of employees. The sample was as follows:

1) Permanent employees (full-time and part-time)
2) Hotel employees in a chain (employees of the hotels A, B, C and D)
3) Length of service (2 years plus).

The following Table provides the participant profile:

Table 6.2: Employees' participant profile

No.	Age	Gender	Hotel Department	Position	Years of experience	Nationality
1	23	Female	Front of House	Receptionist	5	Portuguese
2	47	Male	Nights	Night Porter	5	British
3	55	Male	Restaurant	Restaurant Supervisor	12	Egyptian
4	35	Male	Nights	Night Porter	5	Italian
5	44	Male	Management	Deputy Hotel Manager	9	British
6	55	Male	Management	Hotel Manager	11	British
7	49	Male	Management	Hotel Manager	12	British
8	60	Male	Restaurant	Restaurant Manager	13	Dutch
9	30	Female	Conference and Banqueting	C&B Manager	8	British
10	37	Male	Food and Beverage	F&B Supervisor	6	Portuguese
11	38	Male	Front of House	Reception Manager	7	French
12	29	Male	Conference and Banqueting	Guest Services	5	Polish
13	43	Female	Front of House	Receptionist	4	Latvian
14	25	Male	Restaurant	Restaurant Assistant	5	British
15	45	Male	Kitchen	Head Executive Chef	13	British

6.8 Conducting the interviews

Narrative interviewing was used as a method to get interviewees to recount their experiences and views of the topic, through telling stories or narratives (Bates 2004). This method allows interviewees a greater voice and builds up the dialogue between the researcher and the participant (Guest et al. 2006). It provides the researcher with an insight into the manner in which the study participants make sense of their everyday lives, in relation to the overall research topic (Riessman 2008). Muylaert et

al. (2014, p.184) proposes that narrative interviewing *''aims to encourage and stimulate the interviewee subject (informant) to tell the interviewer something about some important events of his/her life and the social context''*.

Following ethical approval from Bournemouth University, participants were contacted by email inviting them to take part in the study. A Participant Information Sheet detailing the aim of the study (see Appendix A) was also sent. Prospective participants were contacted either by telephone or face-to-face. Participation was voluntary. Interviews were conducted at a time and place convenient to the participants. Participants were issued with a consent form prior to interview (see Appendix B). Participants were informed that they could withdraw from the study at any time. All the interviews were digitally recorded. To ensure confidentiality and anonymity all interviews were conducted in a private room so that no one could be overheard and names were substituted with pseudonyms.

A narrative interview guide was prepared. I had three broad topics: life as a hotel employee, understanding TM practices in hotels and personal career development in hotels. Those topics were not chosen randomly. They mirrored the aim of my research which was to understand the experience of individual employees within the hotel sector and the role of TM practices in personal career development. I allowed my knowledge of the relevant literature and sector to influence the guide but I also strove to remain open to new and unexpected information. I was guided by Wengraf (2001), who recommends encouraging participants to talk in-depth about their experiences by using the following prompts: *that is interesting, can you please tell me a bit more about it in greater detail?* I adopted a similar prompting technique: "Can you please tell me what brought you to the hospitality industry? Tell me about your work personal experiences and events. You can tell your story in any way you feel comfortable, perhaps beginning by telling me a bit about your hospitality background. Tell me what attracted you to hospitality and then briefly describe your career development journey since you joined the industry". Later on, I asked: "You have told me about your career development journey since you joined the industry. Now, I would like you to tell me about your career progression in more detail. What

is important for your individual career development? Feel free to share any experiences and events that have a great impact on your career." Finally, I asked them: "Can you tell me what TM practices, such as attraction, development; retention and leadership affect your personal career development. Feel free to describe any experience which matters to you connected to those practices."

The researcher was led by the participants throughout the interview, so that the latter had control of the interview process and related their story openly and freely. This approach fosters an emic perspective where the interviewee decides the direction and focus of the interview. The interviews were terminated when the participants and I were happy that their story and experiences had been recounted, at which point they were asked if there was anything else they would like to add. They were thanked and informed that I was happy to answer any questions they might have regarding possible future engagement in the research. Most of the employees were happy to be contacted again if further clarification was needed. They all said that they were grateful that they had had an opportunity to tell their story.

After each interview I held a reflective session, where I analysed what went well and not so well for further improvement. Clarke and Hoggett (2009) note that reflection in qualitative research is seen as a resource for understanding data that are embodied, unspoken or unavailable to consciousness. For example, after the interview with Katia I realised that she was not willing to talk freely due to shyness. I had to encourage her by saying: "Oh that is interesting, could you tell a bit more about it." Some way through the narrative interview I asked Katia about her family life and work-life balance. She felt that this topic was very important for her and she began to speak very freely. Here is an extract as an example: "*I joined the industry because I have my little one and working as a receptionist gives me my flexible hours, late or early shift, where the rest of my life I can spend with my daughter. She is only 8 months now and exploring everything all over the house. So working those shifts allows me to watch her every step and not to miss anything. The kids grow quickly and the parents need to be there for them to see all these changes. It definitely fits around my family and gives me the opportunity to spend more time with my*

daughter, when she needs me. I change my hours and my partner's hours if it is difficult to balance all the activities. I am generally happy about it."

On reflection, I realised that for future interviews each approach had to be more personalised. Once Katia spoke about her family, she gained confidence and opened up during the rest of the interview. My interest in her family life and how this affected her working life led this to be the most detailed interview. Through the reflection process I improved my interviewing skills, and I was able to modify my approach between interviews.

6.9 Data analysis

Interviews of between 1.5 to 3 hours in duration were digitally recorded and fully transcribed by the researcher. Data were analysed using the technique of thematic analysis. According to Riessman (2008, p.58), *"in thematic narrative analysis, emphasis is on "the told" the events and cognitions to which language refers (the content of speech)".* Thematic analysis focuses on the "what's" of the stories (rather than the structure), and seeks to identify common elements in order to theorise across cases (Riessman 2008). The data analysis followed the guidelines identified by Braun and Clarke (2006). They define thematic analysis as "*a method for identifying, analysing and reporting patterns (themes) within data"* (p.79). It organises and describes the data set in rich detail. Thematic analysis is a complex process that involves reading the transcripts several times, inductive coding, developing themes and subthemes, and seeking to identify core narrative elements associated with each theme (Braun and Clarke 2006). Holloway and Wheeler (2010) describe this process as an iterative one, where the researcher moves back and forth when analysing and interpreting the data. This makes analysis time-consuming and demands determination, energy and patience on the part of the researcher.

My thematic analysis proved to be no exception. The audio recordings totalling 27 hours of digital recording were personally transcribed resulting in 15 transcripts of employee narratives. The process spanning over 4 months, ended with a 300 page document totalling, more than 210,000 words. In the margins, note was made of

participants' mood and intonation to prepare the transcript for analysis. Transcription took place after each interview when information was still fresh and this was followed up by a reflective session. In order to familiarise and immerse myself in the data I listened to the interviews and read the transcripts several times.

In order not to distance myself from the data and to stop the analysis becoming too mechanical, I decided not to use computer software such as NVivo for the data analysis. Creswell (2012) believes that the use of computer software may result in a loss of meaning and inference; in effect, it will take researchers away from the data. Ironically, it has been suggested that software is more likely to increase the chance of researchers falling into a 'coding trap' (Gilbert 2002, p.218), *"becoming ever more immersed in the minutiae of the data, since it encourages attention to granularity but not always generalisation"*.

Braun and Clarke (2006) identify six phases in the process of conducting thematic analysis, as outlined in table below. I will illustrate step by step what I did in each stage of my thematic analysis.

Table 6.3: Phases of thematic analysis

Phase	Description of the Process
1. Familiarising oneself with the data	Transcribing data, reading and re-reading it, noting down initial ideas.
2. Generating initial codes	Coding the interesting features of the data in a systematic fashion, across the entire data set, collating data relevant to each code.
3. Searching for themes	Collating codes into potential themes, gathering all data relevant to each potential theme.
4. Reviewing themes	Checking if the themes work, in relation to the coded extracts (level 1), and the entire data set (level 2), generating a thematic map of the analysis.
5. Defining and naming themes	On-going analysis, to refine the specifics of each theme, and the overall story that the analysis tells, generating clear definitions, and names for each theme.
6. Producing the report	The final opportunity for analysis. Selection of vivid, compelling extract examples, final analysis of selected extracts, relating back the analysis to the research question and literature, producing a scholarly report of the analysis.

Source: Adapted from Braun and Clarke (2006).

As mentioned previously, stage one, took place immediately after the interviews. The transcription and reading and re reading of data allowed me to familiarise myself with the data. Later recurring words or phrases were highlighted and noted in the margins. During the second stage I used multicolour pens to highlight and label the codes. Braun and Clarke (2006) note that a code is an effective and succinct label that captures a key analytical idea in the data and conveys this to the researcher. I scrutinised the data ensuring that no omissions occurred in the coding process. Once all my data were coded, similar codes were grouped together which led to the emergence of themes. According to Braun and Clarke (2006), themes generally identify a broader level of meaning than codes. I grouped clusters of similar codes into potential themes and created a thematic analysis map. This allowed me to visualise all the emerging themes which was useful in the further stages of the analysis. This stage is the most important, as Clarke and Brown (2014) suggest that themes should be relevant to answering my research question. During stages four and five, I reviewed the themes and determined the overarching themes.

The thematic analysis identified three overarching themes, which formed the basis for each findings chapter: Life *as a hotel employee, Understanding TM practices in hotels and Personal Career Development in hotels.* These themes were further broken into sub-themes, for example in Chapter 7, the overall theme is "*Life as a hotel employee*", which was sub-divided into educational background, balancing working and social hours, getting job satisfaction, being motivated and overcoming language barriers. Once all my themes and sub-themes had been identified I was ready for the final stage of writing the Findings and Analysis Chapters that afforded me to establish a complete story to be told from the participants' perspective and to understand the experiences of individual employees within the hotel sector, and the role of TM practices in their personal career development. The following Figure presents the thematic and sub-thematic analysis:

Figure 6.2: The thematic and sub-thematic analysis
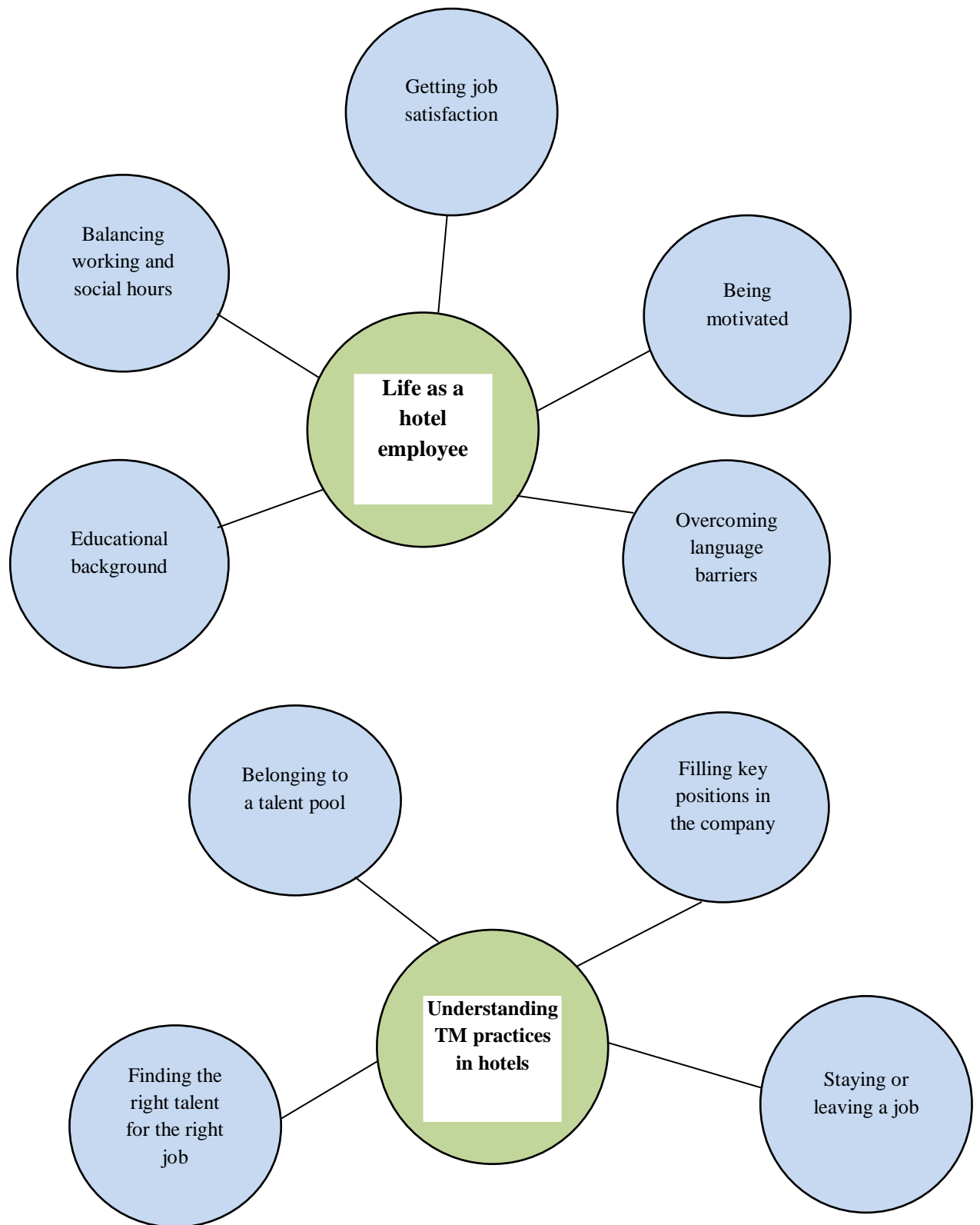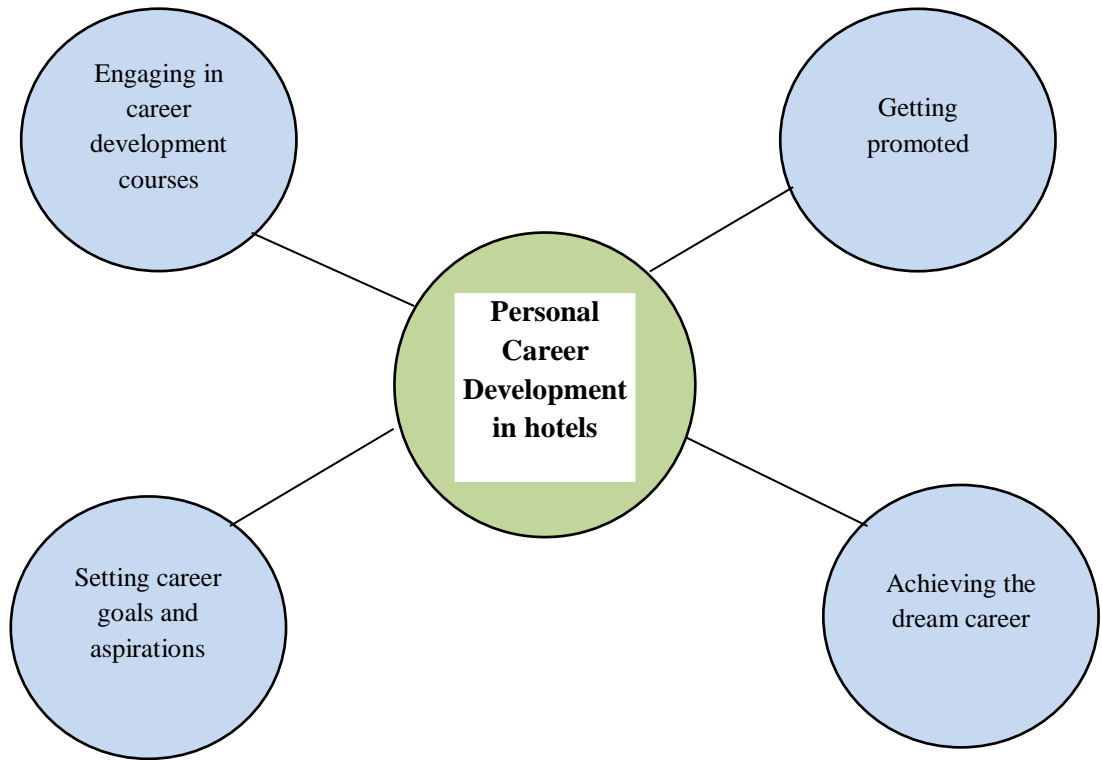
6.10 Writing style

In qualitative research an important consideration is one of voice, which concerns the struggle to find out how to present the author of research and the participant (Berger 2013). Voice refers to the way in which the researcher simultaneously presents his or her self and the participants' selves in the story (Dunya et al. 2011).

Numerous researchers such as Charmaz and Mitchell (1997), Seale (1999) and Brewer (2000) encourage the inclusion and presence of the writer in the text. This means writing in the first person. I use the first person throughout the thesis to show my personal involvement in the field and to emphasise my role as a researcher. As advised by Gilgun (2005), the use of the first person makes the researcher accountable for their actions and decisions during the research process. Wolcott (2001, p.21) claims that: *"Recognising the critical nature of the observer's role and the influence of his or her subjective assessments in qualitative research make it all the more important to have readers remain aware of that role, that presence. Writing in the first person helps authors achieve those purposes. For reporting, qualitative research, it should be the rule rather than the exception."*

Meanwhile, to give the participants their voice polivocality is advocated (Lindlof and Taylor 2002). According to Denzin and Lincoln (2005), polivocality helps the researcher to make sense of the multiple voices that speak through individual lived experiences. Polivocality can be achieved through the extensive use of quotations (Brewer 2000). However, quotations should be used with caution in order not to overwhelm analysis (Brewer 2000).

6.11   Ethical considerations of the research

Narrative research consists of obtaining and then reflecting on people's lived experience. It is self-evident that narrative researchers have an ethical duty to protect the privacy of those whose lives they study, in order to contribute to the knowledge in their scholarly fields (Connely and Clandinin 2006). Prior to conducting this research, ethical approval was obtained from Bournemouth University. I produced a consent form, which informed the participants of the aim of the study, and of what the study involved (see Appendix 1). Interviews were commenced after each participant signed the consent form. Participants were informed that interviews were recorded for the purposes of transcription and analysis only.

The importance of ethics when dealing with a sensitive topic, such as exploration of the experiences of individual employees within the hotel sector, and the role of TM practices in personal career development cannot be underestimated. Therefore, I took appropriate steps in this respect. I told the participant they had the right to withdraw at any time during the research process if they felt uncomfortable. They were informed that their confidentiality and anonymity were paramount in the reporting of their personal narratives. Each participant was assured that if he or she felt uncomfortable during the interview process, they could take a break or re-schedule the interview for another day and time convenient for them. Some did become upset when they were talking about sensitive issues and asked to have a break. The interview was paused so that the participant could rest. As advised by Corbin and Morse (2003), using a break during an interview can help the participants to calm down if necessary. The challenge is for the interviewer to be able to maintain equilibrium, go on listening, and contain (i.e., calmly bear) the emotional

experiences being recounted or expressed (Holloway and Jefferson 2000). All my interviews were approached in a sensitive manner.

Ethical considerations were just as important at the end of the interview as at the beginning. Good interviewing practice means 'returning to less emotionally saturated ground than may have been present earlier in the interview' (Corbin and Morse 2003) and trying to end on a positive note. This is often a time of vulnerability for interviewees, who have just exposed important aspects of their lives and may feel intimately connected to the interviewer. Thus, the end of the interview in some ways encapsulates a termination process, where it becomes important for both people to voice how they felt about the experience and to note its meaningfulness (Holloway and Jefferson 2000). It was important for me to leave a good impression for the participants, when the interview finished, so I always said: *"I appreciate your openness and willingness to share your experiences with me. I feel that I have learned a lot from you that will help me in research. If you have anything further to share please don't hesitate to contact me''*.

As I work for the company under exploration, other ethical issues arose such as: confidentiality, potential harm to participants and privacy. Confidentiality can be defined as a commitment to protecting an individual's privacy when that individual has disclosed information in the context of a relationship of trust in research (Silverman 2016). Therefore, I placed special importance to ensure that the participants' names and positions were not shown in the transcripts for the purpose of non-identification and confidentiality. This was especially essential, when the participants discussed sensitive issues about their employer, career development, policies and company procedures. Another ethical consideration was to minimise harm to participants while maximising the benefits of the research. Silverman (2016) claims that should anything unexpected happen, it is the responsibility of the researcher to mitigate the harm experienced by participants and others involved in the research. I ensured that no harm befell the participants at any stage of the research. Moreover, I guaranteed utmost confidentiality and that no information would be passed on to management.

I also guaranteed privacy for participants and that no identifiable information was revealed in both written and verbal communication. I made sure that no information on employee details, intention to stay in or leave the company, attitude to management, contracting system, and pay benefits, was disclosed.

6.12 Demonstrating the trustworthiness of the research

The notion of trustworthiness of qualitative research is highly debated in the methodological literature (Lincon and Guba 1985; Mishler 1990; Sandelowski 1993; Denzin and Lincoln 2013). There is no consensus over this term and therefore, I adopted a number of strategies that allowed me to achieve trustworthiness in my research. I decided to adopt the techniques proposed by Lincoln and Guba (1985), Cresswell and Millner (2000) and Maxwell (2009) as shown in the following table:

Table 6.4: Techniques for achieving trustworthiness in research

Authors	Techniques
Lincoln and Guba (1995)	Member checking
Maxwell (2009)	Thick description
Lincoln and Guba (1995)	Audit trial
Creswell and Milner (2000)	Researcher reflexivity

Source: Adapted from Lincoln and Guba (1985), Cresswell and Milner (2000), Maxwell (2009).

In order to establish credibility, I followed the criterion of member-checking. Patton (2002) defines member-checking as the final report that allows all the participants to check whether the researcher adequately reflects their social world. The participants were asked to read transcripts of their dialogues and to state whether or not they were satisfied that their narrative was accurately represented and not misinterpreted by the researcher. I felt it was ethical to allow the participants to review their data and the interpretations drawn, and comment on it. All participants were happy with how I interpreted their narratives as well as with the interview.

Thick descriptions improve the credibility of the research as they help to contextualise the findings (Maxwell 2009). The narrative approach relies on thick descriptions without which it is difficult for the reader of the final account to determine the extent to which the overall findings are true. The narrative approach relies on understanding the experience of the participant through sharing rich insights into lived experience (Riessman 1993). Thick description in my research involved detailed and rich descriptions of the actions, behaviours and feelings of the participants. Preservation of the participants' voices in the employees' narratives also allowed me to remain faithful to the context.

During the research process, I created an audit trail that allowed me to provide an account of all my research decisions and activities. An audit trail is an important part of establishing rigor in qualitative research as it describes the research procedures used including theoretical, methodological and analytic choices (Sandelowski 1993; Koch 2006). This process made me accountable for the decisions taken in my research journey and I developed analytical memos at different stages, but particularly during thematic analysis. I also kept a research dairy when I was doing my in-depth narrative interviews as an integral part of the audit trial which made me more reflexive as a researcher.

Finally, reflexivity is an important part of qualitative inquiry because it is through reflection that qualitative researchers acknowledge the value and beliefs that they bring to the study (Guillemin and Gillam 2004). Parahoo (2006) suggests that reflexivity involves researchers recognising that they are part of the social world under study. Reflecting on the process of one's research and trying to understand how one's own values and views may influence findings adds trustworthiness to the research. Reflexivity is a conscious attempt to be explicit about personal biases, assumptions and values that the researcher holds as these have some influence on the research process (Curtin and Fossey 2007). In being explicit, the researcher is attempting to ensure that the findings are reflective of the participants', rather than their own perspective.

Kralik (2005) argues that reflexivity is a way of engaging in self-reflection about the research process in order to enhance one's understanding of the researcher and the researched. It also aims to reflect on issues and experiences that emerge in the research journey in order to enable the researcher to lessen his or her biases and increase the trustworthiness of the research process (Minichiello and Kottler 2010; Glesne 2011).

Self-reflection was a critical part of establishing rigour in this study. During my efforts at self-reflection, I realised that my personal biases influenced my choice of research topic. I always wanted to understand what attracted individuals to the hotel sector, how they developed their career and how TM practices could benefit employees in their career advancement. Secondly, as an employee of the company under exploration I had easy access to all the hotels. Thirdly, I had rapport with all the employees in the company, as I knew most of them personally. Having said that, during the interviews, even if I had known the participants for a long time, I treated them impartially as interviewees. As a hospitality professional working with my colleagues on a regular basis, I witnessed their success and failures in their career development. I wrote a reflective journal, where I put down all my thoughts about each participant, how they should be approached during the interview. Holloway and Wheeler (2010) believe that the self is always present in qualitative research but that being a qualitative researcher means being accountable for the choice of data they prioritise and its subsequent interpretation. In this sense, researchers cannot exclude themselves from data collection, analysis and reporting but they must take a critical stance to their work when they have completed it. After the first interview, if I thought that my participant was not eager to reveal their career development journey in detail, I had to encourage them and ask them to tell me a bit more. Later on, I had a reflective session, where I noted down, what went right or wrong during that interview. That helped me a lot to avoid similar difficulties during my following interviews. After the second interview, I started to recognise and noted down some participants' behavioural patterns. It became apparent that if a participant was not keen to talk, I had to offer a tea-break, as I called it. After this the narrative flowed better and without any interruptions. When the participant was emotional and very talkative, I did not interrupt, and allowed them to finish the narrative. My own

reflexivity enabled me to witness my own biases in data collection and interpretation. For example, when employees talked about their experience, as an employee myself, I was slightly biased because of my own feelings and my personal hospitality experience. However, having an awareness of my own biases helped to shape the structure of the thesis and my analysis, ensuring that the participants' voices were given prominence throughout the analysis and results.

6.13 Limitations of the research

This study had a number of limitations including closeness to participants and language barriers. The first one was closeness to participants. Participation might have been limited due the fact that I was known to the participants. Though reassurances were given about confidentiality, some employees would not take part due to fear of identification. Moreover this could also have had an impact on the narrative as participants might have not contributed as openly for fear of retribution. In addition my closeness to the participants as part of narrative research may have affected my subjectivity and biases and could have influenced the results.

Language barrier was one of the main limitations of this study. For the majority of the staff English is their second language. Their backgrounds varied from Egyptian, Portuguese and French to Italian, Polish and Latvian. Some of the questions were lost in translation. This issue of language and translation was raised by Kapborg and Bertero (2002), Squires (2009) and Walker and Dung (2016). During my narrative interviews if something was not clear I acted as an interpreter. This therefore could have influenced some of the responses and thus data quality could have been affected.

6.14 Summary

This chapter has presented the interpretive, qualitative research design, and introduced the inductive approach that was used for data collection through narrative interviews. Fifteen in-depth narrative interviews were conducted with employees in the company under exploration in order to generate understanding of their experiences in hotel settings. The data were analysed using thematic analysis, resulting in three key themes*: Life as a Hotel employee, Understanding TM practices and Personal Career Development in hotels.* A thematic framework has been produced in order to illustrate the main themes and sub-themes, which were developed through analysis and interpretations. There were a total of three key themes presented which will be discussed in the following chapters, whose structure remains true to the narrative. The themes and sub-themes were constructed through the analysis of the data. My intention is now to take the reader on a journey through life as a hotel employee to understanding TM practices and personal career development in hotels. The Findings chapters interweave the findings of this study with the literature that the emergent themes led me to, as is the norm in inductive qualitative research.

CHAPTER 7: Life as a hotel employee

7.1 Introduction

This chapter explores the life of a hotel employee. As a context chapter, it sets the scene and allows the reader to understand how the process of being a hotel employee is shaped by educational background, work-life balance, job satisfaction, and motivation and for some, overcoming language barriers. As Jones et al. (2013) state, contextualisation in qualitative research is very important in order to locate and understand the data presented in the analysis. The participant profile is provided below: pseudonyms are used.

