



National
College *of*
Ireland

Retention and Talent Development within the Irish Hospitality Industry

MASTER OF ARTS IN HUMAN RESOURCE
MANAGEMENT
AOIFE MOLONEY

Submitted to The National College of Ireland,
August 2021

Abstract

This study analyses the impact of talent management on retention rates within the Irish hospitality industry. The dissertation utilizes a quantitative research approach and a probability sampling methodology to achieve its goal. A quantitative questionnaire was distributed to employees within the Irish hospitality industry. The sample size for this research was 150, and the questionnaire received 152 responses. The findings highlight the ongoing challenge within the hospitality industry of retaining employees. The study identified the reasons employees chose to work within the hospitality industry, and the biggest challenges they face. Intent to remain within the industry and satisfaction levels were also measured. The study identified a large proportion of Irish hospitality organizations follow an exclusive talent management approach, and employees' attitudes towards this. Recommendations on how to use talent management to increase employee engagement and retention levels are discussed.

Submission of Thesis and Dissertation

National College of Ireland

Research Students Declaration Form

Name: Aoife Moloney

Student Number: x17417936

Degree for which thesis is submitted: Master of arts in human resource management

Material submitted for award

(a) I declare that the work has been composed by myself.

(b) I declare that all verbatim extracts contained in the thesis have been distinguished by quotation marks and the sources of information specifically acknowledged.

(c) My thesis will be included in electronic format in the College Institutional Repository TRAP (thesis reports and projects).

(d) I declare that no material contained in the thesis has been used in any other submission for an academic award.

Aoife Moloney

18/08/2021

Acknowledgements

I want to use this opportunity to convey my heartfelt appreciation to everyone who has helped me during my studies. I'd like to convey my gratitude to Elaine Rossiter, my dissertation supervisor at National College of Ireland, for her attentive assistance and advice throughout this process. In addition, I'd like to thank my family and friends for their continued support.

Contents

Abstract.....	1
Acknowledgements.....	3
Chapter 1: Introduction.....	6
1.1 Introduction.....	6
1.2 Research Background.....	7
1.3 Research Objectives and Questions.....	8
1.4 Rationale for this Study.....	9
1.5 Methodology.....	9
1.6 Dissertation Structure.....	10
Chapter 2 Literature Review.....	11
2.1 Introduction.....	11
2.2 Defining Talent Management.....	11
2.3 Talent Management Loop.....	12
2.4 Inclusive vs Exclusive Talent Management.....	13
2.5 Talent Strategies.....	15
2.6 Talent management within the hospitality industry.....	16
2.7 Retention.....	17
2.8 Retention within the hospitality industry.....	18
2.9 Millennials attitudes towards talent development.....	19
2.10 High turnover within the hospitality industry.....	20
2.11 Conclusion.....	22
Chapter 3: Methodology.....	23
3.1 Introduction.....	23
3.2 Research Aim.....	23
3.3 Research Framework.....	23
3.4 Research Philosophy.....	24
3.5 Research Methodology Approach.....	26
3.6 Data Collection Approach.....	27
3.7 Data Collection Methods.....	28
3.8 Sample Selection.....	30
3.9 Data Presentation and Analysis.....	31
3.10 Ethical Considerations.....	31
3.11 Limitations.....	32

3.12	Conclusion	33
Chapter 4: Analysis and Findings		34
4.1	Introduction.....	34
4.2	Sex.....	34
4.3	Age.....	34
4.4	Education Level	35
4.5	Satisfaction Levels	36
4.6	How likely are you to accept another job with the same salary if someone offered you?	37
4.7	Which factors encourage you to remain within your current employment.....	38
4.8	What aspects of your employment are most challenging?	39
4.9	Do you intend to remain within the hospitality industry?	39
4.10	You are/were informed of upcoming management positions within your organization?	40
4.11	Promotional opportunities are/were fair within your organization?	40
4.12	Organizational performance would increase by observing individuals' abilities and directing them on how to develop	41
4.13	You receive recognition for hard work	41
4.14	You feel encouraged to progress within your career	42
4.14	Pearson's Correlation.....	42
Discussion of findings.....		44
4.14	Introduction.....	44
4.15	Conclusion	46
Chapter 5: Conclusions and Recommendations.....		47
5.1	Conclusion	47
5.2	Contribution to knowledge.....	47
5.3	Limitations	47
5.4	Further research	47
5.5	Recommendations	48
5.6	Personal Learning Statement	48
References.....		49

Chapter 1: Introduction

1.1 Introduction

The purpose of this dissertation is to establish the correlation between talent management and retention rates within the Irish hospitality industry. Employees, especially within the service industry are crucial to an organizations success. Unfortunately, the hospitality industry faces the highest turnover levels, due to a high proportion of part time employees who are studying. Dwesini (2019) identified the factors which influence employee turnover within the hospitality industry. The most common issues are related to pay, the limited opportunity for advancement, little work commitment, weak labour relations, and lengthy unsociable working hours (Dwesini, 2019). In addition, Marinakou and Giousmpasoglou (2019) found a poor work life balance was another factor influencing turnover levels. Brown et al, (2014, P.1) found “within 10 years of graduating, 29.1% of hospitality graduates were not in the hospitality industry”.

High turnover levels have a negative impact on the motivation of remaining employees, and loyal customers/ clients notice this absence (Ivana and Chiripuci, 2020), which makes retention strategies crucial to an organization’s success. Employer branding is another common tactic employers use to retain employees. Thalgaspitiya (2020, p.2) defines employer branding as a “long-term strategy to manage the responsiveness and perceptions of employees, potential employees, and related stakeholders with regards to a particular firm”. Social networking, development assistance, leadership style, incentive programs, recruiting practices, and input from employers and employees are ways to enhance employer branding (Bussin and Mouton, 2019). This therefore suggests that an organizations talent development strategy will positively impact their employer brand. The Irish hospitality industry is well known for their development programmes for internal and external candidates. So, the focus of this research is to investigate if there is a correlation between employee retention and talent development within the Irish hospitality industry

Employee retention acts as a tool to engage employees and motivate your workforce (Houssein et al, 2020) which can be used to gain competitive advantage (Baharin and Wan Hanafi, 2018). An organization which has severely high turnover levels suffer with the lost productivity of the employee who exited the organization, which creates a negative environment for the remaining employees (Ivana and Chiripuci, 2020). There are several employee retention strategies such as compensation and pay tactics, regular performance

appraisals and reviews, development opportunities, work life balance and diversity (Cloutier *et al.*, 2015).

Companies seek ways to recruit and retain the best candidates for each job, as well as have “replacement” employees on hand who could be appointed if needed by the company (Cánovas *et al.*, 2020). Frontline workers are the organization's voice and contribute significantly to the industry's overall growth through client relationships (Karen *et al.*, 2019).

In previous literature it has been discovered talent management has played an important role in organizations. Human resource practitioners use talent management as a tool to increase employee motivation, engagement and to improve retention rates (Johnson *et al.*, 2019). Talent development strategies have been proven to attract talented employees to an organization and increase the talent pool during the recruitment process.

The aim of this dissertation is to establish the impact talent management has on retention rates within the Irish hospitality industry. The factors influencing turnover rates within hotels are generally a combination of the following, low pay, long unsociable working hours, student obligations and lack of work life balance (Frye *et al.*, 2020). The aims for this research paper are to distinguish the correlation between talent development and retention rates within the Irish hospitality industry

1.2 Research Background

McKinsey consultants developed ‘The War for Talent’ in 1997, which generated major traction to the concept ‘talent management’ and ‘talent development’. The concept is widely used by human resource practitioners, and significant research has been conducted on the topic since. Talent management “refers to the systematic execution of efforts to ensure that people who provide added value for the organization are identified, assigned/deployed, developed, and retained within the organization by maintaining their loyalty” (Ahat and Koyuncuoglu, 2020, p.2). Talent management is commonly used as a retention tool among organizations (Ohunakin *et al.*, 2020), and acts as a competitive advantage (Mishra and Kumar, 2019). Talent may be developed inside an organization or recruited externally.

Chambers *et al.* (1998) examined McKinsey’s ‘War for Talent’. According to Chambers *et al.* (1998) most organizations find it difficult to define talent within their firm. Many academics disagree over whether talent is inherent or can be created (Ross, 2013), otherwise known as inclusive or exclusive talent management according to Savaneviciene and Vilciauskaite (2017). Savaneviciene and Vilciauskaite (2017) claim there are two approaches to talent

development, inclusive and exclusive. Inclusive talent management implies anyone within the organization is considered talented whereas exclusive talent management implies only certain employees are considered talented (Savaneviciene and Vilciauskaite, 2017).

Alternatively, a blended approach is a combination of both approaches (CIPD, 2020).

Exclusive talent management can exclude employees from development opportunities which creates a negative attitude towards the organization (Savaneviciene and Vilciauskaite, 2017).

Demographic and economic patterns, growing migration of individuals and organisations, transformational shifts to business conditions, cultures, and the levels of worker diversity are all influences driving 'the battle for talent' (Beechler and Woodward, 2009).

Retention is a major concern for most industries, but the hospitality industry faces the highest blow. Past studies on employee retention have focused on highly skilled workers such as IT or the pharmaceutical sector, but there is little research conducted on the hospitality industry.

Extensive research has been conducted on retention strategies such as talent development, work life balance, pay increases, employer branding and organizational culture (Dwesini, 2019). A lot of talent development research is conducted on the teaching or sports industry.

Most of the previous research conducted on retention within the hospitality sector are based within the US (Marinakou and Giousmpasoglou, 2019), and none have been conducted within Ireland to this date.

Employee turnovers, according to Marinakou and Giousmpasoglou (2019), are valuable to organizations because they contribute to idea generation by knowledge diffusion. Deloitte (2019) conducted a survey on millennials within the workforce within Ireland, and predict by 2025, millennials will account for 75% of the workforce.

1.3 Research Objectives and Questions

Below are the research questions this study aims to answer.

RQ1: Is there a correlation between employee retention and talent development opportunities within the Irish hospitality industry?

RQ2: Does an organizations talent development strategy impact organizational culture?

RQ3: Which talent management approach is most commonly used the Irish hospitality industry

RQ4: The effects of talent development on employee engagement and employee wellbeing within the hospitality sector.

1.4 Rationale for this Study

Research on talent development and retention are widely found as indicated in section two of this paper. Previous studies have almost exclusively focused on organizations with limited research on large scale hotel groups. Most studies focused on higher skilled roles. This research will focus exclusively on the Irish hospitality industry due to the fact a major challenge within the hospitality industry is retention of employees, mainly lower-level employees. The findings from this dissertation will build on existing literature and can assist hotel chains in improving their current retention strategies for lower-level employees.

1.5 Methodology

The aims of this research are to establish a cause-and-effect relationship between employee retention and talent development. Primary research will be conducted using quantitative research. Saunders et al, (2019, p.178) state “quantitative research examines relationships between variables, which are measured numerically and analysed using a range of statistical and graphical techniques”. A quantitative survey design was chosen for this research as the purpose of this research is to establish the opinions and attitudes of employees within a specific industry.

An alternative method which was considered was interviews and focus groups. It was decided not to proceed with this method due to the large sample size, and timeframe available for this research project.

The participants for this study consist of lower-level employees within the Irish hospitality industry. The departments included within the study are the food & beverage department, reception, accommodation, and food production. Management will be excluded from the sample due to possible bias or influence. The sample size for this study is 150. The questionnaires will be distributed via social media. The questionnaire will be online due to the coronavirus pandemic, and to minimise travel.

The collected data will be analysed using a deductive approach. A deductive methodology entails using the existing research to establish a theoretical or logical foundation for further testing (Saunders et al, 2019).

1.6 Dissertation Structure

Chapter 1: Introduction

The first chapter of this paper will begin by introducing the research question, providing a background to the research area and the chosen methodology approach for this research.

Chapter 2: Literature Review

Chapter 2 performs a comprehensive literature review to develop the study's theoretical context and the core academic concepts relevant to talent development and employee retention specific to the hospitality industry.

Chapter 3: Methodology

Chapter three is the methodology section. This section will outline the sample, and data collection methods and analysis. The questionnaire will be dispatched to the sample, and the results will be collected.

Chapter 4: Analysis & Findings

The fourth chapter presents the findings of the research. Within this chapter the results from the participants will be analysed using a deductive approach to answer the research questions highlighted above.

Chapter 5: Conclusion & Recommendations

Chapter five will conclude and summarise this research paper, finishing with recommendations for human resource practitioners within the hospitality industry and recommendations for further research.

Chapter 2 Literature Review

2.1 Introduction

This aim of this chapter is to provide an overview of the existing literature on the concept of talent management and retention which will provide the reader with an understanding of the background on talent management and retention in relation to the hospitality industry to address the aim of this dissertation which is to establish the correlation between talent management and retention rates within the Irish hospitality industry. Talent management will be addressed in relation to retention within the hospitality industry for the purposes of this report, since several previous studies have proven that organizations will achieve a strategic edge and work to improve their businesses' results.

This section includes a study of recent literature on the concept of talent management, as well as talent management approaches. After discussing talent strategies, the literature on talent management in the hospitality industry will be examined. The topic of retention strategies will be addressed, followed by millennials' views on talent development. Finally, the causes for the high turnover in the hospitality industry will be investigated.

2.2 Defining Talent Management

Many organizations face a talent gap of employees (Mishra and Kumar, 2019; Łukasiewicz, 2018). Despite the fact that many scholars address talent management, there is no uniform definition of talent that can be applied to all institutions (Łukasiewicz, 2018; Golubovskaya, Solnet, and Robinson, 2019; Kichuk, Brown and Ladkin, 2019). Talent management has been researched from a wide variety of viewpoints and angles (Kichuk et al, 2019). Golubovskaya et al, (2019) states the bulk of talent management literature has been extended to managerial positions as well as highly skilled it or legal employees, which presents human resource departments with the challenge of developing an effective talent strategy for less skilled employees. Organisations will choose differently depending on their corporate and individual matters (Scott and Revis, 2008).

