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« Tourism, Hospitality and Food Studies » course

1st YEAR DISSERTATION

TALENT ATTRACTION AND RETENTION IN HOTELS: A CASE STUDY OF TOULOUSE

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GENERAL INTRODUCTION

The hospitality industry is a constantly evolving sector where the workforce is the main asset. Employees contribute to the reputation of the hotel and deliver irreproachable customer service, driving innovation and organisational resilience. However, staff shortages have impacted the hospitality industry over the last few years. The Covid-19 pandemic did not improve the situation and a lot of people decided to resign and start working in another sector. Attracting talent is one of the main issues of this industry, but the hardest is to retain and effectively manage its workforce. Hotels have to put in place strong recruitment strategies to differentiate from competitors. In today's society, well-being at work is indispensable. This is why managers need to foster a culture of wellness and emotional intelligence within the organisation that will promote employee satisfaction and mitigate burnout and turnover.

As quickly mentioned above, this dissertation aims to explore the reasons behind workforce shortage and the potential possibilities to attract talent and retain them in the long term. This paper seeks to answer the two following questions: How important is proper training to ensure the efficiency and effectiveness of the available workforce? Is there a way to improve the working conditions and make hospitality more attractive to potential future hotel employees?

The first part of this dissertation will provide an overview of the hotel industry, including main concepts such as human resources management, employee value proposition and job embeddedness. By defining these concepts, I will expose the issues linked to talent attraction, retention and management.

The second part will present my problem statement, a theoretical framework and the research hypotheses which propose a link between training, development opportunities and organisational performance and a link between work-life balance and job satisfaction. To further detail my hypotheses, I will refer to multiple theories in order to provide examples.

The last part of the dissertation will be dedicated to the general methodology and I will do a study case of Toulouse. As a student in this city, I found it interesting to examine how the hospitality industry is doing. I will also refer to the methodology I used to conduct interviews in Master 1 and how I plan to organise myself to collect data in Master 2.

**PART 1 – PROBLEMS AND ISSUES
AFFECTING THE HOSPITALITY INDUSTRY,
A LITERATURE REVIEW**

INTRODUCTION OF PART 1

The hospitality industry is part of a vast and competitive landscape in which the success of hotels does not lay only on the service provided, for example, the rooms and other facilities (breakfast room, spa, gym, etc.) but also on the individuals working there. Then, hotel managers must be surrounded by skilful, professional employees who will bring their expertise and ultimately drive the hotel's success. It is primordial to remember that retaining talent is often more challenging than attracting it. Hotel managers are aware of this challenge and need to implement strategies to improve the well-being of their employees and thus, enable better working conditions and productivity.

But the success of hotels does not only lay on the manager's shoulders. It also depends on the socio-economic context. In France, the hospitality sector has been struggling with workforce shortage for a long time, and the Covid-19 pandemic has only made the situation worse. According to Hervé Becam, vice-chairman of the "*Union des Métiers et des Industries de l'Hôtellerie*," the hospitality sector has created 150,000 additional jobs over the last ten years. It is currently short of over 100,000 employees. The bigger demands are in major tourist regions such as the south-west of France. In 2023, the hospitality and catering sector increased its recruitment plans by 8.3% and the majority of vacant positions are housekeepers, cooks, and waiters¹.

I wanted to address the main variables that need to be taken into account when you are considering applying for a job in the hospitality industry. This part will explore the different steps starting from recruitment to retention of the talent. I will first explain the role of strategic human resource management because it is a key component in implementing strategies, creating a positive working environment, and ensuring that every employee is efficient. Then, in the next chapter, I will refer to the working conditions in hotels, focusing mainly on work-life balance, employee feedback, workspace and all the benefits of working in this field. Lastly, I will discuss employees' well-being, productivity, and turnover. I will explain different concepts such as job embeddedness and cross-training.

¹ France Travail, June, 20th 2022, *Aujourd'hui, il manque un peu plus de 100 000 salariés dans les métiers de l'hôtellerie*, <https://www.francetravail.org/accueil/actualites/2022/aujourd'hui-il-manque-un-peu-plus-de-100-000-salaries-dans-les-metiers-de-lhotellerie.html?type=article>, accessed on February, 18th 2024.

CHAPTER 1. TALENT ATTRACTION, RETENTION, AND MANAGEMENT

1. Attracting Talent

1.1. Definitions

Before going into further detail, I think it is important to define “talent.” Talent is an inherent characteristic of an individual who has the necessary know-how and skills required for continuous growth that is also needed to improve organisational performance (Ohunakin, Folakemi, Adeniji, et al., 2020). In that sense, talent will help a company (in this case, a hotel) to thrive. Then, it is in the hotel managers’ interest to retain these individuals and this mission should be their top priority.

Generally speaking, talent refers to the unique skills, attributes, and abilities that someone possesses that will contribute to the success of a business. If we consider the hospitality industry it could be communication skills, for example, the ability to interact effectively with both customers and colleagues or, on the managerial scale, leadership skills which will enable to motivate a team and provide a positive working environment.

“Talent attraction refers to the recruitment and selection process, employer branding, and value proposition” (Rop, 2015). The main objective of talent attraction is to identify and attract people with the qualifications to fill positions. This process involves understanding talent needs as well as implementing targeted recruitment strategies to make sure to attract the right people.

Depending on the generation targeted, the recruitment strategies might differ. New generations such as Generation Z (born between 1997 and 2012) are not settling for the bare minimum. They have expectations and are mostly looking at the benefits they will get working for a specific hotel and the working conditions and values shared by the employees (Sembiring, Edward, et Nur Damayanti, 2023). In the following subsection, we are going to have a look at the following components of talent attraction:

- Employer branding.
- Company culture.
- And value proposition.

I will also provide measures that could be implemented to recruit talent successfully.

1.2. Measures To Implement

“Employer branding focuses on developing a positive image for the company” (Kumari, Dutta et Bhagat, 2020). It is not just about having a good reputation but more about highlighting the company’s core values, culture or even career development opportunities that will make it an attractive workplace for potential candidates. Nowadays, global hospitality companies such as Hyatt, or Marriott promote their brand on social media platforms such as LinkedIn, for example, as well as their official website. *“The value proposition of employer branding develops a clear vision of the organisation and helps in employee attraction and retention”* (Sengupta et al., 2015).

The company also has to enhance its company culture to make potential candidates aware of how things work in this specific organisation and how the company ensure employees' well-being. *“Previous research has indicated that potential employees compare their personality, values, and own needs with the company’s image to see if they would fit or not in their company culture”* (Backhaus et Tikoo, 2004). If it is a match, then, they will consider applying.

The employee value proposition refers to what a company has to offer to its employees. It has a key role in attracting potential candidates and ensuring effective recruitment. It is composed of the four following interrelated factors (Mortensen, Edmondson, 2023):

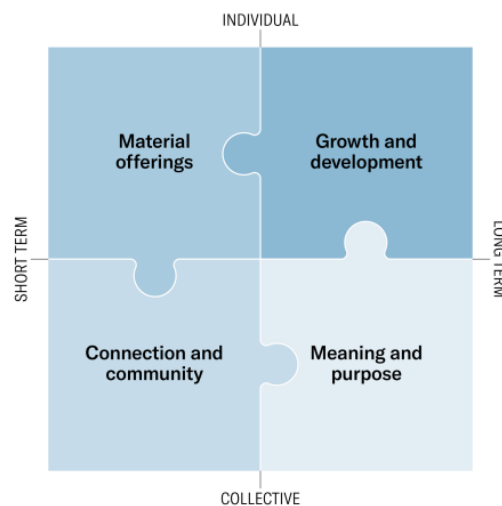


Figure 1. The employee value proposition²

- Material offerings such as compensation, commuting subsidies, flexible schedules, and other benefits.

² Harvard Business Review, 2023, *Rethink Your Employee Value Proposition*, <https://hbr.org/2023/01/rethink-your-employee-value-proposition>, accessed on February, 4th 2024.

- Opportunities to develop and grow with training and promotion.
- Connection and community, which means being valued for who you are and being able to express yourself freely and have a sense of belonging in the company.
- Meaning and purpose refer to the organisation's reasons for existing.

An effective employee value proposition requires handling the four factors as interdependent parts of a system. As indicated in Figure 1, the factors are either short-term or long-term. On one side, material offerings and connection and community are short-term which means that *“they are experienced in the present time”* and that *“employees are motivated by the relationships and culture they encounter today.”* On the other side, growth and development and meaning and purpose are accomplished in the long term.

2. Retaining And Managing Talent

2.1. Definitions

For this part, I will define talent management and talent retention, and see how they are linked. Once the talent has been recruited, it is time to move on to talent management which means providing employees with the necessary training, development opportunities and resources to maximise their performance within the company. The main goal of talent management is to boost the organisation's human capital potential and ensure that the new recruit is aligned with the company's objectives³. According to Edeh, Zayed et al. (2022), talent management is a contemporary human resource practice that aims *“to attract, develop, and retain talent for organisational continuity.”* Kontoghiorghes (2016) suggests that effective talent management involves encouraging talented employees to view themselves as integral parts of the organisation, adding value to it, and remaining committed to it. Employee retention is crucial because it will have a major impact on the overall performance of the employees as well as the profitability of the organization (Knott, 2016). In their study, Mohana et al. (2021) investigated the impact of talent management on employee performance. The results indicate a significant positive effect of talent management on employee performance. Another study has been conducted and showed that talent management has a significant effect on employee turnover (Al-Dalahmeh et al., 2020).

³ LinkedIn, April, 20th 2023, *Talent Attraction vs Talent Management*, <https://www.linkedin.com/pulse/talent-attraction-vs-management-anupam-srivastava/>, accessed on February, 19th 2024.

Then, talent retention refers to the state where employees choose to work and remain within the organisation of their own free will (Baharin, Nur Lyana, Hanafi et al.). Talent retention is a set of voluntary actions taken by an organisation to create an environment that engages employees for a long time (Kibui, Gachunga, et al., 2014). Logically, the next step for employers is to continuously develop their new employees' skills and knowledge using different training approaches (Maxwell and MacLean, 2008). The main objective is to prevent employee turnover, as replacing an old employee with a new one increases operating costs because of training needs for instance.

2.2. Measures To Implement

In his research, Walker (2001) identified seven factors that can increase employee retention: compensation and appreciation, promotion and development chances, provision of challenging work, a pleasing atmosphere within the organisation, a healthy balance between personal and professional life, positive relations with co-workers, and good communication. Now, let us take a closer look. With "compensation and appreciation", organisations should reward their employees by designing compensation policies based on performance, it could be financial rewards or other benefits. This will increase employees' loyalty. For appreciation, it is primordial to recognise and acknowledge your employees' achievements to make them feel valued and appreciated for their work. For "promotion and development chances", it has been proven that when provided with sufficient promotional opportunities, employees stay longer in the organisation (Miller and Wheeler, 1992). Then, the "provision of challenging work" means work must be challenging and allow the employee to showcase their expertise and abilities. The "pleasing atmosphere within the organisation" states that the employee has to share the company's values to feel at ease within the workplace. It is important to create a positive working environment where everyone can thrive and be comfortable. For a "healthy balance between the personal and professional life", as we all know, it can be difficult, especially in the hospitality industry, to maintain a balance both between personal and professional life, then work-life balance initiatives need to be implemented by organisations to improve employees' productivity and reduce turnover. "Positive relations with co-workers" means it is crucial to maintain good relationships with co-workers as it will create a sense of belonging in the company, improve teamwork and directly increase job satisfaction. Last but not least, "good communication" must be clear between the employer and the employee. Being transparent will make it easier to address issues and provide feedback.

3. Overview Of Strategic Human Resource Management

3.1. Definition of Strategic Human Resource Management

Human Resource Management is “*the process of recruiting, selecting, inducting employees, providing orientation, training development, appraising the performance of employees, deciding compensation and providing benefits, motivating employees, maintaining proper relations with employees and their trade unions, ensuring employees safety and welfare.*”⁴ To summarise, Human Resources is an essential asset for achieving customer satisfaction, customer loyalty as well as organisational performance in the hospitality industry (Kusluvan et al., 2010). It aims at getting the best out of the available workforce and making efficient use of existing human resources in the organisation. Effective Strategic Human Resource Management relies on developing and implementing the most appropriate human resources philosophies for a company.

3.2. 5P Of Human Resource Management

A model called the 5P of Human Resource Management has been developed by Schuler (1992). This model aims to explain how human resource management operates under the five following components: human resources philosophy, human resources policies, human resources programs, human resources practices and, human resources processes. It is a strategic approach to human resource management that is done to meet the needs of an organisation with the needs of its employees. The main objective is to align the organisation’s goals with those of the employees. It stresses the importance of recruitment, training, development, and communication of employees among other things. Let us get down to the details.⁵ Human resource philosophy is linked to how the organisation views its human resources, the role they take in the overall success of the business and how they should be treated and managed. The aim should be to create a nice working environment that respects every core value of the company and makes employees productive. It should also make sure that employees are fairly treated. Human resource policies provide clear guidelines addressing people-related business issues. They also contribute to developing human resource programs based on specific needs. This should help build up employee engagement and loyalty. Human resource programs help organisations achieve their strategic goals through programs and activities aimed at improving the workforce’s effectiveness. By implementing these

⁴ What is Human Resource, *What is Human Resource Management? – HRM Definitions – Functions – Objectives – Evolution of HRM from Personnel Management*, <https://www.whatishumanresource.com/human-resource-management/>, accessed on February, 20th 2024.

⁵ HRM Handbook, 2021, *The 5P’s HR Model*, <https://hrmhandbook.com/hro/model/5P-model/>, accessed on February, 22nd 2024.

human resource programs, the organisation will create a good environment that will help achieve its business objectives and will help employees develop their skills. Human resource practices refer to all the activities and responsibilities such as recruitment or employee management. This means that human resource policies have to be implemented but they also provide employee counselling. Last but not least, there are human resource processes. This last element refers to all the procedures and strategies such as recruitment, selection and even training of employees used to put human resource strategic plans into action. Overall, these components work together to implement human resource strategic plans effectively and achieve organisational goals.

3.3. 5P Strategic Implementation Model

However, there is another framework that can be provided with an alternative point of view. This model is called the 5P's Strategic Implementation Model by Pryor, Anderson et Toombs (2007). It brings together five variables to improve organisations and their operations focusing on five major elements: purpose, principles, processes, people, and performance.

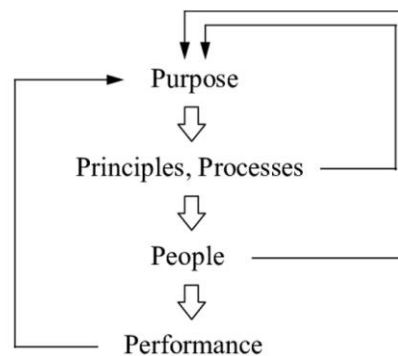


Figure 2. Strategic Implementation as a Core Competency⁶

In Figure 2 on the previous page, the arrows represent “the link between strategy (purpose) and structure (principles as internal structures and processes as external structures)” as well as the impact of structure on employee behaviour (people) and outcomes (performance)” (Pryor, Smith et Toombs, 2019). The arrows on the right side (from people to purpose and from principles, processes to purpose) represent the feedback taken into account for guiding an organisation towards the success of its objectives. Now, let us get into more detail. Purpose includes the organisation’s mission, vision, goals, objectives, and strategies. Principles refer to the way an organisation should operate and conduct business. It is related to the core values and ethics that

⁶ Research Gate, 2019, Strategic Implementation as a Core Competency The 5P's Model, https://www.researchgate.net/publication/338236699_Strategic_Implementation_as_a_Core_Competency_The_5P's_Model, accessed on February, 25th 2024.

employees are expected to commit to when they are hired. Then, processes refer to the organisation's structure, systems, and procedures used to perform the services that the organisation provides. In this step, People (input) are transformed into products and services (output). People refer to individuals or teams *“who perform work that is consistent with the principles and processes of an organisation to achieve its purpose,”* and they carry through work results (Michlitsch, 2008). Lastly, performance is all the measurements and metrics that help to understand the status of an organisation. It is important to ask for feedback to understand where improvements need to be made. Also, measurement lets the People (in the case of a hotel, the employees), know how they are doing and how well the company is doing at implementing changes and attaining their goals. In order to be effective, these five components must be aligned with each other. In this framework, Pryor, Anderson et Toombs (2007) give a concrete example: *“If organisational leaders want People to work in teams, they must set up Processes to reward team success, not just individual employee success.”*

CHAPTER 2. WORKING CONDITIONS IN HOTELS

1. Work-Life Balance And Employee Performance

1.1. Definition Of Work-Life Balance

The concept of work-life balance is frequently used to describe a state in which individuals can manage responsibilities between their work, personal life, and other commitments without creating conflicts between family life and career (Matakana, Selli et al., 2024). This remains a challenge for everyone, and it is even more complicated in the hospitality industry because of the long work hours culture. In his article, Giovanni Angelini reminds us we have to bear in mind that *“hotels operate 24/7 and 365 days per year.”*⁷ This means that the hospitality industry is very demanding and requires full commitment from its employees. *“Maintaining a balance between the requirements of the workplace and those of individual or family life outside of work enables people to contribute successfully to both their personal and professional roles.”*⁸ In that sense, work-life balance is directly linked to job satisfaction and will increase the employee’s intention to stay. On the other side, if an employee is unsatisfied with his work, it will lead him to quit (Chang et al., 2019).