Table 7.1: Participant profile

N	Pseudonym	Position held in hotel	Nationality	Years of hotel experience	Hotel venue
1	Katia	Receptionist	Portuguese	5	Hotel A
2	Andy	Hotel Manager	British	11	Hotel B
3	Gary	Night Porter	British	5	Hotel A
4	Costa	Night Porter	Italian	5	Hotel A
5	Natalja	Receptionist	Latvian	4	Hotel C
6	Soli	Restaurant Supervisor	Egyptian	12	Hotel B
7	Neil	Deputy Hotel Manager	British	9	Hotel C
8	Joseph	Restaurant Manager	Dutch	13	Hotel D
9	Arianne	C&B Manager	British	8	Hotel B
10	Sergio	Food and Beverage Supervisor	Portuguese	6	Hotel B
11	Didier	Reception Manager	French	7	Hotel D
12	Martin	Guest Services	Polish	4	Hotel B

13	David	Hotel Manager	British	12	Hotel C
14	James	Restaurant Assistant	British	5	Hotel C
15	Mark	Head Executive Chef	British	13	Hotel D

Five main sub-themes emerged from the data relating to the life of a hotel employee as illustrated in the diagram below:
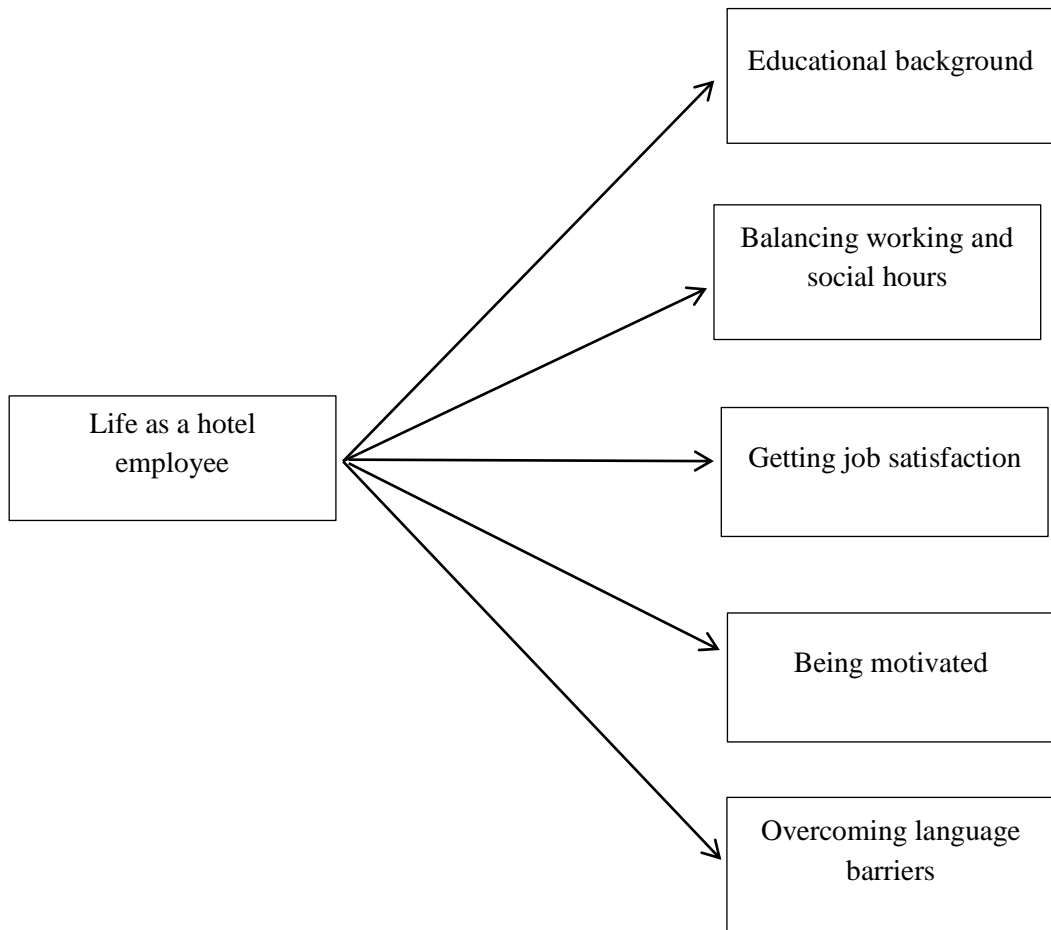
7.2 Educational background

The first sub-theme that emerged was educational background and the analysis showed this as a high priority for both high level and low level employees. A high proportion of the participants had a higher education, a Bachelors, a Masters or both in hospitality. Nearly half of the participants had vocational education qualifications such as NVQs and/or career-related training qualifications provided by the company under exploration.

UK higher education has expanded over the last few decades and there has been a corresponding increase in the relative proportion of Bachelor and Master Degrees awarded (Kelly et al. 2014). Research suggests that this doubled from 1994 to 2012 (Bachan 2015), which is reflected in the above finding. In the hospitality literature, considerable attention has been paid to the importance of education for hotel employees (Gursoy and Swanger 2005). An educated labour pool is highly desired by business leaders and is crucial for future career success (Brown et al. 2014).

7.2.1 Employees' perspective on education

The study revealed that, for most participants, education led them into the hospitality industry and influenced their career advancement. One of the current trends in hospitality education is for a long-term university-industry partnership (Harkinson et al. 2011; Fan et al. 2015). As Pizman et al. (2013), noted future leaders of the hospitality industry are created and developed at universities, offering first class hospitality management programmes. Katia (Receptionist of the hotel A) noted that her hospitality education had a positive impact on her career and empowered her with profound knowledge. It gave her the opportunity of a placement in one of the top London hotels:

"I started my hospitality education in one of the Universities in London. I was doing my Bachelors' of Tourism and Hospitality degree. My hospitality education was one of the best, you can imagine! Some of our lecturers were former hotel managers and they had lots of hospitality experience and expertise. I learned important and specific

skills, such as operations management, accounting, human resources, marketing, information technology, rooms division, food and beverage management, human resources, finance, marketing and customer services. Later on, I had a placement in one of the hotels in London. We had special guest lectures, where hotel executives from different companies come once a week to the university and make themselves available for personal consultations with students on matters of career advice. By the time I came to my placement I was prepared what to expect from the hotel and how to deal with guests. During my placement course I had some management shadowing training. Later on, I moved to different hotel departments; I worked at the bar, restaurant, reception, DM and had a few hours in housekeeping. That was important to get hotel experience and my hospitality education prepared me for this completely. That placement motivated me to choose a hospitality career!"

The above excerpt underscores the value placed on hospitality higher education. In Katia's case her practice placement was instrumental in her choosing hospitality as a career. As noted by Robinson et al. (2016), research across all types of work experience suggests that it bears an influence on career choice after graduation. If a student has a positive experience, then the motivation to continue working in the industry is enhanced (Chen and Shen 2012). Likewise, negative experiences and unmet expectations have a reverse effect (Barron & Maxwell 1993; Busby 2005; Ko 2007).

Some of the participants stated that families influenced their choice of hospitality higher education. Gary (Night Porter in hotel A) recalled how his family ran a small hotel where he helped to run the business since his teenage years. This encouraged him to start his higher education. This is what he recalled:

"My parents were involved in the hospitality industry. They worked in hotels around UK and have done lots of jobs; starting from waiter to Duty Manager and General Manager. My parents always wanted me to follow the family business. They ran a small hotel in the south of Cornwall. The area was fine for tourists and holidaymakers. I have lots of early memories when my parents told me about the

business. As a teenager I started to help them in their hotel. I worked as a waiter, KP, barman, anything you can imagine that was helpful for them. They always appreciated my help and taught me to love the trade and be patient and respectful to customers. Thanks to my parents I went to the uni… I did my BA in Tourism and Hospitality … The university degree impacted greatly on my career. It gave me the knowledge I required and increased my confidence. Later I did lots of training in hotels all around, as I wanted to master my knowledge and get lots of hospitality experience."

Several authors (e.g. Pruett et al. 2009; Altinay et al. 2012) suggest that a role model, in the shape of an entrepreneurial family member can greatly influence ambition. Some authors (Littunen 2000; Getz and Petersen 2005) suggest that there are different stages in the entrepreneurship lifecycle. Ng and Shamuganathan (2010) purport that besides passing on business sense; family members can hugely influence entry into higher education as in Gary's example above.

Many participants came to work in the UK from abroad. Costa (Night Porter at hotel A) recounted that he originally came from Italy and already possessed a BA in hospitality. However, to improve his employability chances in the UK, he embarked on a Masters:

"I came from Italy to study for my Masters of Tourism and Hospitality degree. Previously, I did my Bachelor's degree in university in Rome. When I moved to the UK along with my wife I decided to get my Master's degree and improve my employability chances. Later on, I had industry related placement. When I was doing my placement I gained valuable experience, necessary to do your job successfully. I know that I can still grow in hospitality, for me it's like learning every single department is important. After that you have a choice and a chance to move departments, I will go further, start growing in different fields, and get a successful career ahead of me. So, there is a bridge between education and industry, and university education brought a lot of benefits to me... I believe that my hospitality

education influenced my career success and allowed me to master my knowledge and get involved into the hospitality industry."

The above excerpt reveals the importance of international students for the UK hospitality industry. The UK Council for International Student Affairs (UKCISA 2015) states that after the United States, the United Kingdom is the second most popular choice for international students to study and work. In the academic year 2012–2013, there were an estimated 428,265 international students enrolled in higher education (UKCISA 2014). International students contribute to one-third of the total income for UK universities and it is estimated that by 2025 they will boost the UK economy by £26 billion (UKCISA 2014). Furthermore, upon graduation, EU students are allowed to remain in the UK to commence employment in the hospitality industry. Indeed, according to the recent statistics of UK Visa and Immigration (2016) 43% of hospitality workers in the UK come from abroad. Costa's narrative emphasises the preponderance of international students who make a successful career in the UK.

Similarly to Costa, Sergio (Food and Beverage Supervisor at Hotel B) comes from abroad and already had a Bachelor's degree in hospitality education. When he moved to the UK he worked for numerous four and five star hotels:

"I have been in hospitality since I was 16 years old. I have graduated from Madeira University and had a Bachelor's degree in Hospitality. I had my successful placement in one of the hotels in Madeira that gave me more knowledge and experience. Later on, I got a position at Belmond Reid's Palace hotel in Madeira. I started there as a waiter and moved to a supervisory position. Three years later I was promoted to Restaurant Manager. My university influenced my future career in the industry. When I worked in Madeira in numerous hotels I introduced a high quality service. I was working with numerous clients from different backgrounds and thoroughly enjoyed my experience working there. Later on in 2000 I moved to the UK and continued my hospitality endeavours. I worked for numerous four and five star hotels in London, Brighton and Liverpool. I also had an opportunity to work for Marriott in the USA, as part of a training programme of Marriott UK. Later on I ran

my own pub for 2 years. That all happened due the fact that I had a wonderful education and a world of experience in hospitality!"

The above excerpt again echoes the role of higher education in career choice. For many students, the lure of a satisfying career is the main motivation for pursuing a university education (Fidgeon 2010; Docherty & Fernandez 2014). This is borne out by Sergio's experience above.

7.2.2 Managers' perspective on education

The study revealed that higher education was important to all level employees. Andy (the Hotel Manager at Hotel B) remembered how his university education led him to pursue a successful career in the hospitality industry:

"I have done my Hospitality Management degree at Brighton College. Further on, I worked for hotel A for over 9 months and later on I got ready for University. I decided to move to Bournemouth, because I had some friends here and I wanted to continue my Hospitality studies and gain more knowledge and experience. At university I studied Masters of Events Management. That was the best time in my life, as I devoted it to mastering my knowledge and skills in hospitality. When I graduated from university I went straight to the hotel business. In 2002 I joined hotel B in the company and over the years I have progressed to Hotel Manager. So, I can say that higher education was the starting point that allowed me to reach success in hospitality!"

The above quotation emphasises the importance of higher education for managers. Andy has both a BA and a Masters in hospitality which has had a high impact on his career progression in the industry. Brown et al. (2014) indicate that higher education has a positive impact on hospitality graduates, emphasising that they have a better understanding of how organisations operate, a more realistic understanding of career expectations, a larger network of industry contacts, an increased initiative and ability to adapt to change, and increased leadership and financial skills. Moreover, it allows them to gain more work-related experience that is essential in the hospitality

industry. The above narrative account supports the literature and highlights that higher education is the pinnacle of knowledge that allows hospitality graduates to commence a successful career in the hospitality industry.

Joseph (Restaurant Manager at Hotel D) reveals that like Gary, his family's hospitality background influenced his choice of getting a hospitality education. He was brought up in a family, where both parents were in the hospitality industry. He started his hospitality education in a hotel school in Holland before moving to the UK to gain some hotel experience. This is what he said:

"My family have long connections with the industry. My Dad works as a Hotel Manager in one of the hotels in Holland. My mother is a senior receptionist in the same hotel. I was brought up in a family where parents were away at work most of the time. I have been in the hospitality industry for over 12 years; my background has always been in hospitality. My parents had a big influence on my choice of hospitality education and later on career in hospitality as well. I attended a hotel school back in Holland, the English version of the Hospitality Management degree here in the UK. It was called industry plus, 4 year course, where you learn everything: practice from kitchen to all the departments, restaurant, being a waiter, writing a business plan. It is everything that a hotel includes to build a hospitality career. I went to the UK to get some hotel experience and started to work in Brighton. I was there as a Trainee Manager for 20 weeks. I was lucky enough to have a role as a Functions' Bar Manager. I was later head of department, part of all of the functions catering for about 1200 people. So I can say that thanks to my parents I am in the industry now! They have always been role models for me!"

It can be seen, therefore, that the experience of managers mirrors the findings that of the low level employees. Similarly they were influenced by family background and therefore the decision to enter higher education was not always autonomous, as noted by Mazzarol & Soutar (2002) and Azmat et al. (2013).

It is of interest, however, that not all participants started their higher education in the hospitality industry. For example, David (Hotel Manager at Hotel C), first studied

Engineering at college whilst working in hospitality to pay his way. He ended up switching career. This is what he recounted:

"I got into the hospitality business when I was at college studying Engineering and making some hours at the hotel to pay my way. As a student money was always tight, so I had to do some extra work. First I started working weekends, some evenings just to pay the rent at the place I used to live. I was studying Engineering, which is a completely different field. Then I drifted slowly to more hours. I started to enjoy getting money from my hospitality work. Then they promoted me from room service staff to the Head of Room Service. That became my first full time job. I really enjoyed it, I had good hours. I was working from 7 till 3, lots of spare time afterwards as well. I used to come early; I used to get the tray ready, room services… Later on I had numerous F&B related NVQs in customer service, welcome to excellence and wine training, that impacted highly on my further career advancement in hotels. I started to get promotions and achieved the position of Hotel Manager."

The above excerpt emphasises the impact of vocational education on career development. This, combined with a wealth of hospitality experience allowed David to reach the position of Hotel Manager. As Ladkin (2000) stated, this type of education plays an essential role in career progression; she claims that Food and Beverage (F&B) courses and relevant experience have a great influence on career advancement. This is supported by more recent research conducted by Kocaman and Kocaman (2016). They observed that F&B services require both education and specialised sector experience to attract hotel managers and David's story is testament to that.

In contrast to the above account, Neil (Deputy Hotel Manager at Hotel C) was committed to hospitality education right from school through to university:

"Ah, my hospitality education starts pretty much from school, where I was very much either going to be a plumber or going to catering. From college I have done many things, many jobs, catering based. I loved catering, loved hospitality, loved working with people, meeting people. Then I started college in Leeds. So, after my GCSEs I studied BTEC: hospitality. Then after two years I went to Manchester Metropolitan

University for 4 years and loved every minute of it. During my studies at university I had a wonderful placement in one of the Manchester hotels. I was shadowing DMs, working at reception, had a few hours in the kitchen as a Chef. That was a great start of my future hospitality career. Since I first got involved into the hospitality industry at school I knew I would work in the industry all my life!"

The above narrative highlights Neil's commitment to hospitality education. Whilst at university, he was exposed to successful work experience which motivated him to pursue a career in hospitality. As noted by Richardson (2008), a successful work experience can positively influence students' intentions of pursuing a career in the hospitality industry. On the other hand, inappropriate design of hospitality programmes, unequal treatment of interns by employers, and wage discrepancies may cause students to leave the industry after their hospitality training (Roney and Tin 2007). Solnet et al. (2009) emphasise that neither educators nor industry operators can act alone in developing the necessary resources and programmes that can facilitate students in the transition from school to the real world.

Similarly to Neil, Arianne (C&B Manager at Hotel B), recalled that she always had a passion to work in the hospitality industry. This is what she revealed in her narrative account:

"I studied Event Management for 4 years at the University of Plymouth. That was when I started to love the hospitality industry and got really attracted to it! Most of my lecturers had previously worked in hospitality and shared all their wealth of experience and expertise with us. I was amazed how devoted they were to the industry and how passionately they described all their jobs and shared valuable experience. I loved every lecture and seminar, where we discussed hospitality issues. I started to understand how the industry works, what is needed to improve it. During that time I started to work part time as a waitress, as most of my friends did as well. At that time I started to think that hospitality and hotels could be my vocation and career as well! I can tell you now that my higher education allowed me to reach Managers career!"

It is evident from the above excerpt that for Arianne her chances of having a successful career in hotels were increased by hospitality education. Baruch and Lavi-Steiner (2015) emphasise the impact of higher education, especially management education, in shaping one's career. Management courses at university are a useful tool for employees who wish to improve managerial competence in order to become future executives. There is ample evidence of the positive impact of Bachelors and Masters Degrees on careers (Ng et al. 2008) in terms of managerial competencies and skills (Boyatzis & Case 1989; Kuijpers & Meijers 2012). Arianne's success story supports this.

This section highlighted that higher education is instrumental for career progression within this industry, which is supported by recent research. A high proportion of participants had an undergraduate or postgraduate degree. This was true of both high level and low level employees. It was discovered that family influence plays a part in the decision to enter higher education. Vocational education combined with hospitality related experience was found to be significant a cornerstone for advancing a career in this industry. The study also revealed that a number of international graduates remained in the UK to commence employment in the hospitality industry.

7.3. Balancing work and social life

Research shows that hotel employees are faced with long and unsociable working hours, heavy workload and handling demanding and difficult customers, which has become the norm in the hospitality industry (Karatape and Uludag 2007; Deery and Jago 2015). The consequential impact on individual lives and families is great. Moreover hotel employees are finding multi-role tasking difficult to manage (Mescher et al. 2010), leading to stress (O'Neil and Davis 2011). The issue of work-life balance (WLB) has received much attention, and the different actors in various industries are gradually becoming aware of practices for work-life balance. (Wong and Ko 2009). However, in an industry where non-traditional hours prevail and unusual schedules are the norm, achieving a WLB is a challenge (Karatape 2012).

7.3.1 Employees' perspective on work-life balance

Currently there are at least two overlapping, but distinct, WLB discourses (Lewis et al. 2007). One focuses on the individual (or family) level, i.e. the personal choice or responsibility for 'getting the balance right' (Lewis 2003; Caproni 2004). This is referred to as the personal control of time WLB discourse. The other focuses on flexibility in working arrangements, or the workplace flexibility WLB discourse. It can be seen therefore that WLB has two perspectives, a workplace characteristic indicated by WLB policies or the employees' perceptions in terms of available WLB policies.

The issue of WLB was raised by the participants. Somewhat surprising was the finding that some participants joined the hospitality industry because of flexible working hours or shift work, which balanced their working and social life. Katia (Receptionist at Hotel A) claimed that reception shifts afforded her to have some flexibility to work whilst still being able to look after her young daughter:

"The staff generally come to the industry in order to have flexible hours and trying to balance their social life with working life, to get some work-life balance. I joined the industry because I have my little one and working as a receptionist gives me my flexible hours, late or early shift. Besides my hotel work provides extra money for the family. My daughter is 8 months old now and exploring everything all over the house. So working those shifts allows me to watch her every step and not to miss anything. The kids grow quickly and the parents need to be there for them to see all these changes. It definitely fits around my family and gives me the opportunity to spend more time with my daughter, when she needs me. I change my shifts and I ask my partner to change his hours if it is difficult to balance all the activities. I am generally happy about it."

Likewise, Gary (Night Porter at Hotel A) revealed that the unsociable hours allowed him to support and have quality time with his family:

"The hospitality industry attracted me a long ago and gave me means for support for my family and free time to devote to my daughter. I think that working in hospitality

gives some kind of balance between your social life and work. However, not only flexible hours are in place, I have to work some unsociable hours as well. Like the shifts from 9 am till 10 at night were real killers in summer time, when I worked in the F&B department. I therefore moved to nights in order to have days devoted to my family and obviously to my daughter. Oh, she is everything for me in my life, she understands me and I am always there for her to help."

These positive outcomes seem to contradict the literature because participants were able to achieve WLB despite long and unsociable hours, stress and a heavy workload. On the other hand, some participants confessed that it was extremely difficult to achieve a proper WLB in hotels due to stress, unsociable hours and exhaustion. Certain hotel departments seemed to have more of an impact on WLB. For example work rotas were a critical issue for participants working in the restaurant, F&B and housekeeping departments. Soli (Restaurant Supervisor at Hotel B) had this to say with regards to WLB in the F&B department:

"I enjoy more my hospitality work, where you are always with people and cater for their needs. I remember, when I just started my career, I worked part-time. That was a restaurant job; I did certain hours and always had plenty of time for my family and loved ones. However, now that I work full-time in the F&B department, it is not easy to balance my job with my life and spare time. In the hospitality business people work unsociable hours. When most people are off, you have to go to work. When kids are on half term, you are busy; when people have weekends especially in summer, the hotel is extremely busy. So Xmas, Easter all these time are unsociable. You can simply forget about them, as I can tell you if you work in hotels you will be asked to work! I feel constantly stressed now!"

The above narrative revealed that employees who failed to attain WLB had high levels of stress and exhaustion. Karatape (2012) and Deery and Jago (2015) tested the effects of such variables on job embeddedness and job performance and found that those employees with heavy workloads had a low WLB and tended to underperform. Stress and emotional exhaustion are found to impact on the quality of life for hotel employees (Chiang et al. 2010), as demonstrated by Soil's experience.

7.3.2 Managers' perspective on work-life balance

The study revealed that the culture of long working hours in the hospitality industry is so typical that many managers see it as the norm and rarely question it. Studies on the long-hours culture have brought the issue back under the spotlight (Mohsin et al. 2013). Overstretched employees and managers alike have started to be aware of the impact of a heavy workload and long working hours.

Interestingly, Andy (Hotel Manager at Hotel B) highlighted that WLB was difficult to achieve in the hospitality industry. He emphasised that being a Hotel Manager had an adverse impact on his personal life:

"Obviously, I wanted a career in hospitality from the beginning. However, sometimes, it is very difficult to balance work and my free time out of the hotel. It is mostly work without having free time for you. I remember I worked for the NHS and it was working non-stop, like working for hospitality. You always have a commitment to things you have to do in order to succeed in your career. You just can't stop and say I am having my time off or holiday, when it is busy and business needs you. You can't really say I want to work only those hours and have the days off after that. The work of a manager requires you being at the hotel 24/7. Even when I am at home I expect phone calls from work when emergencies occur in my hotel. So there is no work-life balance whatsoever! No proper family life for me, as I am always at the hotel, even on my days off."

It is evident that maintaining WLB is a critical issue in all service industries. However, Andy emphasised that hotel work in particular is very laborious and could lead to work and family conflicts. The stress associated with a lack of WLB has a consequential impact on staff and their families (Wong & Ko 2009; Mohanty and Mohanty 2014). Andy's narrative supported the literature and highlights the fact that employees entering the workforce today are putting more emphasis on the importance of WLB than their predecessors and are more aware of the need to balance responsibilities at work and at home.

Neil (Deputy Hotel Manager at Hotel C) highlighted that the hospitality industry is very demanding. He emphasised that his work in the hotel had pre-eminence over his personal life:

"The work-life balance is very difficult to achieve in hospitality. You have to work on weekends and during holidays, when the rest are relaxing. You never spend Xmas or Easter with your loved once, but you are always at work. That is the downfall of the business. However, what attracted me to hospitality and a hotel business in the first place was the fact that you always have lots of various clientele that you need to look after and the feeling that your service is appreciated and you are a valued team member. I always had that feeling that we are working for the customers to be happy and satisfied with the service… I think thanks to this attitude I achieved my Deputy Hotel Manager's position in hotels! However, we have WLB practices in hotels that allow our staff to develop their career, the system of rewards and increase job satisfaction and commitment of our employees and minimise turnover intentions."

The findings show that achieving WLB in the hospitality industry is not easy, however, as Neil remarked, some staff have a passion for hospitality and always put the business needs first. He appreciated the importance of WLB practices for employees as they strengthen job satisfaction and commitment to the company. As noted by Deery and Jago (2015), promoting a WLB supportive organisational culture affects employees' behaviour and commitment and reaps results. For instance, O'Neil (2012) finds that the introduction of WLB practices increases organisational commitment, resulting in retention, and reduces turnover intentions. The connection between turnover and WLB was established by numerous researchers (Cleveland et al. 2007; Namasivayam and Zhao 2007 and Karatepe and Uludag 2007). Kumar et al. (2015) highlighted that the industry's image as a poorly-paying environment with poor working conditions can be addressed through a range of measures including the provision of WLB policies, better training, a higher quality of work, tangible rewards and high-quality leadership. Neil's account supports the literature on the importance of WLB practices and their benefits.

Joseph (Restaurant Manager at Hotel D) emphasised that in order to maintain WLB companies needs to develop effective TM strategies for the retention and progression of high quality staff who want to advance their career in the industry:

"We need to have effective TM strategies that allow our managers to develop career of our employees. There are lots of talents that need to be developed in all departments of our company. I am aware that we have some TM strategies of attraction, development and retention of talented staff. I do believe that they need to take into consideration WLB practices of our employees. WLB is important for the staff, as it allows them to devote some time for their loved ones, to have proper breaks, deserved holidays. Without WLB employees leave the company and go to our competitors, who can offer them better conditions of work. Our aim at the company is to have effective TM strategies that reinforce WLB of our employees. That is achievable if the HR department works out the appropriate policy that will be introduced in our company! That will allow our managers not only to retain top performers but also develop their career in the company. If employees are happy and have career progression they will never leave the company, I am 100per cent sure of it!"

This account shows that an effective TM strategy that reinforces WLB could ameliorate the retention of talented staff in the company. As noted by a number of researchers, such as Doherty (2004), Maxwell (2005) and Deery and Jago (2015), there is a direct link between WLB and TM strategies in hospitality organisations. Deery and Jago (2015) suggest that HR is key to the initiation and implementation of TM strategies and WLB policies that can introduce flexible working hours and arrangements provide career advancement and reinforce retention of talented employees in hotels. Joseph's account lends support to the benefits of the amalgamation of effective TM strategies and WLB policies cited in the literature.

This study supports the literature on the importance of WLB in the hospitality industry. However, some findings from the employees' perspective contradict the existing literature, for example, that some participants joined the hospitality industry

because flexible hours fitted with family commitments. However, the findings did concur that a lack of WLB could lead to stress and exhaustion. Interestingly, it was discovered that WLB was hardest to achieve in certain departments like the restaurant, F&B and housekeeping staff. The findings also highlighted that a culture of long hours is so engrained that managers accept it without question. The findings also support the literature on the positive impact of WLB practices combined with TM strategies for both employees and the organisation.

7.4. Getting job satisfaction

The study found that job involvement, promotions, rewards, perks, benefits and career progression had a positive impact on employees' job satisfaction. Imran et al. (2014) simply define job satisfaction as an employee's general attitude towards his or her job. Several studies indicate that there is a significant relationship between job satisfaction and retention (Deery 2008; Lee and Way 2010; Frye 2012). In other words, higher job satisfaction leads to lower employee turnover rates. Other studies indicate that job satisfaction is related to age, gender and educational level. Research by Sarker et al. (2003) and Fryer (2012) generally indicate that job satisfaction increases with age. Although there are some inconsistencies across the studies, the findings from my study reveal that there is a correlation between age, gender, educational level and job satisfaction.