Williams (2000) defines talented individuals as those that have outstanding talents and are competitive in a variety of tasks or in a particular area. Whereas Buckingham and Vosburgh (2001 p. 21) states “talent should refer to a person's recurring patterns of thought, feeling, or behavior that can be productively applied”. Hana and Lucie (2015) define strategic talent management as the systems and techniques associated with the strategic selection of key positions and the creation of the pool of talented employees. Much of this is done to make it

easier to pair the best workers with the right positions, as well as to maintain their engagement and loyalty to the company (Łukasiewicz, 2018).

2.3 Talent Management Loop

Attraction, identification, development, engagement, retention, and deployment are the six core fields of the talent management chain (CIPD, 2020).

Attraction

The capability to recruit competent personnel is determined by how prospective candidates see the business, the market or industry in which it exists (CIPD, 2020; Banerjee, Saini, and Kalyanaram, 2020). In order to retain potential talent, it is critical to develop an appealing workplace image and employer brand (CIPD, 2020; Banerjee, Saini, and Kalyanaram, 2020).

Identification

First, organizations vital positions must be established (CIPD, 2020; Scott and Revis, 2008). They are managerial and professional positions that, if left vacant for an extended period, could put the company at risk (CIPD, 2020). Some organizations use strategic planning to help train new candidates to occupy important roles internally (Golubovskaya et al, 2019; CIPD, 2020). The next stage is to find talented employees inside the company (CIPD, 2020). There are a variety of approaches to do this, but it is usually focused on previous success and future opportunities, with the goal of cultivating "talent pools" of people who can fill vital market positions when they emerge (Kichuk, Brown and Ladkin, 2019; CIPD, 2020; Savaneviciene and Vilciauskaite, 2017).

Development

Formal and structured learning interventions can be related to talent development (CIPD, 2020). Coaching and mentoring, as well as collaboration, are highly valued by employees in talent management programs, especially the ability to meet and interact with senior executives (CIPD, 2020; Bradford, Rutherford, and Friend, 2017).

Engagement

Professionals who have successful careers, some choice in how they function, feel a strong connection to their position and the organization's goals, will not only be satisfied, productive and more motivated within their role (Baum, 2019; CIPD, 2020).

Retention

Employee turnover can be reduced, and talent growth can be improved by investing in recruitment programs (CIPD, 2020; Adeoye and Hope, 2020). Rewarding and recognizing employees will help them remain within the organization (CIPD, 2020; Dwesini, 2019). The reward plan should have a diverse range of incentives, it could include things like bonuses, recognizing a person's importance to the company, and honouring contributions to performance (CIPD, 2020).

Deployment

Deployment refers to the most productive and optimal use of employees (CIPD, 2020). It works well when combined with workforce readiness, long-term commitment in training and growth, and a flexible mobility approach (CIPD, 2020; Baharin and Wan Hanafi, 2018). Organizations must understand their talent gaps in order to prepare the necessary preparation and allocate recognized talent through work placements, skill development opportunities/training, enhanced credentials, project leadership, and traineeships to help advancement and development (Bradford, Rutherford, and Friend, 2017; CIPD, 2020).

This study aims to analyse the impact talent management strategies within the Irish hospitality industry have on their current employees and measure the engagement with the current strategies in place.

2.4 Inclusive vs Exclusive Talent Management

Despite the complexity of defining talent management, Savaneviciene and Vilciauskaite (2017) have identified two common approaches organizations take: inclusive or exclusive. Inclusive talent management implies anyone within the organization is considered talented (Savaneviciene and Vilciauskaite, 2017) but employees can have varying levels of ability (Łukasiewicz, 2018). An inclusive strategy encourages all employees to achieve their full potential which benefits both the employee and employer (Golubovskaya et al, 2019).

Whereas exclusive talent management implies only certain employees are considered talented (Savaneviciene and Vilciauskaite, 2017). Talented workers are seen as a scarce source of resources that must be competed over in the job market (Łukasiewicz, 2018). When deciding who is talented, exclusive talent acquisition raises ethical and logistical questions (Swales, 2020). Exclusive talent acquisition is based on individual perceptions of employees previous, current, and potential value to an organization (Swales, 2020). Highly skilled workers are hard to come by because their attitudes are consistent with the company's strategic vision

(Marinakou and Giousmpasoglou, 2019). Companies must define talent and understand who their most talented workers are (Marinakou and Giousmpasoglou, 2019). The major critique of an exclusive strategy is that success is dependent on management's expectations and opinions rather than evaluation metrics (Marinakou and Giousmpasoglou, 2019). Kichuk et al (2019) states there is a significant gap of research which allows employees who aren't in the talent pool to have a voice.

If talent is exclusive, talent management strategies should concentrate on identifying and evaluating talent (Shulga and Busser, 2019). Whereas If talent is inclusive, talent management should prioritize preparation, training, and growth (Shulga and Busser, 2019).

Festing, Kornau and Schäfer (2015) raised the concern that an exclusive approach to talent management may put females at a disadvantage. Studies regarding the gender gap of career progression are not a new concept, Brownell (1994) states at the executive level, the hospitality sector is notorious for gender inequality. This gender gap is still persistent to this day (Calinaud, Kokkranikal and Gebbels, 2020). People of both sexes of comparable academic qualifications and success have different work-related perceptions, according to Zhong and Couch (2007).

Organizations are under pressure to incorporate diversity and inclusion into the selection of talent because of the diversity of their employees in relation to age, gender, ethnicity, and community (Marinakou and Giousmpasoglou, 2019). Not only does talent management impact the organizational performance, but it also has positive implications on the corporate social responsibility strategy (Govaerts et al., 2011).

A report by the CIPD (2020) introduced a third approach organizations may take: a blended approach. A blended approach is a combination of both approaches (CIPD, 2020; Dhanabhakym, and Kokilambal, 2014).

Smaller hotel chains tend to use an informal talent development approach, which tends to result in disorganized learning and development for employees. Exclusive talent management can exclude employees from development opportunities which creates a negative attitude towards the organization (Savaneviciene and Vilciauskaite, 2017).

Based on the above, a key area to be investigated in the primary research is to determine which approach is most popular within the Irish hospitality industry towards lower-level employees in order to answer the research question. In addition, the primary research will

identify whether Irish hospitality employees feel there is a gender gap within their talent selection process.

2.5 Talent Strategies

Talent development strategies within the hospitality industry attract talent employees to the organization during the recruitment process, and nurture existing employees (Mishra et al., 2019). Many hospitality organizations fear their rivals poaching their talented employees (Mishra et al., 2019). Retention levels increase within an organization who engages in talent development and career progression activities (Scott and Revis, 2008). The aims of talent development are to develop a talent pool within the organization (Łukasiewicz, 2018). The talent management strategy should align with the business strategy to gain a competitive advantage (Łukasiewicz, 2018; Kirk, 2021). Managers who can recognise and develop "talents" successfully is the driver of their company's success (Balcerzyk and Materac, 2019).

Talent management is a widely researched area; however, researchers note a discrepancy between the theory of talent management learned by academics and the style of talent management employed by businesses (Pandita and Ray, 2018). In addition, Pandita and Ray (2018) notes the recent talent management research has generally ignored employee perceptions and viewpoints, instead addressing the issue from the perspective of the business.

Pandita and Ray (2018) identified the most effective talent management strategies incorporated by organizations. Firstly, individuals are provided opportunities for change and incentive to continue performing by measuring performance, which includes a method of both constructive and derogatory reinforcement, as well as acknowledgment when appropriate (Pandita and Ray, 2018). Successful talent retention also includes the use of reward schemes (Pandita and Ray, 2018). Training programmes ensure workers can perform their role and reskilling them as needed, providing necessary competencies, and preparing them for career advancements (Pandita and Ray, 2018). In addition, maintaining a career strategy and training help companies monitor workers' interests, motivation, and efficiency, allowing them to reflect on workers and make them feel valued while still having a positive impact on the organization's retention strategy (Pandita and Ray, 2018).

According to Kichuk et al (2019), the first issue the hospitality industry face is attracting, developing, and retaining qualified employees. These challenges have long been recognized as the most significant threats facing the hotel sector (Kichuk et al, 2019). Secondly, the

industry struggles with the high rate of employee attrition (Frye et al., 2020; Kichuk et al, 2019). Employees are motivated and productivity is increased by investing in high-performance job activities such as preparation, motivation, incentives, strategic staffing, and coordination (Kichuk et al, 2019).

The aim of this dissertation is to focus solely on the Irish hospitality industry, to discover how current talent management strategy impacts their retention rates. Based on the above a key area to be investigated in the primary research is to distinguish which talent strategy techniques are used within the Irish hospitality industry to measure their impact on employee's intent to remain within the organization.

2.6 Talent management within the hospitality industry

Since a hospitality workforce has been recognized as a means for companies to achieve and retain a competitive edge, talent is seen as a competitive asset for their productivity and profitability (Marinakou and Giousmpasoglou, 2019). It has been shown talent management has positive effects on employee's retention rates within the hospitality industry (Dwesini, 2019; Scott and Revis, 2008). Organizations use talent management as a tool to generate a talent pool of employees who are available and ready for upcoming positions (Williams, 2000; Shulga and Busser, 2019). Mentoring and coaching are common strategies used within the hospitality industry (Ivana and Chiripuci, 2020) to upskill current employees.

When correctly configured, human resource management strategies have a favourable impact on workers' views of the quality of their employment, and helps to reduce turnover (Park and Min, 2020). Talent management strategies may reduce turnover intentions within the workplace as employees can gain new expertise and talents that can be transferred to potential jobs (Tews et al, 2020).

Scott and Revis, (2008) claim for a talent strategy to succeed within the hospitality industry, it must entail an agreed-upon concept of creativity and talent acquisition for the organization, a common language for talent acquisition in the hospitality industry, a constructive, formal process to talent acquisition is needed, reinforcement from others at the top of the corporate ladder and staff members should be involved from the start. In addition, the strategy is being used to improve the reputation of the organization and to enhance the employer brand and operations must be developed in conjunction with other human resource procedures and practices (Scott and Revis, 2008).

Govaerts *et al.* (2011) noted that typically organizations approach talent development in two ways. Firstly, is a conservative approach that emphasizes what is missing, incorrect, or does not work well in an organization (Govaerts *et al.*, 2011). The appreciative approach is the second method. The emphasis of this strategy is on identifying and improving existing methods rather than looking for a solution and fixing the flaw (Govaerts *et al.*, 2011). It is a very person-centred method in which the planning process is guided by interests and goals (Govaerts *et al.*, 2011).

According to Shulga and Busser, (2019) the hospitality industry's complex nature offers multiple talent management obstacles. Firstly, due to the diversity of corporate forms, ages, ownership, and regional distribution, there is a lack of consistency, and, as a result, a fractured approach to talent management is seen (Shulga and Busser, 2019). Secondly, within the same organisation, upper and lower management places different demands on talented employees and finally, while skilled people may be devoted to the hospitality sector, they are not always devoted to the organization (Shulga and Busser, 2019). Happy employees could resign to pursue another opportunity elsewhere, which negatively impacts turnover levels (Shulga and Busser, 2019).

The aim of this research is to focus solely on the talent management processes within the Irish hospitality industry, and their influence on retention. Primary research will focus on employees' attitudes towards the progression opportunities available to them within their employment.

2.7 Retention

Employee retention is the process of reducing turnover levels within an organization (Adeoye and Hope, 2020). Employee retention is critical for a company's stability, development, and profitability (Sepahvand and Khodashahri, 2021; Walsh and Taylor, 2007). Sepahvand and Khodashahri (2021, p.3) defined employee retention as “a process whereby an organization is able to retain its potential employees in order to remain loyal to the organization with a longer period of time”. Organizations who suffer from high turnover levels suffer from high turnover costs during the recruitment stage (Ivana and Chiripuci, 2020; Kundu and Lata, 2017). The key to a competitive advantage is not only attracting successful workers, but also retaining them (Hana and Lucie, 2015). To effectively retain and attract talented employees a talent development strategy should be in place (Ivana and Chiripuci, 2020).

Govaerts et al (2011) states employees would be less likely to quit if they believe they are evolving and improving. Whereas, if employees understand that they can no longer develop in an organisation they resign and pursue employment elsewhere (Hana and Lucie, 2015).

In addition to standard compensation and perks, employers should weigh the following factors to improve employee satisfaction (CIPD, 2021). At the recruiting point, give potential workers a practical work trial to ensure they suit the role, maximize chances for workers to enhance talents and professions (CIPD, 2021). Additionally, respect employees need for time off when possible, and handle workers equally and with respect (CIPD, 2021).

Kundu and Lata (2017) claim employees may be maintained in an enterprise by three main influences: compensation, appreciation, and gratitude, which are largely related to greater performance, reduced turnover, a pleasant work atmosphere, and increased incomes. Employees who gain support and learning opportunities are more likely to stay with the business, according to a review of previous research (Kundu and Lata, 2017; Shulga and Busser, 2019; Ivana and Chiripuci, 2020; Govaerts, Kyndt, Dochy, and Baert, 2011).

2.8 Retention within the hospitality industry

Employee retention applies to the strategies and procedures that businesses use to keep valuable workers from departing their employment (Baharin and Wan Hanafi, 2018). Dwesini (2019) claims to execute a successful retention policy, it is important to first recognize the causes of high labour turnover. While every company is unique, Dwesini (2019) found the most persistent causes of high turnover rates in the hospitality industry are insufficient job commitment, weak labour conditions, and heavy workloads. Baum (2019) claims staff members see their work as consisting of completing a finite set of recurring tasks repeatedly, while management see the profession as something more rewarding. Employees perceive their wages to be low, with little chances for advancement, little work commitment, weak labour rights, and hectic schedules (Dwesini, 2019). In addition, Kuria, Wanderi and Ondigi, (2012) added poor treatment by management influenced employee's intent to leave. Supervisors tend to switch from one hospitality company to the next in order to further their profession (Walsh and Taylor, 2007). It has been discovered that investing in employee growth and job advancement is one of the most important variables in workforce productivity, and organisations that improve the capabilities of their current employees have lower staff turnover (Dwesini, 2019). The long-term consumer relationships that

organizations develop when front-line workers are retained are a huge competitive advantage (Pandita and Ray, 2018). To retain lower-level employees, management must implement strategies to excite them, ensuring they remain engaged with the work (Baum, 2019). As stated by Younies and Al-Tawil (2020), when it comes to developing an atmosphere that encourages customer-focused action, human resource practices are crucial. Employees are more pleased with their work and inspired to complete their responsibilities because they understand what is required of them (Younies and Al-Tawil, 2020).