1.2. The Role Of The Manager In Achieving Work-Life Balance

To better understand the employees’ point of view, we should first have a look at the manager's/leader’s point of view. An interview was conducted by the Harvard Business Review and aimed to ask hospitality professionals in middle to senior management positions how to reach a more sustainable and rewarding work-life balance.⁹ According to the interviewees, it is important to take a step back and ask oneself what is causing you stress or anxiety and how this is currently impacting your employees and your personal life. Once you are aware of it, you have to increase your emotional reflexivity. This refers to the ability to recognise the way a situation makes you feel. Then, just think about reprioritising, looking for elements that could be adjusted and once you considered all your alternatives, it is time to implement changes. This model shows us that it is crucial to rethink our priorities and implement changes in our personal and professional lives. Now, let us have a look at the factors that contribute to challenges in achieving work-life balance.

⁷ Angelini Hospitality, 2016, *Work-Life-Balance in the Hospitality Industry, Leadership et Opportunities*, <https://angelinihospitality.com/work-life-balance-in-the-hospitality-industry/>, accessed on March, 5th 2024.

⁸Sage Journals, *Mentors’ recommendations for work-life balance*, 2024, <https://journals.sagepub.com/doi/10.1177/00317217241230786>, accessed on February, 26th 2024.

⁹ Harvard Business Review, 2021, *Work-Life Balance Is a Cycle, Not an Achievement*, <https://hbr.org/2021/01/work-life-balance-is-a-cycle-not-an-achievement>, accessed on March, 6th 2024.

The first one is irregular and long working hours. It creates tiredness and stress for employees, and it will affect their performance, and overall motivation and then reduce their job engagement (Jiandog et al., 2022). The second factor is the stressful working environment. The hospitality industry is physically demanding and every day, employees are faced with unpredictable situations and sometimes customers can be hard to deal with, employees may feel pressured to meet guests' expectations. Then, seasonal fluctuations depend on many factors such as weather or holidays. During high season, the workload will be increased, making it harder to maintain a balance between work and personal life. Employees are required to work longer shifts and do overtime which makes it hard to plan ahead. To finish, workload and available workforce: in some hotels, workforce shortage obliges employees to work for longer hours and do a two-person job for example, which is very exhausting. All of these elements have to be considered by managers if they want to reduce the turnover rate and improve their employees' well-being.

1.3. Work-Life Balance Initiatives

Research on work-life balance has proven that it has been associated with positive outcomes in hotels such as job satisfaction, increased performance, and productivity as well as organisational commitment (Nilawati et al., 2019). It is primordial to provide a healthy working environment for workers to feel at ease, but it is even more important to take into account the fact that everyone has a life outside of work. Measures need to be implemented to reduce overtime. For instance, it could be a time-tracking tool, to monitor employee hours accurately. This could allow managers to identify overtime and intend to distribute the workload evenly. To summarise, it is necessary to have your personal goals following your work values. If the occupation you are pursuing is in line with your life goals, it is easier for you to enjoy your work (Astuti, Ambar Kusuma, et al., 2024). Here is a framework by Rodríguez-Sánchez, José-Luis et al. (2020) that proposes strategies for work-life balance and talent retention¹⁰:

¹⁰ National Institute of Health, 2020, *Investing Time and Resources for Work-Life Balance: The Effect on Talent Retention*, <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7143143/>, accessed on March, 9th 2024.

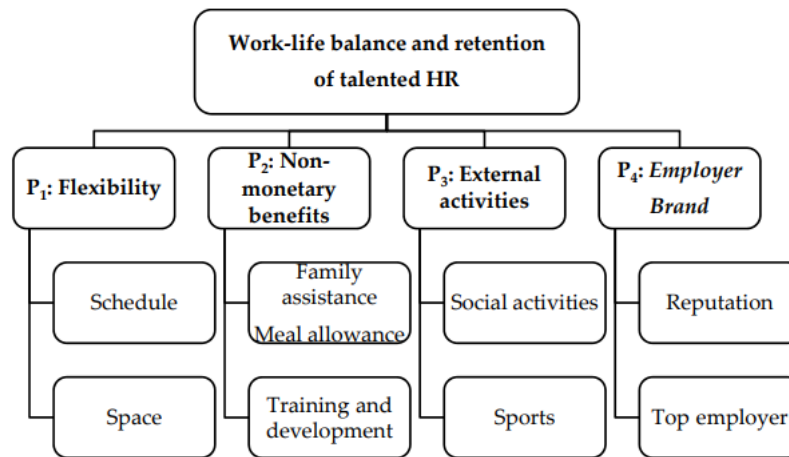


Figure 3. Strategies for work-life balance and talent retention¹¹

This framework provides a list of factors that will improve employee retention. The first proposal (P_1) is related to flexibility. It is important to develop work flexibility within the organisation because it is very likely to reduce stress, and also conflicts at the employee level (Rodríguez-Sánchez, José-Luis, et al., 2020). As for the hotel managers, it is beneficial because the employees will be more productive and committed to their work. In their research, they found that “*time availability is one of the most valuable aspects of human resources.*” Then, employees should be able to have some degree of control over their schedule. In other words, employees should be able to manage their time as they please, by choosing to cut lunchtime, for example, to finish their shift earlier. The main purpose is to accommodate employees’ personal needs or preferences. But applied in the hospitality industry, this proposal has its limit because, for instance, a front-office worker cannot decide when to arrive and when to leave. This mainly applies to managerial positions.

The second proposal (P_2) is linked to non-monetary benefits. This can be a wellness benefit such as providing access to a gym membership or health insurance. It can also be discounts for a restaurant or a gift card to go shopping. In their research, they found that “*one of the most useful measures for human resources is childcare assistance.*” This is not the most widespread benefit. We will see a little bit later what other kinds of benefits can be provided.

The third one (P_3) is external activities. This model explains that it is important to organise external activities for the employees to bond and to demonstrate that the organisation is focused on people and that it is a place where everyone can feel at ease. For instance, it can be sports events to

¹¹ National Library of Medicine, 2020, *Investing Time and Resources for Work-Life Balance: The Effect on Talent Retention*, <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7143143/>, accessed on March, 9th 2024.

strengthen team spirit and cohesion. They also stress the point of the practice of sports, mentioning that it is becoming more and more widespread as people are concerned about their health.

Last but not least, the fourth proposal (P₄) is to develop the employer brand. As I already mentioned in the first chapter, the concept of employer branding focuses on the development of a positive image for the company (Kumari, Dutta et Bhagat, 2020). More and more companies are using employer branding to attract and retain talent and build a positive reputation among potential employees *“to make them willing to join the company by projecting the image of being the best place to work”* (Rodríguez-Sánchez, José-Luis, et al., 2020).

Overall, work-life balance initiatives build loyalty and a sense of trust between the employees and the organisation. It is essential in the hospitality industry because of the high-stress environment. Implementing different initiatives such as the ones mentioned above will have a positive result on the performance of the hotel, and workforce retention.

2. Company Policies And Employee Feedback

2.1. Company Policies

Having well-defined company policies brings advantages to both employees and employers. It is important to outline employees' rights and expectations within the organisation as it will provide them with a comprehensive blueprint for achieving good performance in the hotel. Company policies also contribute to a safe and pleasant working environment for everyone.¹² They are organisational guidelines that establish the rules and expectations of the organisation. If we take the example of Marriott, they have a business conduct guideline¹³ that sets the expectations and responsibilities of the company regarding guest service, employee conduct and much more. Marriott has a code of conduct that outlines expected behaviours for its employees, managers, and directors. This guide explains that *“managers and directors are expected to set the right tone and lead by example.”* In that sense, employees are more likely to well behave if they are provided with a reliable model to follow.

¹² Indeed for employers, *Company Policies: 17 Policies to Consider for Your Business*, <https://www.indeed.com/hire/c/info/company-policies>, accessed on March, 9th 2024.

¹³ Marriott Bonvoy, *Business Conduct Guideline*, https://www.marriott.com/Multimedia/PDF/CorporateResponsibility/Marriott_Business_Conduct_Guide_English.pdf, accessed on April, 12th 2024.

The group also depends on its core values to drive success¹⁴:

- Put People First: they provide opportunities and do their best to take care of their associates and guests. They foster a positive and inclusive working environment for their employees.
- Pursue Excellence: being one of the leading hospitality companies, they want to provide outstanding services. They are very attentive to detail and dedicated to exceeding their customer's expectations.
- Embrace Change: Marriott wants to always adapt to market changes to remain relevant and meet the needs of their customers.
- Act with Integrity: in their report on Principles of Responsible Business, they say they are proud of their *“reputation for honesty and fairness.”*
- Serve Our World: it is one of their most important core values. Marriott aims to serve its communities and make a difference in the way they operate.

All these policies will contribute to a positive work environment that will enhance employee retention. It will provide valuable information to employees regarding their performance, responsibilities, and behaviour within the company. They will know what is expected of them and they will also be aware of the way the company is going to treat them. In this part, I referred to the core values of Marriott, but company policies can also be related to professional development opportunities such as training programs or mentoring for instance.

2.2. Employee Feedback

In the hospitality industry, employee feedback holds great significance as it will directly impact customer satisfaction, service quality and overall organisation success. On one hand, this feedback will help employees to express their opinion regarding their concerns or potential improvements that could be made. On the other hand, providing employees with regular feedback will help them understand their strengths and address areas for improvement. It makes them accountable and motivated to do better. Also, feedback is a good way to communicate and increase the employees' performance to drive the success of the hotel. But what is employee feedback? It is the *“process of giving constructive information or advice to employees and/or leadership based on*

¹⁴ Marriott, 2012, *Principles of Responsible Business*, https://www.marriott.com/marriottassets/Multimedia/PDF/CorporateResponsibility/Principles_Responsible_Business.pdf, accessed on April, 12th 2024.

performance, behaviours, or skills in the workplace.”¹⁵ It really matters because it will inspire employees to excel at their jobs. According to Kate Walker, a senior Human Resource executive, *“Providing feedback and recognition allows managers to understand their employee’s strengths, weaknesses, and career goals.”*¹⁶

Employee feedback comes in various forms, and each of them serves a specific purpose in promoting professional growth and organisational development. For instance, performance feedback is used by managers to exchange with employees regarding their job performance, to say if it is good or bad and to provide advice to improve their productivity and drive better engagement at work¹⁷. At the Human Resource level, this feedback will help identify potential training needed for the employee to develop their skills. It is important to acknowledge employee contribution as it will increase their confidence and productivity. Showing appreciation will result in a sense of belonging to the organisation.

3. Benefits And Remuneration

3.1. Employee Benefits

Employee benefits refer to all the advantages that can be gained from working in a specific place. In the hospitality industry, there are many employee benefits such as health insurance (mandatory), paid vacation days and sick leave, employee discounts and training programs. In some hotel chains such as Marriott International uniforms and meals are provided to all the staff. Let us have an overview of the employee benefits of working at Marriott. Once you go on the “Marriott Careers” website, you can see six main lists¹⁸:

- Health and medical benefits: it can be pregnancy care, dental care and even eye care that offers discounts on glasses.
- Work-life and wellness benefits: *“TakeCare Wellness”* is a program that supports employees physically and mentally, paid leave that can be used for sick leave or holidays.

¹⁵ Quantum Workplace, *Employee Feedback: What It IS and How to Make the Most of It*, <https://www.quantumworkplace.com/future-of-work/employee-feedback/>, accessed on March, 10th 2024.

¹⁶ Hubstaff, 2023, *Expert-Validated Employee Engagement Best Practices: Discover the Secrets to Team Happiness and Motivation*, <https://hubstaff.com/blog/employee-engagement-best-practices/>, accessed on March, 10th 2024.

¹⁷ StudySmarter, *Performance Feedback*, <https://www.studysmarter.co.uk/explanations/business-studies/human-resources/performance-feedback/>, accessed on March, 10th 2024.

¹⁸ Marriott Careers, 2023, *An Overview of Marriott Benefits*, <https://careers.marriott.com/fr-FR/blog/marriott-benefits/>, accessed on March, 10th 2024.

- Parental leave and family benefits: Marriott provides family discounts for childcare centres as well as paid parental leave.
- Travel discounts and perks: Marriott offers discounts in a large category of hotels all around the world.
- Financial benefits such as retirement savings plans or tuition reimbursement.
- Last but not least, learning and development opportunities provide career development with training programs.

3.2. Employee Recognition

As we just saw in the previous part, Marriott uses employee benefits to attract new talents. They look after their associates and want to recognise the success and commitment of each of their employees. On their website, they state that *“wider experiences often provide a more enriching experience.”*¹⁹ They stress the importance of professional development, mentoring and training. They use *“Begin, Belong, Become”* to convince the idea of growth and empowerment. This brand was launched in April 2023 and at the same time, Marriott was named one of the top ten Great Places to Work and was among the 100 Best Companies to Work For. The company was one of the first to introduce a global well-being program focusing on *“nurturing the physical, mental and financial health of its associates.”*²⁰ Begin refers to the moment a talent starts his journey at Marriott. This step will help foster commitment. Then, by belonging, Marriott wants its employees to belong to a team. Last but not least, by becoming, they explain they want their talent to achieve both career and life goals, which means maintaining a work-life balance and still being able to grow within the company.

4. Workspace

The last part of this chapter will focus on the workspace. As we all know, most of the time, hospitality employees benefit from poor changing rooms or breakroom amenities. It is primordial to provide them with good installations that will foster productivity and well-being. This is why it is in the general manager's hands to improve the employee facilities. Creating a nice and well-equipped workspace for the staff will support their physical and mental well-being and it will

¹⁹ Marriott Careers, *Begin. Belong. Become.*, <https://careers.marriott.com/en-GB/>, accessed on April, 6th 2024.

²⁰ Marriott International, 2023, *Marriott International Launches New People Brand “Be’ to Grow and Empower Global Workforce”*, <https://news.marriott.com/news/2023/04/04/marriott-international-launches-new-people-brand-be-to-grow-and-empower-global-workforce>, accessed on April, 6th 2024.

contribute to job satisfaction which will directly result in employee retention. It is important to have a designated area for each break moment. For instance, a changing room and a lunchroom cannot be in the same space. The work environment has a huge impact on employee performance, and it has been proven that the workspace environment paired with efficient management work plays an important role in increasing and maintaining employee performance as well as improving organisational productivity (El-Zeiny, 2012). *“By providing a workplace that caters to the employees’ needs and comfort, businesses can make their employees feel appreciated and valued.”*²¹ It should be mandatory to have a changing room for employees with lockers and mirrors, a place where they can change before and after their shift. They should also have a proper breakroom where they can relax during their break. It should be equipped with comfortable furniture (chairs, sofa). In terms of settings, the room has to be warm and welcoming. The main objective is to show that their work is appreciated and that they can also relax during their break or after their shift.

²¹ Deskbird, 2023, *Check-in to productivity: redefining workspaces with the hotel concept*, <https://www.deskbird.com/blog/workplace-as-hotel-concept>, accessed on April, 12th 2024.

CHAPTER 3. WELL-BEING AT WORK, PRODUCTIVITY AND TURNOVER

1. Well-Being At Work, Employee Wellness And Emotional Intelligence

1.1. Emotional Intelligence At The Manager's Level

Employees need to feel supported by their managers. The manager's responsive attitude towards the well-being conditions of his employees will lead to employees' job satisfaction (Naipinit et al., 2019). This is why leaders and managers need to have high emotional intelligence (EQ). According to the Harvard Business School, it is *"the ability to understand and manage your emotions, as well as recognise and influence the emotions of those around you."*²² It is closely related to work-life balance because it refers to an individual's capacity to handle stress and navigate through interpersonal relationships. In a high-pressure sector, emotional intelligence is useful to predict how well employees will cope with these challenges. According to Daniel Goleman, an American psychologist, there are five elements of emotional intelligence. I will link them to the hospitality sector:

- Self-awareness: employees have to understand their own emotions, strengths, and weaknesses. This will allow them to better react to any type of situation.
- Self-regulation: employees have to control themselves and not react impulsively when encountering a rude customer for instance, and make sure they always provide the best quality service.
- Motivation: employees have to be goal-minded and passionate about hospitality.
- Empathy: guest satisfaction is a priority, then, employees need to demonstrate empathy to customers and show that they care.
- Social skills: employees have to interact with customers and communicate effectively with their colleagues.

1.2. Workplace Well-Being

"Workplace well-being significantly influences employee health and productivity, impacting organisational success" (Putra, Alfa Santoso Budiwidjojo et al.). According to the International Labour Organisation, workplace well-being *"relates to all aspects of working life, from the quality*

²² Harvard Business School, 2019, *WHY EMOTIONAL INTELLIGENCE IS IMPORTANT IN LEADERSHIP*, <https://online.hbs.edu/blog/post/emotional-intelligence-in-leadership>, accessed on March, 5th 2024.

and safety of the physical environment, to how workers feel about their work, their working environment, the climate at work and work organisation.”²³ In a broader aspect, it includes the emotional, social, and mental aspects of a job. Workplace well-being is a key component that will determine the organisation’s long-term efficiency.

The most important asset of a company is its human resources, then, companies have to take into account the well-being of their workforce. As mentioned before, workplace well-being can be fostered by providing training and career development. In that sense, employees will continue to learn every day, and this will make them a relevant asset and they will be able to work confidently and improve their skills. It is also important as a manager to take time to discuss with your team and show them you value them and that they can feel trusted and respected. It is always a matter of clear communication. You have to show them you are accessible and that you support them. Humans have to find meaning in what they do. This is why human resource leaders should always foster meaningful work. According to J. Miller (2024), managers have to align employee tasks with the company’s purpose. In order to foster a great working environment, it is also recommended to enhance social interactions by creating opportunities for employees to build social connections.