7.4.1 Employees' perspective on job satisfaction

Participants revealed the importance of job satisfaction in hotels. Katia (Receptionist at Hotel A) recalled how her job involvement invigorated her job satisfaction. This is what she recalled in her narrative account:

"I started working in hospitality in the restaurant. I did enjoy the fact of dealing with guests and solving problems. Then I moved to a leisure club, something different, not a lot of customers at the same time. Not really a lot of problem solving was involved in this job role. I moved then to the bar, which I loved a lot. That was my favourite job out of all of them. Mostly I was working behind the bar and it was very

entertaining to deal with customers. I enjoyed doing lots of jobs; even cocktails were great fun for me. Learning new things was also very exciting. By now, I got more experience in each department and mastered my skills. I have done lots of training on the job. I have done many career development courses, such as Welcome Host, Wine training and job related courses as the First Aid and Food Hygiene. At the end I can say that I am satisfied with my job, as I do what I really love!"

It is evident from the above quotation that job involvement has a positive impact on job satisfaction. Katia highlighted that obtaining new knowledge enabled her to increase her productivity. As noted by Zopiatis et al. (2014) job involvement is an active participation in one's job, or the degree to which employees are actively engaged in it, in order to fulfil their intrinsic needs. Katia's job involvement increased her productivity, strengthened her commitment to the organisation and escalated her job satisfaction. This finding supports the work of Ineson and Berechet (2011), who claim that highly-job-involved employees are more committed to their organisation and invest substantial effort in order to achieve organisational objectives.

When I conducted the interviews, the finding that impressed on me the most was that some participants came to hospitality not because of the good wages, perks and benefits, but to look after the customers in general and to obtain some hospitality experience. For them, working in the industry gave the greatest job satisfaction. The excerpt from the narrative account of Costa (Night Porter at Hotel A) reflects this:

"What attracted me to the industry are not benefits or money! At the end it's not good pay, as in other industries, it's just having the pleasure of working in direct contact with customers, with the clients and grow yourself in various departments. At the end of the day, if you work in the hotel, you learn about every department and about every job you need to do: bar, restaurant, guest services and housekeeping. Management normally supports you and gives you all the tasks you need to do. Hospitality is not rewarding as pay, I would say, but it can give you great experience. Working in the industry gives me great job satisfaction and I am happy because I can assist hotel guests and provide the service they deserve!"

Similarly to Costa, Natalja (Receptionist at Hotel C) revealed that customer care was prevailing in her decision to work for the hospitality industry. For her, work in hospitality was not associated with monetary rewards and high wages:

"One of the strongest sides of mine was customer service. All my customers at my previous job back home were leaving with a smile. So I thought that hmmm... the hospitality industry is quite a useful and valuable skill, so I might apply here. So this is how basically I came to the hospitality industry. I believe that people are generally attracted to hospitality depending on personality, really. You can't make a fortune in this industry, but I reckon some people like to look after customers and they have greater job satisfaction because of that! Some of the guests feel important, when they come into the hotel and staff offer them great service. Some people just love to get away on holiday and forget about their daily routines. And they like to stay even for the short break. If I am a guest at the hotel, I would like someone to look after me, I don't want to do any washing, cleaning and other stuff and I am willing to pay money for this."

The above narratives highlight that non-financial incentives were of paramount importance for the participants. As highlighted by Gabriel and Nwaeke (2015) non-financial incentives are non-cash rewards given in recognition of high accomplishments or performance such as customer care or support to colleagues. They claim that non-financial incentives are regarded as cost effective ways to compensate employees, thereby attracting, and motivating and retaining high quality employees. The above narratives of Natalja and Costa support the literature on job satisfaction and the significance of non-financial incentives for job satisfaction. This finding supports the works of Hayati and Caniago (2012) and Gabriel and Nwaeke (2015), who emphasise that non-financial rewards and job satisfaction are positively correlated, and observed that many employees are more influenced by non-financial than monetary consideration.

In contrast, Soli (Restaurant Supervisor at Hotel B) said that the main reason he commenced his employment in hotels was financial. As he became more experienced, new opportunities arose:

"At first what attracted me to the hotel business was getting a little extra work and some money in the form of tips. That's how it was at the beginning! But having got there I enjoyed it, because room service needed some improvements, and the improvements were purely to do with the set up. I ended up having trays set up in advance, as soon as someone ordered room service; I just put tea or coffee and milk on and go. I had to cover early shifts and be prepared to do all the set ups. It was good with the tips and service improved greatly! I was appreciated by the management and I started to enjoy what I was doing at my job. I was promoted and that brought me the greatest job satisfaction! I felt great job satisfaction, of what I was doing! At first I liked the money and the tips that I got. Later on, my management gave me new assignment to overlook the guest services"

It is evident from this extract that employees join the industry for different reasons. In Soli's case, monetary incentives such as perks and tips were the initial determinant. Interestingly, however, the focus changed once he gained experience and promotion, which had the greatest impact on job satisfaction. As Imran et al. (2014) identify, job satisfaction can be multifaceted. They observe that the nature of work itself, supervision and promotion can be determinants of the level of overall job satisfaction. Pan (2014) concurs, naming pay, promotion, co-workers and job assignment as having the highest impact. Soli's narrative supports the literature in that the nature of work and promotion opportunities afforded him the highest job satisfaction.

7.4.2 Managers' perspective on job satisfaction

David (Hotel Manager at Hotel C) admitted that he started his career with a set goal for career advancement. He highlighted that career progression gave him the best job satisfaction, as he recalled in his narrative account:

"But you need something to start with in the hospitality industry. I started as a waiter, later on, in about 2 years' time I moved on to Headwaiter. I had lots of training and finally experience to handle this job. The Headwaiter was very strict when I started my career. However thanks to him I got all my knowledge. He used to

come on the shift and do spot-checks on all restaurant preparations and settings. I got used to do everything spot on, prepare all the breakfast trays, clean the tables and look after the customers. I spent a few years working my way up to become a really good waiter…So slowly, but surely I was going up the career ladder. My salary was getting higher and higher! After the Head Waiter I was promoted to Restaurant supervisor. Later on, in 3 years' time, I was given an Assistant Restaurant Manager. In a year I was running the restaurant as an F&B Manager thanks to my knowledge and experience. In 5 years' time when the opportunity arose I was promoted to Hotel Manager. All my promotions gave me great job satisfaction!"

Similarly to the employees, career progression impacted on managers' job satisfaction. David was moved when he spoke about his various promotions, revealing that his job satisfaction increased with each promotion. He was able to realise his goal of making it right to the top as Hotel Manager. Lee et al. (2015) emphasise that job satisfaction refers to the job and the work environment, including job promotion, participation in decision-making and salary increases. They claim that employees evaluate overall job satisfaction based on logical and rational criteria. In other words, employees cognitively evaluate their working conditions without emotional judgments before reaching an affective state of job satisfaction (Back et al. 2011). The above narrative emphasised that David's career advancement and salary growth acted to increase his job satisfaction.

Arianne (C&B Manager at Hotel B) revealed that rewards had a positive impact on her job satisfaction. This is what she recalled:

"For me it is really important that my job is appreciated and valued by all my team and most importantly the hotel guests for whom I do this job and go the extra mile in order to exceed all their expectations. Nowadays people don't stay long in one job, they normally follow their passion, their dream career. Or sometimes money calls them. The more money you have, the better life you can get and provide for your loved ones! I personally think that rewards are necessary to make employees recognised and that gives job satisfaction. You need to have an opportunity to choose your career yourself, but don't go with the flow, as everyone else does sometimes. The more rewards you have, more perks and benefits, the happier you are! . If you

are happy where you are, and there is a career progression, you are the happiest person in the world! I personally believe that if you have your aim and want to achieve something in your career, just go for it and never let anyone tell you what to do or how to do it."

For Arianne, rewards were essential for job satisfaction. McPhail et al. (2015) claim that employees get job satisfaction, when they are recognised for their job and get rewards for it. Traditionally, job rewards are considered a major determinant of job satisfaction. For example, according to the inequity model of Adams (1965), people compare their input/output ratio, which reflects the rewards they receive in return for the work they perform. Similarly, in the discrepancy model of Wanous and Lawler (1972), people's job satisfaction is determined by a comparison of their current job conditions, including the rewards they receive to their ideal job. Apart from its role in theories on job satisfaction, the centrality of job rewards is also obvious in screening instruments that are utilized to measure job satisfaction. In particular, the two most important instruments, the Job Descriptive Index (JDI) and the Minnesota Satisfaction Questionnaire (MSQ) both include a subscale referring to satisfaction with job rewards (Schleicher et al. 2010). From the above, one would conclude that job rewards are indispensable for job satisfaction, as emphasised by Arianne.

Joseph (Restaurant Manager at Hotel D) emphasised that rewards and career progression were essential for him. He highlighted that the latter deepen staff motivation and commitment and influence whether employees stay in the organisation or not:

"*However, you have that feeling of great satisfaction from the service you provide and remember smiles on customer' faces. That what matters! On the contrary, whatever you do for the business can come back to you in the form of tips, perks and gratitude from the top management. ! I know that the more rewards you get, the more committed and motivated you become and feel that this place is your second home, where everyone is looking after you! That is also very important for me. What else attracts me to hospitality, as I have worked for the hotels, restaurants and pubs many-many years is that career progression can be very prompt. It depends on you*

and your hard work and efforts that you really want to achieve. I do believe that the system of rewards in the company can reduce turnover of the employees!"

The above narrative emphasises that the system of rewards in the company can be propitious for employees and can have a positive impact on employees' motivation and commitment. He realised that motivated and committed employees have the tendency to remain in the company for a long time. As highlighted by McPhail et al. (2015), job satisfaction is essential for hotel employees, as it is associated with many significant organisational variables. Vertakova and Mazuchova (2015) propose that motivation factors such as recognition, career advancement, responsibility and the nature of work could cause positive attitudes and job satisfaction, and the greater the motivation, the greater the satisfaction. Other studies argue that job satisfaction is a predictor of work engagement and organisational commitment. Yalabik et al. (2013) claim that satisfied employees become engaged in their work and their satisfaction evolves by exchange relationships within the organisation. High exchange employee–organisation relationships result in high job satisfaction and organisational commitment (e.g. Zhao et al. 2007). A study by McPhail et al. (2015) finds that the provision of adequate training, promotional prospects and job security has a positive effect on job satisfaction, but a negative effect on employees' turnover intentions. Clearly, job satisfaction is a complex phenomenon and the above narrative extract from Joseph reflects this.

Neil (Deputy Hotel Manager at Hotel C) emphasised that organisational commitment was the main determinant of his job satisfaction. He recalled how he commenced his career in hospitality and how his commitment afforded him to achieve career success and increased his job satisfaction:

"For each individual to find a career path it is very important! At the beginning of my career I started as a waiter in the F&B department. I worked really hard as I wanted to get career advancement. I used to spend lots of hours at work, always wanted to go the extra mile. My managers said that I was really committed to whatever I did and they liked it a lot! For me, this company became a second home! Later on, I was promoted to the F&B supervisor. I used to run busy functions: weddings, birthday parties and events… That involved looking after 50-60 functions

a year, which was extremely difficult. However, I was really committed and dedicated to whatever I did...At the end of the day, results matter a lot! My target was to work hard and to be committed to the company. I received the greatest job satisfaction from my job! Now I am the Deputy Hotel Manager, but for me to get from point A to point B took a lot of time and effort. I know that thanks to my commitment and hard work I reached for the top in my career!"

It is evident from the extract above that commitment to the company facilitated career progression and enhanced job satisfaction. Matzler and Renzl (2007) highlight that commitment can be defined as a psychological state that binds the individual to the organisation. Gutierrez et al. (2012) claim that commitment can be subdivided into: attitudinal, affective and continuance. Attitudinal commitment is divided into three conceptual components that have been widely accepted in the literature; affective, continuance, and normative commitment (Redman and Snape 2005). Affective commitment is considered to be emotional attachment to the organisation. It is the most prevalent approach to organisational commitment in the literature. Continuance commitment is related to the perceived cost to leaving the job. Normative commitment is defined as a belief about one's responsibility or obligation to the organisation (Cohen 2007). It was highlighted in Neil's narrative account that affective commitment to the organisation prevailed in his job. This afforded him to become emotionally attached to the company and strengthened his job satisfaction.

The findings highlighted that job satisfaction is rated highly by the participants. Monetary and non-financial rewards and the nature of work were found to be as important as commitment to the organisation and career progression for overall job satisfaction although the latter featured mostly in managers' accounts.

7.5 Being motivated

This study revealed that extrinsic and intrinsic motivation factors play a special role for employees and managers in the company under exploration. Biswakarma and Sharma (2015) remarked that motivation makes an organisation more effective as

motivated employees are in general more quality-oriented and productive, thus, it is essential for management to understand how organisations influence the motivation of individual employees. Employee motivation is based on a force that pushes employees to make a particular job choice, remain with the job, and put in positive effort (Dipietro et al. 2014). Motivation is based on a hotel's strategy and is part of its HRM strategy (Stringer et al. 2011). Its creation should be dealt with at top management and should allow employees to meet both their personal and organisational goals.

Motivational strategy is a purposeful and systematic approach for the success and competitiveness of the hotel through its employees and managers (Vetráková and Mazuchova 2011). Motivational strategy sets the direction for the future of the hotel, focussing on areas where it is necessary to improve motivation, increase loyalty and responsibility thus creating a motivational culture in the workplace (Armstrong 2006).

7.5.1 Employees' perspective on motivation

Employees were motivated in different ways, either by intrinsic or extrinsic factors. Katia (Receptionist at Hotel A) highlighted that monetary rewards, such as tips, perks and benefits intensified her motivation in the workplace, as she recounted:

"Employees need to get what they want from their job: perks and tips that can make them happy at their job role…Oh, God, I believe that the more experience you have in your career, the more you know your department, the better perks and tips become. Unfortunately, my wages are not so high, so tips can be a good addition to my wages. The more experience you have, the more profitable you become in your job, the more work-life balance you have, the happier you are. I always follow the golden rule of hospitality: the more you input you do in your career and development, the more experience you gain out of your job, the more money you bank to support your family and look after them. To be honest with you when I get tips from the customers that drives my motivation and makes me really happy!"

The research shows that extrinsic factors hugely impact on employees' motivation. In Katia's case, for example, tips were an additional means of support for her, supplementing low earnings, as she emotionally explained. Extrinsic reasons for task pursuit have been linked to lower psychological vitality and need satisfaction (Deci and Ryan 2008). In organisational contexts, extrinsic demands to perform tasks are an integral and expected part of the exchange relationships between employees and organisations (Gagne and Deci 2005), that is, the majority of employees expect to do tasks and receive extrinsic rewards such as wages, tips and benefits. With this exchange relationship then, extrinsic factors may produce positive results for employees, such as feelings of satisfaction for a job well done (Benedetti et al. 2015). Indeed, this was true in Katia's case.

Extrinsic motivational factors proved also important for Soli (Restaurant Supervisor at Hotel B). He emphasised that the mixture of career advancement, perks and benefits substantially increased his motivation:

"It is very important to get everything balanced: your career, social life and job benefits. In this case it is working much better. There is always money in the hospitality industry. There are lots of opportunities to do well, and career progression and promotions. You can always go far in your chosen career path. If you are dedicated enough you can go far in this business. One of the examples that you can go far is room service. The day I started it was a nightmare. Somebody was to show me what to do, he came late and the first order came and he said can you give me the sauces, wash that tray, find me the sugar. So nothing was prepared at all for the service. It was very chaotic… After a while, when I got promotion I ended up putting flowers on the trays to make present a 4-star hotel 5-star treatment. Then people wanted their tea and coffee out in the terrace outside. I used to take it and got good tips, because you don't have to. We started to get lots of tips. The tips sometimes were equal to the wages. So all these affected the level of my motivation! I became really happy at work and every day increased my motivation more and more!"

Soli's motivation increased with the growth of service quality. His attention to detail and professionalism afforded him financial gains. This led to career development,

which in turn strengthened his motivation. Putra et al. (2015) highlight that early studies of motivation (Smith et al. 1996; Lam et al. 2001) show that extrinsic motivation such as monetary rewards are more effective in motivating employees and more powerful in controlling behaviour than intrinsic motivation. Studies in the hospitality industry (Mickel and Barron 2008; Simpson 2009; Karatape 2013) also claim that tangible rewards like monetary incentives or a wage increase can effectively motivate employees in hotels. The aforementioned narrative supported the literature on this subject and underpins the notion that monetary rewards are a great incentive for individuals, helping them to achieve higher levels of energy, dedication, and absorption at work.

In the following narrative account, Natalja (Receptionist at Hotel C) disclosed that a combination of intrinsic and extrinsic rewards boosts her motivation to progress her personal career:

"Motivation is very important. It can be motivational speeches of the managers, telling that we reached this goal yesterday, today our goal is to do this and that! Employees are the same as sportsmen, when a boxer is in the ring boxing with someone, there is always a person, who motivates him and tells "Common, you can do it! One more hit with the left hand, one more hit with the right". That is why this particular sportsman wins the match. The same with employees if you motivate them they achieve a lot in their career. As for me I think that the mixture of external and internal rewards motivate me most of all! Some people need bonuses, but some recognition, saying like you the brilliant, you are number one. Or because of this job I am going to promote you, and so on."

What impressed me in Natalja's narrative account was the comparison of employees with sportsmen. She highlighted that both required a motivator in the shape of a coach or in her case a manager to achieve success. As noted by Dipietro et al. (2014), managers appreciate the importance of employee motivation as it is indicative of performance and turnover rates. As already discussed, motivation can be intrinsic and extrinsic, affecting individuals in different ways (Costen and Salazar 2011), as evidenced in the findings. Whether employees are driven by the nature and enjoyment of the job and a sense of belonging (intrinsic) or monetary rewards

(extrinsic) (Honore 2009), it is evident in Natalja's case that both can play a part in increasing motivation in the hotel environment.

7.5.2 Managers' perspective on motivation

The managers of the company under exploration revealed that high staff motivation allowed them to increase staff commitment, reduce turnover intentions and escalate productivity. Didier (Reception Manager at hotel D) highlighted that extrinsic and intrinsic motivational factors were equally essential in hotel D to intensify the commitment of the staff and minimise staff turnover. This is what he had to say:

"As a manger my role is to involve talented staff with the complicated and interesting tasks. They need to be passionate and creative, persistent and motivated in anything they do for the company. The motivators can be perks such as gratuities at the end of the month or other rewards such as promotions and structure of staff discounts that are in place in our company. We allow our staff to use spa and gym facilities, have discounted rates for them and their families for the accommodation across all hotels in the company. But also you need to recognise staff achievements that motivate them a lot! If you do all these, the staff will be committed to the company and you as a manager will not need to deal with staff that are leaving the company! "

It is clear from the above account that monetary and non-financial incentives reinforced staff motivation in hotel D. These findings mirror the research of Karatape et al. (2014), who claim that rewards, recognition, and other factors that may influence employee satisfaction must be understood to minimise turnover and improve the retention of valuable employees. Indeed, it was evident from Didier's narrative that both intrinsic and extrinsic factors strengthened his organisational commitment and reduced his turnover intentions.

Interestingly, Mark (Head Executive Chef at Hotel D) observed that employees, who were motivated only by monetary rewards, had a propensity to leave the company.

He emphasised that the manager had to be an inspirational leader in order to motivate his staff:

"I also like to motivate my staff, as the motivation is the key when you work in hospitality. People stay happy if they have something to buy into. People that are motivated solely by money won't stay long anywhere. If you are happy with what you have got, who they work with, sometimes is more important. If you speak to most hoteliers, when the senior people leave, they will generally tell you it is people they miss much. If you can have a happy team, you generally have motivated people. People are highly motivated when their achievements are recognised. You as a manager can put them in charge of a team or a department. Those are the best motivation factors for my staff! In your role as a manger, you need to be approachable. I think that I am. I share jokes and have a very good open door policy. I give a lot of constructive criticism. If the manager is motivated to achieve something, in his hotel, that filters down to his subordinates. If you give people targets and clear view of the final product, they will be motivated."

This account highlighted the importance of the managers' role in the experience of motivation. When achievements are recognised, employees are highly motivated and reach for power. This supports the motivation theory of needs of McClelland (1985). McClelland hypothesises that people are motivated by three needs—power, affiliation, and achievement (Weinbach 1998). Although workers are influenced by all three, usually one is more prominent. Effective managers need to be aware of which type of need most strongly motivates their individual workers (Lewis et al. 2001). Indeed, it is evident from Mark's account that his employees were motivated by achievement in the company. Setting out a clear vision and targets was efficacious for the motivational intentions of the hotel employees.

This section reveals support for the literature on motivation in hotels. The study found that extrinsic and intrinsic motivational factors were essential for employees and managers in the company under exploration. The study revealed that monetary rewards were a dominant factor in staff motivation. On the other hand, the managers revealed that the motivation of staff allowed them to strengthen staff commitment, minimise turnover intentions and increase productivity. The study also revealed that

an inspirational leader with a clear vision and targets can intensify the motivation of staff.

7.6 Overcoming language barriers

In this study, the majority of employees and managers were of a multinational background. Therefore, it was critical for the company to develop communication strategies to overcome language barriers. One of the major communication challenges in hotels is the need to be able to communicate with a diverse workforce from various cross-cultural backgrounds (Taylor and Finley 2010). Effective communication requires an understanding of individual as well as her/his respective culture in order to effectively manage the workforce and meet expectations (Hofstede 2001). The challenge is, therefore, to identify those factors which can facilitate communication among individuals from different cultural backgrounds (Ayoun and Moreo 2008). In order to meet this challenge, managers should be able to identify the unique patterns of inter-cultural communication within diverse groups of employees. Therefore, deploying good language management strategies in an organisation with a culturally diverse workforce can positively impact on the performance of employees and the organisation.

7.6.1 Employees' perspective on language barriers

Participants openly discussed their experience of overcoming language barriers. Katia (Receptionist at Hotel A) came from Portugal in 2001 and settled down with her husband in the UK. Transition was not easy and she recalled how difficult it was for her to get used to the language and culture:

"When I first came to England, I was absolutely lost. At that time I couldn't speak English properly. I had to attend language school for 1 year in order to brush up my grammar and pronunciation as well. That was the time when I struggled and was really frustrated, as I thought that I am not going to be happy here and wanted to go back to Portugal. However, later on I found a housekeeping job in a hotel. That's how my hotel experience started! For the first 3 months I could not properly

understand my work colleagues that frustrated me a lot. However, after 3 months of work I started to get used to it. My manager at work had some language training with me; he also signed me for English classes. That helped me a lot. I believe that thanks to his attitude and help I started to understand my colleagues better and communicate with the hotel guests! My English has become much better and my husband helped me a lot at that time. Slowly, but surely we got used to the English culture and traditions."

This account points to the number of language barriers experienced by non-UK employees. Katia's manager was central in aiding her to overcome such barriers at work. As noted by Luo and Shenkar (2006), language difficulties often lead to the misunderstanding of subtle cues or different meanings of similar words, resulting in mismanagement of personnel in hotels. Managers need resources to be effective in their communication with subordinates who have limited language skills. Organisational practices that reduce language barriers may include using bilingual personnel or translating materials into various languages (Harris and Moran 2000; Jonathan and Ingram 2016). These practices could help to remove language barriers in the hotel sector (Dawson et al. 2011). Katia's account revealed that organisational support was instrumental in helping with her language problems.

Similarly Costa (Night Porter at Hotel A) came from overseas. In his narrative, he highlighted his experience of working with customers from different cultural backgrounds, which helped his career in hotels:

"In hospitality I worked in Italy for guest houses and 3 and 4 start hotels. From there I had different clients, not only Italian, but from all the countries around the world. It was difficult for me at the beginning to understand their language. So I decided to go to college and do English course there. Since that time I had lots of English language practice. So starting from there, I moved here and continued working in the same hospitality surrounding. I like to provide the best customer service. Before Italy I worked in Romania in other 3 and 4 star hotels. I didn't have any problems there as many foreigners stay in hotels and my English was spot on by that time. Among the clientele I had lots of Italian, German, French and English people. It was very interesting to deal with them and provide them with the best customer service

possible. Since I did work for other companies, such as Apple and Alitalia in Italy, English was the main language of communication with the customers. I started to love English and receive a satisfaction of using my language correctly. After that intense training in numerous companies English language has become my second language. Now I do not have any language barriers and have successful communication with hotel guests!"

This highlighted that experience of working with a clientele from a multicultural background gives employees more confidence at work, according to Costa. He emphasised that he considered English his second mother tongue. As noted by Dawson et al. (2012), employees who have experienced other cultures and have a good command of English, tend to enjoy communicative satisfaction. This is believed to be a multidimensional construct that expresses varying degrees of satisfaction regarding distinct categories of communication. The most recent study by Chiang et al. (2008) provides a better understanding of hotel employees' motivation whereby communication satisfaction is used as a moderator. The findings recognise the positive effect of communication in motivating employees. Employees with higher levels of communication satisfaction are willing to work harder, believing that performance will lead to rewards and desired job outcomes, thus leading to enhanced productivity and quality of work (Madera et al. 2013). It is evident in Costa's narrative that increased communication satisfaction helped him to overcome language barriers, thus increasing his productivity.

Participants who came to the UK from another country had to learn English and had to overcome language barriers during their work experience in hotels. Soli (Restaurant Supervisor at Hotel B) came from Egypt. He highlighted the role of language in career advancement:

"When I first came to the UK it was a real challenge for me to get used to the culture and language as well. Then I started to work in hotels as waiter and later as restaurant supervisor. I believe that if immigrants can't speak English, they will not get far in their career. Career in the hospitality is very important for me. Therefore, I started to learn English. When I first started to work I had a lot of it cultural

challenges: speaking with the customers so they understood my language was very difficult. I have found lots of other cultural challenges. For example, people from the Eastern countries, such as Latvia, Lithuania and Russia can speak English very well. Therefore, they can get the career advancement fast and without any difficulties. As for me, it was very hard due to the fact that my English was not perfect to start with. However, having worked for the industry for 6 years, I brushed up my English and got promoted!"

This narrative account demonstrates that mastering the English language was key in a successful career development in hotels. Soli highlighted that his career advancement was not so rapid, as he had to build up his English skills over many years. As noted by Potts and Reynolds (2010), migrant workers believe that having poor English communication skills has a disastrous effect on career advancement in hotels. Poor communication causes inequality in treatment and inefficiency in hotel operations (Castro et al. 2006). Therefore, it is important for hospitality organisations to examine the needs of their migrant employees and to teach them appropriate and effective approaches in order to enhance their language ability. Indeed, Soil's account highlighted the importance of English language for migrant workers in terms of successful career progression in hotels.

7.6.2 Managers' perspective on language barriers

The managers from the company under exploration, who were not born in the UK, acknowledged similar language issues as the employees. They emphasised that they had to improve their language skills prior to commencing their employment in hotels.

Joseph (Restaurant Manager at Hotel D) came from Holland. He revealed that when he arrived in the UK, his language ability complicated his communication with native speakers. However, after advancing his English through various language courses, he was able to commence employment in the company under exploration. He also emphasised the role of his first manager in helping him to master his English language skills:

"What attracted me to hospitality was the fact that you always can be around people, different clientele, from different countries, you build up your reputation and make friends with lots of staff. When I first arrived here, I could hardly speak any English. So I had to brush up my grammar. I attended numerous language schools and worked really hard to improve my English. I never stopped, even though it was very hard. When I started my job in hotels in a waiter's position it was difficult to understand my manager sometimes. He used to express the same word with the help of gestures or mimics that everyone could get what he meant. My manager understood that we came from multination background and was very patient in his training. That helped me a lot. Later on, thanks to my communication with English colleagues and my manager's help I started to get a good command of English. After 5 years' time, when I became a manager myself I recalled my first manager's techniques of explanation of new words and did the same with my staff during the training sessions! That really helped a lot!"