Based on the above, a crucial area to be examined in primary research is determining employees reasoning for remaining in employment within the Irish hospitality industry and identifying the retention strategies which have a positive impact on employees.

2.9 Millennials attitudes towards talent development

Chacko et al (2012) states organizations take on the challenge of appealing among all four generations of employees and building a working atmosphere that satisfies all workers' demands and desires. Organizations must predict the behaviours, preferences, values, and abilities of future generations, according to Chacko, Williams and Schaffer (2012) as they account for the majority of new employees. In the hospitality industry, compensation and appreciation strategies are widely used, and they have been shown to improve employee morale and retention (Younies and Al-Tawil, 2020). Employee of the month programs, encouragement in seminars, wage raises, progression opportunities and educational assistance are typical examples of these strategies (Younies and Al-Tawil, 2020).

Millennials occupy most of the work force; hospitality industries must focus on retention strategies specific to millennials (Frye et al., 2020). As opposed to other groups, retaining the millennial population is more daunting due to their tendency to shift occupations and workplaces more often than the ageing population with a unique type of preferences (Pandita and Ray, 2018). Millennials are known as a “disloyal generation” and to gain competitive advantage, retention strategies must be prioritized (Mayangdarastri and Khusna, 2020, p.44). Millennials are unable to make a strong commitment to an organisation, have no lengthy allegiance to their boss, and constantly move jobs (Chacko et al, 2012).

Mayangdarastri and Khusna (2020) surveyed millennials attitudes and opinions towards employment, ninety-one percent of millennials prioritise career progression opportunities within an organization over other benefits, this aligns with Williams (2020) research which

discovered extrinsic incentives are valuable to millennials, but they choose encouragement, gratitude, growth, and versatility over income.

Previous research also suggests that pay alone is not enough to retain employees, and millennials within the hospitality prioritize training and development, recognition, work life balance, organization culture and corporate social responsibility (Frye et al., 2020; Shulga and Busser, 2019). Millennials are persuasive, self-assured, and optimistic; they prioritize workplace education and development; they seek productive work; and they pursue personal satisfaction in their careers (Manuti, Curci and Van der Heijden, 2018). Millennials have a strong sense of urgency, respond well to new team members, environments, and conditions, and thrive in climates that are constantly changing (Manuti et al, 2018).

There are few studies conducted on millennials within hospitality industries, previous studies focused on older generations (Marinakou and Giousmpasoglou, 2019).

Based on the above, a critical field to be investigated in primary research is identifying whether millennials constitute most of the workforce within the Irish hospitality industry in order to determine whether their attitudes correspond with the research presented above. They will be compared with older generations attitudes to distinguish the similar and corresponding attitudes and values.

2.10 High turnover within the hospitality industry

The hospitality industry faces the highest turnover levels, which has negative implications on financial performance and employee motivation (Frye et al., 2020; Rasheed, Okumus, Weng, Hameed and Nawaz, 2020; Park and Min, 2020; Marinakou and Giousmpasoglou, 2019). Many academics have researched the reasons for high turnover rates within the hospitality industry, but the same findings continue to emerge. Hospitality jobs have long been stereotyped as under paid, casual, tedious, exhausting, having irregular working hours, and becoming mentally exhausting (Goh and Lee, 2018; Rasheed et al, 2020; Shulga and Busser, 2019). A high proportion of workers within the hospitality industry are students (Golubovskaya et al, 2019), and students tend to be less committed to their employees and merely see it as a part time job during their studies (Frye et al., 2020). Students mostly work in the hospitality industry to augment their income or obtain expertise (Tews, Hoefnagels, Jolly and Stafford, 2020). As a result, a high level of turnover is unavoidable (Tews et al, 2020). Walsh and Taylor (2007) found post higher education; many employees left the hospitality industry entirely due to the lack of career progression opportunities. Given the

lack of professional development and advancement prospects, hotels do not do enough to retain hospitality workers and they are also used as cheap labour in the field, it is one of the lowest paying industries (Goh and Lee, 2018). Employees who think they can quickly find new jobs can respond directly to their needs and preferences of difficult working conditions, as well as the behaviours that result, leading to higher turnover rates (Park and Min, 2020).

Employers face a multitude of problems as a result of high turnover, including decreased quality of service, performance reductions, low employee relationships, and rising hiring and training expenses (Tews et al, 2020).

Important circumstances in people's lives, both within and outside the organization, will trigger a major turning point in their lives, causing them to rethink their job condition and, as a result, fuel turnover (Tews, Stafford, and Michel, 2014). The Covid-19 pandemic had a detrimental impact on the hospitality and tourism industry, forcing many employees out of work (Demirović Bajrami, Terzić, Petrović, Radovanović, Tretiakova and Hadoud, 2021; Baum, Mooney, Robinson and Solnet, 2020). Within Ireland, one hundred and forty thousand employees were laid off, with one hundred and twenty thousand of them from the hospitality industry (Baum et al, 2020). The worldwide anxiety triggered by the danger of the infection transmitting was followed by the implementation of stringent precautions, causing stress and discontent, particularly within hospitality employees (Demirović Bajrami et al, 2021).

Job uncertainty was identified one of the most difficult times in any employee's career (Demirović Bajrami et al, 2021). Workers viewed turnover as one of the most productive ways to cope with the uncertainty of not understanding if they will return in their workplace, job anxiety increased and stimulated the growth of intention to leave and pursue different career paths (Demirović Bajrami et al, 2021).

As indicated above, the reasons for turnover within the hospitality are reoccurring. The CIPD (2021) claim that “by understanding the reasons behind staff turnover, employers can devise initiatives that reduce turnover and increase employee retention”.

For this research, it is essential to identify the reasons the Irish hospitality industry face high turnover levels, and to identify whether current talent management strategy is efficient and to identify if employees view their employment as a long-term career path or merely a temporary source of income. Finally, another promising line of research would be to analyse the impact of Covid-19 on current employees' perceptions of their employment within the Irish hospitality industry to ascertain if it impacted on retention rates.

2.11 Conclusion

The objective of this chapter is to provide an overview of the research on the topic of talent management and retention, to provide the reader with a background on talent management and retention in the hospitality industry, in terms of addressing the dissertation's goal of establishing the relationship between talent management and retention.

This literature review has identified the major role talent development plays within the hospitality industry and highlights the impact talent development has on the retention of hospitality employees. In summary, this paper argued that talent management has a positive effect on employees within the hospitality sector and increases retention rates for employees.

In addition, establishing what retention strategies can be used to effectively to retain hospitality employees post covid-19 might prove an important area for future research.

Chapter 3: Methodology

3.1 Introduction

The purpose of this chapter is to identify and outline the methods used in relation to the research provided in this dissertation. This chapter will also identify the objectives and the research framework, research philosophy, research methodology approach, data collection approach and data collection methods and the sampling strategy used. Finally, the limitations and ethical considerations of the research will be examined.

3.2 Research Aim

Below are the research questions this study aims to answer.

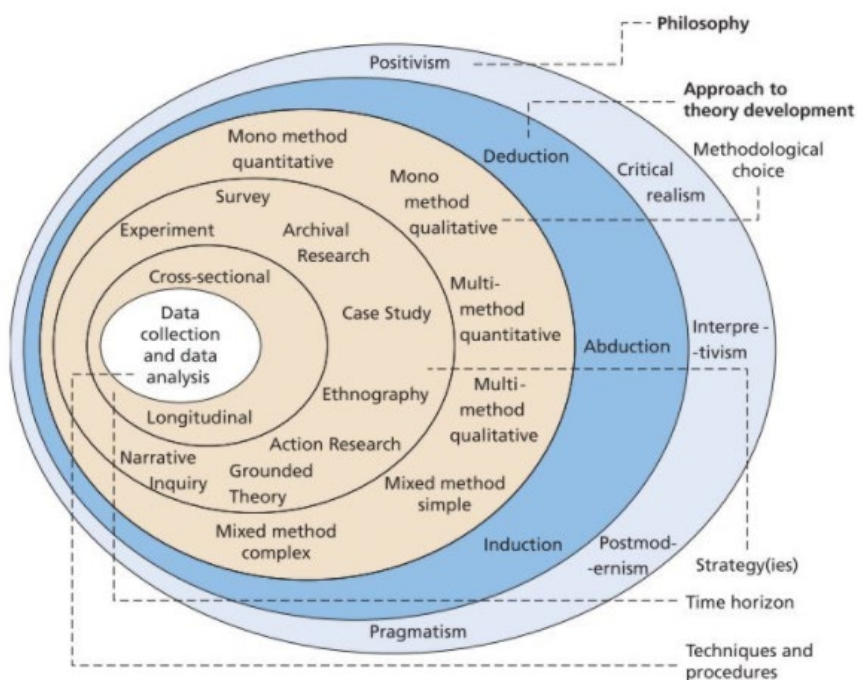
RQ1: Is there a correlation between employee retention and talent development opportunities within the Irish hospitality industry?

RQ2: Does an organizations talent development strategy impact organizational culture?

RQ3: Which talent management approach is most commonly used the Irish hospitality industry

RQ4: The effects of talent development on employee engagement and employee wellbeing within the hospitality sector.

3.3 Research Framework



Source: Saunders et al (2019, p.130)

Saunders et al (2019) created the diagram which can be seen above, which is described as ‘The Research Onion’. The objective of the research onion is to describe the steps that an investigator must go through to conduct good research (Saunders et al, 2019). The layers consist of research philosophies, approaches, research strategies, methodology choices, time horizon and techniques and procedures for analysing data (Saunders et al, 2019). Each layer will be discussed within this chapter.

3.4 Research Philosophy

Crossan (2003) highlighted the importance of research philosophies, his findings are highlighted below. To begin with, research philosophes may assist a researcher in refining and specifying the research techniques to be employed in a study, as well as clarifying the overarching research plan (Crossan, 2003). This would cover the sort of evidence obtained and where it came from, how it was assessed, and how it contributed to answering the study objectives (Crossan, 2003). Furthermore, understanding research philosophy will assist and support the researcher in evaluating alternative techniques and procedures and avoiding unneeded usage and time by highlighting the constraints of certain methodologies early on (Crossan, 2003). Lastly, it may enable the researcher to be more imaginative in selecting or adapting procedures that were previously unfamiliar to them (Crossan, 2003).

Saunders, Lewis, and Thornhill (2019, p 130) define research philosophy as “a system of beliefs and assumptions about the development of knowledge”. In addition, Partington (2002) notes that in all domains of intellectual endeavour, philosophy is essentially concerned with establishing, controlling, and developing the processes of knowledge generation. Positivism, post positivism and interpretation will be discussed below.

Positivism is a practical researcher's theoretical position that requires dealing with individual’s interaction to develop law-like generalizations (Saunders et al, 2019). A positivist approach sees an organization or other associated social activities as real, like how physical objects and natural occurrences are regarded (Alharahsheh1 and Pius, 2020). The researcher's goal would be to discover causal links among the data collected in order to improve the construction of law-life generalizations similar to those established by scientists (Alharahsheh1 and Pius, 2020). Additionally, to confirm and clarify the investigated behaviour or occurrence inside organizations, the researcher would use and incorporate essential universal norms and regulations (Alharahsheh1 and Pius, 2020).

Post positivism underlines the value of language and social structures in challenging conventional mindsets and giving voice to marginalized perspectives (Saunders et al, 2019). Researchers that study postmodernism attempt to uncover and criticize the power dynamics that keep hegemonic beliefs in place (Saunders et al, 2019). Creswell (2014) claims postpositivist believe in determinism, which holds that causes influence repercussions or outcomes. As a result, the challenges examined by postpositivist mirror the necessity to identify and evaluate the reasons that impact consequences, such as those discovered in research (Creswell, 2014).

Individuals, according to interpretivism, are distinct from intangible objects in that they make connections and acquire knowledge (Saunders et al, 2019). Interpretivist studies aims to develop fresh, more nuanced conceptions and perceptions of social realities and settings (Saunders et al, 2019). This includes viewing organizations from the views of many groups of individuals for conducting business research (Saunders et al, 2019). Interpretivism is much more interested with in-depth elements and elements connected to a context, and it views humans as distinct from physical phenomena in that they generate greater depth in interpretations, based on the idea that individuals cannot be studied in the same way that physical phenomena can (Alharahsheh1 and Pius, 2020). As a result, investigations in the social sciences must be distinguished from studies in the natural science s (Alharahsheh1 and Pius, 2020). Interpretivism considers variances in cultures, situations, and eras that contribute to the formation of various social realities (Alharahsheh1 and Pius, 2020).

The primary distinction is that although positivism is more commonly employed in natural sciences, interpretivism is more commonly utilized in social and behavioural sciences (Creswell, 2014). Holden and Lynch (2004, p.397) state a researcher must establish many basic assumptions about two dimensions to develop a philosophical perspective: "the nature of society and the nature of science".

For this research it was decided that the most appropriate approach would be the interpretivism approach as Saunders et al (2019) stated that individuals are unique from intangible things in that they establish connections and acquire knowledge. This study focuses on employees' perceptions on talent management strategies and retention within the Irish hospitality industry. As a result, the interpretivism philosophy will allow for appropriate data collection to address the fundamental concerns about the variables (Alharahsheh1 and Pius, 2020).

3.5 Research Methodology Approach

Deductive vs Inductive

Deductive research is the process of going from the general to the specific, such as beginning with a theory, using it to formulate predictions, examine those opinions, and modifying the concept (Woiceshyn, and Daellenbach, 2018). Inductive research, in comparison, entails moving from the specific to the broad, such as when making factual discoveries about a particular topic and developing hypotheses and ideas based upon those (Woiceshyn, and Daellenbach, 2018).