Workplace well-being is closely linked to organisational performance. Good Human Resources Management practices will create a strong organisational climate. In that sense, employees will be able to develop their knowledge, skills, and abilities. They will be able to develop relationships with their colleagues and ultimately, they will feel motivated by the reward they can earn for their work (Peccei, Van De Voorde, Van Veldhoven, 2013). Peccei (2004) identified two main perspectives related to workplace well-being and organisational performance. The first one is the “optimistic” one which suggests that Human Resources Management is *“beneficial for employees and that it has a positive impact on their well-being”*. In contrast, the second one is called “pessimistic” and says that Human Resources Management is harmful to employees and that it damages their well-being. Overall, depending on the way it is implemented, Human Resources Management can have both a positive and negative impact on workplace well-being. On the brighter side, it can provide a supportive work environment where employees feel valued and have the opportunity to grow. It also brings trust because operating under fair practices will contribute once again to a positive work culture. On the darker side, as Peccei (2004) mentioned, it can prioritise productivity over employee well-being and then create a loss of balance between work

²³ International Labour Organisation, *Workplace well-being*, https://www.ilo.org/safework/areasofwork/workplace-health-promotion-and-well-being/WCMS_118396/lang--en/index.htm, accessed on April, 6th 2024

and life. To finish, the majority of Human Resource Management strategies are focused on employee satisfaction and retention. Then, if employees have a good perception of the Human Resource Management practices of the hotel they work for, it will make them embedded in the organisation (Mitchell et al, 2001). Most of the strategies are focused on employee satisfaction and retention as Human Resources is the main dynamic asset in an institute which helps in achieving competitive advantage in any business (Gul, Akbar et Jan, 2012). Thus, *“positive perceptions of employees about the Human Resource Management practices of an organisation make them embedded or stuck in the organisation”* (Mitchell et al., 2001).

1.3. Employee Well-Being And Engagement

According to Warr (1987), employee well-being is defined as *“the overall quality of an individual’s subjective experience and functioning at work.”* In their work, Grant et al. (2007) differentiated two main dimensions. The first one refers to the subjective experience of an individual in the workplace and is called “happiness well-being”. This means everything related to job satisfaction, whether it is positive or negative (Peccei, Van De Voorde et al., 2013). It suggests that *“employees with a high level of positive affect will approach their work with enthusiasm.”* The second one is related to job-related anxiety, stress, and burnout. It is more focused on employees’ health. It is directly linked to high job demand and pressure. Employees experiencing high levels of stress may struggle to focus and will not be as performant as they should. Organisations should promote well-being by providing access to mental health resources and support networks.

Research has found a relationship between employee engagement at work and hotel organisational outcomes (Simpson, 2009). According to Robinson et al. (2004), employee engagement is *“a positive attitude held by the employee towards the organisation and its values. An engaged employee is aware of business context and works with colleagues to improve performance within the job for the benefit of the hotel management.”* Maslach and Leiter (1997) argued that work engagement is characterised by energy and involvement. Job engagement is in total contrast with job burnout (Leiter and Bakker, 2010). Leiter and Bakker also said that employee engagement brings organisational commitment and job satisfaction, and it ultimately creates job meaningfulness.

2. Productivity And Career Development

2.1. Definition Of Cross-Training

“Cross-training means equipping an employee with the skills and responsibilities of another role at the company to increase their effectiveness.” (Ninan, Navya, et al., 2019). Cross-training has to be used as a retention strategy as it is beneficial to the employees because they can assume more diverse roles. Then, they become more productive and contribute to the success of the organisation. It is an opportunity to learn and grow further in the company (Ninan, Navya, et al., 2019). Training and career development serve as the foundation to develop a talent’s professional and personal skills, competencies, and knowledge. By staying updated on the latest trends, employees will remain competitive, motivated, and effective. *“By broadening the skill range of an employee, operational flexibility will improve.”* (Ninan, Navya, et al., 2019). Nowadays, training is considered necessary to obtain a competitive advantage over other organisations. Employees are considered an important input for the production and delivery of services. *“Understanding what motivates employees would play an important role in gaining competitive advantage.”* (Abuharris, Atiya Thabet, 2014). By providing a learning environment and enabling employees to become experts in several areas, including their jobs, integrating training into their work life is very likely to boost their motivation. Thus, they will stay in the organisation longer and it can help them to have better mobility within the organisation. For instance, they can be promoted to another department because of their large set of skills. According to Angelo and Vladimir (1998), it takes about three months for a new employee to reach the level of productivity of a trained employee. In order to provide effective training, it is primordial to focus on each employee’s needs and tailor their training needs.

There are three distinctive types of cross-training. The first one is called positional clarification. It aims *“to provide employees with a general acknowledgement of each worker’s general position and associated responsibilities.”* (Abuharris, Atiya Thabet, 2014). The second one is called positional modelling, and it is a training procedure in which the responsibilities and tasks of the staff members are discussed and observed by others. Last but not least, positional rotation. This training gives employees a chance to perform different tasks over some time. According to Ninan, Navya, et al. (2019), *“positional rotation provides employees with a working knowledge of each worker’s specific tasks and how those tasks interact through direct, hands-on practice.”* The objective is for employees to gain a broad understanding of the interactions between departments. Several hospitality groups have implemented cross-training programs for their employees to

enhance their skills. For instance, Hilton put in place a training program called the “Management Development Program” which aims to prepare first-time managers to develop their leadership skills. On their website²⁴, they explain that first, you will participate in “*a general rotation through all areas and functions of the hotel*”. This will help to gain a general understanding of the hospitality industry and how each department works. Then, the trainee has to specialise in a specific area such as Food and Beverage, Revenue Management, Catering and Events or Marketing for instance.

2.2. Definition Of Job Embeddedness

Mitchell et al. (2001) were the first to introduce the notion of job embeddedness. It refers to the extent to which an individual's connections and commitments to their job make it hard for them to leave. This concept focuses on three dimensions: links, fit and sacrifice. In the case of the working environment, links represent the connections between an individual and people within an organisation. It takes into account both formal and informal connections. For instance, it can be managers, employees under their management, colleagues, and customers (Adams et al., 2010). The higher the number of connections, the more engaged the person is likely to be. The second factor is fit which is defined as an “*employee's perceived compatibility or comfort within an organisation and with its environment.*” (Mitchell et al., 2001). It means that the employee's career goals and work style fit with the organisation's culture. The more it fits, the more the employee will feel tied to the company he is working for. The last one is sacrifice and it is the perceived value of tangible and intangible loss that an individual would experience if they left their job. Job embeddedness has a real impact on employee retention.

In Figure 4, you can see a complementary approach to job embeddedness which was proposed by Bergiel et al. (2009). They suggest that human resource compensation, supervisory support, growth opportunities and human resource training will lead to job embeddedness and will ultimately reduce intention to quit. Human resource compensation indeed plays a significant role. When employees feel fairly rewarded for their work, they are more likely to be loyal and committed to their jobs. It is the same with supervisory support because if a manager is supportive and communicates a lot with their employees, it will foster a positive working environment where employees feel trusted and valued. Then, growth opportunities are crucial because if an employee

²⁴ Hilton, *Seeking: The Future Leaders of Hilton*, <https://jobs.hilton.com/us/en/MDP>, accessed on April, 14th 2024.

perceives that he can evolve within the company and that he will be provided with learning opportunities, it will make him even more attached to his job. Last but not least, human resource training will help the talent feel more confident and will increase job satisfaction and commitment once again. Training and development programs show that the organisation is involved in its collaborator's professional development. By focusing on these different factors, organisations can enhance employee engagement, happiness at work and in the long term, retention. Job embeddedness is beneficial for both companies and talents.

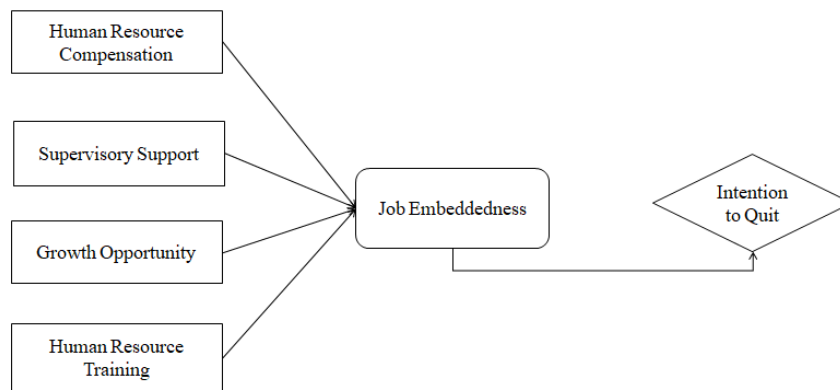


Figure 4. A theoretical model of job embeddedness²⁵

3. Retention And Turnover

3.1. Employee Retention

“Employee retention refers to policies and practices that companies use to prevent employees from leaving their job.” (Baharin, Nur Lyana et al., 2018). Iles et al. (2010) defined employee retention as a *“deliberate attempt by employers to cultivate a favourable work environment that fosters a culture of retention.”* *“Job opportunities, work-life balance, pay and promotion, employee growth, training and development are some of the possible approaches to retention.”* (Abdullah et Mamun, 2017). It is important to notice that the higher the work engagement, the lower will be the voluntary turnover. To finish, employee retention is important as it significantly influences both the performance of employees and the overall profitability of the company. In 2001, Walker identified seven factors that can increase employee retention: compensation and appreciation, promotion and development opportunities, provision of challenging work, the pleasant atmosphere within the company, work-life balance, positive relations with co-workers and good communication. Human resources is a vital asset for customer satisfaction, service quality, organisational performance, and competitive advantage in hospitality organisations

²⁵ Theoretical model of Job Embeddedness by Bergiel et al. (2009)

(Kusluvan et al., 2010). In the highly competitive environment of the hospitality industry, it is important to implement retention strategies by taking into account employee expectations. *“It is very important to know the actual reasons that lead to the intention of an employee to stay to implement effective strategies.”* (Chawla et al., 2021).

3.2. Turnover In The Hospitality Industry

*“Employee turnover refers to the total number of workers who leave a company over a certain time period.”*²⁶ The hospitality industry is facing high turnover rates, and it has been accelerated with the Covid-19 pandemic. This industry is customer-driven which means it relies a lot on people to attain its competitive advantage (Dwesini, 2019). The high rate of turnover is a major expense for hospitality companies due to lost productivity, recruitment, selection, and training costs (Simons, Hinkin, 2001). We can differentiate two types of turnover: voluntary and involuntary. We refer to voluntary turnover when the *“person can make a personal decision to leave the company”* (Ghani, Bilqees, et al., 2022). Most of the time, when talent voluntarily leaves a company, it is because they are looking for more benefits such as more money, or even career development opportunities. On the contrary, involuntary turnover is when an employee is forced to resign their job due to low performance. It is in the company’s interest to keep its workforce because turnover is costly. Managers have to replace the person who left and train the new employee. This will impact the company’s ability to achieve business objectives. According to Alonso and O’Neil (2009), staff turnover is a critical matter in human resource management. Effective management should help reduce the turnover rate. We should notice that a high turnover rate within a company has an impact on the workforce, as it can drastically lower productivity and it can influence other employees to leave the company. But it also has an impact on the organisation because it reduces its competitiveness and profitability. In a study by Ezeuduji and Mbane (2017), they found that the high turnover rate in the hospitality industry is mainly linked to *“low compensation, minimal growth opportunities, inadequate work engagement, poor labour relations and long working hours.”* It is primordial to put in place strategies that will help in the long term, taking into account each employee's preferences. This can be achieved mainly by listening to their feedback.

²⁶ NetSuite, 2021, What Is Employee Turnover et Why It Matters for Your Business, <https://www.netsuite.com/portal/resource/articles/human-resources/employee-turnover.shtml#:~:text=Employee%20turnover%20refers%20to%20the,Turnover%20is%20different%20from%20attrition.,> accessed on April, 15th 2024.

CONCLUSION OF PART 1

This first part was an introduction to my dissertation. I wanted to discuss the main problems affecting the hospitality industry. I started by providing an in-depth explanation of talent attraction, retention, and management. Talents have to be considered as the major asset of a company. To attract the talent it is important to develop a positive employer brand, mainly by highlighting the company culture and core values and coming up with a strong value proposition that will make a company more attractive than its competitors. It is also primordial to focus on working conditions in the hospitality industry, emphasising the importance of work-life balance, employee feedback and growth opportunities. Companies should offer competitive benefits and create a positive work environment to attract and retain talent effectively.

The hospitality industry is facing high turnover rates, but the situation can be mitigated if human resources management puts in place strategies and training opportunities for talent to develop in a positive working environment. Job embeddedness is crucial because if an employee is productive and happy in his work, he will perform better and drive the success of the organisation. This is why it is important to provide good working conditions as well as work-life balance. The Covid-19 pandemic changed a lot of things in the industry. People realised they should prioritise their well-being and put themselves first. Then, companies should implement company policies because it will allow potential talent to see if their values are close to the values of the company.

I finished this part by talking about well-being at work, employee wellness and emotional intelligence, underlining the role of managers in fostering a positive and supportive work environment. Open communication between managers and employees will create a sense of trust and will drive job satisfaction. Then, I focused on productivity and career development with the concept of cross-training. This allows employees to be more effective and operate with more flexibility. This is a good retention strategy as it will provide employees with skill development and will increase their sense of belonging to the company because they will feel more operational and ready to accept new tasks.

To conclude this part, combining effective leadership and human resources management practices should improve organisational culture and foster a positive work environment for employees where they feel at ease and productive.

PART 2. PROBLEM STATEMENT, THEORETICAL FRAMEWORK AND HYPOTHESES

INTRODUCTION OF PART 2

In the dynamic world of hospitality, an organisation's reputation and efficiency are greatly influenced by its workforce. Hospitality talents provide a range of essential services ranging from accommodations to dining for instance and ensure exceptional guest experience. They are the primary interface between the hotel and its guests which means employees are crucial in shaping perceptions and fostering loyalty. Organisations must prioritise investing in employee training and career development because they will become more performant and will drive the success of the company. The hospitality industry is well-known for its fast-paced environment and demanding customers. Thus, there is a need to address both the wellness of employees and their ongoing professional growth. Taking care of employees requires putting in place strategies to implement work-life balance for instance. By implementing these strategies, the organisation mitigates turnover and enhances job satisfaction. In this part, we will see how continuous development throughout a professional career is beneficial to stay relevant in this fast-evolving industry.

In this part, I chose to refer to existing theories to support my hypotheses. The main questions related to my dissertation are the following: How important is proper training to ensure the efficiency and effectiveness of the available workforce? Is there a way to improve the working conditions and make hospitality more attractive to potential future hotel employees?

To help me answer these questions, I developed two hypotheses:

Hypothesis 1: Providing ongoing training and development opportunities for hospitality talents will enhance their skills and versatility to changing industry trends, ultimately driving operational efficiency and organisational performance.

Hypothesis 2: Implementing work-life balance and other initiatives will lead to improved job satisfaction among hotel employees which will make the hospital industry more attractive to potential future employees.

CHAPTER 1. EMPOWERING HOSPITALITY TALENT

1. Recruitment Strategies

1.1. Recruitment And Retention

“Recruitment and retention have long been identified as one of the hospitality industry’s biggest challenges” (Powell and Wood, 1999). The recruitment issue can be explained by disadvantages such as demanding hours, lack of work-life balance and low remuneration for entry-level occupations. The hospitality industry is demanding and is *“not offering enough benefits when it comes to wages and the possibility of career opportunities”* (Christensen Hughes, et Rog, 2008). If we focus on France, the pandemic shattered the industry and a lot of employees decided to resign to start working in another industry. Between 2020 and 2021, the hospitality and catering industry lost a total of 237,000 workers.²⁷ Recruitment difficulties increased sharply in the accommodation and catering sector between mid-2021 and the end of 2022. At the same time, the number of employees reached unprecedented levels compared with the pre-crisis period linked to Covid-19. The summer peak was particularly marked in 2022, with 368,000 more people employed between January and July. This is mainly due to the seasonal demand.

Now, if we have a look at Figure 5 on the next page, we can see that in July 2021, 1,538,000 employees had at least one contract in the accommodation and catering sectors (*“salariés travaillant en H-R”*), including 1,014,000 who were already working in this sector one year earlier (*“restants en H-R”*) and 524,000 who were not working in this sector one year earlier (*“nouveaux entrants en H-R”*). That same month, 375,000 employees present in hospitality and catering in July 2020 were no longer employed in this sector: 150,000 joined another private sector (*“sortants (autre secteur)”*) and 225,000 left private salaried sectors (*“sortants (hors emploi salarié privé)”*)²⁸. We can say that in this particular context, growth in the number of employees is driven by the sharp rise in the number of new entrants to the sector. There were 640,000 in July 2022, compared with 524,000 in the same month in 2021. They represented 39% of the workforce employed in the accommodation and catering sector in July 2022. This turnover of staff increases the burden associated with recruitment, for instance, finding potential candidates, and training

²⁷ Ouest France, 2021, *L’hôtellerie-restauration a perdu 237 000 employés pendant la crise Covid*, <https://www.ouest-france.fr/sante/virus/coronavirus/lhotellerie-restauration-a-perdu-237-000-employes-pendant-la-crise-covid-d4fbcd6f-2075-11ec-aeab-7e1fbac55cd7>, accessed on April, 16th 2024.