This excerpt demonstrates that language skills were critical for Joseph in order to commence his employment in hotel D as was his manager who acted as a role model for him and helped him to communicate effectively. As highlighted by Dawson et al. (2011), the ability to communicate successfully with staff to improve understanding is referred to as functional multilingualism. This relies on a mix of gestures and mimes to communicate by whatever means the parties have at their disposal (Feely and Harzing 2002). While functional multilingualism is sometimes the only communication resource managers have, being able to speak more than one language adds an important aspect to communicative competence (Callahan 2005). It is important for managers to recognise that people from different cultures behave differently and these differences may affect their relationship with the company (Miroshnik 2002). Indeed, functional multilingualism had a positive impact on Joseph's ability to understand and speak English successfully. Moreover, it was evident from his narrative that his manager acknowledged his cultural background and spurred him on to mastering the English language.

Didier (Reception Manager at Hotel D) revealed that his English was very poor, when he came to the UK. He too had to attend English language courses prior to commencing his work in hotels:

"I am from France, however in 2000 I moved to the UK. When I first came here, I was a bit lost because everything was different: language, customs, traditions, even traffic was going on the different side of the road! Even though I had some English, studied English at school back home, I had to attend advanced English course at university when I came to the UK. I was frustrated and frightened to make mistakes in English. So I avoided speaking in English. Due to that fact I had so much trouble in finding a job. Finally, after my advanced English course at university and spending over a year in the UK I managed to get a job in hotel D. Now everything was clear and I didn't have any issues with the language anymore! After some time in the company I improved my language and started to love my job. I was promoted to Reception Manager."

This narrative account shows the effect of language on employment. Didier was unable to obtain work until he mastered English by attending advanced language courses. This in turn was instrumental in his promotion to Reception Manager at Hotel D. Dawson et al. (2012) highlighted the plight of migrants with poor English, and the effects of a communication gap at the workplace. These lead to confusion, frustration, fear, helplessness, and anxiety for those impacted by the communication gap (Loosemore and Lee 2001). Didier emphasised that his communicative competence improved after taking language courses and this had a positive impact on his career advancement and commitment to the company.

This study shows support for the literature on the topic of language barriers in hotels. The study found that line managers and organisational support are instrumental in overcoming language barriers. It highlighted the importance of English language ability for migrant workers in terms of successful career progression. The findings show that functional multilingualism has a positive impact on the ability of increasing the employees' understanding.

7.7 Conclusion

This chapter reveals what it is to be a hotel employee. This study found that higher education was of paramount importance for hotel employees. This finding supports the works of Brown et al. (2014); Docherty & Fernandez (2014) who indicate that higher education has a positive impact on hospitality graduates. The importance of vocation education for the careers of hotel managers was also highlighted, supporting the work by Ladkin (2000), who claims that vocational education plays an essential role in career advancement of the hotel managers.

The study revealed that some employees joined the industry because it offered WLB. This finding contradicts the existing literature on WLB in the hospitality industry. However the study also found that employees who failed to attain WLB had high levels of stress and exhaustion. The study highlighted that WLB practices combined with TM strategies had a positive impact on hotel employees, increasing employees' commitment, job satisfaction, retention and reducing turnover intentions. This finding provides support for the works of Hsieh et al. (2005), Heywood et al. (2010) and Deery and Jago (2015).

The findings revealed that non-financial rewards and monetary benefits, promotions and career progression were tremendously important for the job satisfaction of hotel employees. This supports the works of Imran et al. (2014) and Pan (2014), who claim that pay, promotions and career opportunities are determinants of job satisfaction for hotel employees.

The study found that extrinsic and intrinsic motivational factors were crucial for both employees and managers in the company under exploration. Monetary rewards were found to be highly important. This finding supports the works of Mickel and Barron (2008), Simpson (2009) and Karatape (2013) who claim that tangible rewards like monetary incentives or increases in wages can effectively motivate employees in hotels. Meanwhile, the managers revealed that staff motivation allowed them to intensify staff commitment, decrease turnover and escalate productivity. The study found that an inspirational leader with clear vision and targets can improve the motivation of staff.

The study highlighted the importance of English language for migrant workers in terms of successful career progression. The study found that language fluency was related to the employees' belief that they were valued and in turn they became more committed to the company. The study found that the aid of the line manager and organisational support permitted employees to combat language barriers. This finding supports the work of Welsh and Welsh (2008) and Taylor and Finley (2010).

However, given the Brexit vote, the free movement of people between EU member states may impact on the ongoing recruitment of talented staff to the UK hospitality sector, resulting in a skills shortage (Avon Data 2016). The problem of sourcing talented staff could be hugely exacerbated by having a smaller pool of candidates to select from if restrictions are placed on free movement of EU nationals. As a result of Brexit, the estimated 442,000 hospitality jobs occupied by EU migrants may have to filled by British people if those migrants are forced home (Avon Data 2016). This would likely result in increased wages and higher labour costs which would be passed on to the customer.

CHAPTER 8: Understanding TM practices in hotels

8.1 Introduction

Within their individual narratives, all participants reflected on the distance travelled since their initial introduction to the hospitality industry and identified that their career journey in hospitality demanded time, commitment and determination. This chapter will analyse the TM practices that emerged as sub-themes in the study namely: *Finding the right talent for the right jobs, Belonging to a talent pool, Filling key positions in the company, Staying or leaving a job.* Each section of the chapter will discuss both the employees' and the managers' perspectives.

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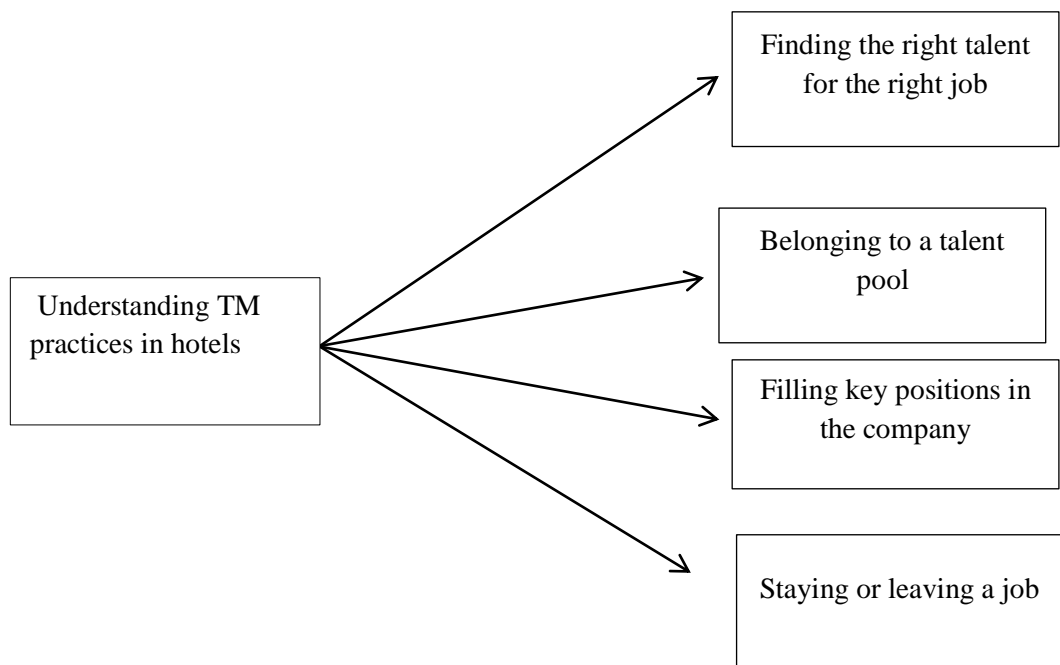
The above thematic diagram should not be interpreted as hierarchical in nature as equal emphasis was placed on each sub-theme. Each sub-theme added to the participants' individual story and their view of the role TM practices played in their personal career development. Participants reflected on how TM practices aided them to become an integral part of the organisation and allowed them to build a successful career in hotels.

8.2 Finding the right talent for the right job

The study highlights the challenges involved in finding the right talent for the right job in hotels. In the view of Schuler et al. (2011 p.5), the global economic situation is proving a challenge for recruitment and retention of talented staff.

8.2.1 Employees' perspective

Throughout the narrative accounts, employees reflected on how they were selected as the best candidate for the job in different hotels departments. Before starting in her present position, Katia (Receptionist at Hotel A) had two interviews with the Front of House Manager:

"I had my first interview with the Front of House Manager. During that interview he asked me a lot of questions about my background and how many years of experience I had in hotels. I had to overcome my nerves and I told her that I worked at reception for 3 years in one of the hotels in Portugal. She also asked a lot of job specific questions related to my job: room bookings, pricing and advertising for the best rates and so on. I was nervous again even though I knew my job at reception very well. I wanted to impress her a lot! I believe that I succeeded in the end. Then she said that she would contact me in a week's time to have another interview. After a week or so I had an email from her and went for the second interview. I was determined to get that job; therefore I was fully prepared for every question. So the interview went much smoother and she said that I was accepted by the company for the reception position. Later on I had some trial shifts along with my reception supervisor, who trained me on various things I needed to know. Later on I attended a reception training course, which was initiated by the company in order to deepen my knowledge and get valuable experience in dealing with complaints and resolving room billing issues. So it was not an easy way to get a reception job. I reckon they wanted to have the best candidate, who was able to do this customer facing job successfully."

The above excerpt demonstrates the strategies used to ensure recruitment of the best candidate for the job. Although nervous, Katia was able to convince the Front of House Manager that she possessed the right skills and qualities for the job. Deery and Jago (2015) claim that in order to attract the right candidate at the right time, organisations should reveal the qualities needed for the workforce. Companies have different sets of values and therefore a clear set of parameters are needed to ensure recruitment of the right personnel. This was evidenced in Katia's experience.

Gary (Night Porter at Hotel A) first worked in the hotel as a temp from an agency. Having applied for the vacancy, he revealed the process of being selected for the job in detail:

 "People are generally attracted to the hotel by the HRM department and they have all the procedures and rules they follow in order to pick the right person and fit them in the role they specify for the job. It is mostly down to them and the line manager how to choose the best people for the job. I came through the agency first just to cover some shifts at the hotel. However, later on I decided to apply for the permanent job. I had an interview with my prospective line manager. He asked me a lot of questions about my background and details of my previous employments. Later on I was called on the trial shift and worked along with some other night staff. During my trial shift I had lots of pressure as I was a newbie at the hotel and wanted to do things right in order to get accepted for the job. However my manager was very supportive and patient. I wanted to impress him. I wanted to show that I am a good team player. I followed all his instructions and was eager to go the extra mile to do anything he asked me. I showed him that I could do my job properly and he highly appreciated all my efforts. I was accepted!"

The above quotation highlights the importance employees place on proving they meet the job criteria. In Gary's case, working in an unknown environment added pressure, as did having to prove himself as reliable and a good team player. Nieves and Quintana (2016) point out that employees first starting their job in hotels are exposed to an unknown environment which may impact on behaviour. They

highlight the role of the manager to minimise challenges and create the most favourable conditions. This was evidenced in Gary's narrative account where the manager's encouragement helped him to minimise his nervousness and to be selected as the best candidate.

Similarly to Gary, Costa (Night Porter at Hotel A) revealed that he commenced his employment through an agency. He highlighted the difficulty in finding a permanent job for a long time, adding to his level of frustration. However, later on he applied for a job in hotel A and proved to be the best candidate for the role:

"To be honest with you I have been working through the agency for a long time. That was the time, when I didn't have a permanent job in the UK. I was doing all sorts of jobs in all hotel departments: from a barman to porter. I decided to change something in my life and I applied for a permanent job. I knew there were some vacancies going around for the night staff in the sister hotel. So I had an interview with the manager there and was waiting for a reply. However, nothing came through for 3 weeks. I felt frustrated because I didn't want to work for the agency any more. I had enough, enough is enough, I said to myself. I need a proper job! Later on in 2 months' time of my struggle I had another interview in this hotel. This time I was well-prepared, got my CV and all certificates from all courses I passed and I was accepted! I was over the moon that day. I came to do some trial shifts and my manager was happy with me and he offered me a permanent position of a night porter at the hotel. So my experience of finding the job taught me that in order to get a job you always need to prove that you are the best candidate! Now I am really happy that I work here."

The above excerpt highlights Costa's lack of self-esteem as a result of not being successful in finding permanent employment for some time. As noted by Elst et al. (2012), employees who experience frustrating events can experience emotions like frustration and ultimately behavioural issues, which could constrain them from achieving valued goals or attaining effective performance (Jung and Yoon 2013). On the other hand, matching individual standards, wishes and performance capacity

positively influences employees' self-esteem (Akgunduz 2015). It was evident from Costa's account that frustration had a negative impact on his ability to find the right job, however eventually being chosen as the right candidate improved his self-esteem.

8.2.2 Managers' perspective

From another angle, the managers revealed their personal experience in recruiting staff. Here Neil (Deputy Hotel Manager at Hotel C) reflects on the interviewing process:

"We have a special procedure in place, candidates send their CVs and later on we try to match candidates to the job role. Later on we interview them and assess how far they can go in their career development. So I believe that we can teach anyone to do anything, but we can't teach the ability to walk over to a customer and say: How are you? How is your day? That has to be natural. If you don't have that in the hotel and hospitality industry you are not the right person. And many people don't have that. You have to have the ability to be confident in doing it. Everything else, all the technical details we can train. Now, some people learn faster than others, some people can see problems before they happen because they have experienced it. From my personal experience, being a manager, all employees come to work in a hotel, want to be developed, and want to be pushed forward. So really, when employees come to work in the hotel they have expectations of career development. I personally have a strategy that I choose future potentials for the job if I see that they have a clear vison how their career will be built in hotels. That will make them the best choice for the company!"

The above extract highlights the importance of employees' career expectations and ambition in job selection. Metz et al. (2009) claim that career expectations refer to real, reachable career targets that an individual wishes to fulfil during their work in hospitality. The majority of previous studies that examined the influencing factors of career expectations from an individual perspective find that these are influenced by personal interests, hobbies and family background (Schoon and Parsons 2002),

educational background and gender (Powers and Wojtkiewicz 2004; Metz et al. 2009). Hotel managers need to find the right candidates who can be developed. Employees with high levels of mentoring and managerial support tend to develop maximum efficiency and satisfaction in their careers (Rhoades and Eisenberger 2002; Stamper and Johlke 2003). Neil's account supports the literature in that in choosing the best candidate, consideration is given to the best person who possesses a clear vision of their career path.

Andy (Hotel Manager at Hotel B) revealed the company's procedures for recruitment. He emphasised that personal experience as a Hotel Manager equipped him to make the right decision. He also highlighted the employees' expectation of an Employee Value Proposition (EVP):

"We have successful HRM practices in place: attraction, development, leadership and retention. The company fulfils their positions with talented employees, who can bring a competitive advantage and promote our hotels in the local area. I keep searching for the best candidate for the position available. When I get the best match for the position, the hard job begins. From my personal experience, I know that employees want to have a bundle that comes with the job: promotions, perks, benefits and career development, of course! I want my staff to have the best career development in place. Therefore, I keep on training my staff persistently; improving their skills and make them shine in their job role. I also sign them on for the career development courses that can improve their knowledge and they will be able to do their job better. So it can be diversion to different areas, such as wine training, food knowledge. If they do not have very strong food knowledge, but they good at other jobs, you need to develop all combination of the skills and knowledge. We have a management course available, wine training and other courses as customer service, training the supervisors that allow us to become better and more experienced managers, improve our skills and knowledge on the floor, so our wine and food knowledge. I motivate my staff through thanking them, through praising them, also through the training. I believe that by training them, by improving them that motivates them to do better for the company. I know that employees who have perks,

benefits and career progression in hotels are highly motivated and remain in the company for a long term!"

This narrative account highlights that managers' profound knowledge and expertise means they are best placed for recruiting the best talent. Andy observed that EVP needs to be actively communicated to potential employees as there is clearly an expectation of promotions, perks, benefits and career development. As noted by Hatum (2010), EVP reinforces the policies, processes and programmes that demonstrate the organisation's commitment to an employee's career development, perks and benefits, and ongoing employee recognition in the company. It lists the central reasons why employees choose to be committed to an organisation. Indeed, it is evident from Andy's narrative that EVP is crucial in the recruitment and retention of talented candidates.

Joseph (Restaurant Manager at Hotel D) highlighted that finding the right candidate for the right job commenced with a talented manager who possessed a clear vision on how to attract the right talent:

"It all begins with the talented managers, who can attract, develop and retain the staff, organise and unite the team. It is also about the environment we work in. I don't know if I have a certain criterion, it is most often results-driven. That I like, our old boss had a very good system, where you appraise people 50 % on results and 50 % on subordinate feedback. Anyone can achieve results by waiving a big stick around, but if we want the result in people being unhappy that is not the environment we have here. The talented manager attracts the best candidates for the job role, promotes them, and lets them grow in their career. When a person is happy and satisfied in what he is doing he will bring more benefits to the company. In general passionate and talented employees in hotels are the people, who bring innovations and successful company development. Therefore, a talented manager tries his best to attract talented staff to our hotel!"

Similarly to Andy, Joseph highlights the significance of a capable manager in recruiting the best possible talent and in providing the right environment for growth and success of both the individual and the company. Nieves and Quintana (2016) highlight that managers can attract individuals with a high level of knowledge, ability, experience and flexibility in absorbing new knowledge who can become the innovators in the organisation. Joseph's commentary is testament to the importance of a talented manager with the inspiration to recruit, support and develop staff in the right environment.

This section added to the literature on finding the right talent for the right job in hotels. The study highlighted the importance of the EVP for the motivation and retention of employees in the company under exploration. The pre-eminence of employees' career expectations was highlighted. The findings overwhelmingly demonstrate the fundamental role of talented managers in the successful recruitment of valuable talent.

8.3 Belonging to a talent pool

This study found that employees who were not considered as part of a talent pool showed an intention to leave the organisation. Concerns were raised by Pfeffer (2001) who argued that the introduction of TM and the focus on a minority can lead to a backlash by disaffecting the majority of excluded employees. However, Bjorkman et al. (2013) found that employees in talent pools were more likely to accept increasing performance demands, were more committed to skill development, more likely to support the organisation's strategic priorities, and more likely to identify with their business unit. CIPD report (2010) found that employees in talent pools have higher perceptions of opportunities for career development. However, the same report revealed that employees, excluded from the talent pool, are less likely to have a future with the organisation.

8.3.1 Employees' perspective

Participants revealed that belonging to a talent pool was crucial, as they it offers better career development opportunities, career progression and succession planning.

Costa (Night Porter at Hotel A) highlighted that it was essential that an employee belonged to a talent pool. He revealed that there were numerous talent pools in hotel A:

"I believe it is important to know that you belong to the talent pool in the hotel. I know exactly what the management expect from me. Talents, who are included in the talent pools, are created at work and make the business, run smoothly and efficiently. A person, who is aware that he is considered as part of a talent pool will work harder and will be an example to others. He can also get better career development and opportunities for growth in the hotel. In my situation I started to work harder, thanks to my efforts we have regulars, who come to see me because I am always chatty and bubbly. That helps me a lot when I deal with the customers. It is not all about money, most people are motivated by challenges as opposed to money. Money is a big factor, but challenges are more important for me!"

The above extract emphasised the importance of belonging to a talent pool for hotel employees in terms of career opportunities and career growth. Costa emphasised that workplace challenges were the primary factor in his motivation and monetary benefits were secondary. As explained in the previous chapter, Costa highlighted that being recognised and developed is a powerful source of intrinsic motivation.

The study revealed that some participants felt excluded from the talent pool. Exclusion can be defined as suppressing opportunities to flourish or to express individual identity and authenticity (Swailes 2016). The effects of exclusion in the name of boosting organisational performance can pose an ethical problem. Exclusion from a talent pool is dehumanising to the extent that it denies individuality (Haslam 2006), and could lead to underperformance. Martin (Guest Services Supervisor at Hotel B) verbalised his concerns about talent pools in hotels:

"Sometimes I feel that it's not fair to tell some employees that they belong to the talent pool. It means that they have more career growth, opportunities for development. On the other hand, the others feel depressed and demotivated. That's what happened to me, I do not feel that I need to go to work anymore. What is the point, if the management will not even look my way? I think the management need to see everyone as a talent and give them a chance to grow. I believe that absolutely, all departments have their own talents. If the management appreciate their work, they will be the role models, whom everyone will follow, and they will work for two people. I would say that 90 % will follow them and the department will be the best in the hotel. You just need to give them room for development and grow their talent. In this case a hotel will be a happy environment; all staff will absolutely love to work here."

The open and secure environment of the interviews enabled this participant to vent his frustrations about feeling ostracised at work. Research on the effects of differentiation is a recent phenomenon. Whilst Bjorkman et al. (2013) find that employees in talent pools are more likely to have more positive attitudes on a range of factors, Marescaux et al. (2012) argue that these are offset by the reactions of employees with less favourable views. This finding would suggest that a targeted selective approach to talent management impacts on excluded employees' motivation to stay in the organisation and a planned strategy should be in place to support employees like Martin to mitigate negative effects.

Katia (Receptionist at Hotel A) expressed similar feelings of frustration at being excluded from the talent pool at the beginning. She felt it unfair and unethical to inform employees that they were not part of the talent pool:

"I felt very angry and frustrated to know that I am not part of the talent pool and my performance is not really valued. What rubbish! What do they think, they believe that only talented staff can make the company grow? I do not think so. It is a joined effort of all employees, of course. I think that it is not ethical to let me know that I am not a

part of the talent pool. Since that day, I didn't want to come to work. Later on, the management had a couple meetings with me and offered me a development plan in order to become a part of the talent pool of the hotel. That cheered me up a lot! They offered me to take part in the TM programme. I had some training and coaching sessions and a career development course. I've learnt that you can't assume the business knows where you want to go, you have to take responsibility for development and not wait to be spoon-fed. But once you reach out, the support is fantastic!"

The above excerpt highlighted the negative effects of exclusion but also the TM strategy management used to support Katia to progress her career. Younger and Smallwood (2007) and Bjorkman et al. (2013) claim that in order to minimise adverse outcomes, it is important, that organisations consider aspects of workforce democracy when evaluating the impact and effectiveness of planned talent pool programmes. The above extract revealed the importance of understanding how employees who fall outside the talent pools felt about their exclusion.

8.3.2 Managers' perspective

Neil (Deputy Hotel Manager at Hotel C) revealed that managers in hotels were responsible for finding employees to join the talent pool:

"From my personal career experience in hospitality people are not equal; the challenge is for the manager is to tap into what the person is good at. And that can be hard, because someone can be very, very good at something, but does not want to do that. For example, we can have a Chef, who has got a fantastic personality, who could be amazing on the floor, but likes to be in the kitchen and doesn't want to step out. You have got people, who think that they have got talents, but they haven't. And sometimes, they think that they are better than everyone else. That is complex, because they think that they are the best. But that is their arrogance. You also have people, who are just lazy, who want to come to work, and earn money and go home and play on Play Station for 3 days. So, the hotel manager needs to find the stars in

his department and let them shine. I am sure that these employees belong to the talent pool that can make a difference to the organisation and move it forward!"

The above account emphasises the need for the management team to identify talented employees to join the talent pool. This is described by Tansley et al. (2007 p.8) as an exclusive approach which is based on the notion of the segmentation of employees, on individuals who "can make a difference to organisational performance, either through their immediate contribution or in the longer-term by demonstrating the highest levels of potential."

Similar to Neil, Joseph (Restaurant Manager at Hotel C) recalled from his personal experience of being a manager that having talent in the company was crucial. He emphasised that those employees, who belonged to the talent pool displayed a high quality service to hotel guests:

"For me talented staff in hotels is the key. Talent is having a flare to be able to do something, being good at something, have that natural ability. And my staff had that natural ability to be at the right time in the right place and they belong to the hotel talent pool. I have gathered lots of talented staff, who are able to move this company forward and make some changes in customer service. The reviews in trip advisor showed that we reached the best score within 1 year and now trying to keep it very high. I believe that is due to naturally talented staff, which help me, support me on a regular basis. I have numerous examples of talented staff in my hotel. Naturally the talented employee is my senior duty manager. He is naturally good in his position, he is naturally talented, and he understands responsibilities and demands of the job. Also my F&B manager and restaurant manager have all the skills required to be the top leaders. It happens in hospitality industry that some employees can definitely be more or less talented; it depends on the individual, on their background, their knowledge and expertise. I believe you naturally have talent for hospitality or you do not have a talent. It is something that you can't be adapted to be told, it is extremely difficult to have someone talented if they do have it in their blood, I believe. If they have got talent, they obviously are going to move business forward, doing a good job, complimenting to business and providing a good service to all customers. They are going to be smooth in running their departments. They are people I want to keep

and to nurture into the business. It is very difficult. In my experience I didn't have that many people coming along, lots of people I recruited come from the non-hospitality background, and they didn't have talent in hospitality. If I see someone is naturally talented, that is a tick box, I will hire them straight away and allow them to lead their teams in order to improve the service and bring more revenue to the company."

The above extract highlighted the need for talented employees in hotels. Joseph revealed that his managers in different hotel departments belonged to the talent pool. We can see from his repetition of the words *"talented employees"* that Andy believes that naturally talented staff in managerial positions help to improve productivity and successful business development in hotels. As noted by Guerci and Solari (2012), talent pool segmentation is clustering the workforce into groups of similar workers who have similar needs to be managed by the company. They subdivided them into: exclusive people, who had the ability to make a significant difference to the organisation's current and future performances; exclusive positions, where the pool comprised only a few resources; inclusive people- wide talent pool; and inclusive position – people who set up goals and targets. Indeed, it was evident from Joseph's commentary that talent pool segmentation allowed managers to subdivide the broader employee population into groups of individuals who brought unique skills, knowledge, experiences, and capabilities to the company.

Mark (Head Chef at Hotel D) emphasised that hotel D had a number of talent pools, without whom the company would not be successful. He also highlighted that some talented staff could lead their departments:

"I believe that we have a number of talent pools in our hotel. We have a talent pool at the bar and F&B talent pool. Some of them are our rising stars, who just started to shine and bring a competitive advance to the company. Others are well-established talents, who are considered the backbone of our hotel. Without them the business will not survive! I want all our managers to become strategic assets. People come to our hotel because they like how they are treated in the restaurant by the particular

restaurant manager. Or people have a wedding here because our wedding co-ordinator dealt with them. The people chose the hotel, because they were confident that everything will be spot on here on the day of the event. That is why it is highly important to hire talented staff. If you don't hire talented people, you are kept very busy with HR management and as a Head Chef you want to be kept busy with Talent Management, not HR management... You need to know which situation requires a leader, which requires a manager. It is all about getting results and management is not about keeping people happy. It is a combination: you need to have a vision, and you need to know who is going to be with you. But you need to know how to manage people, who are going to be with you. Everyone can relay a vision and get people to buy into it. Half along that road people will start falling off the side and then you need to know what to do about that."

Mark revealed that segmentation was the foundation of a more predictable, scalable and proactive company. Betchoo (2014) claims that there is a direct link between talent and leadership in hotels. He emphasises that leadership makes a major contribution to contemporary TM. The importance of having the right leadership in the organisation is highly important (Koyuncu et al. 2014). Leaders have a key role to play in business output and performance and productivity. In recent years the talent leadership debate has intensified as hospitality organisations recover from the global financial crisis. Boedker et al. (2011) highlight that talented leadership throughout the organisation contributes to increased performance of the talent pool. Indeed, it was evident from Mark's account that segmenting the talent pool and differentiating the offer for different groups of employees improved performance and productivity.