This dissertation takes a deductive approach as many academics such as Adeoye and Hope (2020), Dwesini (2019), and Scott and Revis (2008) have discovered that talent management can have a positive impact on retention rates, however this research is specific to the Irish hospitality industry, which will add to the existing literature.

There are three types of research methods which will be discussed below.

Exploratory Research

An exploratory study is a useful tool for discovering what is going on and gaining insights into a research topic by asking open - ended questions (Saunders et al, 2019). Saunders et al (2019) states an exploratory research is very effective for elucidating your knowledge of the topic, subject, or situation. Exploratory research may begin with a wide scope, then as the study proceeds, the focus will tighten (Saunders et al, 2019). Exploratory research greatest benefit is that it is responsive to change and versatile (Saunders et al, 2019).

Descriptive research

A descriptive study seeks to characterize systematically a scenario, issue, occurrence, activity, or programme, or provides insight on, instance, a community's living circumstances, or depicts views about a problem (Kumar, 2011). In addition, Saunders et al (2019) states the goal of descriptive research is to provide a detailed portrait of incidents, people, or circumstances (Saunders et al, 2019). Saunders et al (2009) states that within business research, descriptive research plays an important role. It must, nevertheless, be regarded as a merely as a means rather than a goal on its own.

Explanatory research

Explanatory research is defined as study that establishes causality links between variables (Saunders et al, 2019). Explanatory study seeks to explain why and how two features of a circumstance or phenomena are related (Kumar, 2011). Studying a condition or an issue in order to understand the interconnections amongst components is the end goal (Saunders et al, 2019).

This research project takes an explanatory research design to determine the impact talent management strategies have on retention rates within the Irish hospitality industry.

3.6 Data Collection Approach

There are three approaches to data collection: qualitative, quantitative, and mixed methods (Saunders et al, 2019; Creswell, 2014). Each approach will be discussed below.

Adams, Khan, and Raeside (2014, P.6) defines quantitative research as “research that is based on the methodological principles of positivism and neo-positivism and adheres to the standards of a strict research design developed prior to the actual research”. Quantitative research is frequently connected with a deductive method, where data is gathered and processed to test a hypothesis (Saunders et al, 2019).

Adams et al (2014, P.6) defines qualitative research as “methods of data collection and analysis that are nonquantitative, aims towards the exploration of social relations and describes reality as experienced by the respondents”. An inductive technique to theory creation is utilized in many types of qualitative research to construct theory or establish a larger conceptual viewpoint that currently exists (Saunders et al, 2019). To build a concept and theory, qualitative research examines respondents' perceptions and their interactions utilizing a range of data analysis methods and analytical approaches (Saunders et al, 2019; Creswell, 2014). According to Creswell (2014), a qualitative method is appropriate when a topic or phenomena must be examined and comprehended because limited research has been conducted upon that or because it includes an underrepresented population. This method is not suitable to this research as the topics of talent management and retention are widely researched areas.

A mixed method approach is a subset of qualitative and quantitative research data collecting procedures and analysis techniques are combined in the same study (Saunders et al, 2019). Mixed methods use a pluralist perspective to their research technique (Creswell, 2014; Saunders et al, 2019). A deductive, inductive, or abductive approach to theory creation can be used (Saunders et al, 2019).

This dissertation shall use a quantitative approach only. The reasons for this are that quantitative research looks at the links between factors that are quantitatively evaluated and examined with a variety of statistical and visual tools (Saunders et al, 2019). In addition, quantitative research is most suited due to the deductive nature of the research (Saunders et al, 2019).

3.7 Data Collection Methods

Data will be collected through questionnaires for this research project. Questionnaires have the advantages of standardized and unrestricted replies out of a broad given population on a variety of subjects (Cohen, Manion and Morrison, 2018).

Saunders et al (2019) states questionnaires are most appropriate for explanatory or descriptive research. A deductive research technique is generally connected with a questionnaire strategy (Saunders et al, 2019).

A survey design offers a quantitative representation of a sample's trends, beliefs, and views, or examines for correlations between variables in a population by analysing a sample of that group (Creswell, 2014). Creswell (2014) states quantitative questionnaires assist in answering three sorts of questions: informative questions, inquiries about variable correlations, and questions about variable forecasting correlations across time.

Saunders et al (2019) claims surveys are successful at gathering uniform data from multiple respondents at a cheap cost. According to Saunders et al (2019), questionnaires allow researchers more control over the study process, and when probability sampling is employed, results that are statistically generalizable may be generated at a cheaper cost than gathering data from the entire population. Questionnaires have a few benefits over in person interviews in that they provide participants with anonymity, are typically easier to analyse and convert into statistical data and allow for larger sample and to boost participation (Creswell, 2014). In addition, while conducting the literature review, many past researchers used questionnaires as the data collection method for similar research projects.

Survey data will be collected and analysed. This research will be conducted online and distributed to employees within the Irish hospitality industry via social media. This is the most suited approach due to Covid-19. Online surveys are the most appropriate form of research given the current climate.

In order to design the questionnaire, the emerging issues which arose from the literature review will be addressed. Closed questions specify the spectrum of replies from which the applicant can select (Cohen et al, 2018). Open-ended questions will be used to gain a greater understanding of the beliefs and experiences of employees within the Irish hospitality industry (Walle, 2015). Structured, questionnaires are beneficial because they yield response patterns that can be statistically treated and analysed (Cohen et al, 2018). Multiple choice questions will be used to gain insight into employee's perceptions of their current employment. Cohen et al (2018) objects to the usage of 'other' because it may offend the responder, implying that the scholar has not undertaken enough preliminary work in determining the possible classes of reactions. However, Kumar (2011) believes including 'other' provides the participant an opportunity to provide insight the researcher may not consider.

The questionnaire will be structured in three sections. The first section has five questions that are used to determine the demographics of the participants. These include age, sex, job title, education level and length of employment.

The second section aims to measure employee's satisfaction levels within their current role to measure retention levels. Firstly, employees will be asked to measure their satisfaction level on a scale. Employees will be asked which factors encourage them to remain within your current employment and what aspects of their employment are most challenging. This will allow for a comparison between the literature on retention within the hospitality industry and employees perspectives within the Irish hospitality industry. According to Dwesini (2019), the most consistent causes of high turnover rates in the hotel sector include a lack of job commitment, poor working conditions, and severe workloads.

Section three will measure employees' perceptions on the current talent management strategy which is in place within their organisation. The first question asks whether employees intend to remain within the hospitality industry, as it was discovered within the literature review that many employees merely view their employment as a part time or temporary job (Frye et al., 2020).

In order to discover the talent management approach, which is widely used within the Irish hospitality industry, participants are asked whether they are made aware of upcoming promotional opportunities, and whether they think they are fairly distributed.

Creswell (2014) states conducting a pilot test is necessary to determine the validity of a questionnaire, to offer an early assessment of the coherence of the questions, and to enhance question, structure, and directions. A pilot study was conducted with a small number of participants before the survey was issued to respondents to ensure the survey is appropriate, if participants understand the questions/instructions and gather the pilot study participants experience after participating (Dzwigol, 2020). A pilot study will identify unseen issues to the researcher, to enable for critical evaluation to occur and allow time to resolve any issues (Adams et al, 2014). Pilot testing all study materials also enables us to determine how long the questionnaire will take to complete (Creswell, 2014).

By conducting the pilot test, two issues were raised. Firstly, one issue relating to the consent form was raised, and secondly the estimated completion time was changed from ten minutes to five minutes. Both issues were corrected, and the questionnaire was dispatched.

3.8 Sample Selection

According to Saunders et al (2019), by evaluating just data from a subset instead of all the potential cases or aspects, sampling methods allow researchers to limit the quantity of data that must be collected to answer the research question(s). Due to the large volume of employees within the Irish hospitality industry, sampling techniques will be used. There are two common sampling strategies: probability and non-probability sampling which will be discussed below.

The possibility, or likelihood, of each instance being picked from the intended population is known with probability samples, and it is basically equivalent for all situations (Saunders et al, 2019; Dawson, 2009), each person in the population has an equitable probability of getting chosen (Edmonds and Kennedy, 2017). This means that you can answer research questions and meet objectives that involve statistical estimation of the intended population's attributes from the sample (Saunders et al, 2019; Edmonds and Kennedy, 2017).

Since the likelihood of each instance being chosen from the target population is unknown in non-probability samples, it is difficult to answer research questions or meet objectives that require statistical judgments about the given set of data (Saunders et al, 2019). You may still be able to generalize about the target population using non-probability samples (Saunders et al, 2019; Dawson, 2009).

For this research a probability sample will be used. The sample will be focused on all Irish hospitality members as Saunders et al (2019) stated researchers may answer research

questions and achieve objectives involving statistical estimate of the properties of the target population from the sample.

Saunders et al (2019) states the greater your sample size, the less likely you are to make a mistake when generalizing to the target population. The sample size for this study is 150 participants.

3.9 Data Presentation and Analysis

Excel, SAS and SPSS are commonly used to analyse raw quantitative data (Saunders et al, 2019). Having considered other methods, SPSS software was selected as the most appropriate for this research project. SPSS software is a free software available to National College of Ireland students and transforms raw data in a quick manner. “The data obtained was displayed using SPSS, which is commonly utilized by business students (Bryman & Bell, 2011). In addition, SPSS is also appropriate for projects of various sizes and degree of detail (IBM, 2021).

3.10 Ethical Considerations

Saunders et al (2019) claims as you create and organize your study, seek access to organizations and persons, collect, analyse, manage, and report your findings, ethical considerations will arise. Ethics refers to the rules of behaviour that regulate your behaviour in respect to the rights of individuals who become the topic of your research or are impacted by it in the field of science (Saunders et al, 2019). The ethical considerations for this dissertation will be discussed below.

Access to an organization	According to Saunders et al (2019) you are more inclined to get admission if you can leverage existing relationships within an organization. Personal relations will be used during the distribution of the questionnaire to reach the desired sample.
Confidentiality of participants	Participants should remain anonymous, and the information they supply must be treated in such a way that it cannot be traced back to them (Saunders et al, 2019). Unauthorized identification may cause harm. When secrecy and anonymity are guaranteed, data accuracy is likely to improve (Saunders et al, 2019). The surveys will be

	anonymous and confidential due to the collection of sensitive information regarding employees' workplaces.
Informed consent of participants	<p>“The principle of informed consent involves researchers providing sufficient information and assurances about taking part to allow individuals to understand the implications of participation and to reach a fully informed, considered and freely given decision about whether or not to do so, without the exercise of any pressure or coercion” (Saunders et al, 2019, P. 258). Participants will be provided with a consent form which provides information regarding the nature and purpose of the study (Kumar, 2011). In addition, participants may withdraw their consents at any time during the questionnaire and their information will not be processed. The research did not include any members of the vulnerable category as subjects.</p> <p>As the survey will be online, participants must consent to these requirements before participating.</p>
Responsibilities in reporting and analysing data	When assessing and documenting information, agreements concerning security and confidentiality must be respected (Saunders et al, 2019; Kumar, 2011). Primary data should not be fabricated or manipulated, and outcomes should not be manipulated. Regardless of if the findings contradict predicted results, they should be presented completely and properly (Saunders et al, 2019).
Data Security	Before participants reveal any data, they will be informed on the data security procedures in place. The data will be stored securely on a USB stick and secured for a period of six months.

3.11 Limitations

The Covid-19 worldwide pandemic impacted the industry in question. Due to the hospitality industry facing closure for almost one year, it grew difficult to find participants for the research. In addition, the pandemic had negative implications for turnover levels within the

industry, so many employees were not employed within the hospitality industry for a long period of time which may impact the results and findings.

3.12 Conclusion

To conclude, this dissertation will take an interpretivism approach. In addition, this study project employs an explanatory research methodology to ascertain the influence of talent management practices on retention rates. This dissertation will use a quantitative approach since quantitative research examines the relationships between elements that are quantitatively analysed and studied using a range of statistical and visual tools.

Questionnaires will be utilized to collect the data from the sample. As the sample is the Irish hospitality industry, a probability sample will be used. SPSS was decided upon to analyse the questionnaires. The ethical considerations were considered to avoid coercion or an unethical research project.

Chapter 4: Analysis and Findings

4.1 Introduction

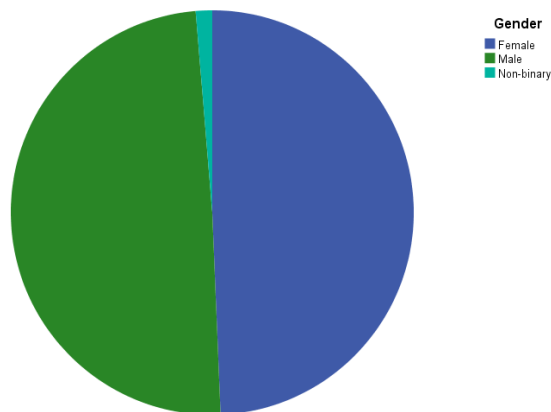
The purpose of this chapter is to exhibit the research methodology's findings and to gather visual proof of what the study reveals. As previously stated, the research for this dissertation was conducted using a quantitative questionnaire to obtain primary data. The primary goal of this research was to explore key questions linked to the study objectives which were identified in the literature review.

4.2 Sex

Figure 1:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	75	49.3	49.3	49.3
	Male	75	49.3	49.3	98.7
	Non-bin	2	1.3	1.3	100.0
	Total	152	100.0	100.0	

Figure 2:



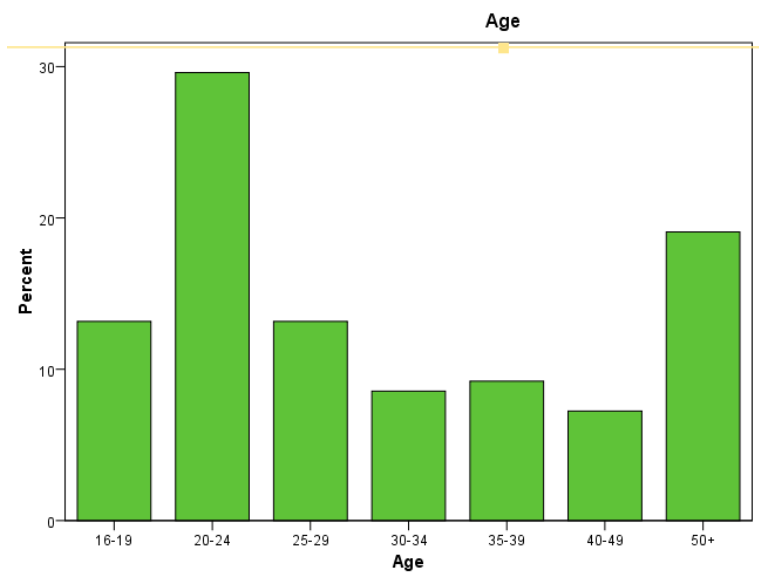
The graph above indicates 49.3% of participants identify as female, 49.3% of participants identify as male, and 1.3% identify as non-binary. This indicates there is an equal number of participants to represent each gender to gain an adequate representation of the sample.