²⁸ DARES, 2023, *À l’été 2022, des effectifs et des difficultés de recrutement inédits dans l’hébergement-restauration*, https://dares.travail-emploi.gouv.fr/sites/default/files/eff7877d426ed7721ca8dc7d7134b843/DF_recrutement_H-R.pdf, accessed on April, 16th 2024.

them. At the end of 2022, recruiting was still a problem for 75% of hospitality and catering organisations.²⁹

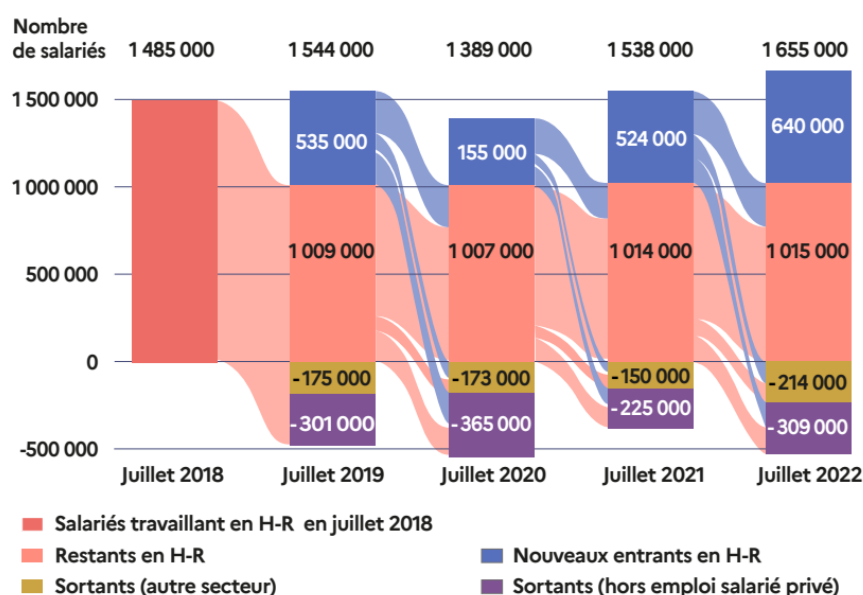


Figure 5. Reallocation of employees in the accommodation and catering sector between July 2019 and 2022³⁰ (*H-R means accommodations and catering)

Even with understaffed teams, hotels have to keep a high level of service to fulfil their customers' needs. During the lockdown, two different initiatives were taken by hotel managers. On one side, some hotels decided to keep their talents because they were important assets, and they could retain them. They used the fact that the hotel was not open to provide them with training programs. On the other hand, some general managers did not have any other choice but to make redundant a part of their workforce and continue to work understaffed. In both cases, it was primordial to foster good communication and show support to every employee.

1.2. Hospitality Training Programs

The hospitality industry encompasses a wide range of services. In an industry where every interaction and detail matters, it is important to have a qualified workforce. This is the reason why companies decide to implement training programs. Whether you are a seasoned professional looking to develop your skills or a newcomer who wants to start his career in the hospitality industry, these programs are a good way to get an overview of the industry and learn valuable

²⁹ DARES, 2023, *Effectifs et difficultés de recrutement dans l'hébergement-restauration à l'été 2022*, <https://dares.travail-emploi.gouv.fr/publication/effectifs-et-difficultes-de-recrutement-dans-lhebergement-restauration-lete-2022>, accessed on April, 16th 2024.

³⁰ DARES, 2023, *À l'été 2022, des effectifs et des difficultés de recrutement inédits dans l'hébergement-restauration*, https://dares.travail-emploi.gouv.fr/sites/default/files/eff7877d426ed7721ca8dc7d7134b843/DF_recrutement_H-R.pdf, accessed on April, 16th 2024.

skills. These programs play a vital role in developing the talents and their expertise. Most of the time, the programs offer a comprehensive insight with both theoretical and hands-on experiences in hotels. In this part, we will review some of the existing training programs by using concrete examples of a global hospitality company.

For instance, Accor put in place a program called INSPIRE³¹ (Innovative Solution for Promising Individuals and Real Experiences) designed for graduates. It is a 12 to 18-month program where people rotate between several departments across the hotel *“from front office to spa, food and beverage to maintenance, finance and accounting to talent and culture.”* The program offers two options. The first one is cross-exposure which means they rotate between departments and then move into a specialised area. The second one is specialisation which will enable graduates to focus on one specific department. In either case, they are accompanied by a personal mentor who will follow their progress and will enable them to build leadership foundations. Also, as talents will be provided with regular feedback and evaluation sessions, they will be able to improve their skills. As one of the largest hotel groups, Accor is well-known for creating opportunities for its employees and potential future employees. The group also has other programs such as the Global Leadership program³² which is based on culture and leadership. This program offers training for people with managerial positions within the group. As a last example, as they are committed to their Corporate Social Responsibility, they also implemented a program called School For Change³³ designed to increase employee awareness of sustainable development challenges. Once again, it is a great opportunity for employees to grow in their careers and be aware of current issues in the world. Accor is not the only company to provide training programs, there are also Intercontinental Hotel Group and Marriott amongst others.

1.3. Onboarding And Integration

The notion of onboarding describes the *“procedure by which newly hired staff are integrated into the company, equipped with the skills and knowledge needed to carry out their duties effectively and become actively involved and efficient”* (Lee, 2008). *“Nowadays, a successful recruitment*

³¹ Accor, 2022, *Accor Launches New Graduate Programme in Commitment to Fostering Talent*, <https://press.accor.com/europe-north-africa/accor-launches-new-graduate-programme-in-commitment-to-fostering-talent/?lang=en>, accessed in April, 17th 2024.

³² Accor, 2023, *Learning & Development*, <https://group.accor.com/en/careers/join-accor/learning-development>, accessed on April, 17th 2024.

³³ Accor, 2022, *Accor sets its employees on the path to sustainable transformation*, <https://press.accor.com/accor-sets-its-employees-on-the-path-to-sustainable-transformation/?lang=en>, accessed on April, 17th 2024.

process involving the right talent selection, proper onboarding, engagement, and retention of top talent serves as the strategic driver for an organisation” (Dickson, Oyeinkorikiye, 2024).

Effective onboarding and integration of talent have a positive impact on employee engagement and retention in organisations because it is one of the most important ways for organisations to enhance the efficiency of their employees’ management systems (Maurer, 2018). Recruitment being the initial stage of the onboarding process, managers have to align their recruitment practices with the values and strategic objectives of the company to attract the right people. According to the Harvard Business Review, a proper onboarding process requires clear information on the job requirements and expectations, explaining how the company works and performance expectations³⁴. However, it should also *“encompass comprehensive training, mentorship and a welcoming environment that sets the tone for a positive employee experience”*³⁵. If the onboarding is poorly planned, there is a high chance it will result in disengagement and ultimately employee turnover. During the onboarding process, the newly hired employee gets the knowledge needed to perform well in the company. Onboarding is a crucial step in guaranteeing the well-being of the newly hired staff before starting their journey within the company (Dickson, Oyeinkorikiye, 2024). It is important to integrate the talent into the team by introducing him to all team members. Integration is primordial in the first few days to fit the new employee into the team and to promote collaboration and teamwork. Building strong relationships and trust among team members will facilitate cooperation between departments and will have a positive impact on customers.

Overall, the purpose of the onboarding process is to create a positive experience for new employees and provide them with a comprehensive view of the organisation’s missions, values, and goals to make sure that they are aligned with them. It is important to provide comprehensive onboarding practices and integration because it will increase employee satisfaction and the new employee will feel at ease, which will improve its productivity and operational performance. In conclusion, onboarding is a tool that influences employee retention. An effective onboarding process will increase engagement, and productivity and foster a positive workplace culture. If companies invest in this process, they will position themselves for long-term success and enhance their competitive advantage in the marketplace.

³⁴ Harvard Business Review, 2024, Onboarding New Employees – Without Overwhelming Them, <https://hbr.org/2024/04/onboarding-new-employees-without-overwhelming-them>, accessed on April, 17th 2024.

³⁵ LinkedIn, 2024, The Impact of Effective Onboarding on Employee Retention, <https://www.linkedin.com/pulse/impact-effective-onboarding-employee-retention-qkc6f/>, accessed on April, 17th 2024.

2. The Human Capital Theory

2.1. Definition

Human capital refers to the set of knowledge, experiences, and skills of an employee.³⁶ In his book about human capital, Becker (1964) defines it as “*all the productive capacities that an individual acquires through the accumulation of general or specific knowledge and know-how*”³⁷. Human capital is acquired through education, training and experience and can be enhanced throughout our lives. It is a key factor in driving the productivity and success of an organisation. “*Effective management of human capital is vital for advancing organisational success*” (Mara et al., 2021). Then, companies should invest in their workforce to improve their competencies and reduce turnover.

Becker distinguishes general human capital and firm-specific capital. The first one is all the knowledge you can acquire outside of the company, for instance at school. It refers to all the skills an individual can use in the labour market. The other one is related to specific training provided by a company to increase its talent productivity. McConnell et al. (2009) stated that a person with higher education and training can contribute more productively and usefully than a person with lower education and training. Blair (2012) supported this idea, saying that a different level of education and training will contribute to a different level of wages. Becker explained that organisations should invest in human capital with training programs. Companies invest in human capital because they view people as an asset and anticipate a positive return on investment in the future (Wuttaphan, 2017).

2.2. Human Capital Management

Human Capital Management encompasses a set of practices related to recruiting, developing, and retaining talents and focuses on talent knowledge, development, and the value they bring to the organisation. Once again, it acknowledges that employees are important assets and should be treated properly (Gerasimov et al., 2019). Human capital has a huge impact on organisational performance because the hospitality industry relies a lot on it. The main skills of hospitality workers are linked to communication, customer service, teamwork, and adaptability. “*Human Capital Management includes a range of procedures that contribute to organisational profitability*

³⁶ Investopedia, 2023, What is the Human Capital Theory and How Is It Used? <https://www.investopedia.com/ask/answers/032715/what-human-capital-and-how-it-used.asp>, accessed on April, 15th 2024.

³⁷ Contrepoint – Gary Becker et la notion de capital humain, Léa Rochford, Informations Sociales 2016, <https://www.cairn.info/revue-informations-sociales-2016-1-page-65.htm>, accessed on April, 15th 2024.

such as recruitment, training, and knowledge sharing” (Leontes, Njanjobea Isah, et al., 2024). This process aims at attracting and training employees to align their mindset with the strategic objectives of the company. In his research, Joshi (2012) said that Human Capital Management is often associated with talent management. However, we have to bear in mind that effective Human Capital Management requires a comprehensive understanding of the needs and goals of both the company and the employees. In order for companies to increase their human capital, they should always seek out opportunities to gain practical experience with on-the-job training for example³⁸ (*“involves a combination of observing others and hands-on experience completing tasks under the supervision of a training manager, coworker, or outsourced professional trainer”*³⁹). They should also provide training opportunities for their employees to stay updated and build new skills. It can be technical skills related to the hospitality industry or soft skills, for instance, communication or problem-solving.

To conclude this part, the application of Human Capital Theory in the hospitality industry is crucial because it will help achieve growth and will bring a competitive advantage. Wang and Tsaur (2007) found that hotels with higher levels of human capital had higher levels of customer satisfaction and profitability. Managers have to treat their workforce as a return on investment: they invest time and spend money to train talent to become more efficient and increase profit. By recognising their talents as valuable assets and investing in their recruitment, training and other forms of development, hotels can train a motivated workforce that will deliver excellent service.

3. The Career Development Theory

3.1. Definition

A career is *“the evolving sequence of a person’s work experiences over time”* (Arthur, Hall, et al.). A career is a set of interactions between a person and society. Thus, career reflects *“the relationships between people and institutions or organisations, and how these relationships fluctuate over time”* (Arthur, Hall, et al.). According to the Theory of Career Development developed by Super (1996), *“life stages of growth and exploration are inherent to the process of acquiring knowledge of how one’s interests and skills match the requirements of the job.”* Finding a vocation is very challenging because, in a way, it defines who we are as a person. Research has

³⁸ Smowl Tech, 2023, *Human capital definition: types, examples, and management*, <https://smowl.net/en/blog/human-capital/>, accessed on April, 16th 2024.

³⁹ Indeed, 2024, *What is On-the-Job Training?*, <https://www.indeed.com/career-advice/starting-new-job/what-is-on-the-job-training>, accessed on April, 16th 2024.

shown that people who find satisfaction in their work show higher levels of commitment and productivity (Auty, Goodman et al., 1987). The career development process is singular to every person and will depend on different factors such as personality, gender, or even socioeconomic status.

3.2. Career Development Stages

Super identified five stages in which individuals progress as they navigate their career paths: growth, exploration, establishment, maintenance, and disengagement/decline. Let us review each of these stages. The growth stage begins when children and teenagers are exposed to a range of occupations and begin to form opinions about their careers. During the exploratory stage, individuals consider different career options that they discover through work experience and education. In the establishment stage, *“the individual is focused on establishing a stable work environment and working towards career advancement”* (Kosine, Lewi, 2008). During this stage, some individuals might work toward promotion and growth in their careers and increase their responsibilities (Patton, McMahon, 2006). Then, in the maintenance stage, individuals seek to maintain their job status. However, some people can decide to change career paths, which means they would go back to the exploration and establishment stages. Last but not least, the disengagement/decline phase is when an individual retires.

3.3. Career Development In Hotels

Developing a career in the hospitality industry can be challenging for many reasons, but mainly because there is a need for continuous training. In their study, Kong et al. (2012) found out that *“most hotel employees started their career with different qualifications and experiences”*. When you start working in this industry, you are initially hired into low-position occupations and then, as you gain experience and seniority, you move to better-paid jobs with more responsibilities.

The most common path is to start from entry-level positions such as front-desk officer. It will allow the employee to discover hotel operations and learn the essential skills needed to progress in their career. Also, by starting from an entry-level position, you get to know every aspect of the hotel which will be a valuable asset if you want to progress in your career. As I mentioned in the first part of my dissertation, cross-training can also be helpful for career development because it will broaden employee's skills and provide a better understanding of hotel operations. Then, training programs and on-the-job programs are also a means of career development. A lot of

companies offer training programs targeting early to mid-career hospitality employees. This is the case for Intercontinental Hotel Group with their program called “Future Leader Aspire”⁴⁰. The program aims at nurturing leadership competencies. Talent will navigate through all the departments to get a better understanding of each service and will also be provided with a mentor to guide them. This program is beneficial as it claims to provide on-the-job training, development, and support. Overall, the Future Leader Aspire program is committed to fostering talent and promoting leadership by empowering talents to realise their potential and contribute to the company’s success.

⁴⁰ IHG, *Accelerate your career with the IHG Future Leader Aspire Programme*, https://careers.ihg.com/media/bpddyu5v/early_career_ihg_future_leader_aspire.pdf, Accessed on April, 16th 2024.

CHAPTER 2. BALANCING WORK AND LIFE: ENHANCING JOB SATISFACTION AND MOTIVATION

1. Maslow's Hierarchy of Needs Theory

1.1. Quick overview

To measure job satisfaction, it is important to consider the well-being of an individual. Maslow's Hierarchy of Needs (1954) states that our actions are motivated by physiological and psychological needs. The theory suggests that individuals are ultimately striving to reach their full potential and become self-actualised but first, they need to fulfil basic needs. The needs are associated with the human environment in society.

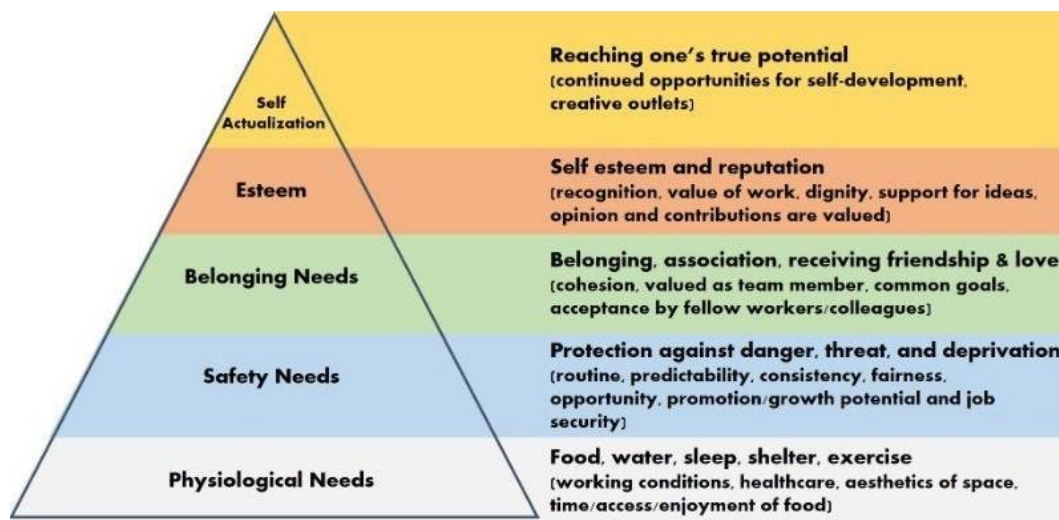


Figure 6. Maslow's Hierarchy of Needs applied to employee motivation and engagement⁴¹

As you can see in Figure 6, five levels of needs drive people's motivation: physiological needs, safety needs, belonging needs, esteem needs, and self-actualisation needs. Let us make a simple review of each of these needs and then we will study how they apply to the hospitality industry. The lowest level is physiological needs such as water, sleep, shelter, and exercise. Then, safety needs means that people should be protected from danger. Furthermore, belonging addresses the need to receive love and support. Esteem is related to self-love, respect, and confidence. Last but not least, the higher level is self-actualisation which is achieved when you reach your true potential and feel accomplished.