This section adds to the literature on talented employees in talent pool in hotels, as little research focus has been placed on the topic. This study revealed that employees who were excluded from the talent pool felt frustration and had an intention to leave the organisation. The study highlighted the importance of understanding how employees who fall outside talent pools feel about their exclusion. The study found that the managers' role was significant in recognising talented employees. It

emphasised that talent pool segmentation allowed managers to improve performance and productivity.

8.4 Filling key positions in the company

The study revealed that succession planning provided promotional job opportunities for employees and managers. Succession planning is the part of HRM practices that helps to calculate critical resources and career paths of individual employees (Beaver and Hutchings 2004). Succession planning is the process whereby an organisation ensures that employees are attracted to and developed to fill each key role within the company (Heathfield 2016). Actively pursuing succession planning ensures that employees are constantly developed to fill each needed role in the company.

8.4.1 Employees' perspective

Participants highlighted the importance of succession planning in hotels. Costa (Night Porter at Hotel A) revealed that succession planning was interlinked to career progression opportunities for employees:

"I believe that succession planning directly linked to the career development. Employees change their career in hospitality very often. Sometimes, you need to have someone who can do any kind of job, but besides that at the end might be an employee's choice to go for the best suitable department for him. It does not always happen that you start in one department; you stay and grow within this department. Employees show their best skills and move across departments in order to get job satisfaction and career growth. Experience is good when you work as a supervisors or a DM. When you start from a KP or housekeeping the experience builds up with your job. If you start from the bottom and you pay attention to the job, progress in your career, do some training, you will definitely grow and be someone important in the career ladder. The career opportunities are endless! Later on you can move to higher ranks, doing DMs jobs and sorting out things for the hotel business, or you can run your own business."

Costa's narrative highlights that succession planning correlates with career advancement in hotels. However, he pointed out that any employee, not necessarily managers, could develop a career in hotels. As noted by Crumpacker and Crumpacker (2007), succession planning cannot be limited solely to management positions in organisations. An effective succession planning should also address the need for individual career development in any job category—including employees in all departments, people in the professional, technical, sales, clerical, and production ranks. The need to extend the definition of succession planning beyond the management ranks is becoming more important as organisations take active steps to build high-performance and high-involvement work environments in which decision making is decentralised and leadership is diffused throughout an empowered workforce (Rothwell 2005; Crumpacker and Crumpacker 2007; Tirdasari and Dhewanto 2012). Indeed it was evident from the above narrative that employees from any department who pursued their career related goals, and advanced their knowledge, had succession planning opportunities in hotels.

Soli (Restaurant Supervisor at Hotel B) recalled the process of succession planning in the hotel where he worked:

"I have done KP; I have done glass washing, room service, restaurant and waiter. You know, I have done bar: different departments in the hotel industry. The management normally looks for the successors for the available positions. They come and talk to you and offer you a new position and career change if they believe that you can improve the service and lead the team. On the other hand, if you don't shine your talent, they are happy with you where you are, and will not move you to another job. Yet, once you have worked in different departments you are prepared to climb up for another step up the career ladder. Whether, you think the grass is greener on the other side, you move department, thinking it is better. But when you get there, it is still the same amount of stress and strain in each department. The same amount of things that you can achieve, it can happen in any department. I have done almost every department, and I have enjoyed them a lot! When an opportunity came for a better position in a better department, of course, I moved forward. Often, when jobs are hard to take you just get what is available at the moment. Sometimes,

it is done by circumstances. When the position is there and it is offered to you, you just take it, maybe it's not your ideal position. When something else comes up, you drift to another side. Or sometimes, you are not contented where you are and you think that another department is better hours, another one is better money, another you get a better social life, or whatever, you just move on, and it does often happen in hotels. Initially is directed by circumstances, what you have to take in your career."

The above extract emphasised that succession planning is initiated by management. Employees are offered new opportunities for career development if it can be seen that an employee could bring benefits to the department. Soli, however, also highlighted that succession planning could be circumstantial, depending on job availability. As noted by Eshiteti et al. (2013, p. 158) *"the availability of the right number, right kind of staff at the right time and in the right positions is imperative."* They claim that a sudden vacancy can lead to confusion and loss of efficiency as the search for a replacement is conducted. Moreover, it is noted that the absence or loss of an employee can cause an inconvenience for the manager that can be avoided with some anticipation to serious succession development (Gannon et al. 2015). Indeed, Soil's narrative underpinned the critical role of managers in determining succession planning needs of the company.

Sergio (Food and Beverage Supervisor at Hotel B) suggests that succession planning is connected to leadership in hotels. He reflected that hotels have to develop individual careers, recognise leaders and develop plans for succession:

"What concerns succession planning in the hotel, I personally believe that we need to build successors in all departments for most job roles. I think that succession planning is a complex of techniques to create the best roles and find successors in the company to fit those roles. If you need to find a talented GM you need to find the best leader, who would fit this job role. It is all about assessing and identifying leaders on leadership bench. The departments, which are looking for the successors need to provide job specifications and match the leaders to this job specification. Moreover, I believe that the hotel needs to build long-term strategies of succession planning in order to build their talent pool of leaders for the future job roles. In my

department we have individual development plans for successors, which are aligned with the business strategy of the company. When the need arises to find the best candidate for this or that job role, we have a bank of successors, who are capable to step in. I always say to have the right person at right time is highly important for the company."

The above narrative revealed the importance of leadership development in hotels. Sergio highlighted that in his hotel they had a database of all candidates who could be suitable for future succession positions, which helps the organisation with leadership selection.

As noted by Tirdasari and Dhewanto (2012), succession planning should be a top-bottom process, which aims at finding leaders for succession positions. An organisation has to create a succession plan, which can include the following components: a strategic statement and a database of successors available in the company. This is revealed in Sergio's account: leadership development correlates with succession planning.

8.4.2 Managers' perspective

Neil (Deputy Hotel Manager at Hotel C) considered succession planning as a complex process that is closely connected to TM strategies. The following statement from Neil perhaps best illustrates the process of succession planning:

"To me succession planning is a journey that has a bigger picture. Of course this bigger picture needs to be broken down. I am a waiter for example, and I want to become a GM. How can I get from here to there that takes years to do, experience, knowledge, expertise and passion. I believe that it has direct connections to TM strategies. As we know TM attracts, develops and retains talented employees in the company. I know that our organisation needs a certain amount of new recruits directly at all levels to bring in new ideas and approaches, and fill newly-created roles. There is a direct link between succession planning and TM. All succession planning procedures need to be written in the HRM documents. When I work hard, I

can become a supervisor, later on a Manager and then a Head of department and so on. But each section needs to be broken down on what is required by law and qualifications, such as liquor licencing, health and safety training, risk assessment and so on. But also in key performance indicators, these are my goals, what I achieve. I believe that all career stages are broken into sections. I would say yes, the GM and I are working very well together. GMs talent is wine; he is the Head Sommelier of the group. But then from the point of hotel systems, procedures and management I know more. I have a wealth of experience. My skills are very important. For example, I introduced new DMs diary, and new cash up procedures. For example, I have been a hotel manager, but it is not for me anymore. I am happy where I am now, as a Deputy Hotel Manager. But I want to be the best, I still have a passion. There is a story, of too many Chiefs and not enough Indians. So it depends how far you really want to go in your career, in this case succession planning combined with TM strategies can bring you there!"

It is evident that to Neil succession planning is a complicated process that allows employees to advance their career. Neil meticulously differentiated the stages of career development for hotel employees, which he associates clearly with TM strategies. The CIPD report (2015) reveals that many hospitality organisations aim to attract certain highly-talented individuals for key positions. This aim is likely to be balanced by a desire to promote widely from their talent pool. Succession planning can help with retention of talented individuals as they are made aware of the availability of internal opportunities to progress their careers. Succession planning is therefore a central element of TM strategies.

Due to a number of trends, many hospitality organisations have implemented succession planning (Hor et al. 2010). First of all demographic trends point to the need to develop and retain talent. A second related trend is that younger workers of generations X and Y have different values towards jobs and their employers to their predecessors (Chen and Choi 2008; Nobel et al. 2009). A third issue concerns the retention and transfer of knowledge as more and more organisations' competitive advantage shifts to employee know-how. Workforce changes caused by demographic trends, retirement and mid-career changes decrease the capacity organisations have

for efficiency and productivity, potentially leading to serious threats to the organisation's competitive advantage (Gursoy et al. 2013).

The study found that participants were multi-generational and this impacted on work attitudes, vales and expectations of succession planning. Joseph (Restaurant Manager at Hotel D) revealed that employees from various generations had contrary expectations of succession planning:

"The hotel management generally looks for talented individuals from various generations who are able to follow their footsteps. For example, Sophia is a young talent, 23 years old, who started as an F&B supervisor. She was noticed by the hotel manager and offered a career development plan with the future perspective of the Head of F&B department. She expected to progress fairly quickly in her career. She wanted to have increase of her wages and expected to become the F&B Manager within a few months. That normally takes a year or so, due to the fact that she needs to have more experience and profound department knowledge. However, within 9 months' time she reached her goal and became the F&B Manager. There are no boundaries, what you can or you can't achieve in hotel business, it all down to you and you wish to grow and climb up the career progression ladder. Another bright example is my close friend who is 42 years old and he came to the hospitality from engineering, because he was fed up with his sit down job. He started off from a guest services porter, in a year he was a Head of Guest services, later on he moved to the restaurant as a Head Waiter, because experienced staff was needed. In 2 years' time he was given a position of a Restaurant Manager. Last year he was offered a position of a Senior Hotel Manager. So, for him it took 6 years to reach his career goal. There are no limits or boundaries in terms what you can or can't achieve in hospitality industry. It all comes with experience, knowledge, your personal wish to grow and develop. The successors can come from any generations, but they need to improve their knowledge and skills constantly and buy into the vision of the company. In this case the company will grow and outsmart the competitors."

The above account emphasised that employees from different generations had equal opportunities for succession planning in hotels. Joseph believes that employees who set career goals and have the necessary experience and knowledge can build a successful career in hotels. As noted by Fok and Yeung (2016), succession planning among different generations of employees in hotels is an important step in hospitality organisations. Managers have to promote qualified employees ready for managerial positions and they may carry higher responsibilities than they can cope with (Zhang and Wu 2004). Furthermore, various generations of employees and especially young talents from generation Y are considered to be a vital source for the labour markets, as they bring innovations and increase productivity (Bamford 2012). Indeed, it was evident from the above account that Sophia, who is from a younger generation, was proactive and acquisitive. Joseph highlighted that her tenacity had a positive impact on her productivity and permitted her to achieve her career goal in hotels within a short period of time.

Arianne (C&B Manager at Hotel B) emphasised that succession planning occurred when a position became available. Arianne cited her friend Dan, who was promoted from receptionist to company designer, when the opportunity arose:

"It is all about succession planning at work, I believe. When a position becomes available, we lay a very specific person and job specification. It is normally the specification of the person to fit the correct job role. The vision we have here relies on what kind of talents we need. If you want a particular person, you have to lay out a vision along with the person's specification to generally attract the right staff to the position needs to be succeeded. Obviously, the manager gets some people, who think that they are going to be in his vision. It is up to him to decide, whether they fit in the work environment in the hotel. The great example is Dan from the Marketing department, who does all the company's design work. He was a receptionist at the hotel B, because he couldn't find a job as a designer. The company mentioned that they were looking for a designer. The next day he brought his portfolio in and now works for the Head Office. He was a very good receptionist, he is a brilliant designer. In our hotel we have a policy, where we promote internally, if we have place to do it. If you look at our Deputy Restaurant manager, she was just a part-

time waitress. But she was very talented and got promoted. So she is doing extremely well. Look at me for example; I was a 14 year old kitchen porter. Now I am a hotel manager! Succession planning can be done at all levels of the organisation."

The above extract demonstrates the dynamic nature of succession planning; hotel employees are required to work hard to prove that they are worthy to receive promotion. On the other hand, managers benefit from succession planning, if they feel employees fit into their vision of the future successor. Heathfield (2016) claim that succession planning has advantages for employees and managers alike. An individual career pathway builds self-esteem and self-respect. On the other hand, managers rely on their employees to follow the mission and the vision and to attain the goals of the organisation. Indeed, it was evident from Arianne's narrative that succession planning was an asset for managers and employees as it left the company well prepared for all contingencies.

This section lends support to the literature on succession planning in hotels. It was evidenced that succession planning provides promotional job opportunities for both employees and managers in the company under exploration. The study highlighted that the role of the manager is crucial in determining the succession planning needs of the company. It was also found that leadership development was a correlate of succession planning that allowed managers to develop the future successors of the company. The study emphasised that the consolidation of succession planning and TM strategies allowed for the development of talent for specific roles in the company. The study revealed that various generations of employees had contrary expectations of succession planning. The study found that succession planning was an asset for managers and employees as it left the company well prepared for all challenges.

8.5 Staying or leaving a job

The study revealed that employees' retention and turnover intentions depended on the system of rewards, organisational commitment, managerial support and encouragement, work-life balance (WLB), job satisfaction and training and development courses offered by the hotels. This section links to Chapter 7, which concentrated on WLB, job satisfaction and motivation. As noted by Deery and Jago (2015), retaining good staff in the hospitality industry is a constant source of concern for practitioners and hospitality academics. A key element in the research on employee retention is the need to retain talent in hotels, and a number of strategies to this end are explored in the literature such as maintaining WLB (Qu and Zhao 2012) and increasing job satisfaction, organisational commitment, the system of rewards and training and career development opportunities for hotel employees (Davidson and Wang 2011; Yang et al. 2012).

8.5.1 Employees' perspective

The participants highlighted numerous reasons for turnover and retention in hotels. Soli (Restaurant Supervisor at Hotel B) commented that employees had intentions to leave their job because of constant pressure. However, he highlighted that monetary rewards had a positive impact on staff retention:

"I tell you why most people leave hotels, because I know from my personal experience. I worked in the top hotels. The best hotel in the country, the people didn't stay there long at all. Yes, they have special procedures of attracting the best match to the role and run development courses are run in the company. However, the retention of talented staff is the key for me. The retention is important in order to control the staff turnover. So, there, in that hotel the staff turnover was very high. That happened partly, because some people wanted to get that hotel on their CV. They went there for a while and get their name on the CV. I worked there and moved on, but most importantly because of the pressure they had there. Top hotels require that much pressure, where you always have to be attentive to guests and always go an extra mile for everything you do there. A lot of pressure comes from any angle… That what drives people away, as well as unsociable hours! What attracts people to

the hotel, you need enough money, tips at the end of the months and so on… to survive and have a reasonable life. You do need a bit of social life. So your hours are important and your overall enjoyment from the job you are doing there."

The above excerpt highlights that in order to retain talented staff and avoid staff turnover hotels have to minimise the negative impact created by pressure and unsociable hours. Soli points out that monetary rewards strengthen the employees' intention to stay. As noted by Aguinis et al. (2013), the reason why monetary rewards can be a powerful motivator is that they can attract and retain top performers. Moreover, they cover the basic needs: such as food and shelter; and higher-level needs, such as belonging to a group and receiving respect from others (Chib et al. 2012). Monetary rewards provide employees with the means to enhance the well-being of their families (Long and Shields 2010), as well as pay for leisure activities with friends and colleagues, thereby helping satisfy the higher-level need of belonging (Beer and Cannon 2004). Employees can also use monetary rewards to pursue training, development, satisfying the higher-level need for achieving mastery (Aguinis et al. 2013).

The findings demonstrated that managerial support and encouragement had a positive impact on staff retention in hotels. Participants observed that a lack of support increased frustration and had a negative impact on retention. During the interview, James (Restaurant Assistant at Hotel C) became visibly agitated when recounting an experience that led to a frustration that was very difficult to contain:

"We have retention strategies in our hotel. The hotel offers career development courses and employees at all departments have the possibility to do the course the business requires. We also get tips and perks at the end of the month. That works out fine and everybody is happy. I know that the hotel management supports us a lot; they are always on our side in any situation. However, what happened recently frustrated me a lot. There was a very busy morning at reception in our hotel. They had 33 check outs to do and after that to sort out some guest complaints as it happen in the morning. After that we had a busy afternoon. The reception supervisor Agi found out that the housekeeping staff gets more money than a supervisor in reception. She asked the Hotel Manager to increase her wage, as she has worked at

reception for 3 years. She was shocked that his reply was: "You are not good enough to pay you more!" I remember her tears and frustration. The same day she walked out. Other receptionists found out what happened. All of them were good friends of Agi and the next day in solidarity with her they decided to quit. How amazed was the Hotel Manager when instead of one member of staff he lost all reception team! Now he needs to get a cover from another sister hotel in the company. Currently they are looking for new staff that can start immediately."

This account highlights that mismanagement and a lack of support exacerbates turnover. James' frustration with management was palpable. The failure to manage staff properly led to a massive walkout which significantly impacted on employees. James concluded that poor management had an adverse effect on retention in hotels. This aligns with the findings of Karatape (2013), who suggests that poor management leads to dissatisfaction and frustration. Moreover, Christian et al. (2011) claim that stressful and demanding situations increase employees' intention to leave, as is evident from the above account.

Sergio (F&B Supervisor at Hotel B) recalled that job satisfaction was a dominant factor in his intention to stay or leave. He also revealed that engaged and committed staff in hotels had a tendency to stay in the company for a long time:

"I started to work as a waiter in one of the hotels in the company. Later on in 3 years' time I was promoted to the F&B Supervisor. In the company I worked in the hotel A and C. Currently, I am employed as an F&B Supervisor at the hotel C. I worked as a Bars' Supervisor previously. Now I am overlooking two bars, Bistro, terrace and C&B department. The department is very large and I have 20 staff that is working along with me. That is a huge responsibility. I am happy with my current job. When I think about my job and look back when I started to work for the company, I understand that my job satisfaction influenced my career greatly. Therefore, I didn't leave the job in the first place. I think that retention of staff is also very important. I can give you an example of my staff in my department. For me as a supervisor is very important to have my talented, committed staff, who are eager to work and make this hotel better. I am happy to have a great team of workers. If we have talents they bring new ideas and hotels revenue grows. I normally give my staff

room for development and growth. I engage them in complicated and difficult tasks that demand high concentration, time-management and interpersonal skill, good communication skills. I measure their success by the results they achieve and praise them if they meet all the targets. I believe that it makes my staff happy and committed to their job roles and they stay for a long time for the company."

The above excerpt highlights that talented staff who are engaged in creative tasks increase their commitment, job satisfaction and desire to stay in the company. As noted by Cheng et al. (2016), the importance of job satisfaction is emphasised in the literature, due to its positive effect on job performance (Rich et al. 2010; Lu and Gursoy 2013) and retention (Torres 2014). Radosevich et al. (2008) argue that highly engaged employees have higher job satisfaction, when compared to disengaged employees. Karatape (2013) also suggests that highly engaged employees are more likely to stay in their company.

Natalja (Receptionist at Hotel C) highlighted that training and development courses strengthened staff retention in hotels. She listed some courses that were available in the company and summarised the importance of staff retention:

"We have a lot of career development courses in our hotel. We run internal and external courser for all our staff. External courses are Health and Safety, numerous career development courses for all staff needs and levels that are available in the company. They are also NVQs are run by the colleges for the kitchen staff, that is mandatory for all of them. We have Rezlynx training course for our reception staff. I know that employees who have training courses available for them are likely to stay with the company for a long term. My friend James said that recently he had 2 training courses: Improved Wine training and Customer Service Level 3. He found them beneficial for his future career development. He commented that they not only made him more knowledgeable, but also taught some practical skills that are necessary for everyday operations in hotels. He said that he is planning to stay for a long time with the company and therefore he wanted to take some more courses."

Natalja further elucidated the benefits of staff retention for the company:

"I strongly believe that career development courses influence retention of staff. The retention of employees is important to the company, as they can make the company grow by attracting more clientele. I know that employee also generate high revenues and bring innovations. The more talented staff you retain, the least money you need to spend for attracting, developing and retaining new staff. That costs a lot! You can also reduce the staff turnover considerably. We as a company have this retention practice and always make sure that our staff are happy with the job they are doing, motivated at their job role and have a potential to grow. If staff are not happy and satisfied we are always open to discussion, they just need to stand up and voice their problems. We make sure that we do all possible to keep all our staff satisfied and happy. Otherwise, they might go to our competitors and we will be in the lose situation. Therefore, we have a structure of perks and benefits that motivate staff and keep them happy. They are tips at the end of the month, added to their wages, employees of the month, staff discounted rates on hotel rooms for them, their families and friends."

Natalja saw a link between career development courses and motivation, job satisfaction, engagement and retention. As noted by Chandani et al. (2016), career training and development courses aid organisations to retain talented employees whilst also providing personal development opportunities. Indeed, the companies that invest in training and development courses have the highest retention rates (CIPD 2015). It was apparent to Natalja that career development courses were the catalyst of successful career progression in hotels whilst improving commitment, engagement and motivation as well as retention.

8.5.2 Managers' perspective

Joseph (Restaurant Manager at Hotel D) reflected on the retention strategies in the hotel where he worked. He acknowledged that these were central to successful organisational development:

"We have retention strategies in our hotel. I believe that the retention of talented staff in the hotels is very important as, they are the key to a successful business. If

you don't retain talented staff, you competitors may attract them and you can lose a part of your business. Generally, talented staff whom customers miss a lot! What you want in the hotel is progression; you want talented people to come up with ideas that either saving money or generating more revenue, or both, or adding value to guest experience. And only talented employees generally come up with those ideas. We have a system of rewards that allows us to retain the best employees in hotels, we run numerous development courses to develop their knowledge. When the position becomes available we promote them and train in various hotel departments. Generally, we retain the brightest employees in our company, so the company can be have the best talent and can compete with the other hotels in the same market."

Joseph emphasises that organisations have to invest in retention strategies in order to keep talented employees in hotels. As noted by Deery (2008), Poulston (2008) and Davidson et al. (2011) retention strategies act as motivators for individual employees. They include intrinsic rewards, training and career development courses, compensation policies and inter-departmental transfers. Such motivators have a positive effect on employees and increase retention. The former two strategies serve to enhance employees' job satisfaction while the third strategy can minimise the loss of organisational knowledge due to employee turnover (Chalkiti and Sigala 2010). It is evident from the above account that the company under exploration uses retention strategies, such as career development courses, promotion and the system of rewards in order to retain talented employees and minimise their turnover.

Arianne (C&B Manager at Hotel B) placed importance on WLB in the retention of staff. She recalled how having WLB influenced her own intention to stay in the company. She became very agitated when recounting her story. Sometimes she had to pause to recall facts, which made her story vivid and sincere.

"Staff is a valuable asset that can't be lost! Therefore, staff retention is another paramount hotel practice that allows keeping the right people in the right positions and letting the company head to the competitive advantage. The more talented staff is working for the company, the more successful it becomes! I know that the staff feel happy when they have some social life after they finished their work. It is a great art to find time for the social life when you work in hotels… As for me, I find it difficult

sometimes to balance my work and spare time...In the company we have WLB strategies: flexible working hours, childcare, maternity and paternity leave. They are family-centred and allow employees, especially women to devote some time for their loved ones!.. Last year my baby daughter was born, and the company wanted to help me. First of all I was given flexible working hours, so I could look after my daughter. Later on all the staff voted for me to be the best employee of the year! Oh, my God, that was emotional... I cried and screamed a lot. I feel that the company gives me a lot: I have a great balance of work and social hours. I will never leave this company, as I feel valued and well looked after!"

The above extract highlights the importance that hotel employees place on having WLB. Those who enjoy a WLB are better able to manage work and family and are more satisfied and therefore more inclined to stay. This finding mirrors the research of Won and Ko (2009), who suggest that hotels that adopt sophisticated WLB practices become an employer of choice, as employees feel valued and staff retention increases dramatically. Moreover, such companies view WLB as a competitive advantage that allows them to recruit the best candidates and potentially increase employee loyalty and retention. Indeed, Arianne's narrative highlights how emotionally attached she was to the company. It is evident that she felt valued and supported after the birth of her daughter, which intensified her commitment and loyalty and increased her intention to remain in the company for a long time.

This section adds to the literature on the retention of staff in hotels. The study revealed that monetary rewards were determinants of employees' retention and decreased turnover intentions. The study found that the support of management and their encouragement positively impacted on staff retention. It revealed that job satisfaction impacted on staff retention and intensified commitment and engagement. The findings revealed that the company under exploration promoted retention strategies, such as career development courses, promotion and a system of rewards in order to retain talented employees and minimise turnover intentions. The study showed that WLB practices intensified the commitment of staff and increased retention.

8.6 Conclusion

This chapter has added to the understanding of hotel employees' view of the role of TM practices in personal career development. The study found that employee value proposition was important for employees' motivation and retention intentions. These findings lend support to the researchers who believe that EVP reinforces employees' policies, processes and programmes that demonstrate an organisation's commitment to the employee career development and increases retention in the company (see Hatum 2010). The study highlighted the pre-eminence of the career expectations of employees selected for jobs in the hospitality industry. It was discovered that the talented manager was fundamental in the successful hiring of the best candidate for the job role.

A significant finding was that employees who were excluded from the talent pool felt frustration and had an intention to leave the organisation. The study highlighted the importance of understanding the impact of talent pool exclusion on the workforce. This finding adds to the existing literature on talent pools and supports the works of Bjorkman et al. (2013) and Swailes (2013), who report that exclusion can be read as suppressing opportunities to flourish or to express individual identity and authenticity. The study emphasised that talent pool segmentation allowed managers to subdivide the broader employee population into groups of individuals who brought unique skills, knowledge, experiences and capabilities to the company under exploration.

The study revealed that succession planning provided promotional job opportunities for both employees and managers. This finding supports the work of Crumpacker and Crumpacker (2007), who claim that succession planning cannot be limited solely to management positions or management employees in organisations. The study highlighted that the role of managers was crucial in determining the succession planning needs of the company. The study found that leadership development was a correlate of succession planning, allowing managers to develop the future successors of the company. The study showed that succession planning and TM strategies

allowed managers to develop pools of talented people capable of filling a number of roles in the company.

The study revealed that monetary reward was one of the determinants of employees' satisfaction, and that the support and encouragement of management positively impacted on the retention of staff in hotels. The participants highlighted that a lack of the latter increased frustration. This finding supports the work of Karatape (2013) who suggested that poor management had a negative impact on employee retention and led to dissatisfaction and frustration. The study found that WLB practices intensified the retention of staff. The findings reveal that the company under exploration promotes retention strategies, such as career development courses, promotion and a system of rewards in order to retain talented employees in the company.

Chapter 9: Personal Career Development in hotels

9.1 Introduction

The final findings chapter concentrates on participants' personal career development in hotels. This chapter will discuss the various aspects that allowed participants to build a career in hotels and achieve their ambition of a dream career. The chapter consists of the following sub-themes: *Setting career goals and aspirations*, *engaging in career development courses*, *getting promoted, achieving the dream career.* As discussed in the previous chapter, this chapter has many overlapping topics, but repetition is minimised. The participants were employees and managers in hotels, therefore, the findings present both perspectives. The final section *achieving the dream career* explores the meaning that employees and managers found in their career in hotels, and it is noted that this insight was only captured as a result of the reflective nature of the narrative approach.