4.3 Age

Figure 3:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	16-19	20	13.2	13.2	13.2
	20-24	45	29.6	29.6	42.8
	25-29	20	13.2	13.2	55.9
	30-34	13	8.6	8.6	64.5
	35-39	14	9.2	9.2	73.7
	40-49	11	7.2	7.2	80.9
	50+	29	19.1	19.1	100.0
	Total	152	100.0	100.0	

Figure 4:



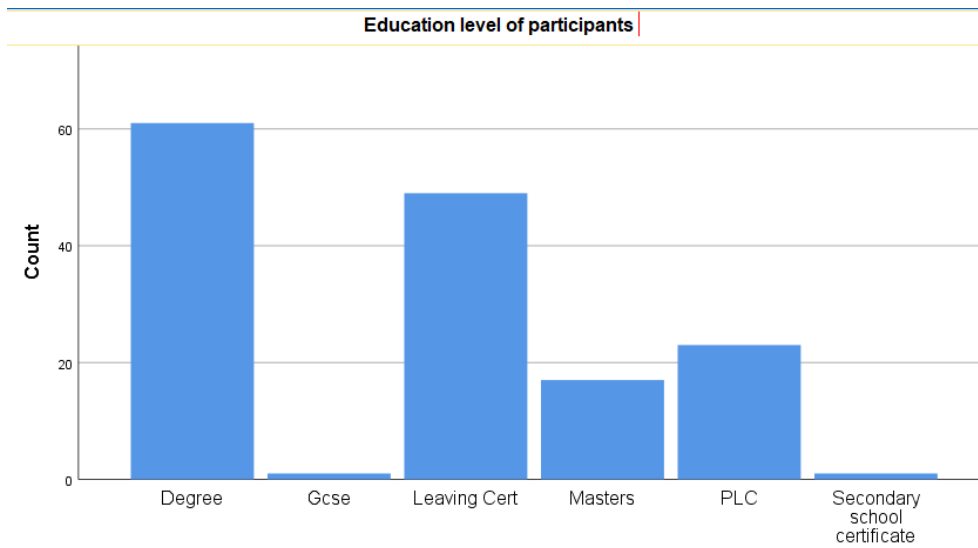
The graph above depicts the age range of the participants. The participants are between the ages of 16 and 50. Twenty individuals are 16-19 years old, while 45 persons choose 20-24 years old, accounting for 29.6% of all participants. 13.2% of participants are between the ages of 25 and 29, 8.6% are between the ages of 30-34, and 9.2% are between the ages of 35 and 39. The age range 40-49 accounts for 7.2 percent of responses, while the age group 50+ accounts for 19.1 percent. As discussed within the literature review, Frye et al (2020) stated millennials make up the majority of the hospitality labour force, as a result, this data is reflective of what is obtainable in Ireland's hospitality industry.

4.4 Education Level

Figure 5:

		Education_level			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Degree	61	40.1	40.1	40.1
	Gcse	1	.7	.7	40.8
	Leaving Cert	49	32.2	32.2	73.0
	Masters	17	11.2	11.2	84.2
	PLC	23	15.1	15.1	99.3
	Secondary school certificate	1	.7	.7	100.0
	Total	152	100.0	100.0	

Figure 6:



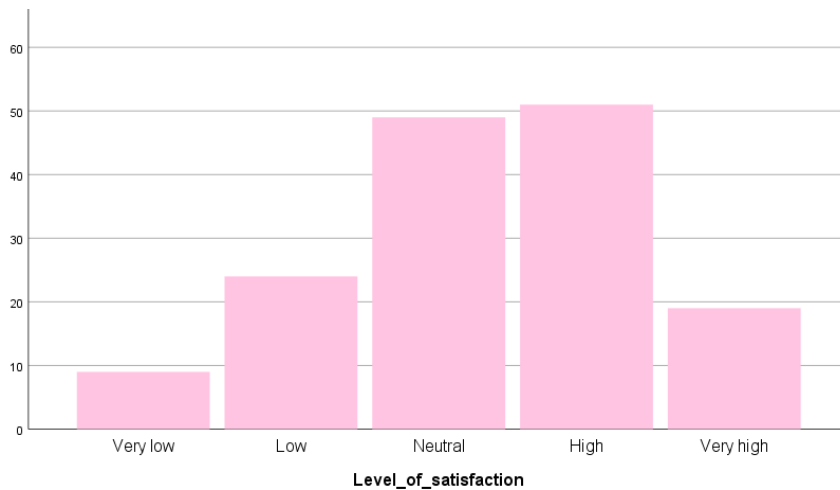
The bar chart above depicted the degree of education of the participants. 61 respondents obtain a degree, 51 respondents completed the Leaving Certificate/GCSE, and 17 participants obtain a master's degree.

4.5 Satisfaction Levels

Figure 7:

		Level_of_satisfaction			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		1	.7	.7	.7
	Very low	9	5.9	5.9	6.5
	Low	24	15.7	15.7	22.2
	Neutral	49	32.0	32.0	54.2
	High	51	33.3	33.3	87.6
	Very high	19	12.4	12.4	100.0
	Total	153	100.0	100.0	

Figure 8:



The graph above measured participants satisfaction levels within their current position in the hospitality industry. By using central tendency measurements, the average resulted in 3.309, which indicates the average respondent is neither highly nor lowly satisfied within their current employment status. This question was significant to the research in order to measure employee’s wellbeing and satisfaction levels within the Irish hospitality industry.

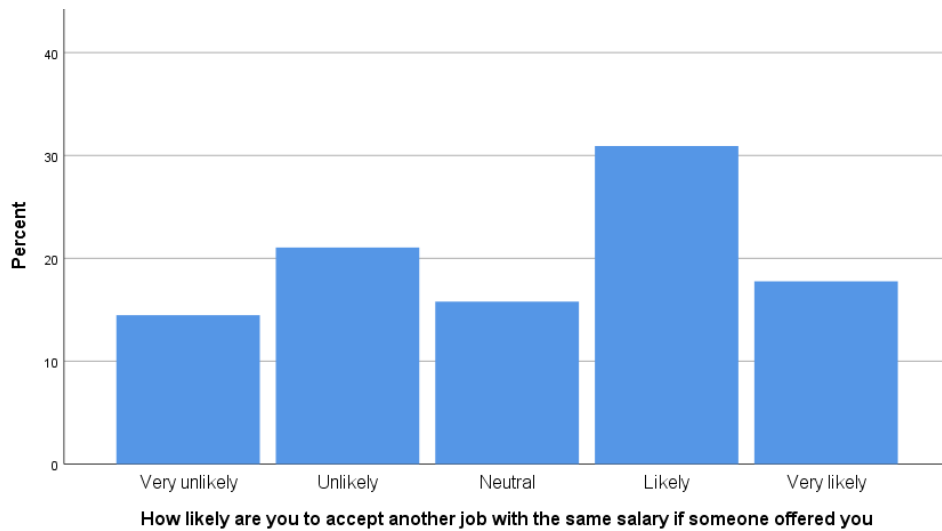
4.6 How likely are you to accept another job with the same salary if someone offered you?

Figure 9:

How likely are you to accept another job with the same salary if someone offered you

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very unlikely	22	14.5	14.5	14.5
	Unlikely	32	21.1	21.1	35.5
	Neutral	24	15.8	15.8	51.3
	Likely	47	30.9	30.9	82.2
	Very likely	27	17.8	17.8	100.0
	Total	152	100.0	100.0	

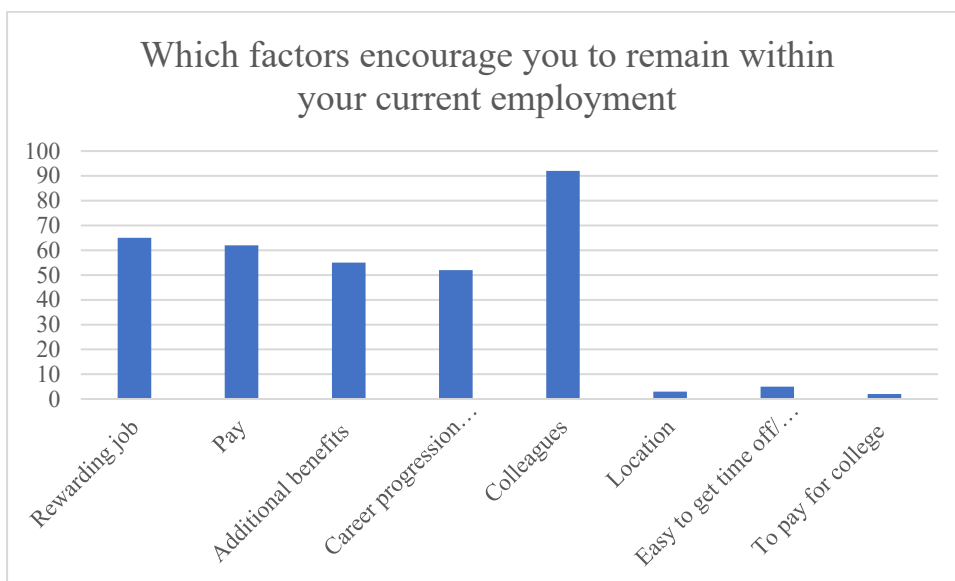
Figure 10:



The bar chart above provided an overview of respondent’s responses to whether they would accept another job with the same salary. This aims to measure employee’s loyalty within their current position within the hospitality industry. The mean for the above chart is 3.164 which indicates respondents are likely to accept another job with the same pay.

4.7 Which factors encourage you to remain within your current employment

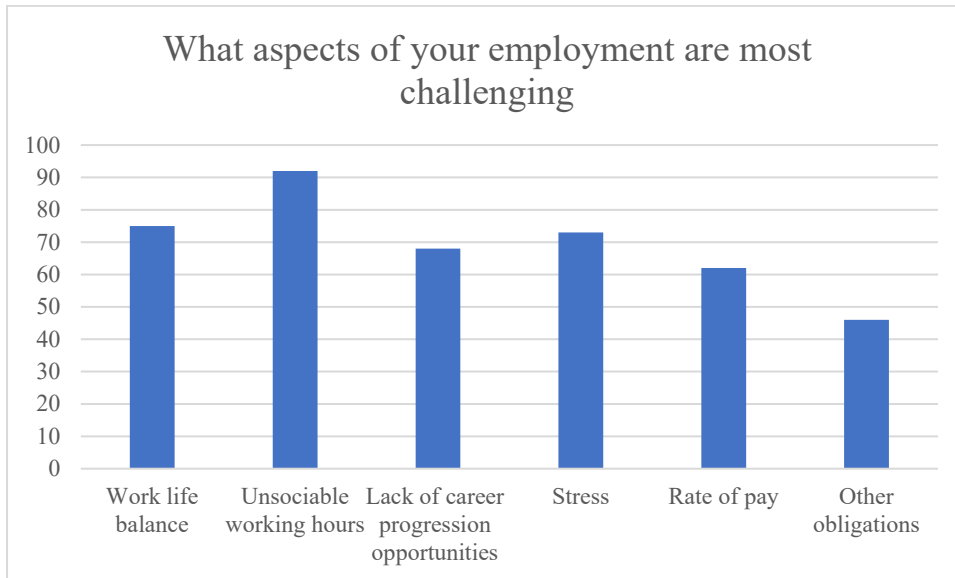
Figure 11:



The chart above illustrates why respondents are encouraged to remain within the hospitality industry. Colleagues was chosen 92 times, which indicates this is the most influential reason the sample remain within the hospitality industry. Rewarding job was selected 65 times, followed by pay at 62. Notable, career progression opportunities were selected 52 times, which insinuates employees intend to remain within the industry. Location, easy to get time off/flexibility and to pay for college were also selected, but at a significantly lower rate.

4.8 What aspects of your employment are most challenging?

Figure 12:



Respondents identified which aspects of their employment within the hospitality industry they found most challenging. Unsociable working hours ranked the most challenging (92), followed by work life balance (75) and stress (73). In addition, respondents find the rate of pay (62) and other obligations (46) such as keeping up with school/college work or family time challenging. It is important to note, 86 respondents found the lack of career progression a challenge, whereas in the previous graph, 52 respondents stated career progression opportunities encouraged them to remain within the hospitality industry.