⁴¹ ProjectMaslow, Maslow's Hierarchy of Needs, <https://www.projectmaslow.org/maslows-hierarchy-of-needs/>, accessed on April, 17th 2024.

1.2. Application To The Hospitality Industry

The application of the hierarchy of needs is important to enhance human culture and make sure to always meet their needs. It can totally apply to the hospitality industry, and in the workplace in general, because if employees have clear goals and a purpose, they will be motivated and confident. The self-actualisation need is the hardest to reach for companies because it means they provide their employees with continuous training programs and growth opportunities. It is common to see general managers failing to deliver a purposeful employee mindset. Self-esteem is mainly linked to how the employee is perceived by their manager and colleagues. The belonging need is linked to team cohesion and the expression of common goals. Regarding safety needs, it is mandatory to provide a safe working environment and work-life balance. If the lowest needs are not achieved, it will negatively affect the company. Thus, talents will not be likely to engage in teamwork and their productivity will be immensely affected. Once again, unhappy employee means potential turnover. Understanding employee needs is essential for organisational success. Maslow's pyramid can be used to motivate employees and managers can implement its principles. In terms of physiological needs, employees' basic needs have to be fulfilled: *"fair compensation, comfortable working conditions, and access to amenities like meals and rest areas."*⁴² It is common sense to provide competitive wages to make sure to retain the workforce, thus, talent will not go to work with your competitors. In terms of social needs, talents thrive in a supportive environment, this is why it is important to organise team-building activities and encourage teamwork. Hotels can implement employee recognition programs. This is the case for Marriott with its *Awards of Excellence*⁴³ which rewards associates for their achievement, character, dedication, effort, and perseverance. This is the perfect way to show talent their job has a purpose, and this will increase their sense of belonging to the company and their self-esteem.

⁴² LinkedIn, 2023, *Motivating Hotel Employees: Insights from Maslow's Pyramid of Needs and McClelland's Needs Theory*, <https://www.linkedin.com/pulse/motivating-hotel-employees-insights-from-maslows-pyramid-burchard/>, accessed on 17th 2024.

⁴³ Marriott, *Awards of Excellence*, <https://www.marriott.com/culture-and-values/awards-of-excellence.mi>, accessed on April, 17th 2024.

2. The Organisational Culture Theory

2.1. Definition Of Company Culture

Company culture reflects both the written and unwritten rules of a company⁴⁴. It is the set of workplace beliefs, attitudes, values, standards, and behaviours at the workplace. A strong company culture means higher engagement and productivity, higher retention, and greater ability to attract talent. As I already mentioned, the hospitality industry is very competitive, and companies must adapt to change and evolution in the sector. The aim is to continuously provide customers with quality service. In that way, companies must find ways to make their workforce relevant and increase their performance. *“An understanding of company culture is one of the most important ways for shaping employee behaviour, which will contribute to the success of the organisation”* (Lund, 2003). A company must develop an organisational culture to better align employee goals with those of the organisation (Bavik, 2016).

2.2. Hofstede Model Of Organisational Culture

Hofstede (2003) identified five cultural dimensions of organisational culture: power distance, uncertainty avoidance, individualism/collectivism, masculinity/femininity, and long/short-term orientation⁴⁵. Power distance is the extent to which a community accepts and endorses authority, power differences and status privileges. In the hospitality industry, it can be the gap between the responsibilities of the manager and the staff. Low power distance means that every employee has equal rights and there should not be a huge gap between them and their leaders. The second dimension, uncertainty avoidance is the extent to which an organisation relies on social norms, rules and procedures to avoid unpredictable future events. In a high uncertainty avoidance culture, *“there are a lot of rules and procedures to be followed and there is a tendency to show worrying behaviours”* (Cacciattolo, 2014) which often leads to people quitting. In a low uncertainty avoidance culture, there is more flexibility and adaptability. Then, Hofstede (2003) argues that in a company with an individualist mindset, ties between individuals are loose which means that everyone is expected to look after himself and perform according to their interests. On the other side, collectivist culture perceives the employees as a group expected to care for each other and work as a team. The next dimension is masculinity/femininity. In masculine organisational culture,

⁴⁴ Forbes, 2023, What Is Company Culture? Definition & Development Strategies, <https://www.forbes.com/advisor/business/company-culture/>, accessed on April, 17th 2024.

⁴⁵ Cultural approach in Tourism, Hospitality & Food Studies class provided by Joaquim Dias-Soeiro, <https://drive.google.com/drive/folders/1hjcLQ5bGCz3tBA7Uomlkue3OaRcef5v->, accessed on April, 17th 2024.

assertiveness and competitiveness are valued, whereas, in feminine culture, cooperation and group decision-making are valued (Cacciattolo, 2014). To finish, long-term/short-term orientation makes the difference between companies that prefer short-term goals and long-term ones. In the hospitality industry, long-term goals would be the result you get for training your employees and developing their skills. On the other side, short-term goals invest less in human capital and could lead to rapid turnover.

Studies found a link between organisational culture and company performance and profitability. Developing a strong culture can enhance organisational effectiveness (Ogbonna, Lloyd, 2002). It is also a great way to encourage employees to embrace change and be innovative. It is important to define and measure organisational culture because it could potentially bring a sustainable competitive advantage to the company (Bavik, 2016). According to Barney (1991), organisational culture is the principal resource that organisations use to maintain their competitive advantage.

3. The Service Profit Chain Model

The Service Profit Chain demonstrate that a company should link employee performance and customer satisfaction to drive profit and growth⁴⁶. *“Customer satisfaction starts with good staffing and treatment of one’s own employees. Committed employees are social and convey this to the customers.”* It is true because happy customers make employees happy, loyal employees build customer loyalty and loyalty leads to profit in the long run. As you can see in Figure 7, on the next page, each link establishes relationships between profitability, customer loyalty, employee satisfaction and productivity⁴⁷.

⁴⁶ Toolshero, 2024, Service Profit Chain Model and Steps explained, <https://www.toolshero.com/strategy/service-profit-chain/>, accessed on April, 17th 2024.

⁴⁷ Harvard Business Review, 2008, Putting the Service-Profit Chain to Work, <https://hbr.org/2008/07/putting-the-service-profit-chain-to-work>, accessed on April, 17th 2024.

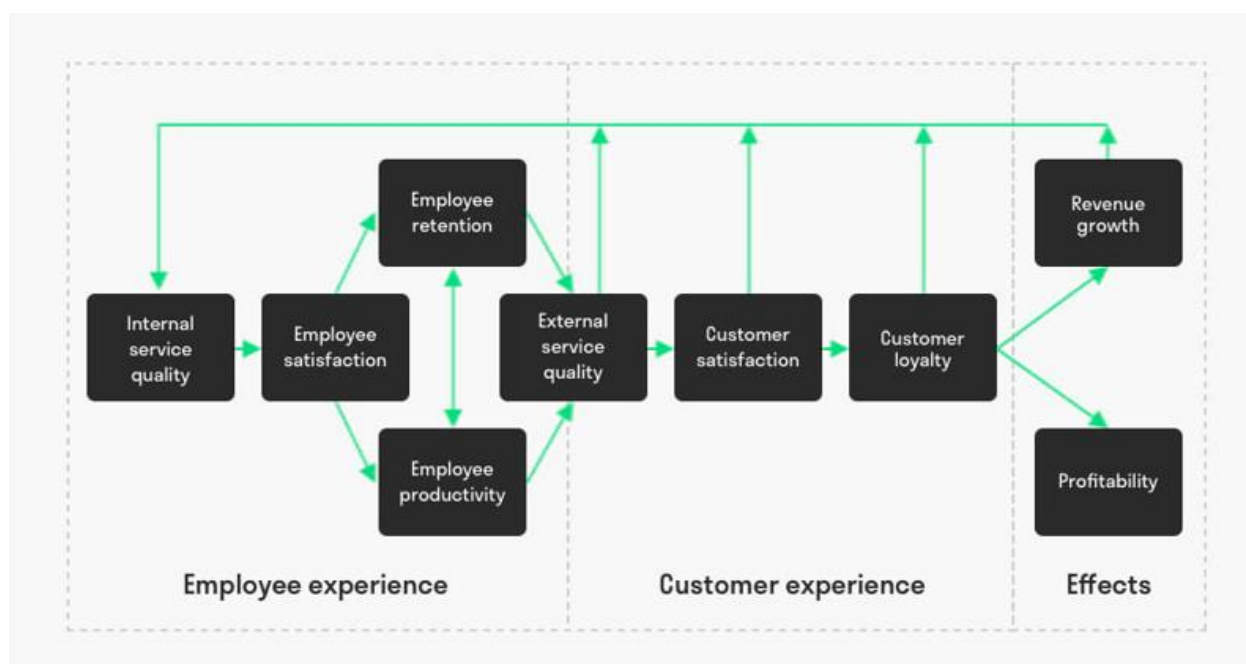


Figure 7. The Service Profit Chain Model⁴⁸

This model can be divided into multiple steps (employee experience, customer experience and effects) but we will only review the ones that concern the staff. The first step is internal service quality which is the standard of services that are provided within a company to its employees. It is linked to all the procedures and interactions that have an impact on employee productivity, engagement and satisfaction. Just as external service quality is important to satisfy the needs of the customers, internal service quality is primordial to ensure that employees have the necessary tools and resources they need as well as support to perform their jobs effectively. It refers to employee selection and development, employee rewards and recognition and also the workplace design. Then, the second step is employee satisfaction. It means that in the hospitality industry, employees need to receive the same level of attention that customers do in order to be satisfied. Their job has to be recognised to satisfy their needs (Maslow's hierarchy pyramid). Employees who are engaged are more productive, and it has a direct effect on customers, which results in better customer service. Employee satisfaction can be measured with the help of surveys, interviews or roundtable meetings. Gathering employees' feedback is important to progress and be aware of how they feel in the company.

⁴⁸ Toolshero, 2024, Service Profit Chain Model and Steps explained, <https://www.toolshero.com/strategy/service-profit-chain/>, accessed on April, 17th 2024.

CONCLUSION OF PART 2

In conclusion, addressing the challenges of recruitment and retention in the hospitality industry requires a comprehensive approach. The high turnover rate and difficulty in recruiting are linked to the sector's reliance on seasonal employment and other external events that cannot be controlled such as the Covid-19 pandemic. However, providing talents with training and development programs can help to fill skills gaps between employees with a hospitality background and people who start working in this sector. Both hypotheses underscore the importance of effective onboarding and integration in retaining the workforce and motivating them, in order for them to be performant the second they start working.

According to the first hypothesis, implementing work-life balance and other initiatives will lead to improved job satisfaction among hotel employees which will make the hospitality industry more attractive to potential future employees. In this industry, offering flexible schedules and wellness programs will foster job satisfaction and cultivate a motivated workforce that is ready to drive organisational success. Then, the second hypothesis was related to the role of training and development opportunities to enhance the skills and versatility of the employees and help them adapt to changing industry trends. As explained in the development, by expanding talent skills, hotels can improve their operational efficiency and differentiate from the competitors.

Everything starts from the recruitment process and then, when a talent joins a company, managers have to keep in mind that a good onboarding process does not only consist of presenting the company and equipping the employee with the required skills but also fostering productivity and a positive workplace culture. The application of Human Capital Theory and Career Development Theory within the hospitality industry shows the importance of investing in workforce development. A versatile teamwork is more prepared to respond to guest needs which will increase guest satisfaction. The Career Development Theory also explain that without growth opportunities, a career lacks meaning. Employees need to be stimulated and motivated. Maslow's Hierarchy of Needs helps understand employee satisfaction and confidence levels. Managers need to demonstrate a commitment to employee growth and career advancement to boost retention within the hotel. Then, Hofstede's cultural dimension underscores the importance of aligning workspace values and behaviours to align with organisational goals. All these frameworks showed it is possible to make hospitality more attractive to potential future hotel employees and that providing proper training will attract talent and make them invested in their work.

PART 3. GENERAL METHODOLOGY AND STUDY CASE OF TOULOUSE

INTRODUCTION OF PART 3

The first part of my dissertation allowed me to understand the current context linked to talent attraction in the hospitality industry. I mainly focused on working conditions and well-being at work and the measures hotels should implement to attract, retain and manage their workforce. In the second part, I proposed two hypotheses linked to staff training, growth opportunities and work-life balance. I used existing frameworks and concepts as a reference to illustrate my point. This last part will focus on the general methodology of the dissertation. I will refer to the organisation of my writing process, data collection for the two years of the Master's degree as well as the continuation of my dissertation.

The first chapter is linked to the field of application. I decided to make a case study of Toulouse to get an insight into the hospitality industry and verify my hypotheses. In this part, I will introduce the general situation of the metropolis and provide key figures related to tourism. I will also shortly describe my mother population.

In the second chapter, I will develop my research methodology, providing information regarding the two different methods used to collect data: qualitative and quantitative approaches. I will also talk about the two interview guides I created for hospitality employees and general managers and the data I gathered.

Finally, the last chapter will focus on the continuation of my dissertation and what I plan to do next year.

CHAPTER 1. FIELD OF APPLICATION

1. Case Study Of Toulouse

1.1. Tourism In Toulouse

Toulouse, often referred to as the “Pink City” because of its pink bricks, is located in the Occitanie region, South of France. Toulouse is the fourth most visited city in France and is considered “*a city of heritage and a land of adventure.*”⁴⁹ It is a major hub for aerospace, and technology and the perfect city for students. The hospitality industry in Toulouse offers a large range of accommodations and the region ranks first in France in terms of tourist accommodation capacity.⁵⁰ Regarding traditional hospitality, it can go from upscale and midscale hotels, to budget-friendly hotels and apart-hotels which provide a large choice for travellers. Toulouse plays an important role in welcoming visitors from all around the world.

Now, let us have a look at tourism in more detail. According to the Bilan de fréquentation 2023 about tourism in the Occitanie region, out of a total of 222 million overnight stays, 15.5 million overnight stays were reported in hotels in Toulouse. After the Covid-19 pandemic and its impact on tourism, visitor numbers remained stable (+1% compared to 2022). In Figure 8, we can see a slight increase in overnight stays in 2023 compared to 2022, mainly in April, May and September.

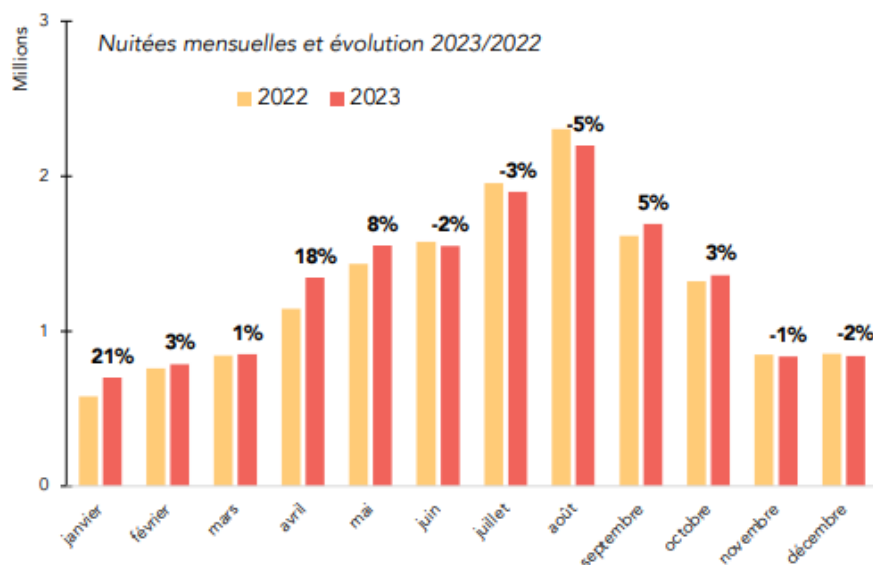


Figure 8. Monthly overnight stays and evolution between 2023/2022⁵¹

⁴⁹ Toulouse, *THE « VILLE ROSE »*, <https://www.toulouse-tourisme.com/en/#path=categoriehebergement/3+stars>, accessed on April, 17th 2024.

⁵⁰ La Région Occitanie Pyrénées Méditerranée, Les Chiffres Clés Du Tourisme Et Des Loisirs En Occitanie/Pyrénées-Méditerranée, https://www.laregion.fr/IMG/pdf/rencontres_tourisme_36p-2.pdf, accessed on April, 17th 2024.

⁵¹ Destination Occitanie, Bilan de fréquentation 2023, L'état du tourisme en Occitanie, https://presse.tourisme-occitanie.com/uploads/sites/9/2024/02/Bilan_2023.pdf, accessed on April, 17th 2024.

Let us have a closer look at the hospitality industry in Toulouse. According to Toulouse à Tout and the Agence d'Attractivité de Toulouse Métropole, in 2021, there were 192 hotels and residencies with a total of 12,798 keys. The hospitality industry in Toulouse is dynamic and diverse because it caters for a wide range of travellers. In 2021, 4,5 million visitors came for leisure and business purposes.⁵² According to the Bilan Annuel Hôtelier et Touristique de Toulouse, in 2020, MICE tourism represented 68,8% of hotel customers in Toulouse.⁵³ In terms of workforce, in the Occitanie region, 108,000 salaried jobs were part of the tourism economy in 2018.⁵⁴ Hospitality and catering account for more than a third of the region's tourism jobs.