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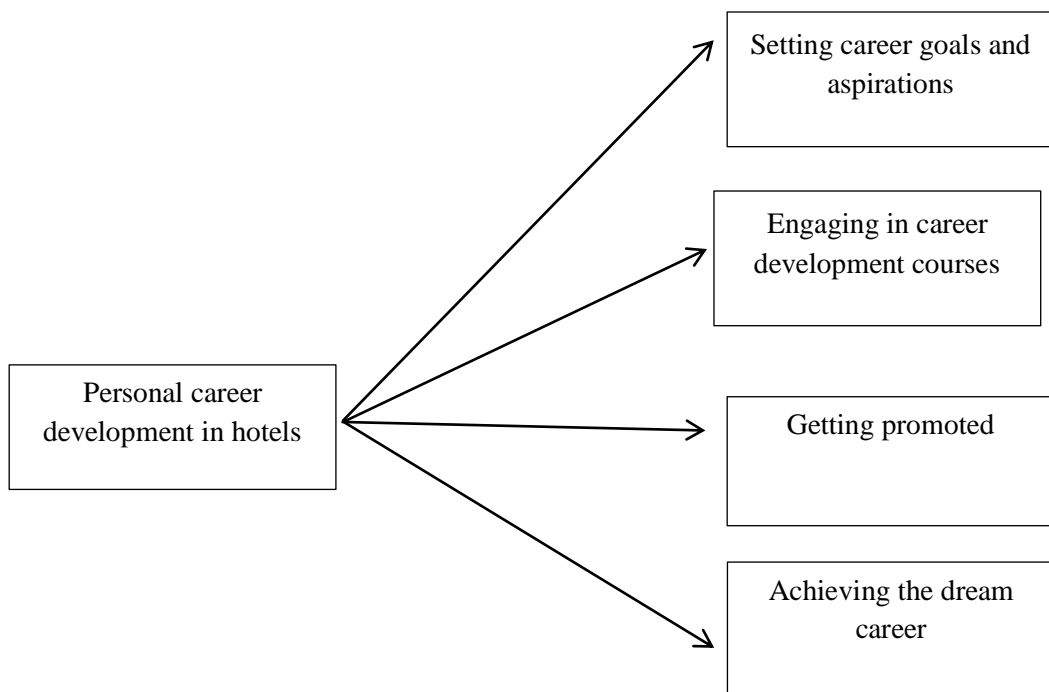
9.2 Setting career goals and aspirations

The study found that the participants set individual career goals and aspirations in order to have successful career development in hotels. Career aspirations are an individual's expressed choices or goals in the career development domain (Rojewski 2005). Setting career goals is important to personal career development for both employees and managers (Sawitri and Creed 2013), and is crucial for planning a career pathway (Garcia et al. 2012). In the career literature two main types of goal orientation are identified: mastery-approach and performance-approach (Elliot 2005; Payne et al. 2007; Garcia et al. 2012). First, the mastery-approach is associated with developing and improving skills, decision-making, commitment and aspirations. On the other hand, a performance-approach orientation leads individuals to set higher goals, such as reaching for the top position in hotels, especially where success is likely, as this can invite positive feedback (Schoon and Parsons 2002; Cellar et al. 2011). The following narrative accounts will reveal how employees and managers set career their own goals and aspirations in the company under exploration.

9.2.1 Employees' perspective

The mastery-approach in setting career goals and aspirations was highlighted by a number of participants. Katia (Receptionist at Hotel A) recalled how difficult it was for her to stay focused at reception, so she worked on mastering her skills and developing her knowledge. This enabled her to concentrate on her performance:

"I would like to improve myself as receptionist, because I want to be the best! I am starting to gain lots of experience while I am working at reception. Mostly it's dealing with complaints and sorting things out to make the customers happy, so they can have an enjoyable stay at the hotel. You don't need to have a manager all the time; you need to sort out some problems yourself. That all comes with experience and understanding of your job role! Sometimes, it is very difficult for me to concentrate as emotions overflow. So I breathe… and say to myself: Katia you can do it! So… I am doing it and I am in control of the situation. Working at reception involves a lot more: dealing with complaints, problems, sorting out room issues and balancing weekly returns. I would like to learn the best way to deal with them. I need to go in depth into all the procedures and build up my knowledge and get ready for

another move into a new role as a reception supervisor, when the opportunity arises. I have worked at reception in another hotel. However, each hotel has its own specifics. It takes time to get to know everything. Eventually with experience, deep knowledge and proper training the department will reach its targets. Being a receptionist is a really valuable experience that helps me to progress further in my career. The more complicated the job is, the more effort I put into it in order to make it right, and it is all process of building my experience and job expertise. I stared to enjoy this job whatever challenge is thrown at me! Not all the time my decisions make people happy, however I just need to do it right and motivate myself to do this job better and better next time when similar problem arises. When it comes to difficult reservations and room billing, I need to have proper explanation of the problems and how they need to be sorted in the way that leaves the customer happy and the business profitable."

It is evident from the above that setting goals is important for personal career development. For Katia, it enabled her to be actively engaged in mastering skills and gaining knowledge to further her personal career development. As highlighted by Lee et al. (2003) and Sawitri and Creed (2013), the mastery-approach predicts positive outcomes for future career development. It encourages individuals to set and work towards goals and aspirations that are personally valued and challenging. This was true in Katia's case.

Similarly to Katia, Costa (Night Porter at Hotel A) believed that mastering his own skills and knowledge would lead him to career advancement:

"Mastering my skills and knowledge are very important for me. So I can have different positions and get experience in all departments! I am dreaming to become a professional in my job! That would fulfil my career aspirations. In the hospitality I worked in Italy for guest houses, 3 and 4 star hotels. From there I had different clients, not only Italian, but from all countries around the world. So it was very challenging to provide the best customer service to all of them! So starting from there, I moved here and continue working in the same hospitality surrounding. I like to provide the best customer service! Before Italy I worked in Romania in other 3 and 4 star hotels. Among the clientele I had lots of Romanian, Italian and English

people. It was very interesting to deal with them and provide them with the best customer service possible. Since I did work for other companies, such as Apple and Alitalia in Italy, the customer service is a back support for me in hotel industry. I am not going to stop in what I achieved and continue mastering my skills and knowledge in order to be successful in my future career!"

The above excerpt demonstrates that employees are eager to master their skills and improve their knowledge in order to develop. The repetition of "customer service" highlights its importance for Costa and the need for him to improve his approach to customer service for hotel guests. Tolentino et al. (2013) claim that the mastering-approach in setting career goals views challenging situations as an opportunity for career development. Hence, goal-oriented individuals are more likely to perceive work transitions as career enablers rather than barriers (Creed et al. 2011). The findings reveal that the mastery-approach in setting career goals and aspirations was prevalent among hotel employees and strongly related to professional fulfilment. Employees with such an approach were more likely to successfully reach set career goals. Costa highlighted that successful mastering of his skills increased his feeling of professional fulfilment and his chances for the further successful career development.

The following narrative account of Soli (Restaurant Supervisor at Hotel B) emphasised that setting career-related goals was essential, as he was planning to become the restaurant manager. He highlighted that setting higher career-related goals maximised his personal growth and propelled him to further develop his ability to adapt to career-related challenges. He recalled the process in the following account:

"The career development process gives a light at the end of the tunnel for young employees and experienced ones, as well. They start the same routine, for the rest of your life ... I think it is important. That normally happens that you don't find many people that follow the same career all their life, or being in one department all the time. Me for example, I have done KP, I have done glass washing, room service, restaurant, waiter. You know, I have done bar: different departments in the hotel industry. The different departments, I worked in, that have significant impact on my

individual career. I always wanted to become the Restaurant Manager and I was working towards this goal. The room service, where I started to work was chaotic. They didn't have trays, cups. The service was very slow and scattered. Therefore I introduced a cabinet, to start hiding trays that belong to room service, began to prepare clean trays as well. Later on the hotel management spotted that the service improved and I was promoted to the restaurant supervisor. I still want to reach that goal that I set to become a Restaurant Manager and I work hard towards it. I am on my way to success! I hope that I can satisfy my career aspiration and become a Restaurant Manager shortly!"

The above account emphasises the importance of the performance-approach which enables the employee to set higher career-related goals to reach top positions in the hotel hierarchy. Soli's account reveals that individual employees have to adapt their behaviour to challenges in the hospitality environment. This finding supports the social cognitive career theory (SCCT) of Lent et al. (1994, 2000, and 2005). The SCCT places emphasis on process aspects of career development, such as the means by which people help to adapt to changing circumstances, and direct their own goal-relevant behaviour at work. The new SCCT model of career self-management (CSM) focuses on a wide array of adaptive career behaviours that people employ to adjust to and thrive within work environments across the career lifespan (Lent and Brown 2013). These behaviours are considered mechanisms that allow individuals to take part in setting career goals. It is evident from Soli's narrative that the performance-goal orientation can be equally important for individual employees in hotels, who aimed at setting higher career goals of achieving the top managers' positions in the hotel hierarchy.

9.2.2 Managers' perspective

Neil (Deputy Hotel Manager at Hotel C) commented that he has already achieved his career goal by becoming Deputy Hotel Manager. He recalled the time when he was the Hotel Manager in a different hotel. However, in the present company, he was afraid to take this top position because of high responsibility and stress:

"I remember when I was a Hotel Manager in one of the hotels in Manchester. I used to set career goals and was eager to develop my future career. When I reached the position of the Hotel Manager, I stopped setting up my goals. I used to overlook the hotel, interview and hire employees. But it is not for me anymore... I am happy where I am now, as a Deputy Hotel Manager of the Hotel C. I don't want to take much responsibility any more, and stress over all the problems. I remember how I was in charge of all hotels operations, checked revenue on a regular basis and was doing other bits and bobs that helped the hotel to run effectively. Now, I feel that I don't need to set up new career goals, as I don't want to have any more career development. I had enough!.. There is a story, of so many Chiefs and not enough Indians. So it depends how far you really want to go!"

This highlights that some managers avoid setting goals for career development because of the extra responsibility involved and the fear of failure. Sawitri & Creed (2013) describe this behaviour as high prevention goal orientation where there is a concern for security, stability, and obligation. This finding draws on regulatory focus theory (RFT) by Higgins (et al. 1997, 1998). RFT suggests that all individuals have two distinct, independent, and unique goal-striving orientations: a promotion and prevention focus (Higgins 1998). The latter focus tends to notice and recall information related to the cost of loss, failure, or punishment (Higgins and Silberman 1998). Prevention-focused individuals are likely to value safety and follow rules; they approach tasks with vigilance and concern themselves with accuracy (Forster et al. 2001b). This study found that prevention-focused individuals (for example Neil) were concerned with what they ought to do, acting out of obligation and in accordance with expectations to avoid negative outcomes.

The following account of Joseph (Restaurant Manager at Hotel D) highlights the impact of setting high career goals in the career development process in order to get a higher managerial position:

"Of course, at different stages of career progression we set different goals and career aspirations. If you start off as a KP, you need to bear in mind that you want to

reach more. Slowly, you can move to another department and achieve something else. There are no boundaries, what you can or you can't achieve in hotel business, it all down to you and you wish to grow and climb up the career progression ladder. My career journey started from a guest services porter, in a year's time I was promoted to Head of guest services, later on I moved to the restaurant as a Head Waiter, because experienced staff was needed. In 2 years' time I was given a position of a Restaurant Manager. So you see there are no limits or boundaries in terms what you can or can't achieve in hospitality industry. It all depends on what goals you set and what you want to achieve in your career!"

The above extract shows the importance that participants place on setting career goals and aspirations. Joseph reflected that the higher career goals the employees set, the higher positions they could reach in the organisation. This finding mirrors the research of Humborstad et al. (2014), who claim that when employees are performance-oriented, they focus on setting high goals in order to reach higher managerial positions in the organisation. Performance-oriented individuals possess high motivation to meet their respective performance standards as long as they do not risk failure in front of significant others (Janssen and Van Yperen 2004). It was highlighted previously in the section on the employee perspective that performance goal orientation allowed individuals to set higher career goals, especially where success was likely and elicited positive feedback from others. This is reflected in the managers' perspective too.

Similarly to Joseph, Arianne (C & B Manager at Hotel B) acknowledged that setting higher career goals and aspirations afforded her to achieve a managers' position and opened new career opportunities. She recalled how she had her career training at Buckingham Palace as a Banqueting and Reception organiser before she commenced her job in the company under exploration:

"I studied Event Management for 4 years at the University of Plymouth. During that time I started to work part time as a waitress, as most of my friends did as well. At that time I didn't think that hospitality and hotels could be my vocation and career as

well. I was working in a three star hotel and was really passing the time. I just wanted to earn some money to make ends meet. My Head Waiter told me how to serve on tables and look after customers. We had different clientele there, from very posh regulars who would come for a really expensive bottle of champagne with their meal, to some holidaymakers, who had just some light bites with coffee or tea. I started to understand how to be efficient at work. I had my regular customers who used to come to the hotel just to see me and get an excellent service. I set myself a career goal to have a well-paid job in hospitality! Slowly I started to enjoy what I was doing! It was not just the job anymore, where I was passing the time, but a potential future career. Later on I graduated and decided to move to London. I was lucky enough to get my career training at Buckingham Palace and worked for Royalty. That was an unforgettable career experience, as I organised and catered for balls, events and really posh functions. My role was to prepare the table settings, check that everything was perfect! I tell you the truth; we had to do the setting for 100s of people. One setting normally took us one week minimum. As everything should have been flawless! Every table had a special setting plan: from shape of the napkins, quality of glasses, plates, crockery and cutlery. We had to measure the distance between the chairs each guest was sitting! That was one unforgettable career experience! Later on I set my goal to reach the top managerial position, as I had a wealth of experience. Later on I moved to Dorset, met my future husband and decided to settle down. I joined this company in 2006 in June as C&B Manager. My career progression was very good; I started off as an Event Administrator. I was hired to do functions and weddings. Now I am a full time C&B Manager. So I know that the higher career goals you set the more you can achieve!"

Arianne's account highlights that employees set higher goals and develop their career stage by stage. Arianne reflected that when she was a student at university she developed her knowledge in order to work in hospitality. Later she built hospitality skills and experience working in three star hotels. Finally, she became a full-time C&B Manager at Hotel B**.** This journey supports Super's (1990) theory of career choice and development. He claims that individuals develop their career during various stages in life: growth, exploration, establishment, maintenance and disengagement. During the first stage of growth there is a development of self-

concept, attitudes and needs. The second stage of exploration is important for skill development. During the third stage of establishment the entry-level skills are built through work experience. The fourth stage of maintenance is characterised by a continual adjustment process to improve job position. During the final stage of decline the individual is prepared to retire. Arianne's career development journey went through all the stages of Super's theory, apart from the final stage of disengagement. It is evident from Arianne's narrative that during her career development journey she was exposed to valuable career experience and work-related skills that had a positive impact on her future career development.

This section supports the literature on career goals and aspirations. The findings revealed that individual employees and managers set their career goals and aspirations in order to have successful career development in hotels. The study demonstrated that participants followed two career-orientation approaches: the mastery-approach and the performance-approach in order to develop their individual career. The study revealed that the mastery- approach was related to professional fulfilment. They were more likely to successfully reach their career goals, in part because they set more mastery-oriented goals in the first place. The study found that the performance-approach dominated amongst managers in hotels, as they set higher career related goals which enabled them to achieve top managerial positions in hotels. However, the study highlighted that some managers followed high prevention goal orientations due to a need to safeguard themselves from stress, harm, threats, and failure. The findings revealed that managers with a prevention focus meet explicit performance expectations and avoid deviations from the work role and other organisational expectations.

9.3 Engaging in career development courses

The study found that most participants were engaged in career development courses to master skills and gain in-depth practical industry-related knowledge. In hotels, these are often seen as a vital HRM function, enabling HR and department managers to work together to plan, organise, lead and monitor employees' career development (Ismail et al. 2014). They enable the organisation to achieve a balance between the

individual's career needs and the organisation's workforce requirement (Lips-Wiersma and Hall 2007). On the other hand, employees can increase their skills (Dhar 2014) and career advancement (Shantz and Latham 2013). Past studies reveal that giving employees and managers an opportunity to develop their career increased commitment, motivation and retention (Al Emadi and Marquardt 2007; Ehrhard et al. 2011). Bartlett and Kang (2004) further reveal that organisations who provide fair accessibility to career development tend to have better retention rates, because employees feel valued in that the organisation is willing to invest in them (Dhar 2014).

9.3.1 Employees' perspective

The study identified that internal and external career development courses are offered to employees. The benefits are threefold: personal benefits, job related benefits and career benefits. Personal benefits refer to what an employee might expect to achieve in terms of improving job performance, developing their network, and attaining personal growth and development. Job related benefits could be improved relationships with colleagues and managers and a break away from the hotel environment. Career benefits could be the achievement of career goals and objectives and pursuing new paths (Dhar 2014). The following narrative accounts reveal the importance of these courses for employees' personal career development.

For Katia (Receptionist at Hotel B), participation in career development courses was essential in terms of her individual career advancement in hotels. She recalls her involvement in numerous career development courses, which were available to all staff:

"*Career development courses played a crucial role in my future career! They helped me to get practical knowledge and skills for my job. I had lots of development courses that are provided for all the staff in the company and specific as well, such as the Rezlynx training, advanced reception training course and training for management course. I also did a 1year e-learning Customer carer course at Poole College. It was very beneficial for my career as well. I feel confident to do any task required from me. When my manager is off I prepare all the reports and deal with all*

the complaints successfully. I also set the functions and assist the hotel guests in all their requests. I am happy that I was given a possibility to get profound knowledge of my department!"

This extract demonstrates the positive impact career development courses can have on individual careers. Katia highlighted an improvement in self-confidence because of increased knowledge and better performance. Karatape et al. (2007) suggest that increased confidence improves job related outcomes through self-efficacy. This finding supports the Social Cognitive Theory by Bandura (1977). Self-efficacy influences the choices and actions employees make. Individuals tend to select tasks and activities in which they feel competent and confident and have little incentive to engage in those actions where they might fail. On the other hand, employees with a strong sense of self-efficacy approach difficult tasks as challenges to be mastered rather than threats to be avoided. They set challenging goals and maintain a strong commitment and sustain efforts in the face of failure (Bandura 1999). It was evident from Katia's account that career development courses had a positive impact on her self-efficacy, which helped her to set and successfully pursue career-related goals.

Soli (Restaurant Supervisor at Hotel B) recalls how in-house development courses impacted on his personal career growth and further career advancement. He also emphasises that in-house career development courses are beneficial for new staff starting with the company:

"I know that at work you always do some in-house career development coursers: such as Health and Safety, Food Hygiene, First Aid, and so on and so forth. These courses are good for personal development and further career development as well. For me they helped a lot: I became more aware of the skills I needed to have to deal with common day-to-day health and safety issues and fire precautions measures. I also understood the basic requirements of food safety and hygiene, learned how to keep clean and hygienic. I also had great career development courses: Welcome Host, Serving food and wine with excellence, Cocktail training, and Customer care levels 1, 2 and 3. I improved my knowledge, got a wealth of practical knowledge and enjoyed the delivery of the course. The trainers were normally witty and cheerful. So

I would recommend these career courses for young people, who come to work in hospitality. On job training is extremely important! You get someone, who is really capable, but if you don't show them the right way, then things can go wrong. Therefore, career training courses, such as Service Excellence, wine service and customer care are really important at work. Anyway, when new staff arrive it will be confusion, missed orders, complaints and so on. So, training is very important for any job role. No matter how much training you give experience is another key factor to success in your career. Certain things come with time and experience. You come across a lot of unexpected things in hospitality; you need to be prepared to deal with."

This account reflects that in-house career development courses improve, and this finding mirrors the CIPD (2015) Learning and Development report, which claims that most hospitality organisations emphasise the importance of in-house career development courses. The figures show that more than 67 per cent of organisations encourage and enable career development through providing in-house career development courses. These remain the most common: on-the-job training, in-house development programmes and coaching by line managers or peers, in line with findings from previous years.

9.3.2 Managers' perspective

Similarly to Soli, Andy (Hotel Manager at Hotel B) emphasises that in-house courses are essential for employees' job related and career benefits. They help to develop hospitality professionals and improve the level of commitment to the organisation:

"*I keep on training my staff persistently; improving their skills and make them shine in their job role. I also sign them on for the in-house career development courses that can improve their knowledge and they will be able to do their job better. So it can be diversion to different areas, such as wine training, food knowledge. If they do not have very strong food knowledge, but they good at other jobs, you need to develop all combination of the skills and knowledge. We have a management course available, wine training and other courses as customer service, training the*

supervisors that allow us to become better and more experienced managers, improve our skills and knowledge on the floor, so our wine and food knowledge. .. These courses help the employees to become professionals and pursue their career goals. I believe that by training the employees, by improving their skills we get a team of professionals, highly committed to the company!"

The above excerpt highlights that in-house training develops better relationships between employees and managers and aids employees to pursue their career objectives. Andy emphasises that career development courses lead to improved commitment to the organisation, echoing Al Emadi and Marquardt (2007). Further, Brunetto et al. (2012) find a strong relationship between career development courses and affective commitment. This study revealed that managers supported and encouraged employees to attend career development courses. Indeed, for Andy, staff development is important for all hotel employees and demonstrates the organisation's commitment to further individual careers.

In his narrative, David (Hotel Manager at Hotel C) recalled how career development courses benefited his own career advancement. However, he highlighted that the company was reluctant to invest in some courses as they were expensive to run:

"Of course, in order to reach for the top in my career I have done lots of career related courses. I had an extensive wine training when I was a Head Waiter in the Hilton Hotel. Later on, I had my Liqueur Licence done, moving on I had First Aid and NVQs 4 and 5 in Customer service. I successfully completed my Welcome Host Training as well. So career progression can't be done without training or improving yourself. Slowly, but surely I reached the level, where I could deal with the managing of all my hotel staff. I can tell you that we run some external career development courses in the hotel: Personal license holder, Fire Safety level 2 at work, Management development course level 2. Those courses helped to develop the profound knowledge of our employees and aided in their career advancement in hotels. We also do a lot of NVQ assessing, some of our Chefs are NVQ assessors and that is all paid by the company. We are getting ready for the external Sommelier courses as well. Sometimes the company doesn't want to pay for the course, as it is

very expensive. That's what happened to the Fire Marshall Course! The outsourcing company asked us to pay £ 1200 for the course for 10 people. So, the management decided to find alternatives to this company and run this course by someone else, obviously much cheaper than the previous offer. However, if no course providers are found shortly, I am sure that the company will call off that course."

The above extract highlights that managers of the company under exploration acknowledge support external courses because they are critical for managers' individual career advancement, but, interestingly, David was keen to reveal that sometimes because of budgets the company sought alternative course providers or revoked the course. Indeed, hospitality organisations are particularly likely to favour internal over external activities, presumably due to economies of scale (CIPD 2015). Nevertheless the company under exploration equally valued external and internal career development courses and encouraged managers and employees to attend in order to enhance the diversity of training and career development possibilities.

Joseph (Restaurant Manager at Hotel D) noted that the company had introduced a career development strategy that stimulated motivation and retention of managers and employees:

"We as a company have a straightforward career development strategy, where we aim to provide a career development to our staff. Moreover, we are a part of the Investors in People and that rings the bell. We are getting the best out of our staff in order to make our company better and stronger financially. I believe that career development can be a good motivator for our employees. I always advise my team members to do lots of career courses, on-job or external in the company. Our company runs numerous NVQs that help them to find their career path and is relevant to their department's needs. Recently, most of my team members attended Welcome Host level 1 and 2, First Aid, Customer service, serving the food with excellence and wine trainings. By attending the courses staff get more experience in all areas of hotel operation and develop their career. The more experience they get the stronger the team becomes in all areas of operation. The more courses we run in

the company, the more employees are better motivated and eager to work longer for the company!"

The above excerpt highlights that the company under exploration implements a career development strategy that assists in the retention and motivation of individual employees and managers. As noted by Deery and Jago (2015), a career development strategy affords better training and career development courses that appear to help in motivating hotel employees and retaining them in the company. Companies that provide decent career opportunities and offer career advancement are less likely to lose their employees to their competitors (Yang et al. 2012). Indeed many writers recommend better training and career development courses (Moncraz et al. 2009; Davidson et al. 2010; Bharwani and Butt 2012). The study revealed that a career development strategy in the workplace enhanced organisational loyalty among employees and managers and resulted in higher levels of job satisfaction, and lower employee turnover.

One of the acknowledged purposes of career development training is to receive individual career progression. Arianne (C&B Manager at Hotel B) acknowledges that career development courses were critical to her individual career advancement and impacted on her career satisfaction:

"We have a great variety of training and career development courses, depending on the needs of training. All employees from various departments attend specific training courses; like bar and coffee training courses are running for the barmen. Rezlynx training is provided for the reception teams, health and safety, kitchen hygiene is provided for the most of departments: including bar, restaurant, housekeeping, nights and management… When I look back I realise that career development courses played important role in my life. They made me more knowledgeable and professional. I attended 4 courses that influenced my career development… I went for the Welcome Host Plus course, which offered insights to the customer service and F&B specifics. That course was brilliant! I had to take an exam and later on I received a certificate…Oh, my God, I was so happy that I

passed, because the course was so difficult… One more course that is run by the company was an advanced cocktail training. Our senior cocktail man of the company gave us some tips and showed some techniques of cocktails mixology… Another course that helped greatly in my career was a wine training with the outsourcing company… Now I am confident in wine upselling techniques. The last, but not least important course was Silver Service course, where I received valuable advice how to cater for corporate functions, weddings and birthday parties. All in all, the company provided me with the tools that I apply in my career of the C & B manager. That career development courses made me feel good and created a satisfying environment for myself. Now I am fully trained and can run my department successfully!"

Arianne was very emotional when she was talking to me and sometimes we had to pause for a break. She reflected that career development courses impacted on her subjective career success. Subjective career success has most often been operationalised as job satisfaction or career satisfaction in the hotel environment (Seibert et al. 2001a; Heslin 2003; Erdogan et al. 2004; Ng et al. 2005). Career satisfaction measures the extent to which individuals believe their career progress is consistent with their own goals, values and preferences (Erdogan et al. 2004). In the career literature, distinction has been made between objective and subjective indicators of career success. Objective career success refers to work experience outcomes, such as status, promotions and salary that were objectively observable (Seibert et al. 2001). However, measuring only objective criteria of career success is insufficient, since individuals also value subjective outcomes such as development of new skills, work-life balance, challenge and purpose (Heslin 2003; Barnet and Bradley 2007). It was evident from Arianne's narrative that the company's support in her taking career development courses enabled her to pursue her individual career goals and enhanced her career satisfaction.

This section adds to the literature on career development courses in the hospitality industry. It provides insights into the individual career development of employees and managers in hotels. The study revealed that in-house career development courses were equally important for employees and managers. The study demonstrated that career development courses impacted on their commitment, career satisfaction,

motivation and retention. It was discovered that career development courses developed confidence, increased self-efficacy and practical skills and improved expert knowledge. The study revealed that a career development strategy in the workplace enhanced organisational loyalty among workers and resulted in higher levels of job satisfaction, lower employee turnover and fewer employee complaints.

9.4 Getting promoted

Participants highlighted that the company provides career advancement opportunities which impacts on their level of career satisfaction. Briggs et al. (2011) comment that conditions of employment such as wages, benefits and the work environment are extremely important for most hotel employees. Promotions are used to motivate and reward employees for performance and achievements resulting in increased salaries and job enrichment. As Aguinis and O'Boyle (2014) assert, promotion is an indication of formal recognition of success amongst peers.

9.4.1 Employees' perspective

Participants related the journey they had taken before achieving promotion, which although arduous, increased job satisfaction, positively influenced motivation and intention to work for the company for the long term. Soli (Restaurant Supervisor at Hotel B) recalls how he was promoted to Restaurant supervisor, opening up new opportunities. This career advancement enabled him to concentrate on his performance:

"When I got promoted, I got the feeling of nice achievement and job satisfaction. That was great! I suppose with a lot of hard work, willingness and so on I moved from different departments, from one position to another. When higher positions came up I tried my best to get them! I was working hard, giving extra of myself, so the management could notice me. I was promoted to Restaurant Supervisor and developed my career that way. I am actually contented where I am, but there is always room for improvement, whether money needs to be a little bit more, or the hours a little bit better. After being promoted I concentrated on my job and started to

train my department. Every morning we start with a 5 minute talk about what we need to achieve today, department targets on food and drink up- selling for the day. I was given more freedom by the management to do my rota and plan my staff accordingly. I feel that with this promotion I will work for the company for a long time. That was the time when I realised that employees want to be recognised for their achievements that will bring them job satisfaction and motivate them to work even harder."