4.9 Do you intend to remain within the hospitality industry?

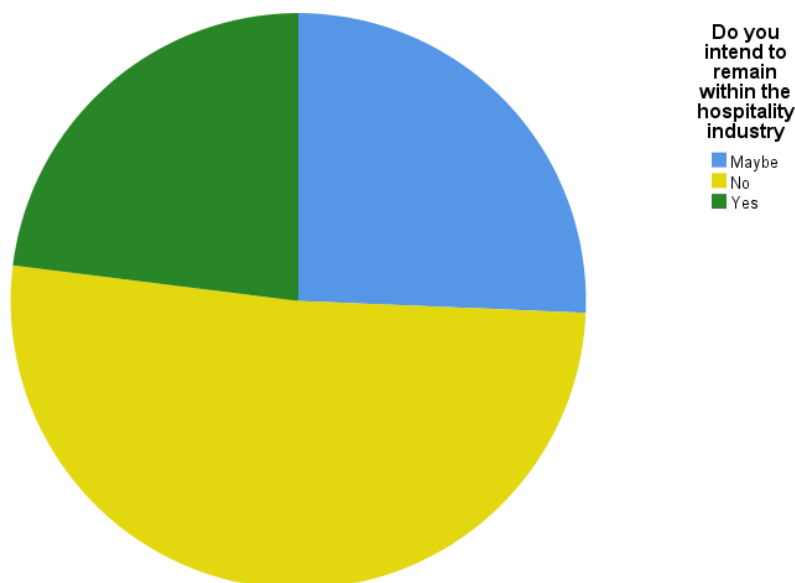
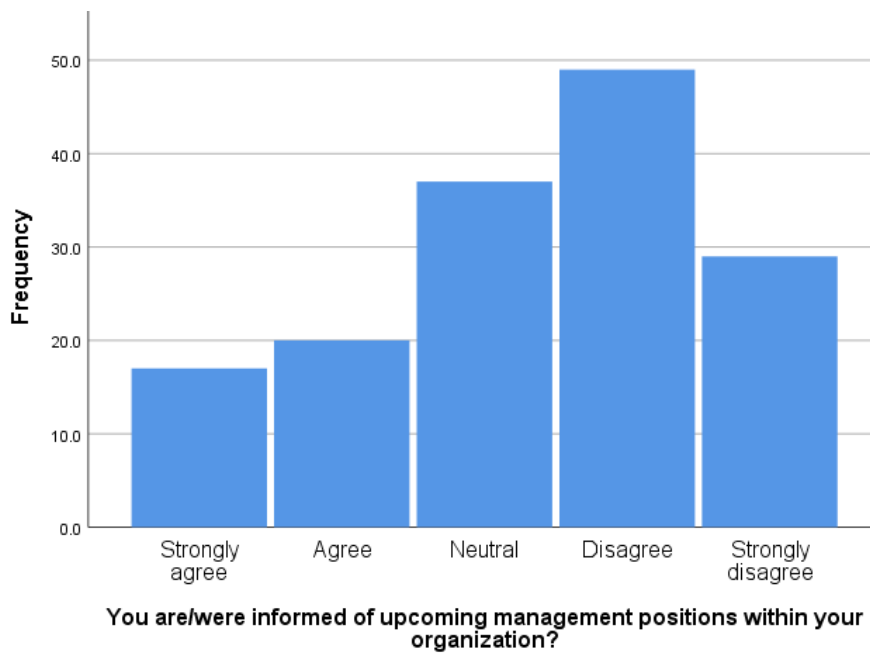


Figure 13:

In order to get an accurate representation of retention levels, it is essential to determine which participants intend to remain within the hospitality industry, and who merely see it as a steppingstone within their career. The graph above indicates 51.3% of respondents don't intend to remain within the hospitality industry, 23% do, and 25.7% are currently unsure.

4.10 You are/were informed of upcoming management positions within your organization?

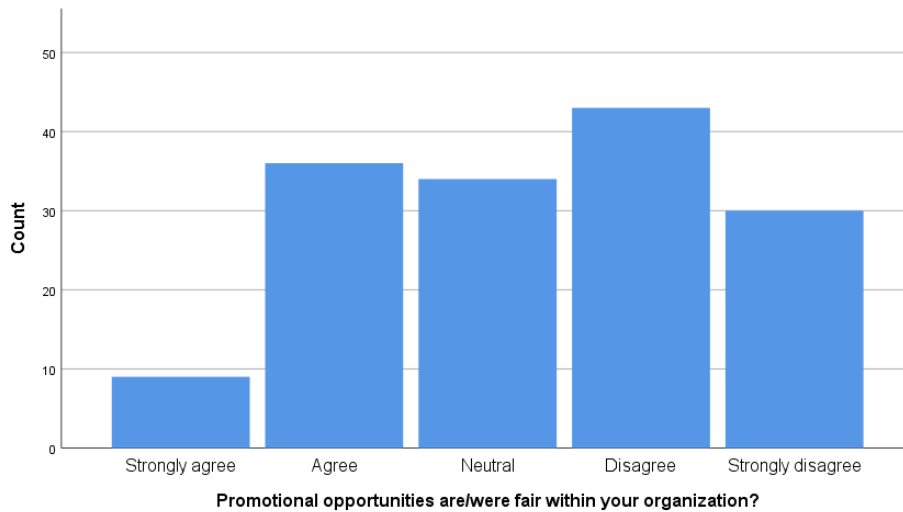
Figure 14:



The graph above illustrates whether employees are informed of upcoming management positions within their organization to determine which talent management approach is most used the Irish hospitality industry. The skewed bar chart indicates organizations are not communicating upcoming positions or encouraging career progression.

4.11 Promotional opportunities are/were fair within your organization?

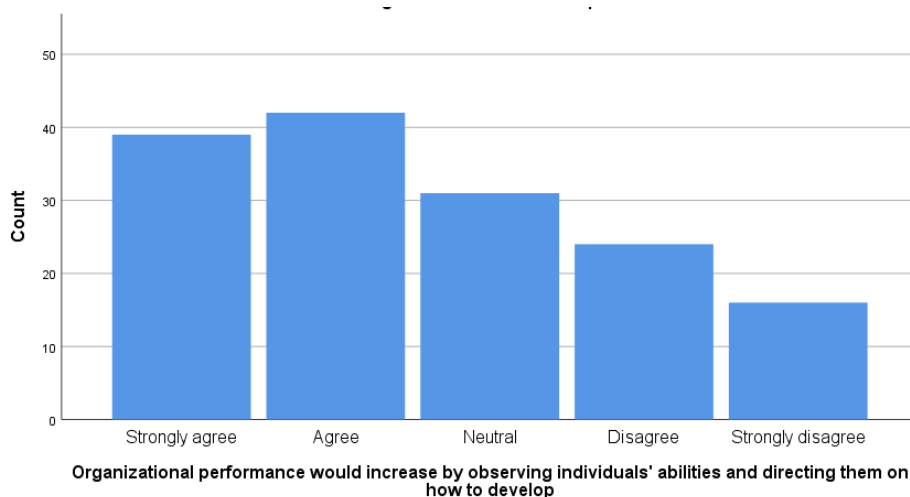
Figure 15:



In addition to measuring employee’s awareness to upcoming management positions, it is essential to measure the fairness in promotional opportunities. The chart above illustrates respondents’ opinions on whether they think promotional opportunities were distributed fairly within their organization. 30 respondents strongly disagree that promotional opportunities are fair, followed by 43 individuals who disagree. 34 respondents are neutral, followed by 36 respondents who agree. 9 respondents strongly agree promotional opportunities are fair within their organization.

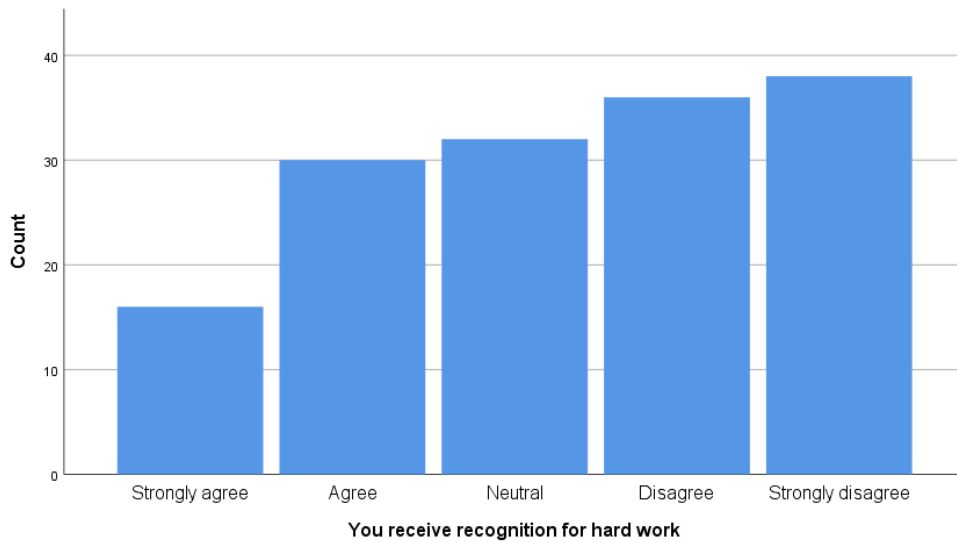
4.12 Organizational performance would increase by observing individuals' abilities and directing them on how to develop

Figure 16:



4.13 You receive recognition for hard work

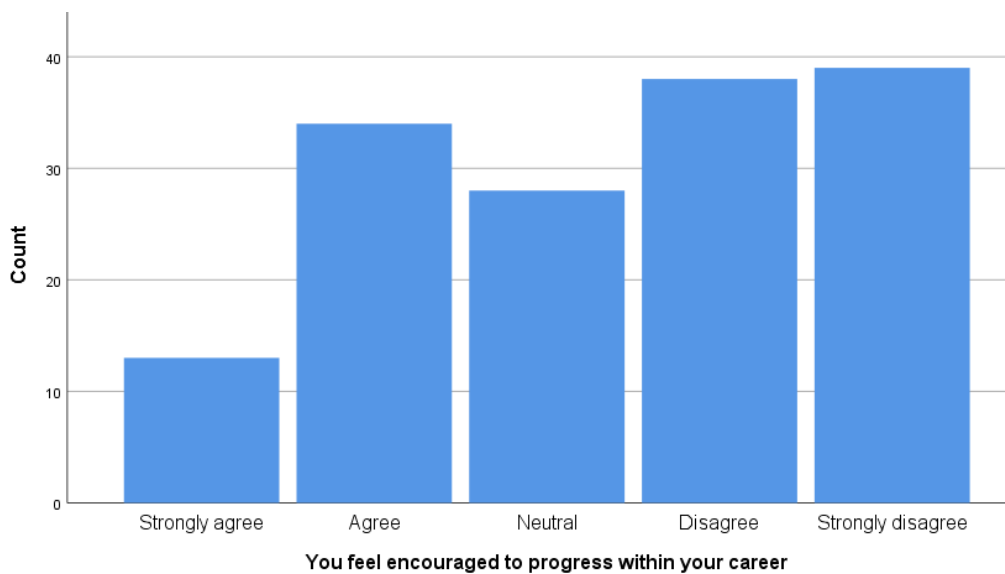
Figure 17:



When asked if participants receive acknowledgment for hard work within their position, respondents answered on a Likert scale, as shown in the frequency table above. Significantly more respondents disagree with earning praise for hard work within their position, as seen by the skewed responses.

4.14 You feel encouraged to progress within your career

Figure 18:



The chart above illustrates respondents' opinions of if they are encouraged to progress within their career. 25.7% of employees strongly disagree, 25% disagree, 18.4% are neutral, 22.4% agree and 8.6% of employees strongly agree with the above statement.

4.14 Pearson's Correlation

Figure 19:

Correlations

		You feel encouraged to progress within your career	How likely are you to accept another job with the same salary if someone offered you
You feel encouraged to progress within your career	Pearson Correlation	1	.150
	Sig. (2-tailed)		.065
	N	152	152
How likely are you to accept another job with the same salary if someone offered you	Pearson Correlation	.150	1
	Sig. (2-tailed)	.065	
	N	152	152

According to Gleim and Gleim (2003), Cronbach's alpha is a measure of how reliable something is, it usually runs from 0 to 1. The coefficient, on the other hand, has no cut off point. The higher the internal consistency of the scale's components, the greater Cronbach's alpha coefficient is to 1.0 (Gleim and Gleim, 2003). To determine whether there is a correlation between talent management and retention within the hospitality industry, a Pearson's correlation test was used. Pearson's correlation of talent management and retention was found to be insignificant, with a low correlation. The test resulted in a correlation coefficient of 0.15, and a significance level of 0.065.

Discussion of findings

4.14 Introduction

The primary goal of this study was to determine and quantify the relationship between talent development and retention rates in the Irish hospitality sector. As shown in earlier chapters of this research, after posing objective questions and performing a survey, the results of the survey would be addressed in this chapter, which would examine and reply to the objective questions while referencing relevant literature. The results identified the constant turnover intentions of employees within the hospitality industry and highlighted the lack of career progression opportunities readily available to employees. In addition, respondents highlighted the advantages and disadvantages of working within the industry, which agreed with previous studies by Scott and Revis, (2008), Balcerzyk and Materac, (2019), Marinakou and Giousmpasoglou, (2019) and Park and Min, (2020).

Research question 1: Is there a correlation between employee retention and talent development opportunities within the Irish hospitality industry?

To answer the above research question, Pearson's correlation test was used. Figure 19 suggests there is little correlation between employees' ambition to progress within their career within their current role and their likelihood of accepting a similar role with the same salary. However, the above result does not align with previous studies which emerged within the literature review by Dwesini (2019), CIPD (2020) and Adeoye and Hope (2020). It's possible that this is due to academics' concentration on other industries or high-skilled jobs. It will be extremely difficult to keep individuals who are on a different professional path or have different goals.

Research question 2: The reasons for high turnover levels within the Irish hospitality industry

Figure 8 measured employees satisfaction levels which indicated the sample are neutral within their current position, however when asked whether they would accept a similar role for the same rate of pay, most participants were either neutral or likely to do so.

Unsociable working hours, work-life balance, stress, salary, lack of professional advancement, and other commitments such as keeping up with school/college work or family time were all identified as challenges by respondents in this study. Dwesini (2019) found similar results within his research, the most common reason for leaving a job is poor pay with little opportunities for growth.

86 respondents found the lack of career progression a challenge, whereas 52 respondents stated career progression opportunities encouraged them to remain within the hospitality industry. Walsh and

Taylor (2007) found employees may transfer from one hospitality firm to the next to further their careers, which is a reasonable rationale for this finding.

Research question 3: What factors encourage employees to remain within the Irish hospitality industry?

The most compelling reason for employees to stay in the Irish hotel sector is seen in Figure 11. Colleagues, a satisfying work, income, additional perks, and professional advancement prospects were all factors. Wage increases, promotion chances, and educational help are all important retention tactics, according to Younies and Al-Tawil (2020). According to the findings, Irish hospitality workers would participate with these techniques, increasing retention and loyalty. Figure 13 shows that 23 percent of respondents plan to stay in the hotel sector and 25.7 percent are still undecided, implying that organizations must have compelling and appealing retention strategies in place. Organizations must entice those who want to stay and persuade those who are hesitant to stay by using creative and appealing retention tactics.