1.2. Mother Population

My mother population is broad because it represents a large population of individuals working in the hospitality industry in Toulouse. Based on the cosmopolitan nature of the industry, the age range and experiences will differ. This is really interesting to get a large overview and gather different points of view related to the industry. It is people coming from different backgrounds, for instance, it can be young students working part-time to support their studies or professionals working in the industry for decades. As I mentioned earlier, it can also be people who changed career paths. Professionally speaking, the mother population can include general managers, housekeepers, chefs, front desk officers and every other occupation in the hospitality industry. However, I need to gather points of view from both the executive and operating sides to see how employees perceive their working conditions and possible training programs put in place and confront this information with the idea that general managers have of their organisation.

⁵² Club hôtelier Toulouse Métropole, Le Club en Détails, <https://clubhotelier-toulouse.com/le-club-en-detaills/>, accessed on April, 17th 2024.

⁵³ MKG destination, 2020, Bilan Annuel Hôtelier et Touristique de Toulouse, https://www.toulouseatout.com/sites/www.toulouseatout.com/files/atoms/files/bilan_annuel_hotelier_touristique.pdf, accessed on April, 17th 2024.

⁵⁴ Insee, 2022, En Occitanie, un emploi salarié sur quinze est lié à la présence des touristes, <https://www.insee.fr/fr/statistiques/6212965#:~:text=Avec%2033%20700%20emplois%20salari%C3%A9s,p%C3%A8sent%2040%2025%20des%20emplois%20touristiques>, accessed on April, 17th 2023.

CHAPTER 2. RESEARCH METHODOLOGY

1. Choice Of Methodology

In terms of methodology for the first year of the Master's degree, I focused on the literature review. The purpose of this literature review is to better understand the hospitality industry. I read as many scientific articles as possible to get the most information. I will now present the two types of methodologies that one can conduct for research: qualitative and quantitative approaches. Depending on the subject studied, it can be interesting to conduct a qualitative approach rather than a quantitative approach, and vice-versa. Researchers often combine the two approaches to get a broader insight into their research question. By doing this, they can get complementary insights and enhance the reliability of their findings.

I decided to use a qualitative approach for the first year of my Master's degree. For that, I interviewed one employee and one general manager working in the hospitality industry and I wrote two different interview guides to get their point of view about staff training, turnover and working conditions in the hospitality sector. I will explain it in more detail a little bit later.

1.1. Qualitative Approach

Qualitative research is a method that focuses on obtaining data through open-ended questions and conversational communication. It can be one-on-one interviews, focus groups or participant observations. An in-depth interview is one of the most used methods because it is easy to carry. It is a great opportunity to gather specific data and if the interviewee is well-experienced in his job, the chances to gather meaningful data are high. It can be a face-to-face interview or on the phone and usually lasts 45 minutes to an hour and a half. Then, focus groups include a limited number of people, approximately around 6 to 10. The interviewer does not necessarily need to interact with the group. The aim is to answer the “why”, “what”, and “how” questions. Then, participant observation uses subjective methodologies to gather data. Overall, qualitative data collection allows the collection of non-numerical data such as written data or audio for instance.⁵⁵ The method consists of describing individual experiences and it is open-ended questions. I used this method to conduct interviews in Master 1 because it was the easiest way for me to gather valuable information and make sure my topic was current.

⁵⁵ QuestionPro, Qualitative Research Methods : Types, Analysis + Examples, <https://www.questionpro.com/blog/qualitative-research-methods/>, accessed on April, 17th 2024.

1.2. Quantitative Approach

Quantitative research focuses on gathering and analysing numerical data to uncover trends. It uses quantifiable data and collects information from customers using sampling methods such as online surveys and questionnaires. Quantitative research relies on structured tools and has to be conducted on a large sample size. The questions are close-ended to facilitate the exploitation of data. It is represented in the form of charts, tables or graphs.⁵⁶ It is used to find patterns and averages and generalise results to wider populations.⁵⁷

I will not be using this method because I do not find it relevant for my dissertation and it would be complicated to analyse data. Also, it does not capture the human experience because there is no interaction between the interviewee and me. I do not think creating online surveys would help me.

⁵⁶ QuestionPro, Quantitative Research: What It Is, Practices & Methods, <https://www.questionpro.com/blog/quantitative-research/>, accessed on April, 17th 2024.

⁵⁷ Scribbr, 2020, *What Is Quantitative Research ? Definition, Uses & Methods*, <https://www.scribbr.com/methodology/quantitative-research/>, accessed on April, 17^h 2024.

2. Data collection

2.1. Organisation Of The Year

At the very beginning of the academic year, I did a Gantt Chart to see how I planned to organise my research. Unfortunately, I did not completely stick to it. It was challenging for me to start writing as I was not sure I had enough literature review. Also, as I was not used to the” writing process, I did not know where or how to start. As you can see in Figure 10, I represented the meetings with my supervisor in purple, but I also did not stick to it. It was more spontaneous, I contacted him when I had questions or when I needed advice. For the first year of the Master’s degree, I initially was not planning to conduct interviews, but after discussing with my supervisor, he recommended I do interviews to answer some of my questions and to make sure my topic is relevant and current in the hospitality industry. I then conducted two interviews in late March. In green, it is everything related to the literature review, choosing a topic, and searching for a detailed plan. In orange, it is all the submissions of papers such as the intermediate file and the dissertation. In pink, it is all the exams and in blue, is the end of the Master 1 internship.

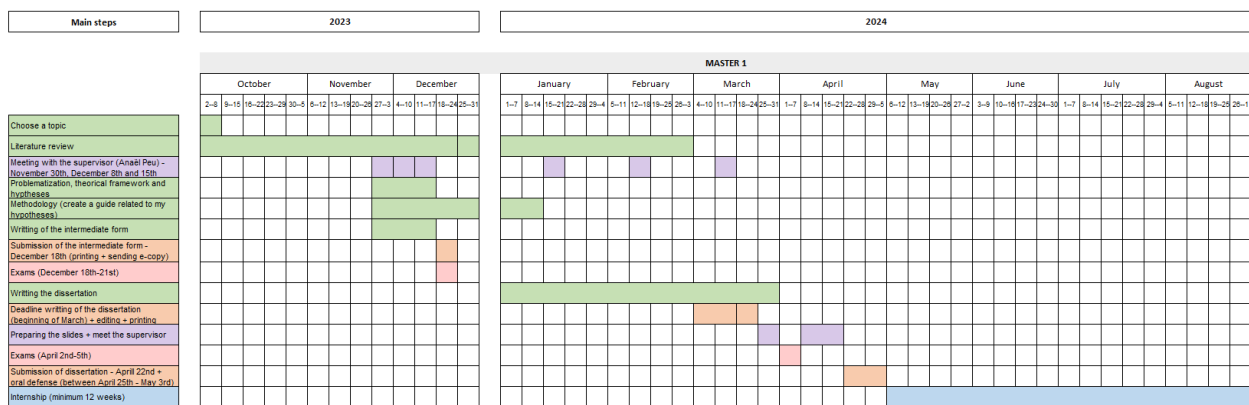


Figure 8. Gantt Chart M1

2.2. The interview guide

In order to gather relevant information related to my thesis subject, I created an interview guide with approximately ten questions. I decided to question the general managers and staff of hotels. It was not an easy task for me because the first thing I needed to do was think about relevant questions. It has to be open questions so that the person I interview can talk freely and does not feel pressured to answer “yes” or “no.” The second difficulty was finding people to interview because I do not have a strong and developed network when it comes to hospitality professionals but this is something I plan to develop. Then, I contacted several general managers on LinkedIn but the majority of them did not answer. I created two separate interview guides and proceeded to conduct the interviews the best I could.

The questions were mainly focused on talent attraction and retention. To be more precise, I was questioning interviewees about the hospitality industry and the working conditions: what are the benefits and current challenges, but also about the training programs and mentoring appointments. Before starting each interview, I asked if I could record the discussion because it is easier to focus on what the person is saying and then listen to the whole talk again and pinpoint important details or information that I would have maybe not found relevant during the interview. Also, before starting I was writing down the gender, age, occupation, and level of education of the person I interviewed. You can see this on the two next pages in Figure 11 and Figure 12, the raw interview guides. I always finished the interview by asking if they had anything else to say or if they wanted to comment on any point we had discussed.

2.3. Interview Guide For General Managers

QUESTIONS	ANSWERS
1. For how long have you been working in this industry? Please introduce your background and previous experience in the hotel industry.	
2. Thinking about talents, what are the current opportunities you see and challenges you face in attracting, retaining, and managing staff?	
3. What strategies do you use to onboard and train new employees? How do you adapt in response to changes in the industry? (For instance, people are less interested in hospitality because of the working hours, working during the week-end...)	
4. What training programs do you provide to your employees? How do you assess the effectiveness of these programs?	
5. In terms of team members' career development, what are the mentorship or coaching programs available to all employees?	
6. What changes do you anticipate in working conditions and employee expectations in the coming years? How do you plan to adapt?	
7. How do you foster a positive work culture within the hotel?	
8. What sector, if any, experiences a high turnover rate within your hotel? What strategies do you implement to mitigate turnover and retain staff?	

Figure 11. Interview guide for General Managers

2.4. Interview Guide For Employees

QUESTIONS	ANSWERS
1. For how long have you been working in this industry? Please introduce your background and previous experience in the hotel industry.	
2. What are your current challenges in working in a hotel?	
3. In terms of your career development, how supported do you feel by the hotel in pursuing your career goals? What has been your progress since joining the hotel?	
4. What training programs have you been provided since joining the hotel? How effective are they?	
5. Have you been provided with a coaching or mentoring program? If not, would you like it?	
6. How do you think the working conditions in hospitality will evolve and what new employee expectations could general managers anticipate in the coming years?	
7. What aspects of your occupation do you find the most rewarding and fulfilling?	
8. How would you define the turnover rate among employees in the hotel? What measures would you recommend could be taken by the hotel to retain talent effectively?	

Figure 11. Interview guide for employees

3. Data collected

Interview 1

For this first interview, I was with a young student who just started working in the hospitality industry. She is currently doing an internship in events management in Canada. The interview took place on March, 26th 2024.

1. Depuis combien de temps travaillez-vous dans l'hôtellerie ? Parlez-moi de votre poste actuel et de votre expérience passée.

« J'ai commencé à travailler dans l'hôtellerie à partir de l'an dernier pour un stage de quatre mois dans un hôtel quatre étoiles dans le centre-ville de Toulouse. J'ai fait un stage en réception, en tant qu'assistante premier de réception. Je suis actuellement dans un hôtel cinq étoiles au Canada en tant que stagiaire dans l'évènementiel. Il s'agit d'organisation d'évènements, que ce soit mariages, congrès. J'ai évolué dans une partie plus administrative. La réception m'a permis de voir un peu tout, voir comment marche un hôtel parce que tu es au centre de tous les services : restauration, service à l'étage, évènementiel. Je savais que je ne voulais pas rester là-dedans, je voulais vraiment m'intéresser à l'évènementiel. »

2. Quels sont les défis que vous rencontrez actuellement à travailler dans un hôtel ?

« Dans l'hôtellerie en général, je pense que c'est le recrutement. Dans l'hôtel où j'ai travaillé et dans l'hôtel où je travaille actuellement, ça concerne majoritairement le recrutement pour les postes compliqués comme la restauration et les postes opérationnels. L'hôtel où je travaille est en sous-effectif dans le service restauration, mais du coup ça a un impact partout. Après dans mon poste en particulier, je ne vois pas. Dans le poste à la réception, je dirai peut-être la charge mentale, dans le sens où c'est un poste qui est éprouvant parce qu'on est en contact avec le client tout le temps. C'est soit ça se passe très bien soit ça se passe très mal et ça dépend aussi du management mis en place. »

3. En ce qui concerne l'évolution de votre carrière, dans quelle mesure vous sentez-vous soutenue par l'hôtel dans la poursuite de vos objectifs professionnels ?

« Je pense que je n'aurai pas eu de mal à passer de stagiaire à avoir un contrat en CDI parce qu'à ce moment-là, ils recrutaient. Après, pour l'évolution en général, tous les ans, un bilan de compétence est organisé par les supérieurs, pour savoir où est-ce que tu en es, qu'est-ce que tu as envie de découvrir, comment tu te sens dans ton travail. S'ils ont la possibilité et s'ils te sentent

prêt, tu peux évoluer. Cependant, dans l'hôtellerie de manière général, je pense qu'il est difficile d'évoluer dans le même poste. Par exemple, si tu veux passer de réceptionniste à responsable hébergement ou premier de réception, généralement c'est difficile [...]. On nous encourage beaucoup à découvrir les autres services. Les employés ont la possibilité de passer quelques jours dans un autre service. Par exemple, j'ai un collègue qui travaille en expérience client et qui gère tout ce qui est plaintes de clients et service client, qui est resté trois jours dans les bureaux administratifs côté comptabilité-finance pour découvrir autre chose et pour possiblement évoluer plus tard. C'est vraiment une opportunité, c'est génial de pouvoir découvrir autre chose aussi parce que je pense qu'en travaillant en hôtellerie tu ne vas pas rester au même poste toute ta vie, surtout quand tu travailles au contact client. »

4. Quels sont les programmes de formation proposés au sein de l'hôtel ?

« Généralement, tu as des formations, à part si tu viens du même hôtel. Ils organisent une réunion d'orientation d'une journée. A ton arrivée, ils te font visiter tout l'hôtel. Ce n'est pas forcément axé sur ton poste mais c'est pour tout le monde, que ce soit pour les nouveaux stagiaires, les nouveaux employés qui viennent du Québec, de France, de partout dans le monde. C'est juste pour donner les mêmes bases à tout le monde, pour savoir à quoi tu as le droit en tant qu'employé. Par exemple, on travaille avec l'Opéra. Donc, on a des formations sur ça. On a des formations informatiques, si besoin. On est quand même pas mal accompagnés. »

5. Avez-vous bénéficié d'un programme de coaching ou de mentorat ?

« En ce qui concerne l'hôtel à Toulouse, je ne sais pas. Enfin, il n'y a pas énormément de personnel. Du coup, je pense que ce système de mentorat se fait un peu naturellement. Avec les gens qui sont au-dessus de toi et qui travaillent à ton poste. [...] Par contre, je sais que dans l'hôtel où je suis actuellement, ils ont ce système de mentorat pour les gens qui arrivent en contrat. Et du coup, ils ont des activités à faire ensemble. Ils peuvent découvrir le poste l'un de l'autre. Du coup, ça permet aussi de créer des liens et d'être formés. C'est important, même pour se sentir intégré dans une équipe. Surtout que dans l'hôtel où je suis, il y a entre 400 et 600 employés. Ça permet aussi de rencontrer d'autres gens qui ne sont pas forcément dans ton service. Et peut-être de te sentir inclus dans ton travail et dans ton équipe aussi. »

6. Comment pensez-vous que les conditions de travail dans le secteur de l'hôtellerie vont évoluer dans les années à venir ?

« Déjà, je pense qu'elles ont quand même beaucoup évolué. Je ne travaillais pas dans l'hôtellerie avant le Covid. Mon compagnon a commencé à travailler dans l'hôtellerie juste après la Covid. Et par rapport aux expériences et interviews qu'on a eu avec les professionnels de l'hôtellerie, on voit qu'ils ont clairement dû revoir leurs conditions parce que ça n'attirait plus les gens. Les conditions de travail où tu travailles 70 heures par semaine et tu n'es pas forcément plus payé, où tu ne peux pas te loger, où tu ne peux pas être nourri ce n'est plus acceptable. Clairement, je pense que c'est en train d'évoluer et il faut que ça continue à évoluer parce que c'est encore compliqué dans certains endroits. Ce n'est pas toujours très bien respecté. [...] Il est aussi important de voir le bien-être au travail parce que c'est quand même des métiers assez stressants. Il y a des moments où ça va être très cool, il y a des moments où tu vas être en plein rush. Je pense que c'est important de travailler là-dessus. Et sur les manières de manager aussi. Je pense qu'il y a des gens qui ont des manières de manager qui datent d'il y a 15 ans et qui ne sont peut-être plus les bonnes aujourd'hui. Et après, ça dépend un peu de la personnalité des gens. Il y en a qui vont se remettre en question, qui vont évoluer aussi avec leurs employés. Et il n'y en a, pas forcément. »

7. Quels sont les aspects de votre profession que vous trouvez les plus gratifiants et les plus satisfaisants ?

« Par rapport à la réception, je dirai que c'est arriver à nouer des liens avec les clients, lorsque ça se passe vraiment très bien. Par exemple lorsqu'ils laissent des commentaires pour l'hôtel et qu'ils te mentionnent, ça veut dire que tu as marqué leur séjour et que tu les as vraiment aidés. Quand tu es à la réception, c'est la raison pour laquelle tu travailles, tu n'es pas là seulement pour accueillir les gens, tu veux qu'ils passent un super séjour. Quand tu arrives à connecter avec les gens, je trouve que c'est vraiment génial. Aussi lorsque leur séjour commence mal pour x raison et que tu arrives à rebalancer le truc et qu'au final, ils sont super contents de leur séjour, pour les métiers comme ça (la réception) je pense que c'est vraiment le contact client qui est satisfaisant. Pour mon poste actuel, c'est la même chose. Par exemple pour l'organisation de mariage, quand tu travailles pendant 6 mois, se dire que tu les as aidés à organiser le plus beau jour de leur vie, c'est hyper satisfaisant. Connecter avec eux et voir que les as marqués est gratifiant. [...] Les métiers de l'hôtellerie se font par passion. Si tu n'aimes pas ton métier, ça va vite se ressentir et tu ne pourras jamais t'épanouir. »

8. Comment définiriez-vous le taux de rotation des employés de l'hôtel ? Quelles mesures recommanderiez-vous à l'hôtel pour retenir efficacement le personnel ?