This narrative indicates the effects of promotion on the individual and the company. As Soli highlights, retention rates increase when employees are recognised and promoted, giving them a sense of job satisfaction which impacts on other aspects of the work experience. Chan and Mai (2015) emphasise that employees who are promoted have higher job satisfaction and tend not to leave their jobs. Many studies reveal that employees who get promoted experience increased career satisfaction (Porfeli and Savickas 2012; Tolentino et al. 2014; Zacher 2014). Soil's narrative indicates the positive correlation between employees' promotion, job satisfaction and motivation.

Didier (Head Receptionist at Hotel D) recalls how his promotion to Head Receptionist of Hotel D was the pinnacle of his career development journey. He highlights the benefits of his promotion, namely a wage increase, and professional recognition:

 "In detail I can tell about my career journey from Lyon, when I was a receptionist at hotel A. It was a big career journey, where I had to learn lots of things, get the understanding of the essence of business. By now I have had all necessary knowledge and experience to be the Head of reception of hotel A. When I had my promotion, I started to receive more benefits, bigger wages as well. My colleagues believed in me and approached me with respect …By their mutual decision I was picked the employee of the month…When I had difficult times, I always motivated myself that I will reach for the top in my career. Now I am really committed to my job and spend hours at work making sure that my departments runs smoothly and bring a lot of profit for the company."

Didier had a similar positive experience to Soli. As a result of promotion, he had financial rewards and recognition from his colleagues. As highlighted by Ineson et al. (2013), hotel employees are motivated mostly by promotion and financial gains. Employees appear to be sensitive to financial compensation and, in some situations, increased wages have a significant impact on job satisfaction (Ineson et al. 2000; Lam et al. 2001). Chen and Wallace (2011) conclude that sensitivity to salary issues is a natural outcome of a desire to maintain proper living standards. It is evident from Didier's account that his promotion to Head Receptionist benefited not only him, but also the company. It enhanced his commitment and increased his productivity and performance.

9.4.2 Managers' perspective

This study shows the importance of promotions for organisational design and for workers' individual career paths. Neil (Deputy Hotel Manager at Hotel C) recalls how he was promoted to Deputy Hotel Manager and how it impacted on his individual career path:

"Experience is the key in achieving great results in your career, the harder you work, the more departments you cover, the stronger you become in your career. I personally like all the hospitality experiences in all the hotels I worked, in many departments I ran. I remembered how I was promoted to the senior DM. I had a couple of interviews with the hotel manager and he analysed my performance. Over last few years I have done a lot: improved the quality of the service, worked further on TM practices of attraction, development and retention of staff and run my department smoothly. He was satisfied with my performance and I was promoted to the Deputy Hotel manager. I believe that thanks to my experience and determination I reached where I am now! Experience comes with determination to your job and talents as well. That promotion influenced my career greatly; I had more responsibilities and helped my GM to overlook all the departments, plan staffing levels, check Rota Horizon and produce financial report along with hotel development plans for the future. That promotion gave me more responsibility, opened my horizons of what I can achieve and brought more benefits and perks to me: my wage increased and I was awarded the employees of the month as well."

The above account highlights that promotion is imperative for employees' career path. The study reveals that as employees move along the career path, they become more valuable to the organisation, advance their career and increase monetary rewards. These findings mirror the research by Lam & Schaubroeck (2002) and Webster & Beehr (2012) who highlight that promotion represents a type of reward that is often associated with more responsibility, prestige and pay and also saves them changing employer. It is evident from Neil's account that his promotion increased his commitment and determination as he reached the pinnacle of his career advancement.

David (Hotel Manager at Hotel C) emphasises that career mobility is prevalent amongst hotel employees as they move within the hotel group in search of promotion. Like Neil, he highlights the benefits of promotion in terms of the recognition of skills and performance:

"Nowadays employees don't normally stay at one hotel all their life, but move across the hotels and across jobs. That is typical for modern hospitality industry. It all depends on employee's individual career orientation and their independent career choice as well. A lot of opportunities are open for them if they wish to develop and grow in their individual career. Like in this company you can move around hotels if jobs become available. When position becomes available in another hotel of the group employees are normally promoted. That happened to Mark a restaurant supervisor. He was the high achiever in the company: reliable, persistent, hard-working, punctual, perseverant and a good team player. That perhaps, helped him to get the promotion that he fully deserved! He was a brilliant supervisor and the hotel C was in need for the Restaurant Manager. So Mark was promoted to the F&B Manager. His wages increased considerably… Very soon, he achieved even higher results, he became the Group F &B Manager, who was overlooking all four hotels in the groups and correlated staffing levels, made department development plans. The company recognised his achievement and during the staff party made him an Employee of the Year. That was the highest achievement he could get: staff recognition and respect!"

In this interview, David refers to Mark's story, which underpins the notion that employees benefit both financially and professionally when promoted. Claussen et al. (2014) argue that specific managerial skills, experience and expertise can impact on promotion odds and this is evident in Mark's experience because he was promoted to the top as a result of obtaining the essential skills needed for top management.

Some participants note that career expectations grow once a certain level is reached. There is a need for greater career satisfaction in terms of better financial rewards and career development opportunities and accomplishment. Joseph (Restaurant Manager at Hotel D) recalls how career satisfaction impacted on his role and career development:

"The company and this hotel in particular, look after the talented staff and develop their career. We are aiming to fulfil all of the career expectations of our staff. There are promotions in the company. When you reach a certain level and are ready to move on, either from one department to another or from one job role to another, you are always welcome to do that. I have reached a lot in my career: I have been promoted twice from waiter to head waiter and from the head waiter to restaurant manager. I am satisfied with my career! I am running the department successfully, all the departments' targets are met and staff are happy to work with me. My role as restaurant manager brings lots of benefits: I am well-paid employee and I have got career development opportunities. Recently I attended Wine Training course level 4, which was in London. That course made me more knowledgeable and met departments' targets of career development. I am also aiming to become a Hotel Manager, when the opportunity arises. I hope that it will be in a few years' time!"

The above quotation highlights that promotion, career development opportunities and fair pay increase the career satisfaction of hotel employees as also highlighted by Kong et al. (2012). Employees' perception of career satisfaction is reflected in how they feel about their role and career accomplishments. Indicators of objective career success include salary (Tharenou 2001), promotion (Judge et al. 1999) and job level (Judge and Bretz 1994). Indeed, Joseph's account demonstrates that employees who accomplish successful careers in hotels tend to have greater career satisfaction.

Similarly to Joseph, Arianne (C&B Manager at Hotel B) concurs that job promotion increased her career satisfaction and impacted on her career development:

"The job promotion is very important for me, as I don't want to stop on what I achieved and want to become a C&B Group Manager in the near future, when possibility arises. When I was promoted to C&B Manager lots of opportunities came my way. I was given more room for development. I attended numerous career development courses, which made me an expert in my field. I think I have all experience, expertise and knowledge to run my department successfully... Oh my God, I am so happy to work in this hotel; I am satisfied with my career. For each individual the career path is very important to get the support and appreciation from management. I am getting all the support needed: career development courses, performance appraisals and really challenging tasks. I am sure that I can reach my dream career and become a C&B Group Manager!"

This excerpt stresses the importance of managerial support. Arianne expanded on the positive impact of promotion on her career satisfaction and her intention to remain in the company. As noted by Kwon and Milgrom (2014), hotels enhance the career satisfaction of their employees by engaging in effective career management activities, such as job rotation schemes, which are positively related to career satisfaction (Kong et al. 2012). It has been noted that career management practices, such as career sponsorship, training, and career development programs, also contribute positively to career satisfaction (Greenhaus et al. 1990; Ng et al. 2005). Hospitality organisations enhance employee career satisfaction and thus retention, by providing effective career support, such as training, performance appraisal, and challenging jobs and promotion opportunities (Burke and McKeen 1995; Burke 2001). This is underscored by several researchers such as Allen et al. (2004); Armstrong-Stassen and Ursel (2009) and Kong et al. (2012), and is indicated in Arianne's story.

This section supports the career literature on career advancement in hospitality organisations. The study reveals that promotion brought new career opportunities for employees and managers with increased responsibilities. The study demonstrates that promotions lead to monetary rewards, and professional recognition. It highlights that

managers needed to take into consideration specific skills that are important to promotion. The study reveals that there was a positive correlation between career promotion, job satisfaction and retention.

9.5 Achieving the dream career

The title of the final section of this chapter points to the final stage of career development. In this section, participants reflect on how they reached or are about to reach their dream career, that is the top management level. In the following narrative accounts, participants reveal their journey to the top.

9.5.1 Employees' perspective

Katia (Receptionist at hotel A) reveals that her dream job would be Front of House Manager. This is how she is pursuing her dream:

"*I would obviously like to change my position of a receptionist. I am hoping to become a Front of House Manager later. I had lots of experience while I was working as a reception supervisor in our sister hotel B. I was dealing with complaints and sorting out things to make customers happy, so they can have an enjoyable dining experience at the hotel. That all comes with experience and understanding of your job role! Being a Front of House Manager will involve a lot more. I need to go into depth into management. I need to have more training and experience that will help me to become the Front of House Manager. I need to build up my knowledge and get ready for another move into a new role of the Restaurant Manager, when the opportunity arises. It takes long to get to know everybody and understand in what people are strong and understand all the weak points. I need to start to build the team of professionals and build their team spirit. The experience of working as a reception supervisor was very valuable. I had to co-ordinate the rotas, and adjust staffing levels. I needed to deal with the customers' complaints and resolved them successfully. Eventually with experience, deep knowledge of my department and proper career development training I will reach my dream career in hotels!*"

Building experience is Katia's first step towards achieving her dream. Katia has an awareness of the need to build her career development competencies and deepen her knowledge of the Front of House department. Career development competencies are those that an individual should possess to manage his or her career development to achieve a dream career (Wang and Tsai 2012). They enable employees to make appropriate and satisfying career choices, enter their chosen career, transition between chosen careers, and plan for their future (Kong et al. 2012). Katia's narrative account emphasised that a clear career development plan, problem-solving, decision-making and flexibility are imperative for successful career transition and dream realisation.

For some, the interview process provided an opportunity to reflect upon their career development (Gary Night Porter at hotel A):

"*As for me, for my individual career progression it is very important to get more out of this job and get more experience in all departments. As you know, the job of the night porter involves lots of thing to do. You start up with the reports, security and multi-tasking. Later on, it involves some cleaning and checking out guests, doing room service in the morning and delivering newspapers. The job is very demanding and obviously not an easy one. You should be on the ball, no matter what happens. You are the one to take responsibility and to blame later if something goes wrong. I moved up my career ladder, as my manager asked me to supervise the staff when he was on holiday or taking days off. It is all about experience and my determination how to do my job better, on the top level. What concerns my dream career in the industry I want to change my career and do a bit of restaurant service may be become a restaurant supervisor or F&B supervisor. As I mentioned before the night job involves lots of skills and knowledge. By now I can deal with complaints successfully, serve food and drink at the bar and I am confident in cashing up the tills and getting ready revenue paperwork. That will definitely help me in my future dream job of a restaurant supervisor. I will have to do more training and courses in order to get more experience and reach the level I want to become what I want to do in the future for my career.*"

The above account focuses on accumulated work-related competencies and experience which enable hotel employees to progress their career development. Gary emphasises that in order to be successful in his future career endeavours, he has to develop his career competencies. Career competencies considered beneficial for a successful hospitality career of employees include the capacity for learning or acquiring skills and knowledge and problem-solving ability, career planning, self-development abilities, long-term goal-setting and fitting one's career to the business environment (Akrivos et al. 2007; Bridgstock 2009; Beheshtifar 2011; Joo and Ready 2012). Gary's excerpt emphasised that employees in hotels are constantly striving to improve their knowledge, and develop career competencies, not only to select and plan an appropriate career path but also to be successful in their current post.

It is important to note that the career development process of individual employees has a long-term effect on achieving a dream career in hotels. Those who viewed their career development process as successful or who had managed to achieve a senior position seemed to be more satisfied and motivated to develop their future career with the company. In the following narrative account, James (Restaurant supervisor) highlights that he commenced his career journey in hospitality from the bottom. However he achieved the supervisor position within a considerably short period of time. He emphasises that he is constantly building his competencies and developing his experience on the way to his dream career as a Hotel Manager:

"My career development is a long journey. I started as a hotel waiter in the hotel C, but now I work as a restaurant supervisor. That process between the waiter and restaurant supervisor took me 2 years. I never stop improving my career in this hotel. That is typical for any hospitality career. You normally begin with the job that is really available at the moment and slowly progress further. It all depends on where you want to go and what you want to achieve. It is your independent choice and no one can really decide it for you. Sometimes, the direction you follow can be slightly altered if you want to choose a different career path. That happened to me, as you know I had my university degree in Finance and Marketing that was nothing to do with hospitality industry. However, I decided to drift to hotels and hospitality

and started all from the very beginning there. It was not an easy step, when you don't have any knowledge what is waiting ahead of you in that career path. It was stressful at the beginning to deal with customers and make sure that they are happy. I was very nervous to come to work and cope with this stress. However, later on I got more knowledge and experience that helped me to be confident. It all comes with the experience and knowledge. I attended numerous training courses that helped to improve my knowledge in the area. Hospitality area develops ever so fast and you need to keep you finger on the pulse to catch all the innovations and changes that occur here. What concerns my individual career it is very important to reach for the top and become a Hotel Manager one day! It all depends on my experience, knowledge, professionalism and a charisma, I reckon to be a leader of a big team of professionals. That is my next goal in my individual career development, which I am hoping to achieve in the next 5 to 7 years. I do believe that is really achievable if I follow the same career path and work really hard!"

The above excerpt highlighted that James, similarly to the previous participants, developed his career competencies and experiences in order to reach career-related goals. As noted by (Kong and Yan 2014), developing career competencies leads to positive personal outcomes, such as the enhancement of performance, goal selection and goal-directed behaviours. Despite the fact that James was frustrated at the beginning of his career development journey, he found the courage to overcome all obstacles and pursue his dream career. His determination and perseverance had a positive impact on his professional performance and motivated him to reach for his dream career of Hotel Manager.

Conversely, Martin (Guest services staff at hotel C) was demotivated and disillusioned when he couldn't reach his career related goals and pursue his dream. His frustration led to disengagement from the career development process:

"As I said I started my career in guest services in this hotel. However, I can't see how I can progress to the higher management positions if my manager doesn't support me and believe in my career success. That all started from my first

unsuccessful function, that I was a part of. I had to look after a wedding… That day everything went upside down: the cake that arrived for the wedding to the hotel was accidently dropped by one of the guest services staff just half an hour before the wedding ceremony. Later on I was serving the main course and mixed up 3 dishes, so the wedding guests started to complain. My manager was extremely unhappy and frustrated that the wedding was a total mess! I told him that I will improve myself. However, next week I also made some issues during the service and spilled some wine on the bridal dress. Worse came to worse, it was red wine, so you can imagine the reaction of the bride and my line manager. Since that time my line manager didn't trust me and always tried to find issues in my service, even if everything was spot on. I became really frustrated that all my dreams about my career progression and moving up the career ladder were impossible. I started to pay less attention to work because I knew that everything will be blamed on me! If my manager is not going to change his attitude towards me I am going to leave this job and go somewhere else…"

This extract highlights the impact of a lack of support on staff. This exacerbated Martin's frustration, leading to job dissatisfaction and disengagement. As noted by Pech and Slade (2006), frustrated, dissatisfied and disengaged employees do not perform well and withdraw cognitively and emotionally. On the other hand, research by May et al. (2004) demonstrates that the meaningfulness of the job and the availability of a career development plan have a positive impact on the career advancement of individual employees. Martin was very nervous in his revelation, and he used the phrase "worse came to worse" to highlight the enormity of his situation. We had to take a tea break, which was essential for him to recover. Martin's story brought out some issues that exist in hospitality organisations, which need to be addressed by managers at all levels. Whilst the employee's performance might have been lacking, management should have dealt with the situation sensitively to avoid such issues of conflict from becoming embedded in the organisation's culture.

9.5.2 Managers' perspective

Discussing career pathways for managers in the hospitality sector, Ladkin and Juwaheer (2000) suggest that the career development of senior management should be based on three main path routes: self-directed career path, internal and external career moves and the development of leadership competencies. As such, the onus of senior management career development within the company under exploration is on both the individual and the company. Individuals should be active agents of their career development (Dusoye and Oogorah 2016). The following narrative accounts highlight how managers achieved their dream career in hotels. Andy (Hotel Manager at hotel B) started off as Head Waiter and within two years was promoted to the Senior Duty Manager and later to Hotel Manager. This is his account:

"I stared working as the Head Waiter in this company in 2012. I loved my job so much and I was always giving extra of myself in order to achieve desired results. I have done lots of career development courses in the company. I never stopped improving myself. In two years' time I was promoted to the Senior Duty Manager and later on to the Hotel Manager. It was mostly down to my experience, professionalism and strong leadership skills and desire to reach for the dream career in hospitality! I am a hotel leader I believe, as I have a good communication with all my employees, all staff in hotel departments and HODs. Thanks to my communication skill, the ability to motivate others, determination, discipline, good judgment I reached where I am now! Also I believe that experience and hard work can get the desired results in hotels. No matter where you start your career, the more knowledgeable and experienced you become, the higher you can climb up and reach for the top!"

Strong leadership competencies were indicated in the above account for realising a career as a Hotel Manager. Previous studies (Ladkin and Juwaheer 2000; Lenehan 2000; Kalargyrou &Woods 2011; Tavitivaman et al. 2014) identify these as energy, hard work, fairness, the ability to motivate others, determination, discipline, good judgment and intelligence. Andy's narrative underscored the need for managers to adopt the right leadership style in order to engage and motivate staff, achieve results and realise their dream.

Neil (the Deputy Hotel Manager at hotel C) was very emotional when he was talking about his dream career in hotels. He highlighted that his leadership competencies afforded him to achieve the dream career of Deputy Hotel Manager. That is his story:

"To me reaching for the dream career in hotels consists of a bigger picture. I can give you an example how I see it. Let's say I am a Restaurant Supervisor, for example, and I want to become a Hotel Manager. How can I get from there to here that takes years to do, experience, knowledge, expertise and passion! However, that it needs to be written in the HR procedures, if I work hard, I can become a Restaurant Manager, later on a Duty Manager, then an F&B Manager and so on. But each section needs to be broken down on what is required, by law, any qualifications, health and safety training and so on. I know that I have skills that helped me to achieve the Deputy Hotel Manager. I have great communication and leadership skills, can assess the situation critically and have time management skills. I believe that all career stages are broken into sections. You need to work hard to reach a certain stage, after that you can go up to the next level! I would say that how you reach for the top it in hospitality industry! I am a Deputy Hotel Manager, that what I wanted to achieve in my career. I consider that is my dream career in hotels!"

It is notable in the above excerpt that leadership competencies are vital for the achievement of a dream career in hotels. Tavitiyaman et al. (2014, p.193) emphasise that leadership competencies assist individuals by "*summarising the experience and insight of seasoned leaders, specifying a range of useful leader behaviours, providing a tool that individuals can use for their self-development, and outlining a leadership framework that can be used to help select, develop, and understand leadership effectiveness.*" Tavitiyaman et al. (2014) claim that the following leadership competencies are important for hotel managers' career development: critical thinking, communication skills, interpersonal skills and self-management. Neil possessed such leadership competencies, which had a positive impact on his individual career development. The findings demonstrate that critical thinking increases creative decision-making, and encourages employees to use and develop their creative abilities. Effective communication skills improve relationships with

subordinates, corporate supervisors, and owners. Interpersonal skills have a positive impact on building networks, managing conflict, and embracing diversity at work.

According to David (Hotel Manager at hotel C), in order to reach the top hotel management positions, it is important for managers to have a higher education and work-related experience of various departments both at home and abroad:

 "I started my working life as waiter when I was 16 in one of the London's hotels. My Headwaiter was very strict; however thanks to him I got all my knowledge. He used to come on the shift and do the spot-checks on all restaurant preparations and settings. Later on I went to Manchester University to do my Bachelor of Business and Management that impacted my future career greatly. Later on, I continued to the Master's Degree in Tourism and Hospitality Management. After graduating the University, all roads were open for me in hospitality industry and my promotions came really quickly as I had a wealth of knowledge and experience. Straight after graduating my Alma Mater I was offered the Head Waiter's position in one of the hotels in London. That helped me to progress in my career further. I was always looking for improvements and reaching for the top in whatever I was doing. I had a goal to achieve and become the F&B Manager. In 2 years' time I went to Canada and was offered an F&B Managers position there. After 3 years I came back to the UK and worked in one of London's hotels as the F&B Manager that led me to Deputy Hotel Manager position later. Later on I moved to Dorset with my wife and was offered a position of the Hotel Manager. At that time the job was available as one of the Managers retired and the restaurant staff lost key team members as well. So I was there in the right time and the right place in the job I wanted to take. To be honest with you, the second period of my career development when I was moving up the career ladder and worked abroad and in the UK has taken about 14 years. So, now I can say that I reached my dream career of the Hotel Manager!"

The above excerpt highlights the importance of higher education and career mobility within internal and external labour markets for the career development of Hotel Managers. One of the most significant contributions to analysing the career

development of hotel managers is made by Ladkin and Juwaheer (2000), who examine the career paths of GMs in Mauritius, They found that on average the length of time taken to reach a GM position is 13.1 years starting at the age of 18. The F&B function is regarded as the most essential division en-route to becoming a GM. This finding is mirrored in the current study: David, for example, worked within internal and external labour markets as an F&B Manager, taking him 14 years to reach the Hotel Manager's position. In his case, it was emphasised that the F&B department was important in his career advancement in hospitality. However, the findings of the current study conflict with the research of Ladkin (2000), who suggests that educational level is not crucial in determining the rate of career advancement to the position of GM. On the contrary, this study emphasised that university degrees were crucial for Hotel Managers as it allowed them to advance in their career fairly quickly and to reach top management positions.

This section adds to the literature on the career advancement paths of employees and hotel managers in hospitality organisations. It was highlighted that individual employees require career development competencies, such as making career decisions, plotting directions of their further career development, solving specific problems and adjusting to the requirements of the job. Moreover, accumulated work-related experiences and career development courses afforded them to pursue career related goals. However, it was revealed that there were issues like lack of trust and support between managers and employees in hotels, which had a negative impact on employees' engagement and led to frustration, job dissatisfaction and disengagement from the career development process. The study highlighted that strong leadership competencies were important for the career development of hotel managers. The findings highlighted that leadership competencies, such as critical thinking, communication skills and self-management were important to hotel managers. It was also revealed that university degrees and career mobility within internal and external labour markets were crucial factors in determining advancement to the position of hotel manager.

9.6 Conclusion

The results indicate that in order to build a career in hotels, employees and managers went through the following career stages: setting career goals and aspirations, engaging in career development courses, getting promoted and achieving the dream career. The study revealed that employees and managers set up career goals and aspirations in order to have successful career development in hotels. The study demonstrated that participants followed two career-orientation approaches: mastery-approach and performance-approach in order to develop their individual career. The study found that the performance approach dominated among managers in hotels, as they set higher career related goals to achieve top manager positions in the hotel hierarchy. This finding supports the work of Humborstad et al. (2014), who claim that performance-oriented employees focus on setting high goals in order to reach higher managerial positions. The study revealed that in-house career development courses were equally important for employees and managers of the company under exploration. This finding supports the works of Ismail et al. (2014), Lips-Wiersma and Hall (2007) and CIPD (2015). The study demonstrated that career development courses impacted on commitment, career satisfaction, motivation and retention. This finding supports the research of Brunetto et al. (2012) and Dhar (2014) which demonstrate that the benefits of career development courses of employees lead to the enhancement of commitment. The study demonstrated that career development courses developed confidence, increased self-efficacy and practical skills and improved expert knowledge. The study revealed that career promotions brought new career opportunities for employees and managers and increased their responsibilities, whilst leading to monetary rewards and professional recognition. The study highlighted that managers need to take into consideration specific employees' skills that are important to promotion. There is a positive correlation between career promotions, job satisfaction and retention, which supports the works of Kong et al. (2012), Aguinis and O'Boyle (2014) and Malhorta & Singh (2016) who report that promotions are used to motivate employees and reward them for their career achievements. Finally, the journey to achieving the dream career in hotels was revealed.

Chapter 10: Conclusion

10.1 Introduction

The aim of this research was to understand the experience of individual employees within the hotel sector and the role of TM practices in personal career development. The narrative approach allowed a unique insight into the lives of employees and managers and afforded a deep understanding of the personal experience of career development. It provided a rich and meaningful frame of reference for individual career development and the impact of TM practices.

Prior to this study, previous research on this subject was lacking in terms of the organisational practice of TM and its impact on individual careers from an employee's perspective. Previous research sought to explore TM as an organisational tool that facilitated the goals of attraction, development and retention of key hotel employees. It is argued that the experience is lost when exploring the role of TM in individual career development from an organisational perspective. Thus, this study followed a broader approach, as proposed by Thunnissen et al. (2013), which expanded the scope from a narrow focus on HR practices to a people-centred focus highlighting personal needs, preferences and work expectations. This chapter will synthesise the key findings of this study, it will articulate its contribution to knowledge and present a conceptual framework for understanding the experiences of individual employees within the hotel sector and the role of TM practices in personal career development.

10.2 Summary of the main findings

In order to achieve the aim of the research, five specific objectives were established that are considered in turn.

10.2.1 To understand an organisation's view on and the implementation of TM

Fulfilment of the first objective was obtained during the first stage of data collection in the company under exploration. The organisation has an organic organisational structure, where the Hotel Manager or General Manager has the power to initiate this or that appropriate TM strategy. HR documents evidenced that the following TM strategies were implemented in the company, highlighting the relationship between TM and career development of individual employees:

Figure 10.1 TM strategies for career development

It is evident from Figure 10.1 that the first strategy implemented in the company is the attraction of talented employees. As my study demonstrated, HR managers source and attract talented employees both internally and externally to different hotel

departments. The second strategy introduced in the company under exploration is the development of career competencies that enable employees to fulfil their career development tasks and satisfy career development needs. My study revealed that among them are leadership, hard work, fairness, ability to motivate others, flexibility, determination, discipline, work ethics, good judgment and intelligence. The third strategy includes leadership development, which is closely connected to career development competencies. As my study revealed, employees and managers, who possess the latter-mentioned competencies, have an opportunity to become leaders in the company in different departments and on different levels: supervisors, managers and HoDs. The fourth strategy highlights the importance of rewards and recognition of achievements of employees. The amount of rewards is based on performance indicators (up-sale techniques of food and drinks). My research demonstrated that employees with the best performance are rewarded with the highest score and receive a bigger share of tips. As my study showed, the fifth strategy includes career training and development courses. The company under exploration links career paths to employee development by prioritising key experiences that employees should acquire as they move along the career path. These experiences provide the opportunity to develop competencies that are important for the next career stage. The sixth strategy is linked to the previous one and includes career path planning for all employees. As my research revealed, the company provides employees with essential tools and guidelines to help them complete training and development and meet identified objectives in their career paths. The next strategy of succession planning is an integral component of TM. The company builds successors from employees and managers. As the findings revealed, it is critical to consider succession planning at varying levels: top, middle and line management, as it strengthens human capital and builds sustained competitive advantage of the company. Finally, all aforementioned TM strategies lead to talent retention in the company. To conclude, the findings revealed that talented employees, who have successful career development within the company have higher retention rates and maximise profits and innovation.

Hotel Managers or General Managers have the autonomy to implement a TM strategy in their respective hotels. My research reveals that different TM strategies are being employed in the various hotels. Table 10.1 presents the differences and similarities uncovered in HR documents and HR policies in all four hotels.