Research question 4: Which talent management approach is most commonly used the Irish hospitality industry

While a wide range of research is available on the importance of effective talent management strategies, such as reducing turnover rates, increasing performance, improved employee morale which in turn increases business levels (Tews et al, 2020), however from this research it is evident hospitality organizations are not following best practices. Pandita and Ray (2018) noted that researchers have discovered a disconnect between academic talent management theory and the type of people management used by organizations. The results within figures 15 and 18 suggest majority of Irish hospitality companies follow an inclusive management approach, and employees are not informed of upcoming positions and don't receive encouragement from management to progress their careers. As stated in the literature review, hospitality industries who follow an inclusive talent management strategy can put females at a major disadvantage. According to Brownell (1994), the hotel industry is infamous for gender disparity at the executive level. This gender disparity persists to this day (Calinaud, Kokkranikal and Gebbels, 2020).

Figure 18 depicts respondents' thoughts on whether or not they are encouraged to advance in their careers, and it shows that 50% of respondents disagree or strongly disagree with this statement. And the remaining 50% are either neutral, agree or strongly agree. Differentiation in opinions may be caused by a variety of circumstances, including the size of the company, length of employment, managerial connections, and even gender. Exclusive talent management can exclude employees from development opportunities which creates a negative attitude towards the organization (Savaneviciene and Vilciauskaite, 2017), which is evident from this research. Figure 6 indicates 51.3% of respondents

obtain a NFQ level 8 or 9 degree. Organizations would benefit from utilizing employees' strengths, by providing employees with internal positions.

4.15 Conclusion

To conclude, the above findings and discussion provided a detailed analysis of the current talent practices within the Irish hospitality industry. It is evident organizations are not following best practices, which has negative implications for the industry at a whole. The following chapter will provide recommendations for organizations to improve their current retention and talent strategies which will have a positive impact on employee morale, productivity, and employee wellbeing.

Chapter 5: Conclusions and Recommendations

5.1 Conclusion

The objective of this dissertation was to investigate the current talent management strategies in place within the Irish hospitality industry. An extensive literature review was conducted on the relevant literature regarding talent management, talent strategies, retention, retention strategies within the hospitality industry and the causes behind such high turnover levels within the hospitality industry.

This research followed a quantitative approach. A questionnaire was distributed to employees working within the Irish hospitality industry. A probability sampling technique was used to gather a representation of the population. The questionnaire received 152 responses.

The responses were then analysed using SPSS software to answer the research questions. The main findings included the satisfaction levels of employees, the reasons for such high turnover, the reasons for remaining within the hospitality industry and an insight into the current talent strategies which are commonly found within the Irish hospitality industry.

This dissertation concludes with recommendations for organizations in which would benefit their human resource practices and improve employment morale.

5.2 Contribution to knowledge

This research has added to the body of knowledge by revealing the link between talent development and retention in the Irish hospitality sector. As previously noted, there has been no study on this concept in Ireland to date. This dissertation's findings and recommendations will add to existing knowledge and can benefit hotel chains improve their present retention methods for lower-level workers.

5.3 Limitations

Access to an organization was a key stumbling block for this study. Prior to performing this study, permission was obtained to focus solely on a large hotel chain; however, the organization later withdrew its approval, causing the research project to be halted. In order to finish the research project, new research questions were devised, and a new sample was chosen.

Additionally, Covid-19 has had a tremendous impact on the Irish hotel sector and its employees. Employee attitudes and intentions to remain in the sector may be influenced by this. As a result, the findings from primary research may be inaccurate.

5.4 Further research

Additional studies are required to unravel the impact of Covid-19 on the employees within the hospitality industry, and identify the different strategies incorporated by hospitality organizations.

Additionally, a further research area is the impact talent management can have on corporate social responsibility.

5.5 Recommendations

- Work life balance has proven to be a challenge while working within the hospitality industry, along with working unsociable hours. Organizations would see a significant increase in retention levels through improving communication between employees and management. Work life balance has numerous benefits such as improved workplace enthusiasm, commitment, and creativity (Anisha and Melvin, 2020), and increased retention levels (Deery and Jago, 2015).

Providing employees with adequate work life balance should not financially burden an organization, rather effective communication during the recruitment process or during performance reviews would provide employees with an opportunity to express their expectation and commitment level from the role.

- The primary research suggests that organizations tend to follow an exclusive talent management approach, which can have a detrimental influence on employee retention and commitment (Savaneviciene and Vilciauskaite, 2017). To enhance employee happiness and loyalty, businesses should make use of their employees' skills.

Employing an internally is generally faster and less costly because there is no need to pay to publish a job listing or employ a consultant to obtain applicants, which would benefit the organization.

5.6 Personal Learning Statement

The dissertation was the component I was most worried about because I didn't have to do one for my degree, so the whole concept was unfamiliar to me and seemed rather daunting.

Due to Covid-19, remote learning was in place. This was proven a challenge as I had to adjust to online learning, which I grew to love. My time management skills were challenged, but I believe they grew from this experience.

This experience has taught me the value of self-motivation and determination, as well as the fact that situations don't always go as planned. I believe I gave myself enough time to complete this dissertation, but if I were to conduct this study afresh, I would strive to do it on a wider scale to obtain a larger sample size and to begin analysing relevant literature immediately.

I'll be able to use the abilities and information I learned during this research throughout my career. Completing this programme is one of my greatest achievements which will stand to me in the future.

References

1. Adams, J., Khan, H. and Raeside, R. (2014) *Research Methods for Business and Social Science Students*. New Delhi: Sage Publications Pvt. Ltd. Available at: <https://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=e020mww&AN=784882&site=eds-live&scope=site> (Accessed: 13 June 2021).
2. Adeoye, A. O. and Hope, O. (2020) 'Organizational Culture, Employee Retention and Employee Loyalty: Empirical Evidence from Nigeria', *Academic Journal of Economic Studies*, 6(3), pp. 139–145. Available at: <http://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=bsu&AN=146370196&site=eds-live&scope=site> (Accessed: 15 January 2021).
3. Ahat, K & Koyuncuoglu, Ö. (2020) 'Regional Talent Management in the Context of University-Industry Cooperation: A Model Proposal', *Electronic Journal of Social Sciences*, vol. 19, no. 76, pp. 2024–2043, viewed 1 April 2021, <<http://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=a9h&AN=146849667&site=eds-live&scope=site>>. (Accessed: 15 January 2021).
4. Alharahsheh1, H. and Pius, A. (2020) A Review of key paradigms: positivism VS interpretivism. Available at: https://www.gajrc.com/media/articles/GAJHSS_23_39-43_VMGJbOK.pdf
5. Anisha, B. and Melvin, C. L. J. (2020) 'Work Life Balance and Job Satisfaction: A Review of Literature', *Mathan: Journal of Commerce & Management*, 7(2), pp. 108–116. doi: 10.17492/jpi.manthan.v7i2.722016.
6. Baharin, N and Wan Hanafi, W. (2018) 'Effects of Talent Management on Employee Retention: A Case Study of Hospitality Industry', *Global Business & Management Research*, 10(3), pp. 697–707. Available at: <https://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=bsu&AN=133618163&site=eds-live&scope=site> (Accessed: 10 May 2021).
7. Balcerzyk, R. and Materac, J. (2019) 'Talent Management as a Concept of Human Capital Management', *Scientific Papers of Silesian University of Technology. Organization & Management / Zeszyty Naukowe Politechniki Slaskiej. Seria Organizacji i Zarzadzanie*, (133), pp. 7–18. doi: 10.29119/1641-3466.2019.133.1.
8. Banerjee, P., Saini, G. K. and Kalyanaram, G. (2020) 'The role of brands in recruitment: mediating role of employer brand equity', *Asia Pacific Journal of Human Resources*, 58(2), pp. 173–196. doi: 10.1111/1744-7941.12209.

9. Baum, T. (2019), "Does the hospitality industry need or deserve talent?", *International Journal of Contemporary Hospitality Management*, Vol. 31 No. 10, pp. 3823-3837. <https://doi.org/10.1108/IJCHM-10-2018-0805>
10. Baum, T., Mooney, S. K. K., Robinson, R. N. S., & Solnet, D. (2020). *COVID-19's impact on the hospitality workforce – new crisis or amplification of the norm?* *International Journal of Contemporary Hospitality Management*, ahead-of-print(ahead-of-print). doi:10.1108/ijchm-04-2020-0314
11. Beechler, S. and Woodward, I. C. (2009) 'The global "war for talent"', *Journal of International Management*, 15(3), pp. 273–285. doi: 10.1016/j.intman.2009.01.002.
12. Bradford, S. K., Rutherford, B. N. and Friend, S. B. (2017) 'The impact of training, mentoring and coaching on personal learning in the sales environment', *International Journal of Evidence Based Coaching & Mentoring*, 15(1), pp. 133–151. Available at: <https://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=bsu&AN=123711264&site=eds-live&scope=site> (Accessed: 26 May 2021).
13. Brown, E. A., Arendt, S. W. and Bosselman, R. H. (2014) 'Hospitality management graduates' perceptions of career factor importance and career factor experience', *International Journal of Hospitality Management*, 37, pp. 58–67. doi: 10.1016/j.ijhm.2013.10.003.
14. Brownell, J. (1994) 'Women in Hospitality Management: General Managers' Perceptions of Factors Related to Career Development', *International Journal of Hospitality Management*, 13(2), pp. 101-117. Doi: [10.1016/0278-4319\(94\)90032-9](https://doi.org/10.1016/0278-4319(94)90032-9).
15. Bryman, A., & Bell, E., 2011. *Business research methods* (3rd ed.). Cambridge ; New York, NY: Oxford University Press.
16. Buckingham, M. and Vosburgh, R. M. (2001) 'The 21st century Human Resources function: it's the talent, stupid! Identifying and developing talent, one person at a time, becomes our defining challenge', *Human Resource Planning*, 1 December, p. 17. Available at: <https://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=edsgao&AN=edsgcl.84345752&site=eds-live&scope=site> (Accessed: 22 April 2021).
17. Bussin, M. and Mouton, H. (2019) 'Effectiveness of employer branding on staff retention and compensation expectations', *South African Journal of Economic & Management Sciences*, 22(1), pp. 1–8. doi: 10.4102/sajems.v22i1.2412.

18. Calinaud, V., Kokkranikal, J. and Gebbels, M. (2020) 'Career Advancement for Women in the British Hospitality Industry: The Enabling Factors', *Work, Employment and Society*. doi: [10.1177/0950017020967208](https://doi.org/10.1177/0950017020967208).
19. Cánovas, A., Millán, J., Fernández Navas, M., and Mas, V. (2020) 'Development of the performance-potential survey for the quantitative placement of employees on the talent matrix', *Intangible Capital*, 16(1), pp. 1–13. doi: [10.3926/ic.1362](https://doi.org/10.3926/ic.1362).
20. Chacko, H. E., Williams, K., & Schaffer, J. (2012). *A Conceptual Framework for Attracting Generation Y to the Hotel Industry Using a Seamless Hotel Organizational Structure*. *Journal of Human Resources in Hospitality & Tourism*, 11(2), 106–122. doi:[10.1080/15332845.2012.648843](https://doi.org/10.1080/15332845.2012.648843)
21. Chambers E., Foulon M., Handfield-Jones H., Hankin S., and Michaels III E., (1998) 'The War for Talent'. *McKinsey Quarterly*, Number 3.
22. CIPD (2021) *Employee Turnover and Retention*. Available at: <https://www.cipd.ie/news-resources/practical-guidance/factsheets/turnover-retention#gref> (Accessed: 23 May 2021).
23. CIPD. (2020) *Talent Management*. Available at: <https://www.cipd.co.uk/knowledge/strategy/resourcing/talent-factsheet#7239> (Accessed:15 January 2021)
24. Cloutier, O, Felusiak, L, Hill, C & Pemberton-Jones, EJ. (2015) 'The Importance of Developing Strategies for Employee Retention', *Journal of Leadership, Accountability & Ethics*, 12(2), pp. 119–129. Available at: <http://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=bsu&AN=125770682&site=eds-live&scope=site> (Accessed: 26 March 2021).
25. Cohen, L., Manion, L. and Morrison, K. (2017) *Research methods in education*. 8th. Routledge. Available at: <https://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=cat05743a&AN=nci.32369&site=eds-live&scope=site> (Accessed: 16 August 2021).
26. Creswell, J. W. (2014) *Research design : qualitative, quantitative, and mixed methods approaches*. 4th. SAGE. Available at: <https://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=cat05743a&AN=nci.31353&site=eds-live&scope=site> (Accessed: 20 July 2021).
27. Crossan, F. (2003). *Research philosophy: towards an understanding*. *Nurse Researcher*, 11(1), 46–55. doi:[10.7748/nr2003.10.11.1.46.c5914](https://doi.org/10.7748/nr2003.10.11.1.46.c5914)

28. Dawson, C. (2009) *Introduction to research methods : a practical guide for anyone undertaking a research project*. 4th. How To Books. Available at: <https://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=cat05743a&AN=nci.16164&site=eds-live&scope=site> (Accessed: 20 July 2021).
29. Deery, M., & Jago, L. (2015). Revisiting talent management, work-life balance and retention strategies. *International Journal of Contemporary Hospitality Management*, 27(3), 453–472.
30. Demirović Bajrami, D, Terzić, A, Petrović, MD, Radovanović, M, Tretiakova, TN and Hadoud, A. (2021) ‘Will we have the same employees in hospitality after all? The impact of COVID-19 on employees’ work attitudes and turnover intentions’, *International Journal of Hospitality Management*, 94. doi: 10.1016/j.ijhm.2020.102754.
31. Dhanabhakya, M. and Kokilambal, K. (2014) ‘A study on existing talent management practice and its benefits across industries’, *International Journal of Research in Business Management*, 2(7) pp. 23-36. Available at: <https://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.682.1924&rep=rep1&type=pdf> (Accessed: 26 May 2021).
32. Dwesini, N. (2019) ‘Causes and prevention of high employee turnover within the hospitality industry: A literature review’, *African Journal of Hospitality, Tourism and Leisure*, 8(3). Available at: <https://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=edsdoj&AN=edsdoj.6701476d60104e749a438cfac3767616&site=eds-live&scope=site> (Accessed: 10 May 2021).
33. Dzwigol, H. (2020) ‘Pilot Study in the Research Procedure’, *Organization & Management Quarterly*, 50(2), pp. 5–13. doi: 10.29119/1899-6116.2020.50.1.
34. Edmonds, A. and Kennedy, T. (2017) *An Applied Guide to Research Designs: Quantitative, Qualitative, and Mixed Methods*. Thousand Oaks, California: SAGE Publications, Inc. doi: 10.4135/9781071802779.
35. Festing, M., Kornau, A. and Schäfer, L. (2015) ‘Think talent – think male? A comparative case study analysis of gender inclusion in talent management practices in the German media industry’, *International Journal of Human Resource Management*, 26(6), pp. 707–732. doi: 10.1080/09585192.2014.934895.
36. Frye, W. D. *et al.* (2020) ‘What factors influence Generation Y’s employee retention in the hospitality industry?: An internal marketing approach’, *International Journal of Hospitality Management*, 85. doi: 10.1016/j.ijhm.2019.102352.