« Ce n'est pas quelque chose que j'ai ressenti. A la réception, c'est une équipe qui reste assez longtemps. Après niveau restauration, c'est là qu'il y a le plus de turnover. Même à l'autre bout du monde (Canada), c'est la même chose. Je le vois. Pour le banquet de 400 personnes qu'on a fait, on a dû faire venir une vingtaine de personnes de notre hôtel à deux heures d'ici parce qu'on n'avait pas assez de serveurs, de chefs de rang, de barmans. Ce n'est pas très avantageux pour l'hôtel. Ils n'arrivent pas à recruter. Niveau restauration, les métiers opérationnels sont les plus touchés. C'est des métiers où il faut encore améliorer les conditions de travail parce que ça recrute mais personne ne reste.

Côté opérationnel, il faut privilégier le bien-être au travail, payer les heures supplémentaires, loger les gens, fournir des repas aux employés. Ils ont compris ça depuis la Covid mais ce n'était pas le cas avant. Il faut travailler les avantages et augmenter les salaires pour les métiers où c'est compliqué. Il faut améliorer les conditions de travail, ce sont des métiers durs. Par exemple, les jours de repos dans le milieu de la restauration, s'ils ne font pas d'efforts sur ça, aujourd'hui personne n'a envie d'avoir deux jours de repos non consécutifs. Quand c'est ton métier et que tu as une famille, il faut pouvoir le faire. Par exemple, il y a des restaurants qui accordent un week-end par mois à leurs employés. Ce n'est pas un énorme sacrifice pour l'hôtel, mais c'est super important. »

Interview 2

For this second interview, I was with a General Manager at the head of a team of 31 people in a three-star hotel in Toulouse. The interview took place in March, 29th 2024.

1. Depuis combien de temps travaillez-vous dans l'hôtellerie ? Présentez votre poste actuel ainsi que votre expérience passée.

« J'ai fait toute ma formation en hôtellerie-restauration, donc Bac techno et BTS. Et après, je suis descendue sur Toulouse pour continuer en licence et Master. Donc j'ai fait plein d'expériences différentes dans différents pays. Mais l'idée tout au long de ma formation, c'était de passer dans tous les services. Pour moi, être directrice est avant tout connaître les métiers de l'opérationnel. A la suite de mon Master, j'ai été embauchée ici en tant que responsable de salle de notre restaurant bistronomique. La Covid est arrivée, donc ça a mis fin à mon contrat parce que j'étais en remplacement de congé maternité. Et en fait, le groupe pour lequel je travaille m'a rappelé pour me dire qu'il y avait un poste de directrice qui se libérait sur Carcassonne. Donc j'ai été sur Carcassonne dans un Ibis pendant deux ans. Et à la suite de ça, je suis revenue travailler ici en tant que directrice. Et là, ça fait un an et demi que j'y suis. »

2. En ce qui concerne les talents, quelles sont les opportunités et les défis auxquels vous êtes confrontée pour attirer, retenir et gérer le personnel ?

« Alors, en fait, ça dépend surtout de la destination pour moi, parce que je n'avais pas du tout les mêmes problématiques à Carcassonne que j'ai ici. A Carcassonne, c'était plutôt des gens installés, d'un certain âge et qui avaient déjà pas mal d'ancienneté. Donc c'était différent en termes de gestion, rien à voir. Ici, on est plutôt sur une population très jeune, sortie d'études ou encore en études. Et du coup, il y a plus de roulement, mais c'est juste par le fait qu'ils font un an et après, si on ne trouve pas des solutions, ils veulent changer ou alors reprendre leurs études. Mais on a quand même certains profils et notamment sur les profils plutôt responsables où là, c'est une gestion plutôt dans le temps. Mais globalement, on essaye de pérenniser les collaborateurs, mais il y a un cycle naturel qui fait que qu'il y a un peu de mouvement. »

3. Quelles stratégies utilisez-vous pour intégrer et former les nouveaux employés ? Comment vous adaptez-vous à l'évolution du secteur ?

« Alors déjà, en termes de recrutement, on fait hyper attention à qui on fait rentrer dans l'entreprise parce qu'on a réussi à construire depuis un an et demi une vraie âme dans cet établissement. Les gens s'y sentent bien, on aime bien y travailler. On a vraiment construit quelque

chose de solide. Et du coup, on fait hyper attention à ce que les personnes qui rentrent soient acceptées par l'équipe et rentrent un peu dans la philosophie qu'on défend au quotidien de polyvalence, d'entraide, de solidarité. Qu'on n'ait pas un maillon qui veut jouer de son côté et avancer tout seul. Ici, ça ne fonctionne pas du tout. Donc, ce qui fait que pour chaque recrutement, on fait souvent des extra tests. [...] Et après, pour l'intégration, ça se passe à présenter tout l'établissement. On a un livret d'accueil qui présente l'établissement, le groupe pour lequel on travaille. Et après, c'est surtout de la discussion, de passer du temps et d'avoir un suivi régulier sur les premiers jours du contrat. Généralement, je fais un bilan à une semaine, un bilan à un mois, un bilan à la fin de la période d'essai. »

(A propos de l'évolution du secteur) « Moi, je dirais juste qu'on a adapté et qu'il faut le présenter sous un nouvel angle et présenter les avantages qu'on a. Parce qu'on a mis des choses en place. Mais vous voyez, par exemple, la réception, oui, ils travaillent certains week-ends, mais on a un roulement qui fait qu'un week-end sur trois, ils ont leur repos. Et en fait, grâce à ce roulement, ils ont une projection de leur planning quasiment tout l'année. Donc ça, déjà, avoir la visibilité sur son planning, c'est un avantage. Et présenter aussi « vous êtes soit de matin, soit de soir. » Ça veut dire que vous avez soit tous vos après-midis, soit tous vos matinées. Et leur dire aussi que des fois, c'est quand même des avantages d'avoir des jours de repos en semaine. Et en fait, j'inverse le discours et présenté comme ça, au final, on est assez libre. Pour le restaurant, là, c'est aussi le fait du lieu d'implantation et de notre clientèle qui fait qu'on est ouvert du lundi au vendredi midi. Donc, ça, c'est exceptionnel. On a adapté l'offre pour nos collaborateurs vis-à-vis de nos clients. C'est nos clients qui doivent s'adapter à nous. Et ça, c'est vraiment une espèce de mouvance de fond qui est en train d'apparaître dans l'hôtellerie-restauration. Je préfère être dans une politique de respect de l'équilibre vie-pro vie-perso et ça s'explique aux clients. »

4. Quels programmes de formation proposez-vous à vos employés ? Comment évaluez-vous l'efficacité de ces programmes ?

« Il y a forcément les formations qui sont obligatoires : extincteur, évacuation, hygiène. Mais on essaye de faire un point au moment de l'entretien annuel. Avec mon adjoint, on y passe quasiment plus de deux heures par collaborateur. Et du coup, là, ils nous font remonter les besoins, enfin, leurs souhaits en formation. Et à nous d'essayer d'articuler ces formations pendant l'année. »

5. En ce qui concerne le développement de carrière des membres de l'équipe, avez-vous des programmes de mentorat ou de coaching mis à la disposition pour tous les employés ?

« Alors, non mais on a un système. Pour évoluer ça se passe en interne. Il n'y a aucun chef de service qui est arrivé comme ça, de nulle part, qu'on a embauché et qui a pris la tête du service. Mais parce qu'il faut qu'on ait aussi les opportunités qui se présentent. Ce n'est pas toujours le cas. L'été dernier, j'ai mon adjoint qui est parti reprendre un autre établissement sur Labège. Ce qui fait que j'ai fait monter mon chef de réception en adjoint, la première de réception en chef de réception, un serveur qui m'avait dit qu'il voulait passer en réception, je l'ai passé premier de réception. Le chef est parti, j'ai passé mon second en chef. Donc, on essaye de faire des espèces de passerelles comme ça, quand c'est possible et quand le poste se libère. Mais moi, ma philosophie, c'est vraiment d'avoir de l'évolution en interne à notre petite échelle. Et après, bien évidemment, quand il y a des mutations et des promotions, on accompagne les collaborateurs. Vu qu'on a fait monter tout le monde d'un cran, ils ont eu un soutien de la personne qu'ils ont remplacée pendant un certain temps. Et de toute façon, on est toujours en proximité. Le mentorat a été plutôt bien fait, puisque ça a été bien perçu par les collaborateurs. »

6. Quels changements anticipez-vous dans les conditions de travail et les attentes des salariés dans les années à venir ? Comment pensez-vous vous adapter ?

« Là, je pense qu'on a adapté au maximum, on ne peut pas plus s'adapter. On reste un établissement qui travaille 365 jours dans l'année. 7j/7 et 24h/24. Donc, moi, je pense que ce n'est pas tant de l'adaptation du temps de travail et tout ça. C'est plutôt de l'adaptation dans la communication, dans le management qui compte. L'accompagnement des collaborateurs et de pouvoir, dans la mesure du possible, répondre à leurs besoins. On le fait aussi en changement de collaborateurs, même sur un même niveau hiérarchique d'un service à l'autre. Et après, c'est juste être dans une transparence et dans la quête de sens, mais sans partir dans une idéologie. La quête de sens, c'est juste expliquer pourquoi je te demande de faire ça, à quoi ça va servir, quel impact tu vas avoir dans l'organisation de l'établissement. »

7. Comment faites-vous pour favoriser une culture de travail positive au sein de votre établissement ?

« Beaucoup avec la communication et la proximité avec les collaborateurs. En fait, on fait plein de petits trucs au quotidien, mais qui créent in fine un vrai sentiment d'appartenance. Vous voyez, par exemple le midi, on mange tous ensemble. Ça, c'est des moments vraiment très importants. On essaye de créer des temps forts dans l'année auxquels les collaborateurs sont très attachés. Cette

année, on organise un « vie ma vie » géant sur l'établissement : on offre la possibilité aux collaborateurs de changer de service pendant une demi-journée. Donc, l'idée de base, c'était qu'il y ait un respect mutuel vis-à-vis des autres services et de comprendre que chaque service a son rôle à jouer dans l'entreprise, qu'ils ont aussi des contraintes, que tout le monde est important. Après, on essaye aussi de mener tout au long de l'année des activités un peu extra-professionnelles. Donc, on est pas mal engagés dans des courses associatives. Là, par exemple, une grosse partie de l'équipe se prépare pour Odyssée. Et ça, pareil, ça a fonctionné de fou l'année dernière. Donc, on le fait deux, trois fois par an. Et on a aussi des moments comme la soirée de fin d'année. Où là, on a été voir tout un spectacle, on leur a offert le resto. Enfin, c'était un moment hors du temps que tout le monde a beaucoup apprécié. C'est tous ces temps forts et toute cette proximité qu'on a. Parce que quand bien même j'ai mes chefs de service, moi, je suis tout le temps sur le terrain. Avec mon adjoint, on s'est répartis le temps de travail pour qu'il y ait toujours l'un de nous de 7h à 20h30. Donc, c'est hyper rassurant pour les collaborateurs de savoir qu'ils ont un soutien quasiment toute la journée. Et on est très disponibles. »

8. Quel est le niveau de turnover élevé dans votre établissement ? Quelles stratégies mettez-vous en œuvre pour retenir le personnel ?

« Je n'ai même pas un pourcentage à vous donner. On a une personne, je pense, par service qui part par année. Du coup, on la remplace. Mais en fait, on est vraiment à l'écoute pour trouver des solutions. Après, s'il y a quelqu'un qui veut partir, voilà, c'est comme ça. Là, vous voyez, j'ai un chef de parti qui veut partir parce qu'en fait, il veut faire sa saison et toucher le chômage pour monter sa boîte après. Bon, ça, je n'y peux rien. Au contraire, moi, j'ai vraiment cette philosophie de ne pas retenir les talents parce que ça ne sert à rien, mais d'être dans un accompagnement, et de toujours les accompagner pour l'après. C'est surtout de s'adapter aux volontés des nouvelles générations. Et ce qu'ils veulent, c'est ça, c'est de comprendre. On n'est plus dans « je te demande de faire ça, donc tu le fais ». Plus du tout. Mais si on explique, « je te demande de faire ça pour ça, parce que ça va apporter ça. Et après, si tu arrives à faire ça, je te montrerai ça. », ça change tout.

Est-ce que vous avez quelque chose à ajouter ?

« Pour revenir sur les formations, oui, je pense que c'est intéressant, mais je ne suis pas sûre que ce soit un enjeu majeur. Vous voyez, par exemple, mes cuisiniers, ils m'ont dit, « nous, ça ne nous intéresse pas. » Et après, il y a plein de formations qu'on peut faire en interne. » [...]

(A propos de la méthode de management) « Ce que je fais, c'est que je prends une heure. J'explique à mes cuisiniers comment ça se passe. Qu'est-ce que je fais, moi, derrière, dans mon bureau. Je pense que c'est surtout de la transparence, en fait. Mais la transparence sur tout, quoi. Parce que nous, on a un système de prime trimestrielle ici. Sur des objectifs qui sont fixés. Dont on discute et on co-construit aussi avec les collaborateurs. Pour qu'ils soient dans l'action. Et moi, l'idée, c'est que si l'hôtel a gagné plus que ce qu'on s'était dit, on vous reverse une partie de l'argent. Si avec le taux de satisfaction client on est allé encore plus loin que ce qu'on doit maintenir, on vous donne un peu d'argent. Et en fait, c'est cette philosophie-là. Si on a gagné plus, on vous redonne. Parce que ça veut dire que vous, vous avez travaillé plus. Pour moi, c'est de l'extra. Parce que voilà, ils sont payés pour effectuer un travail. Ils ont leur salaire. Mais la philosophie, c'est si on a fait plus et que vous avez fait plus, vous êtes encore plus engagé, on vous donne plus. Ça crée un objectif commun où tout le monde avance. »

CHAPTER 3. CONTINUATION

1. Methodology For Next Year

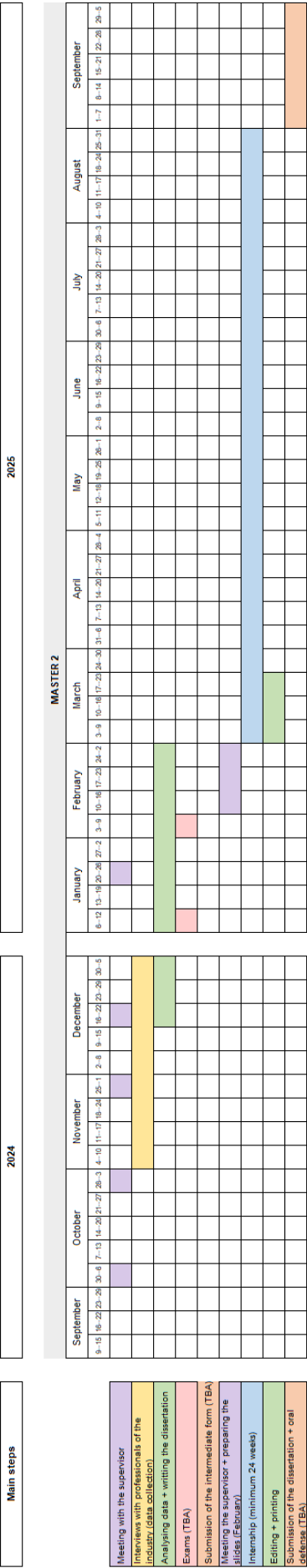
This summer I will do my internship in a hotel in Toulouse. I hope I can expand my network and meet people who can help me with my dissertation by answering a few questions and giving me their points of view related to my dissertation. to December. On the next page, you can see my Gantt Chart for year 2 of the Master's degree to better understand how I plan to use my time. In purple, I represented the meetings with my supervisor. In yellow, it is the interviews with professionals. In pink, it is the exam periods and in blue the internship. Last but not least, in orange is the submission of the intermediate form and dissertation as well as the oral defence.

As I already mentioned, I used the qualitative approach in Master 1 and I will continue to use it in Master 2. I like this approach better because it allows me to have an in-depth understanding of the subject. By interviewing different people, I can compare their comments. It is also more interesting for my dissertation subject to get the perspective of people working in this industry by being able to discuss with them and capture their points of view and experiences. For next year, I plan to interview a lot more people and maybe do this from another perspective, with different questions or even with a different outlook on talent attraction and retention. I have to interview people from different services, for instance, housekeeping, front desk, waiters, etc. I plan to give feedback to my supervisor every month so that he can stay updated on my progress. As I mentioned, I want to gather data by doing interviews from November to February.

2. Master 2 Internship

For the Master 2 internship, I would like to be an assistant manager in a hotel. I am still unsure if I want to do my internship in France or abroad. Nonetheless, it will not be a problem for me because I plan to do my data collection before February. In case I do my internship in Toulouse, I will be able to extend the deadline for the data collection. I think doing my internship in a hotel will allow me to develop knowledge about the current issues linked to staff retention, attraction and management and also to expand my network. People could help me gather different points of view or insights related to my topic.

Figure 13. Gantt Chart for Master 2



CONCLUSION OF PART 3

To conclude, this part aimed to provide an insight into the hospitality industry in Toulouse. I also presented my methodology and my interview guides. Toulouse has a lot of hotels, which means it should not be hard for me to gather information and data next year. The interviews I conducted helped to understand the issues of the hospitality industry and showed me I was going in the right direction and that my hypotheses made sense. I want to gather a lot more data to see if my hypotheses apply to a large number of people in the hospitality industry. I think, doing this dissertation will help me for next year because I will be more prepared and I will know what awaits me in terms of time management, and quantity of work.