HR document /HR policy	TM strategies	Hotel A	Hotel B	Hotel C	Hotel D
Producers of hiring the staff and interviews	Special attention is paid to TM in procedures of hiring and interviewing the staff	V	V		
Career training and development courses	TM is considered in the career learning and development courses	V	V	V	V
Rewards policy	Rewards are based on the quality of talent and performance of talented staff in hotels	V		V	
Succession planning policy	Succession planning is emphasising the role of TM	V		V	V
Leadership development policy	TM is considered as an integral part of the leadership development	V	V		V
Retention policy	TM is a vital component of retention policy in hotels	V	V	V	V

It can be clearly seen from Table 10.1 that hotels A and B emphasise the TM strategy in their talent acquisition policy. All the Hotel Managers considered TM an integral part of career training and development courses. However, rewards policy based on talent performance was observed only in hotels A and C. TM as a part of succession planning policy is included in almost all the hotels except for hotel B. TM as a part of leadership development policy is included in hotels A, B and D. Finally, TM is regarded as an essential component of the retention policy in all hotels of the company.

Based on the findings of the research and evidenced in the company's document and policies TM strategies impact on both employers and employees. The positive implications are listed below:

Employers:

- The company hires the best people and has the right people in the right jobs.

- The company can identify talent challenges and solutions based on business goals.

- The HRM department acts as a facilitator of the talent strategy and ensures that structures and resources are in place.

- The HRM department creates the strategy for the development of future leaders and a talent pool of ready successors.

- The company stimulates high engagement of employees and improves employee productivity top performers.

Employees:

- Employees are better informed on TM strategies and policies of the company

- Employees can get a personally tailored career development pathway according to their talent development needs.

- Employees have better on-job training, courses and NVQs that can lead to the development of leaders and create a pool of future successors.

To conclude, the company has implemented TM strategies in terms of talent acquisition, career learning and development, rewards, succession planning, leadership development and retention policies. These strategies have positive implications for both employers and employees.

10.2.2 To examine the process of being an employee in the hotel sector

Objective two is to examine the process of being an employee in the hotel sector. Analysis of the data led to the development of three key themes that arose from the employees' narratives: *Life as a hotel employee*, *understanding TM practices in hotels*, *personal career development in hotels.* Fulfilment of the second objective obtained from the findings from the first theme *Life as a hotel employee.*

The first theme explored the life as a hotel employee. The main finding was that the development pathway is unique to each employee and manager, and thus each person has his own story to tell. I found that the process of being a hotel employee was shaped by educational background, work-life balance, job satisfaction, motivation and overcoming language barriers. The findings suggest that higher education is a strong motivational factor for starting work in hospitality and had a positive impact on future career advancement**.** These findings are broadly in line with those of researchers such as Fidgeon (2010), Brown et al. (2014); and Docherty & Fernandez (2014), who indicate that higher education has a positive impact on hospitality graduates. The findings revealed the importance of vocational education in particular among managers. This is consistent with previous research by Ladkin (2000), who claims that vocational education plays an essential role in the career advancement of Hotel Managers.

The second finding was that it was possible to achieve work life balance in hospitality despite long and unsociable hours, stress and a heavy workload. This was a surprising finding and runs counter to the widely expressed view (for example Karatape 2012) that it is difficult to achieve in the hospitality industry. However this does not imply that it is easily achieved since some employees found the unsociable hours stressful. Another key finding was that achieving WLB was dependent on the department employees worked at. So, for example, difficult work rotas in departments such as restaurant, F&B and housekeeping hugely impacted on WLB. Another finding consistent with previous research by Hsieh et al. (2005), Heywood et al. (2010) and Deery and Jago (2015) was that WLB combined with TM strategies could increase employees' retention and limit turnover.

One of the interesting findings was the correlation between engagement and job satisfaction. It was discovered that engagement increased productivity, strengthened commitment and increased job satisfaction. This is in harmony with the works of Chiang et al. (2008) and Zopiatis et al. (2014). Moreover the study revealed the overarching effect of monetary benefits, career progression and promotion on job satisfaction, supporting the works of Imran et al. (2014) and Pan (2014). Interestingly, there was an overlapping effect between promotion and career opportunities, pay and promotions. The study found that job satisfaction was continuously shaped by exchange employee-organisation relationships and the higher the job satisfaction, the higher within the organisation. High exchange employee–organisation relationships result in high job satisfaction and organisational commitment, which is in line with research by Zhao et al. (2007).

One particular area of interest, which came out of the findings, was the contrast between motivational factors for employees and managers. It would seem that hotel employees were influenced by extrinsic factors such as financial rewards, which impacted on productivity and commitment. This supported work by Mickel and Barron (2008), Simpson (2009) and Karatape (2013). On the other hand managers were driven by intrinsic factors such as recognition, power and achievement, thus appearing to support the work of McClelland (1985) and Weinbach (1998).

A key finding was the impact of language barriers in terms of successful career progression for participants from overseas, thus echoing research by Potts and Reynolds (2010). It was discovered that effective language management strategies by the company under exploration go some way to overcoming this issue, resulting in changing behaviours which impacted on commitment the organisation. It became apparent that a gap in communication in the workplace led to a lack of self-confidence, fear and anxiety. This is in line with the works of Loosemore and Lee (2001) and Dawson et al. (2012). Moreover it was discovered that this could lead to inequality of treatment, supporting research by Castro et al. (2006). On the other hand, the reverse finding was that when language fluency was achieved through

organisation support, employees felt valued, which in turn increased commitment to their employers.

10. 2. 3 To investigate employees' views on, and experiences of, TM practices

Objective three is to investigate employees' views on and experiences of TM practices has its fulfilment in the second theme Understanding TM practices in hotels, which included four sub-themes: *Finding the right talent for the job*, *Belonging to a talent pool, Filling key positions in the company and Staying or leaving a job*. The study shows that a talented manager is fundamental to the successful hiring of the right person for the right job. Many of the participants stated that managers with a clear vision of the company's mission were best placed to recognise the right talent, thus creating a new wave of innovators. This finding is in line with the work of Nieves and Quintana (2016).

The study revealed that participants excluded from the talent pool were disengaged from the career development process and intended to leave the company. This finding adds to the literature on talent pools. Moreover it supports research by Bjorkman et al. (2013) and Swailes (2013), who report that exclusion, can suppress opportunities to flourish or to express individual identity and authenticity. The study emphasised that talent pool segmentation afforded managers to subdivide the broader employee population into groups of individuals who brought unique skills, knowledge, experiences and capabilities for the company under exploration. This finding supports the existing classification of talents by Guerci and Solari (2012) and demonstrates that heads of departments had the ability to make a significant difference to the organisation's current and future performances; naturally talented employees in all departments had the knowledge and experience to bring innovative ideas and unique skills; and managers, supervisors and team leaders people set up goals and targets for the company.

The study showed that that succession planning provided promotion opportunities for both employees and managers alike within the company. This supports the work of Crumpacker and Crumpacker (2007). Another finding related to the crucial role of managers in determining the succession planning needs of the company, supporting the work of Gannon et al. (2015). The findings showed that the consolidation of succession planning and TM strategies allowed the development of a talented pool within the researched company. These findings add new knowledge to the literature on succession planning and TM strategies in the hospitality organisations.

The study revealed that financial rewards were found to be the key determinants of employees' retention, which tends to back up research by Long and Shields (2010), Chib et al. (2012) and Aguinis et al. (2013). However, in spite of this popular view, management support and encouragement also positively impacted on hotel staff retention, as did job satisfaction and WLB practices. These findings support research by Rich et al. (2010) and Lu and Gursoy (2013). However, the study also highlighted that poor management had a negative impact on retention, which backs up research by Christian et al. (2011) and Karatape (2013). The findings demonstrate that the employee value proposition (EVP) was a determinant of commitment and retention intentions of the employees in the company under exploration. This lends support to the researchers, who believe that EVP reinforces employee policies, processes and programmes that demonstrate the organisation's commitment to the employee career development and increases retention in the company (Hatum 2010).

10.2.4 To understand the way individual employees view their personal career development in the hotel sector

Objective four sees its fulfilment in the theme *Personal career development in hotels,* which included the following sub-themes: *Setting career goals and aspirations*, *engaging in career development courses, getting promoted, achieving the dream career.* The findings revealed that both groups, employees and managers, set career goals in order to have successful career development in hotels. The main finding was that the performance approach dominated amongst managers reaching

for the top positions in the hotel hierarchy. This finding supports the work of Humborstad et al. (2014), who claim that when employees are performance-oriented, they focus on setting high goals in order to reach higher managerial positions. Interestingly, however, the study highlighted that some managers followed a high prevention goal orientation to safeguard themselves from stress and failure. This finding is confirmed by the regulatory focus theory (RFT) by Higgins et al. (1997) and Higgins (1998). On the other hand, the study revealed that some hotel employees adopted the mastering approach, where challenging situations are viewed as an opportunity for career development, which supports the research of Tolentino et al. (2013).

The study revealed that in-house career development courses were equally important for employees and managers of the company under exploration. This supports the work of Lips-Wiersma and Hall (2007), Ismail et al. (2014) and CIPD (2015). The findings demonstrated that career development courses hugely impacted on commitment, career satisfaction, motivation and retention. This seems to be borne out by the research of Brunetto et al. (2012) and Dhar (2014). An important finding was that the company's successful career development strategy had a positive effect in the workplace, increasing job satisfaction and enhanced organisational loyalty, which in turn resulted in lower employee turnover and complaints.

The study revealed that promotions opened up new career opportunities for both groups. Promotions led to financial rewards and professional recognition, which backs up the works of Kong et al. (2011), Aguinis and O'Boyle (2014) and Malhorta and Singh (2016). However, besides promotion, the study found that specific career management activities, such as job rotation schemes, career sponsorship, training, and career development programmes contributed to career satisfaction. This supports the work of Burke (2001), Ng et al. (2005) and Kwon and Milgrom (2014).

The final sub-theme, *Achieving the dream career in hotels,* adds to the literature on career advancement paths of employees and managers in hospitality organisations. The study found that individual employees, who developed career development

competencies, were enabled to make appropriate career choices, pursue their chosen career, transition and set goals for the future. This finding supports the work of Kong et al. (2012) and Wang and Tsai (2012). A negative finding was that there were issues of trust and support between managers and employees which led to disengagement and job dissatisfaction. The study highlighted that the solution lay in managers developing strong leadership competencies and styles to address a negative culture. A crucial finding for achieving the dream career, identified as Hotel Manager, by many participants, was that career mobility within internal and external labour markets and university degrees were determinant factors.

10.2.5 To develop a conceptual framework for improving TM practices for both the organisation and the individuals who work in the hotel sector

Finally, the fifth objective is the development of a conceptual framework for improving TM practices for both the organisation and the individuals who work in the hotel sector. A conceptual framework has been developed based on the findings of this study. Thunnissen et al. (2013) first attempted to conceptualise TM practices and underline their role in the individual career development of hotel employees. These authors laid the foundations for the line of inquiry, which I followed up in my research. They provided a conceptual framework for research practitioners, which sought to broaden the narrow focus on HR practices to a focus on people's personal needs, preferences and expectations from work in the hotel sector. This was adopted as a supporting framework to help to guide the research at an early stage. Thunnissen et al. (2013) claimed that in order to understand employees' needs, career aspirations and interests, it is necessary to broaden the existing unitarist approach to defining TM into a more pluralistic one. Thunnissen et al. (2013) claimed that a pluralistic approach implies the use of multiple perspectives at the same time. Continuing the argument, Thunnissen et al. (2013) stressed the idea that using multiple lenses or frames is most likely to lead to an enriched and complete view of organisation and its employees. It allows for understanding the complexity of the organisation and focusing on the employees, their career aspirations, needs and preferences. The pluralistic approach considers the perspectives of those who work in the hotel sector, the employees, their aspirations, and the development of their own career.

However, the framework proposed by Thunnissen et al. (2013) doesn't fully encapsulate the experiences of individual employees in the hotel sector. The findings of this study, therefore, provide a more holistic framework, which includes the experiences of individual employees and highlights the role of TM practices in personal career development in hotels (see Figure 10.2).

In order to demonstrate the applicability of the conceptual framework, two participant experiences (the employee and the manager perspectives) will be mapped out.

Katia (Receptionist at Hotel A) who featured in this study had an international background. She had a Bachelor's degree in Tourism and Hospitality. Her educational background had a positive impact on her future career in the industry. She joined the hospitality industry in order to balance her working and social life. She claimed that working shifts offered her the flexibility to have an income and be there for her daughter. She also noted that her job engagement had a positive impact on her job satisfaction. Katia revealed that extrinsic motivators were of paramount importance for her and increased her motivation. She also highlighted that her income, working as a receptionist, was not substantial and therefore tips supplemented her income. Katia's first language is Portuguese and with the support of her line manager and organisational language support, she was able to overcome the language barriers she faced in order to have a successful career.

Katia revealed that even though she was very anxious about the job interview process, she was able to convince the Front of House Manager that she was the right person for the job. She expressed her frustration at being excluded from the company's talent pool; however, her assertiveness to approach the management team afforded her to embark on a career development plan. She set short term career goals like mastering new skills, engaged in staff development courses such as Rezlynx training, advanced reception training course, training for management course and e-learning customer carer course at college. These helped her to advance in her career. Her manager is planning to promote her to Senior Receptionist. Her long

term goal is to become Front of House Manager, and she has plotted her career plan in order to fulfil her ambition. She intends to remain with the company and achieve her dream job.

Joseph (Restaurant Manager at Hotel D), like Katia, came from abroad. He is Dutch. Joseph went to a hotel school in Holland where he studied hospitality and then moved to the UK for hotel experience. His parents have been in the hospitality industry for many years, and this together with his educational background, afforded him to pursue a successful career in the industry. Joseph disclosed that WLB practices and TM strategies were important influences on his hospitality career, referring several times to flexible working hours, breaks and holiday entitlement which helped him to deal with stress at work. He was open about how monetary rewards increased his job satisfaction and his motivation. Like Katia, he faced communication difficulties because of language barriers; however, he pursued language training to advance his English which enabled him to secure employment with the company under exploration.

As a manager, Joseph, highlighted the role of a talented manager in securing the right talent, noting that they need to have a clear vision to seek out employees who possess the appropriate skills and experience who would fit in with the company. He emphasised the importance of a talent pool within his department, describing his employees as highly productive, energetic and innovative, providing service excellence, which generated high revenues for the company. Joseph noted the multi-generational make-up of his staff and the impact on work attitudes, career goals and expectations. As a manager he observed that employees from generation Y increased productivity and achieved succession planning in a short period of time, making them the best staff for managerial positions. According to Joseph, career development, succession planning and rewards system were central to successful organisational development and intensified the retention of talented employees in the company.

Joseph highlighted the impact of setting career goals and aspirations on his career development process, enabling him to reach top manager positions. He recalled his career development, starting as a guest services porter and being promoted to a Head of Guest Services within a year. He progressed to Head Waiter and Restaurant Manager after two years. All the while he embarked on various career development courses to increase knowledge and to progress his career. He acknowledged that the company promoted a career development strategy for its employees and managers. His success allowed him to reach his dream job and this, together with a higher salary, increased his job satisfaction. His intention now is to enable his employees to pursue their career goals to have a successful career in hospitality and reach their dream.

The applicability of the conceptual framework seen below is demonstrated in the above two examples. This study makes an important contribution to knowledge as the first piece of research that has sought to illuminate the experiences of individual employees within the hotel sector and the role of TM practices in personal career development. It is acknowledged that findings are context-bound and are not intended to be representative of all employees and managers in the hospitality industry nor generalisable to this population. It is suggested that the findings could be transferrable however to other hospitality contexts.

Figure 10.2: Conceptual framework for understanding the experience of employees and managers within the hotel sector and the role of TM practices in personal career development

10.3 Contribution to knowledge

The contribution to knowledge of this study includes methodological, theoretical and practical inputs, and these are considered in turn.

10.3.1 Methodological contribution

This research adopts narrative inquiry for its understanding of the experiences of employees in the hotel sector, and the effects of TM practices on personal career development. Narrative interviewing is used in this context for the first time. To date, this has never been done before within the TM and career literature. By adopting this methodology, this study offers valuable and rare insights into the experience of employees in the hotel sector, and their views of personal career development. The major contribution lies in the depth of insight gained through the narrative approach, which centres on the unique and subjective accounts of individual employees.

10.3.2 Theoretical contribution

The theories that underpin this research come from the management and career literature. The thesis draws from the following theories: Human Capital Theory (Becker 1964), Super's theories of career choice and development (Super 1957, 1981 and 1990), Social Cognitive Career Theory (SCCT) (Lent et al. 1994, 2000, 2005) and Higgin's Regulatory Focus Theory (RFT) (Higgins et al. 1997, 1998). However, these theories operate in silos within the management and career domains. Therefore, the theoretical contribution of this research is in the elaboration of the intersection of the latter theories, which allow for the understanding of the career development of individual employees, which could offer a way to inform and improve TM practices for mutual benefit (see Figure 10.3). The researcher posits that by exploring both TM and career development, the research provides an in-depth insight into the experiences of individual employees and enhances understanding of the role TM practices play in personal career development.

Figure 10.3 Intersection of TM and career theories
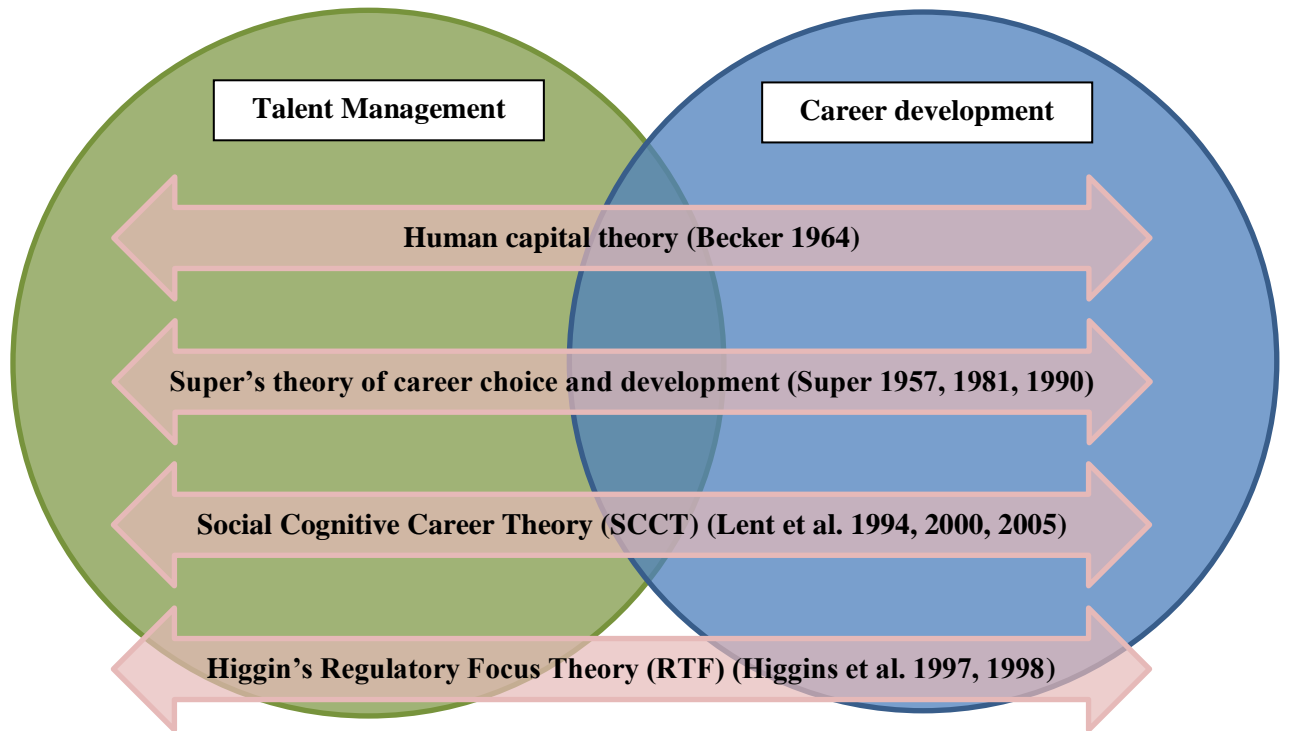
It can be clearly seen from Figure 10.3 that this research is positioned at the intersection between TM and career development. This means that it works within two interfaces, and includes two perspectives: the organisational perspective from the TM literature, and the personal career perspective from the career literature. The inclusion of two perspectives allows the researcher to fully understand the effects of TM practices on personal career development in the hotel sector. Firstly, the Human Capital theory (Becker 1964) helps to establish links between skills and knowledge of talented employees and to understand the relationship among skills and knowledge of employees, productivity and competitive advantage. Secondly, Super's theory of career choice and development (Super 1957, 1981, 1990) deepens our understanding of the process of career building and explains how individuals situate their work roles among their other life roles, and then use them to gain their career experiences and fulfil their personal career aspirations. Thirdly, Social Cognitive Career Theory (SCCT) (Lent et al. 1994, 2000, 2005) offers a comprehensive framework to understand the development of career interest, career choice, career experience and performance. Overall, SCCT offers career guidance to practitioners and researchers

to guide practice, as well as hypotheses that can be tested empirically. Finally, Higgin's Regulatory Focus Theory (RFT) (Higgins et al. 1997, 1998) sheds a light on the distinction between two broad systems of regulatory focus: promotion orientation and prevention orientation. It offers an integrated conceptual model of commitment and motivation with self-regulation positioned as an antecedent to goal choice, goal mechanisms, and ultimately, discretionary behaviour of hotel employees.

Finally, the conceptual framework contributes to understanding the experience of employees and managers within the hotel sector and the role of TM practices in personal career development. This conceptual framework provides a useful model to examine the experiences of individual employees within the hotel sector and the role of TM practices in personal career development. It shows the possibilities for integrating TM and career development.

10.3.3 Practical contribution

This section identifies a number of implications for practice as a result of the findings of this study. Firstly, the results indicate a significant need for a TM strategy for hotel employees. It was found that TM comprises a number of interventions that aim at maximising organisational effectiveness and success through its employees. Clearly the findings demonstrate the need for attraction techniques that help to find the best candidate for the job. The study shows that talent pool optimisation needs to be implemented in order to maximise talent engagement and performance. Furthermore, no one should be disconnected from the talent agenda. Consistency in talent pool identification can bring positive results and reinforce employees' motivation, commitment and engagement. The findings suggest that succession planning needs to be done at all levels in a company to allow managers to identify the best employees for successful career development and ensure leadership continuity.

Secondly, the findings suggest that TM practices have direct implications for the personal career development of individual hotel employees. The implications of these are manifold. The career landscape is characterised by two perspectives: employees' and managers'. From the employees' perspective, TM allowed individual employees to maintain their future competitiveness, create definite career paths and make long-term commitments. The study provides evidence that TM practices stimulate individual career growth, professional satisfaction, motivation, engagement, job security and make the individual feel highly valued by the company. From the managers' perspective, TM practices enable managers to successfully recruit, retain and develop their staff.

Thirdly, the findings suggest that successful career development strategy has a positive effect in the workforce, increasing job satisfaction and enhanced organisational loyalty, which in turn result in lower employee turnover and complaints. Furthermore, the study revealed that promotions open new career opportunities for employees and managers. However, besides promotions, the study found that specific career management activities, such as job rotation, career sponsorship, training and development programmes contribute to career satisfaction.

Finally, the findings from this study allow practitioners an improved understanding of what employees want from a career in hotels and how TM practices can influence the individual careers of employees. It is envisaged that the findings could be used to influence training broadly in the hospitality industry.

10.4 Recommendations for further research

Given that research on TM is still in the emerging phase, it is clear that many important questions remain, therefore a number of implications for future research have been identified to address this:

The conceptual framework developed in this study highlights some areas for future exploration. Firstly it would be interesting to understand more clearly how individuals excluded from the talent pool perceive their career opportunities in the company. A greater understanding in this area should improve TM practices and allow managers to form an effective TM strategy, which acknowledges all employees.

Secondly, the findings of this study could be transferable, with sensitivity to different cultural contexts and hotels in the emerging market economies, as there is a gap in knowledge of TM practices there (Dries 2013a, Sparrow et al. 2014). Accordingly, there is a strong need for theory-building, formation of effective TM practices that can enable the understanding the experiences of individual employees within the hotel sector in the emerging market economies and role of TM practices in personal career development.

Finally, it is suggested that the results of this study could help to inform or extend research on TM practices across a variety of settings, specifically, for example, through developing an understanding of the experiences of individual employees and the role of TM practices in personal career development in sectors such as banking, construction, real estate and retail. The findings of this study could also be used to build upon research that has examined TM practices in banking (for example, Dhanabhakyam and Kokilambal 2014), construction (for example, FMI 2007; Agency central report 2014; Watson 2016), real estate (for example Phillips and Roper 2009; Right Management Manpower group report 2014), and retail (for example Bersin and Associates 2014; Harty 2016). In addition, the findings could be

used to enhance standards of practice across a number of disciplines, but research on this is needed. Such a comparative study would lead to an improved understanding of the hospitality industry and its employees.

10.5 Reflections on the research journey

My research journey started three and half years ago. Completing this study was highly challenging but at the same time rewarding. I recognise a number of personal developments such as perseverance, eagerness for new knowledge, openness to unknown challenges and time management. When I commenced this research journey, it felt to me that it was an infinite process, which led to frustration and depression. However, now I realise how useful it was and how it made me a better researcher.

The process of data collection had a significant impact on me. Participants revealed their narratives about the impact of TM practices on their personal career development with clarity and passion that allowed me a unique insight. I felt fortunate that I worked for the company under exploration and had access to all the hotels. This allowed me to get insights of the employees' narratives and understand their concerns. I feel grateful to all the employees and managers who entrusted me with their stories and allowed me to represent their voice.

I do believe that this study can take me even further as I am eager to master my research skills and complete a number of projects related to this study in order to show the applicability of my conceptual framework in practice. I am going to introduce my conceptual framework to the company exploration work for. In addition, I am planning to write a number of publications based on the findings of this research. It is exciting to believe that my research will have practical application in hotels in the UK and internationally, as this is the place where I feel most impact can be accomplished.

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Appendices

Appendix A

Participant Information Sheet

Purpose of the Study

As part of the requirements for PhD degree at Bournemouth University, I have to carry out a research study. The study is concerned with "**Understanding Talent Management in the hotel sector: employees' narratives of personal career development**"

What will the study involve?

The study will involve the employees' narratives, relating to personal career development and collected through a series of in-depth narrative interviews.

Why have you been asked to take part?

You have been asked because you are a part of the management team or an employee at one of the four hotels that take part in the study.

Will your participation in the study be kept confidential?

Yes. I will ensure that no clues to your identity appear in the thesis. Any extracts from what you say that are quoted in the thesis will be entirely anonymous.

What will happen to the information which you give?

The data will be kept confidential for the duration of the study. On completion of the

thesis, they will be retained for a further six months and then destroyed.

What will happen to the results?

The results will be presented in the thesis. They will be seen by my supervisor, a second marker and the external examiner. The thesis may be read by future students on the course. The study may be published in a research journal. The thesis will be made available in the public domain through the library systems.

Any further queries?

If you need any further information, you can contact me on the following address:

Aliaksei Kichuk, Flat 13 Lorne Park Mansions, 33 Lorne Park Road, Bournemouth, BH1 1JL, 07778654773, alkichuk@yahoo.com.

Appendix B

Consent Form

I……………………………………………...agree to participate in
the "**Understanding Talent Management in the hotel sector: employees'
narratives of personal career development"** research study.

The purpose and nature of the study has been explained to me in writing.

I am participating voluntarily.

I give permission for my interview to be tape-recorded

I understand that I can withdraw from the study, without repercussions, at any time, whether before it starts or while I am participating.

I understand that I can withdraw permission to use the data within two weeks of the interview, in which case the material will be deleted.

I understand that anonymity will be ensured in the write-up by disguising my identity.

I understand that disguised extracts from my interview may be quoted in the thesis and any subsequent publications if I give permission below:

   (Please tick one box :)
   I agree to quotation/publication of extracts from my interview   ☐
   I do not agree to quotation/publication of extracts from my interview   ☐

Signed…………………………………….   Date……………………………