37. Gleim, J. and Gleim, R. (2003) Calculating, Interpreting, and Reporting Cronbach's Alpha Reliability Coefficient for Likert-Type Scales Available at: <https://scholarworks.iupui.edu/bitstream/handle/1805/344/Gliem%20%26%20Gliem.pdf?sequence=1&isAllowed=y> (Accessed 11/08/2021)
38. Goh, E. and Lee, C. (2018) 'A workforce to be reckoned with: The emerging pivotal Generation Z hospitality workforce', *International Journal of Hospitality Management*, 73, pp. 20–28. doi: 10.1016/j.ijhm.2018.01.016.
39. Golubovskaya, M., Solnet, D. and Robinson, R. (2019) 'Recalibrating talent management for hospitality: a youth development perspective', *International Journal of Contemporary Hospitality Management*, 31(10), pp. 4105–4125. doi: 10.1108/IJCHM-11-2018-0911.
40. Govaerts, N., Kyndt, E., Dochy, F. and Baert, H. (2011) 'Influence of learning and working climate on the retention of talented employees', *Journal of Workplace Learning*, 23(1), pp. 35–55. doi: 10.1108/13665621111097245.
41. Gravetter, F. J. and Forzano, L.-A. B. (2011) *Research methods for the behavioral sciences : [electronic book]*. 4th. Wadsworth/Cengage Learning. Available at: <https://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=cat05743a&AN=nci.29851&site=eds-live&scope=site> (Accessed: 21 July 2021).
42. Hana, U. and Lucie, V. (2015) 'Investigating Talent Management Philosophies', *Journal of Competitiveness*, 7(3), pp. 3–18. doi: 10.7441/joc.2015.03.01.
43. Holden, M. T., & Lynch, P. (2004). *Choosing the Appropriate Methodology: Understanding Research Philosophy. The Marketing Review*, 4(4), 397–409. doi:10.1362/1469347042772428
44. Houssein, A. A., Singh, J. S. K. and Arumugam, T. (2020) 'Retention of Employees through Career Development, Employee Engagement and Work-life Balance: An Empirical Study among Employees in the Financial Sector in Djibouti, East Africa', *Global Business & Management Research*, 12(3), pp. 17–32. Available at: <http://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=bsu&AN=147724968&site=eds-live&scope=site> (Accessed: 18 January 2021).
45. IBM (2021) IBM SPSS software Available at: <https://www.ibm.com/analytics/spss-statistics-software> (Accessed: 20 July 2021).
46. Ivana, D. and Chiripuci, B. (2020) 'Human Resource Practices in Improving Employee Retention', *Review of Economic Studies & Research Virgil Madgearu*, 13(1), pp. 33–43. doi: 10.24193/RVM.2020.13.50.

47. Johnson, K. R., Huang, T. and Doyle, A. (2019) 'Mapping talent development in tourism and hospitality: a literature review', *European Journal of Training & Development*, 43(9), p. 821. Available at:
<http://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=edb&AN=139253882&site=eds-live&scope=site> (Accessed: 21 January 2021).
48. Karen R. Johnson, Taiyi Huang and Alaina Doyle (2019) 'Mapping talent development in tourism and hospitality: a literature review', *European Journal of Training and Development*, 43(9), pp. 821–841. doi: 10.1108/EJTD-03-2019-0047.
49. Kichuk, A., Brown, L, and Ladkin, A. (2019) 'Talent pool exclusion: the hotel employee perspective', *International Journal of Contemporary Hospitality Management*, 31(10), pp. 3970–3991. doi: 10.1108/IJCHM-10-2018-0814.
50. Kichuk, A., Brown., L. and Ladkin, A. (2019) 'Talent pool exclusion: the hotel employee perspective', *International Journal of Contemporary Hospitality Management*, 31(10), pp. 3970–3991. doi: 10.1108/IJCHM-10-2018-0814.
51. Kirk, S. (2021) 'Sticks and Stones: The Naming of Global Talent', *Work, Employment and Society*, 35(2), pp. 203–220. doi: [10.1177/0950017020922337](https://doi.org/10.1177/0950017020922337).
52. Kumar, R. (2011). *Research methodology: a step-by-step guide for beginners*. Los Angeles, Sage.
53. Kundu, S. and Lata, K. (2017) 'Effects of supportive work environment on employee retention: Mediating role of organizational engagement', *International Journal of Organizational Analysis*, 25(4), pp. 703–722. doi: 10.1108/IJOA-12-2016-1100.
54. Kuria, K. S., Wanderi, M. P. and Ondigi, A. (2012) 'Hotel Employment in Kenya; Contingent Work or Professional Career?', *International Journal of Academic Research in Business and Social Sciences*, 2(7). Available at:
<https://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=edsg&AN=edsgcl.308434285&site=eds-live&scope=site> (Accessed: 10 May 2021).
55. Łukasiewicz, G. (2018) 'Decomposition of Talent Management Strategy', *Human Resource Management / Zarzadzanie Zasobami Ludzkimi*, 125(6), pp. 67–81. Available at:
<http://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=bsu&AN=136432805&site=eds-live&scope=site> (Accessed: 25 January 2021).

56. Manuti, A., Curci, A. and Van der Heijden, B. (2018) 'The meaning of working for young people: the case of the millennials', *International Journal of Training & Development*, 22(4), pp. 274–288. doi: 10.1111/ijtd.12138.
57. Marinakou, E. and Giousmpasoglou, C. (2019) 'Talent management and retention strategies in luxury hotels: evidence from four countries', *International Journal of Contemporary Hospitality Management*, 31(10), pp. 3855–3878. doi: 10.1108/IJCHM-10-2018-0862.
58. Mayangdarastri, S. and Khusna, K. (2020) 'Retaining Millennials Engagement and Wellbeing through Career Path and Development', *Journal of Leadership in Organizations*, 2(1). doi: 10.22146/jlo.46767.
59. Mishra, R. R. and Kumar, D. (2019) 'Talent Management: A Bird's-Eye Perspective', *Manthan: Journal of Commerce & Management*, 6(2), pp. 79–91. doi: 10.17492/manthan.v6i2.187113.
60. Mishra, R. Sharma, P. and Kumar, S. (2019) 'A Study to Identify Talent Development Practices in the Hospitality Sector and Its Impact on Organizational Performance', *Geo Journal of Tourism and Geosites*, 26(3), pp. 861–873. doi: 10.30892/gtg.26315-403.
61. Ohunakin, F., Adeniji, A., Ogunlusi, G., Igbadumhe, F., Salau, O., and Sodeinde, A. (2020) 'Talent retention strategies and employees' behavioural outcomes: empirical evidence from hospitality industry', *Business: Theory and Practice*, 21(1). doi: 10.3846/btp.2020.11061
62. Pandita, D and Ray, S. (2018) 'Talent management and employee engagement – a meta-analysis of their impact on talent retention', *Industrial and Commercial Training*, 50(4), pp. 185–199. doi: 10.1108/ICT-09-2017-0073.
63. Park, J. and Min, H. (2020) 'Turnover intention in the hospitality industry: A meta-analysis', *International Journal of Hospitality Management*, 90. doi: 10.1016/j.ijhm.2020.102599.
64. Partington, D. (2002) *Essential skills for management research*. SAGE. Available at: <https://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=cat05743a&AN=nci.9656&site=eds-live&scope=site> (Accessed: 25 June 2021).
65. Rasheed, M. I, Okumus, F, Weng, Q, Hameed, Z and Nawaz, M. S. (2020) 'Career adaptability and employee turnover intentions: The role of perceived career opportunities and orientation to happiness in the hospitality industry', *Journal of Hospitality and Tourism Management*, 44, pp. 98–107. doi: 10.1016/j.jhtm.2020.05.006.

66. Ross, S. (2013) 'How definitions of talent suppress talent management', *Industrial and Commercial Training*, 45(3), pp. 166–170. doi: 10.1108/00197851311320586.
67. Saunders, M., Lewis, P. and Thornhill, A. (2009) *Research methods for business students. [electronic resource]*. 5th. Financial Times Prentice Hall. Available at: <https://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=cat05743a&AN=nci.28745&site=eds-live&scope=site> (Accessed: 12 June 2021).
68. Saunders, M., Lewis, P. and Thornhill, A. (2019) *Research methods for business students. [electronic book]*. Eighth edition. Pearson. Available at: <http://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=cat05743a&AN=nci.33365&site=eds-live&scope=site> (Accessed: 20 March 2021).
69. Saunders, M., Lewis, P. and Thornhill, A. (2019) *Research methods for business students. [electronic book]*. Eighth edition. Pearson. Available at: <https://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=cat05743a&AN=nci.33365&site=eds-live&scope=site> (Accessed: 26 May 2021).
70. Savaneviciene, A. and Vilciauskaite, B. (2017) 'Practical Application of Exclusive and Inclusive Talent Management Strategy in Companies', *Business, Management & Education / Verslas, Vadyba ir Studijos*, 15(2), pp. 242–260. doi: 10.3846/bme.2017.366.
71. Scott, B. and Revis, S. (2008) 'Talent management in hospitality: graduate career success and strategies', *International Journal of Contemporary Hospitality Management*, 20(7), pp. 781–791. Available at: <https://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=bsu&AN=35719388&site=eds-live&scope=site> (Accessed: 22 April 2021).
72. Sepahvand, R. and Khodashahri, R. B. (2021) 'Strategic Human Resource Management Practices and Employee Retention: A Study of the Moderating Role of Job Engagement', *Iranian Journal of Management Studies*, 14(2), pp. 437–468. Available at: <https://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=bsu&AN=149404174&site=eds-live&scope=site> (Accessed: 22 April 2021).
73. Shulga, L. and Busser, J. (2019) 'Talent management meta review: a validity network schema approach', *International Journal of Contemporary Hospitality Management*, 31(10), pp. 3943–3969. doi: 10.1108/IJCHM-10-2018-0876.
74. Swailes, S. (2020) 'Responsible talent management: towards guiding principles', *Journal of Organizational Effectiveness: People and Performance*, 7(2), pp. 221–236. doi: 10.1108/JOEPP-04-2020-0068.

75. Tews, M. J., Hoefnagels, A., Jolly, P. M., & Stafford, K. (2020). *Turnover among young adults in the hospitality industry: examining the impact of fun in the workplace and training climate*. *Employee Relations: The International Journal*, ahead-of-print(ahead-of-print). doi:10.1108/er-11-2019-0432
76. Tews, M. J., Stafford, K. and Michel, J. W. (2014) 'Life happens and people matter: Critical events, constituent attachment, and turnover among part-time hospitality employees', *International Journal of Hospitality Management*, 38, pp. 99–105. doi: 10.1016/j.ijhm.2014.01.005.
77. Thalaspitiya, U. K. (2020) 'Employer Branding as a Predictor of Employee Retention', *International Journal of Business & Administrative Studies*, 6(3), pp. 157–161. doi: 10.20469/ijbas.6.10004-3.
78. Walle, A. H. (2015) *Qualitative Research in Business : A Practical Overview*. Newcastle upon Tyne, United Kingdom: Cambridge Scholars Publishing. Available at: <http://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=nlebk&AN=1014736&site=eds-live&scope=site> (Accessed: 19 January 2021).
79. Walsh, K. and Taylor, M. S. (2007) 'Developing in-house careers and retaining management talent: What hospitality professionals want from their jobs', *Cornell Hotel and Restaurant Administration Quarterly*, 48(2), pp. 163–182. doi: 10.1177/0010880407300521.
80. Williams, G. (2020) 'Management Millennialism: Designing the New Generation of Employee', *Work, Employment and Society*, 34(3), pp. 371–387. doi: [10.1177/0950017019836891](https://doi.org/10.1177/0950017019836891).
81. Williams, M. (2000) *The War for Talent: Getting the Best from the Best*, CIPD, London Available at: https://books.google.ie/books/about/The_War_for_Talent.html?id=mkZZ51A6jPAC&redir_esc=y
82. Woiceshyn, J. and Daellenbach, U. (2018) 'Evaluating inductive vs deductive research in management studies', *Qualitative Research in Organizations & Management*, 13(2), pp. 183–195. Available at: <https://search.ebscohost.com/login.aspx?direct=true&AuthType=ip,cookie,shib&db=edb&AN=129718224&site=eds-live&scope=site> (Accessed: 12 June 2021).
83. Younies, H. and Al-Tawil, T. (2020) 'Hospitality workers' reward and recognition', *International Journal of Law and Management*, 63(2), pp. 157–171. doi: 10.1108/IJLMA-02-2020-0046.

84. Zhong, Y., & Couch, S. (2007). *Hospitality Students' Perceptions of Facilitators and Constraints Affecting Women's Career Advancement in the Hospitality Industry*. *Family and Consumer Sciences Research Journal*, 35(4), 357–373. doi:10.1177/1077727x07299993