GENERAL CONCLUSION

To conclude, I started this dissertation by analysing the hospitality industry in general: employee value proposition, employee training, work-life balance, and work environment. In the second part, I gave my two hypotheses: (1) Implementing work-life balance and other initiatives will lead to improved job satisfaction among hotel employees which will make the hospital industry more attractive to potential future employees. (2) Providing ongoing training and development opportunities for hospitality talents will enhance their skills and versatility to changing industry trends, ultimately driving operational efficiency and organisational performance. Finally, I finished with my methodology and a short study case of the hospitality industry in Toulouse. Just to remind you, the problem was: Is there a way to improve the working conditions and make hospitality more attractive to potential future hotel employees? How important is proper training to ensure the efficiency and effectiveness of the available workforce?

This dissertation showed it is possible to make the hospitality industry more attractive by implementing training programs and tracking employee wellness. Hospitality managers need to make sure they foster a positive work environment that will make their employees productive and eager to drive the organisation's success. Work-life balance is now a priority for talents, it is important to implement policies such as flexible schedules and other initiatives to reduce overtime and reduce potential burnout.

For proper training, it is primordial to have a workforce that is updated on the latest trends in the industry because it is always evolving. An individual without any knowledge of current issues will not be an efficient asset. That is why hotels could implement mentorship programs or skills training.

To conclude, it is essential to prioritise improvement in working conditions and to adapt to the needs of employees to foster a sustainable work environment where everyone can feel trusted and confident. Investing in proper training should be mandatory for managers because they should offer opportunities for advancement and career growth.

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Appendix 1. Transcript of the first interview conducted with a hotel staff member

Translated by ChatGPT

1. For how long have you been working in this industry? Please introduce your background and previous experience in the hotel industry.

“I started working in the hospitality industry last year during a four-month internship at a four-star hotel in the city centre of Toulouse. I worked in reception as an assistant front desk manager. Currently, I am doing an internship in events management at a five-star hotel in Canada. This involves organising events such as weddings and conferences. I have shifted towards more administrative tasks. Working in reception allowed me to gain insights into various aspects of hotel operations because you are at the centre of all services: catering, room service, and events. I knew I did not want to stay in that area, I was really interested in events management.”

2. What are your current challenges in working in a hotel?

“In the hospitality industry overall, I think recruitment is a major challenge. In the hotel where I worked and in the one where I currently work, it mainly concerns recruitment for complex positions like catering and operational roles. The hotel where I work is understaffed in the catering service, which has an impact on every other service. As for my particular position, I do not see many challenges. Perhaps in reception, it is the mental load because it is demanding as you are in constant contact with clients. It can either go very well or very badly, and it also depends on the management in place.”

3. In terms of your career development, how supported do you feel by the hotel in pursuing your career goals? What has been your progress since joining the hotel?

“I do not think I would have had difficulty transitioning from intern to a permanent contract because they were hiring at that time. However, in terms of overall progression, every year there is a skills assessment organised by superiors to evaluate where you stand, what you are interested in exploring, and how you feel about your work. If they have the opportunity and feel you are ready, you can progress. However, in the hospitality industry in general, I think it is difficult to progress in the same role. For instance, if you want to move from receptionist to accommodation manager or assistant front desk manager, it is generally challenging [...]. We are encouraged to explore other services a lot. Employees have the opportunity to spend a few days in another department. For example, I have a colleague who works in customer experience and handles

customer complaints, who spent three days in the administrative offices on the accounting-finance side to explore something else and possibly progress later on. It is a real opportunity, it is great to be able to explore something else too because I think when you work in hospitality, you are not going to stay in the same position your whole life, especially when you work with clients.”

4. What training programs have you been provided since joining the hotel? How effective are they?

“Generally, there are training sessions, especially for new employees. Upon arrival, there is a day-long orientation meeting. They give you a tour of the entire hotel. It is not necessarily focused on your role, but it is for everyone, whether it is new interns, new employees from Quebec, France, or from around the world. It is just for everyone to start from the same foundations, to know what you are entitled to as an employee. For instance, we work with the Opera, so we have training on that. We have computer training if needed. We are quite well supported.”

5. Have you been provided with a coaching or mentoring program? If not, would you like it?

“As for the hotel in Toulouse, I do not know if they offer training programs. Well, there is not a lot of staff. So, I think this mentoring system happens somewhat naturally with people above you (their position in the company) who work in your position. [...] However, I know that in the hotel where I am currently, they have this mentoring system for people who start their contracts. And so, they have activities to do together. They can learn about each other's roles. So, it also allows for building connections and being trained. It is important, even to feel integrated into a team. Especially in the hotel where I am, there are between 400 and 600 employees. It also allows you to meet other people who are not necessarily in your department. And maybe to feel included in your work and your team as well.”

6. How do you think the working conditions in hospitality will evolve and what new employee expectations could general managers anticipate in the coming years?

“Well, I think they have already evolved a lot. I did not work in hospitality before Covid. My partner started working in hospitality just after Covid. Based on the experiences and interviews we have had with hospitality professionals, we can clearly see they have had to rethink their conditions because it was not attracting people anymore. Working conditions where you work 70 hours a week and you are not necessarily paid more, where you cannot find accommodation, and where you cannot be fed, that is no longer acceptable. I think it is evolving, and it needs to continue to evolve because it is still difficult in some places. It is not always very well respected. [...] It is

also important to consider well-being at work because these are quite stressful jobs. There are times when it is going to be very cool, and there are times when you are going to be in the middle of a rush. I think it is important to work on that. And on management methods too. I think some people have management styles that date back 15 years and might not be right today. And then, it depends a bit on people's personalities. Some will question themselves and will also evolve with their employees. And some will not necessarily."

7. What aspects of your occupation do you find the most rewarding and fulfilling?

"In terms of reception, I would say it is about building relationships with clients, especially when it goes really well. For instance, when they leave comments for the hotel and mention your name, it means you have made their stay memorable and really helped them. When you are at the front desk, that is why you work, you are not just there to welcome people, you want them to have a great stay. When you manage to connect with people, I think that is really great. Also, when their stay starts badly for some reason and you manage to turn it around and, in the end, they are really happy with their stay, for jobs like that (reception), I think it is really satisfying the customer contact. For my current position, it is the same. For example, in a wedding organisation, when you work for 6 months, to think that you have helped them organise the most beautiful day of their life is super satisfying. Connecting with them and seeing that you have made an impact is gratifying. [...] Hospitality jobs are done out of passion. If you do not love your job, it will quickly show, and you will never be able to blossom."

8. How would you define the turnover rate among employees in the hotel? What measures would you recommend could be taken by the hotel to retain talent effectively?

"It is not something I have felt. In reception, it is a team that stays quite long. However, in the catering area, that is where the turnover is highest. Even on the other side of the world (Canada), it is the same. I can see it. For the 400-person banquet we organised, we had to bring in about twenty people from our hotel two hours away because we did not have enough waiters, head waiters, and bartenders. It is not very advantageous for the hotel. They struggle to recruit. In terms of catering, operational roles are the most affected. These are roles where working conditions still need improvement because they recruit, but no one stays. On the operational side, we need to prioritise well-being at work, pay for overtime, and provide accommodation, and meals for employees. They have understood this since Covid, but it was not the case before. We need to work on the benefits and increase wages for difficult positions. Working conditions need improvement, these are tough jobs. For instance, regarding days off in the restaurant industry, if they do not

make an effort on that, today no one wants to have two non-consecutive days off. When it is your profession and you have a family, you need to be able to manage it. For example, some restaurants grant their employees one weekend off per month. It is not a huge sacrifice for the hotel, but it is crucial.”

Appendix 2. Transcript of the second interview with a general manager of a 3-star hotel in Toulouse

Translated by ChatGPT

1. For how long have you been working in this industry? Please introduce your background and previous experience in the hotel industry.

“I did all my training in hotel and catering, so Bac techno and BTS. And then, I moved to Toulouse to continue with a bachelor's and Master's degree. So, I have had various experiences in different countries. But the idea throughout my training was to work in all departments. For me, being a general manager is primarily about knowing the operational roles. After my Master's degree, I was hired here as the dining room manager of our bistro-style restaurant. Then Covid came, so it ended my contract because I was covering maternity leave. And actually, the group I work for called me back to say there was a manager position opening up in Carcassonne. So, I went to Carcassonne at an Ibis for two years. And after that, I came back here to work as a general manager. I have been here for a year and a half now.”

2. Thinking about talents, what are the current opportunities you see and challenges you face in attracting, retaining, and managing staff?

“So, it mainly depends on the location for me, because I did not have the same issues in Carcassonne as I do here. In Carcassonne, it was more about settled people, of a certain age, who already had quite a bit of seniority. So, it was different in terms of management, completely different. Here, we have a very young population, either fresh out of studies or still studying. And because of that, there is more turnover, but it is just because they work for a year and then if we cannot find solutions, they want to change or go back to their studies. But we still have certain profiles, especially in positions where you have responsibilities, where it is more about long-term management. But overall, we try to retain employees, but there is a natural cycle that causes some movement.”

3. What strategies do you use to onboard and train new employees? How do you adapt in response to changes in the industry?

“So firstly, in terms of recruitment, we are very careful about who we bring into the company because we have managed to build a real sense of belonging in this establishment over the past year and a half. People feel good here, they like working here. We have really built something solid. So, we are very careful that the people we hire are accepted by the team and fit into the

philosophy we defend every day of versatility, mutual aid, and solidarity. We do not want someone who wants to work alone and move forward on their own. This will not work here at all. So, for each recruitment, we often do extra tests. [...] And then, for integration, it involves presenting the entire establishment. We have a welcome booklet that presents the establishment, and the group we work for. And then, it is mainly about discussing, spending time together, and having regular follow-ups during the first days of the contract. Generally, I do an assessment after one week, one after a month, and one at the end of the probation period.”

(Regarding sectoral evolution) “I would say we have adapted, and it is about presenting it in a new aspect and highlighting the benefits we have. Because we have implemented things. But you see, for instance, the reception, yes, they work some weekends, but we have a rotation so that every third weekend, they have time off. And with this rotation, they have a projection of their schedule almost all year round. So already, having visibility on their schedule is an advantage. And also, presenting it as “you are either working in the mornings or evenings” means you either have all your afternoons or all your mornings. And also telling them that sometimes, having days off during the week is an advantage. And in fact, I flip the narrative and present it like that, in the end, we are quite flexible. For the restaurant, it is also about the location and our clientele, which means we are open Monday to Friday lunchtime. So, that is exceptional. We have adapted our offer for our employees to our clients. It is our clients who have to adapt to us. And that is really a fundamental trend emerging in the hotel and catering industry. I prefer to be in a policy of respecting work-life balance, and this can be explained to the clients.”

4. What training programs do you provide to your employees? How do you assess the effectiveness of these programs?

“Of course, there are mandatory training sessions: fire extinguisher, evacuation, hygiene. But we try to discuss the annual review. My assistant and I spend almost two hours per employee. And then, they tell us about their needs and their training wishes. And it is up to us to try to organise these training sessions throughout the year.”

5. In terms of team members' career development, what are the mentorship or coaching programs available to all employees?

“No, but we have a system. Development happens internally. No head of department just appeared out of nowhere, was hired and took over the department. But this is because we also need opportunities to arise. That is not always the case. Last summer, my assistant left to take over another establishment in Labège. So, I promoted my reception manager to the assistant, the

receptionist to the reception manager, and a waiter who wanted to move to reception, I made him a receptionist. The chef left, so I promoted my second chef to head chef. So, we try to create these kinds of transitions when possible and when the position becomes available. But my philosophy is really about internal advancement on a small scale. And then, of course, when there are transfers and promotions, we support the employees. Since we have promoted everyone by one level, they have had support from the person they replaced for a certain time. And anyway, we are always close by. Mentoring has been done quite well, as it was well received by the employees.”

6. What changes do you anticipate in working conditions and employee expectations in the coming years? How do you plan to adapt?

“I think we have adapted to the maximum; we cannot adapt more. We remain an establishment that works 365 days a year. 7 days a week and 24 hours a day. So, I think it is not so much about adapting working hours and all that. It is more about adapting in communication, in management that matters. Supporting employees and being able, as far as possible, to meet their needs. We also do this by changing employees, even at the same hierarchical level from one department to another. And then, it is just about being transparent and in search of meaning, but without going into ideology. The search for meaning is just explaining why I am asking you to do this, what it will achieve, and what impact you will have on the organisation of the establishment.”

7. How do you foster a positive work culture within the hotel?

“We largely achieve this through communication and close relationships with colleagues. Essentially, we implement numerous small initiatives daily, which ultimately foster a true sense of belonging. For instance, we all have lunch together at noon. These moments are truly significant. We strive to create memorable events throughout the year, which our colleagues deeply appreciate. This year, we are organising a large-scale “job swap” within the establishment: we are offering employees the chance to switch departments for half a day. The fundamental idea was to encourage mutual respect towards other departments and to understand that each department has its role to play within the company, acknowledging that everyone is vital. Additionally, we try to engage in extracurricular activities throughout the year. For instance, a large part of our team is preparing for Odyssée. Similarly, this was tremendously successful last year, so we do it two or three times a year. We also have events like the end-of-year party, where we went to see a show and treated everyone to dinner. It was a timeless moment that everyone thoroughly enjoyed. It is these highlights and the close proximity we maintain that contribute significantly. Even though I have my department heads, I am always on the ground. With my assistant, we divide our working

hours so that one of us is available from 7 am to 8:30 pm. Thus, it is reassuring for our colleagues to know that they have support almost all day long. And we are very accessible.”

8. What sector, if any, experiences a high turnover rate within your hotel? What strategies do you implement to mitigate turnover and retain staff?

“I do not even have a percentage to give you. We have, I think, one person leaving per department per year. So, we replace them. But essentially, we are attentive to finding solutions. If someone wants to leave, well, that is how it is. For example, you see, I have a party leader who wants to leave because he wants to work for a season and then claim unemployment benefits to start his own business. Well, I cannot do anything about that. On the contrary, I truly have this philosophy of not holding back talent because it serves no purpose, but rather to provide support and always accompany them for what comes next. It is mainly about adapting to the desires of the new generations. And what they want is to understand. We are no longer in the mindset of “I ask you to do this, so you do it.” Not at all. But if we explain, “I am asking you to do this for this reason, because it will bring this outcome. And if you manage to do this, I will show you that.” That changes everything.”

Would you like to add anything else we have not been able to discuss or add any comments on any points we have discussed?

“To go back to training, yes, I think it is interesting, but I am not sure it is a major issue. You see, for example, my chefs told me, “We are not interested.” And besides, there are plenty of training opportunities we can provide internally.” [...]

(Regarding management method) “What I do is take an hour. I explain to my chefs how things work. What I do, behind the scenes, in my office. I think it is mainly about transparency. But transparency on everything, you know. Because here, we have a quarterly bonus system. Based on set objectives. We discuss and co-construct them with the employees. So that they are involved. And my idea is that if the hotel has earned more than what we had anticipated, we give you a portion of the money. If we have exceeded the customer satisfaction rate that we are supposed to maintain, we give you a bit of money. And essentially, that is the philosophy. If we have earned more, we give it back to you. Because it means you have worked more. For me, it is extra. Because, well, they are paid to do a job. They have their salary. But the philosophy is that if we have done more and you have done more, you are even more committed, so we give you more. It creates a common goal where everyone progresses.”

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ABSTRACT

TALENT ATTRACTION AND RETENTION IN HOTELS: A CASE STUDY OF TOULOUSE

The purpose of this dissertation is to better understand the reason behind the lack of workforce in the hospitality industry. In the competitive landscape of the hospitality industry, work-life balance and growth opportunities are important in the career development of talents. In order to better understand the issues linked to talent attraction, retention and management I provided an insight into the hospitality industry, then I proposed two hypotheses and I concluded that it is possible to make the hospitality industry more attractive to potential future employees. Managers need to take into account their employees' well-being and consider them as the main asset able to drive the success of their organisation. As the industry is constantly evolving, staying updated on the latest trends is primordial for employees. Managers need to implement training programs to develop their employees' skills, reduce the intention to quit and limit turnover.

Keywords: talent attraction, retention, talent management, work-life balance, turnover.

RESUME: ATTIRER ET RETENIR LES TALENTS DANS LES HOTELS: ETUDE DE CAS DE TOULOUSE

L'objectif de ce mémoire est de mieux comprendre les raisons du manque de main-d'œuvre dans le secteur de l'hôtellerie. Dans le paysage concurrentiel de ce secteur, l'équilibre entre vie professionnelle et vie privée et les opportunités de croissance sont importants pour le développement de la carrière des talents. Afin de mieux comprendre les questions liées à l'attraction, à la rétention et à la gestion des talents, j'ai fourni un aperçu du secteur de l'hôtellerie, puis j'ai proposé deux hypothèses et j'ai conclu qu'il était possible de rendre le secteur de l'hôtellerie plus attrayant pour les futurs employés potentiels. Les directeurs doivent prendre en compte le bien-être de leurs employés et les considérer comme le principal atout capable d'assurer le succès de leur organisation. Le secteur étant en constante évolution, il est primordial pour les employés d'être à jour sur les dernières tendances. Les directeurs doivent mettre en œuvre des programmes de formation pour développer les compétences de leurs employés, réduire l'intention de démissionner et limiter le taux de rotation.

Mots clés : attirer les talents, rétention, gestion des talents, équilibre vie professionnelle-vie privée, turnover.