

## **Hotel Placement Research Project**

**Name: Eiman Hussien**

**Student ID: 2108411**

**Module Title: Impact of Staff shortage and staff turnover in Marriott Kensington London BMIH6008**

**Lecturer: Dr. Ernest Wavei**

## **Executive summary**

Centred on the evaluation and discussion, this report has shown the enormous impact of staff shortages and turnover in Marriott Kensington London on the efficiency of operation, service quality, customer satisfaction, and overall firm's performance. Marriott Kensington London was bound to the case study for a contextual application. The thematic analysis helped establish the circular link between the identified issues being staff shortages because poor service quality, customer dissatisfaction, additional recruitment and training expenditures, low customer satisfaction and revenue. As a result, staff shortages and turnover must be minimized at Marriott Kensington. This can be accomplished through various projects, including competitive pay rates and career advancement opportunities to reduce turnover. Furthermore, increased investment in recruitment channels and technology should be reduced to the number of staff shortages and make work more popular. It is not difficult to contemplate this set of results without realizing the need for available and rigorous intervention to eliminate high labour turnover and place Marriott Kensington as the ideal meeting place for customers and staff.

## Table of Contents

|                                          |    |
|------------------------------------------|----|
| Executive summary .....                  | 2  |
| 1. Introduction .....                    | 4  |
| 1.1 Introduction .....                   | 4  |
| 1.2 Research question .....              | 4  |
| 1.3 Research objectives .....            | 5  |
| 2. Literature review .....               | 6  |
| 3. Methodology .....                     | 11 |
| 4. Case study .....                      | 13 |
| 5. Thematic analysis .....               | 22 |
| 6. Conclusions and Recommendations ..... | 29 |
| 6.1 Conclusion .....                     | 29 |
| 6.2 Recommendations .....                | 29 |
| 7. Reflection .....                      | 31 |
| References .....                         | 34 |

## **1. Introduction**

### **1.1 Introduction**

The most critical problem all business face is the lack of staff shortage and high staff turnover. No business can operate without human responsible and dependable workforce. This report will investigate the specific staffing problems, specifically relating to staffing shortages and staff turnover at the London Marriott Kensington, to identify the fundamental problems and the ideas put forward to solve the challenges. Marriott Kensington London is an iconic reference to luxury and customer care in the heart of one of the world's busiest cities. Located at the centre of party hubs and lively streets, it is a gathering point for all tourists, businesspeople, and random locals ready to enjoy unparalleled customer experience. Behind the process of perceived perfection, however, there is a staffing problem that threatens customer care and the survival of the business.

The primary challenge facing the London Marriott Kensington entity is staffing shortages. The need for staff keeps increasing as popular tourists and other exciting destinations such as London attract more people every year. The hotel's capacity for the demand is always lower than the human needs of its customers. The available staff is overwhelmed and under too much pressure, resulting in unsatisfied customers. Customer demand reduces, guest complaints rise, and those who used to come leave, and the upwards slope of the revenue line follows the curve down. The hotel remains only but to offer poor services and note down the customer they would have to have lost. The second problem at the hotel is staff turnover. The turnover equals the firing and hiring rate of employees. A high turnover is a revolving door that pulls the carpet beneath the employee's feet each time they want to get comfortable. It adversely affects their turn-over cycle in performance delivery. Moreover, professional staff leave and carry with them experience and knowledge to the next industry.

### **1.2 Research question**

How does London Marriott Kensington staff shortages and turnover effect operational efficiency and customer satisfaction?

### **1.3 Research objectives**

- To assess the London Marriott Kensington's operating effectiveness due to personnel shortages.
- To examine London Marriott Kensington staff turnover and customer satisfaction.
- To assess the London Marriott Kensington's staff shortage and turnover improvement plans.

## **2. Literature review**

### **Operating effectiveness**

One of the hospitality industry's major problems is staff insufficiency and turnover. The matter influences the organization's efficiency and its capacity to make clients pleased, as well as its general financial capability. The paper's objective is to examine the preceding analysis and knowledge regarding staff shortage and turnover within the hospitality industry, specifically London Marriott Kensington (Hackman and Oldham, 2019). After critically examining the accessible resources, the subjects and trends will be identified and will support the paper's subsequent research. The hospitality industry is linked with high replacement and staff shortages. The primary factors underlying this trend are recurring tourists demand, the market, job factors, and organization-specific causes. Seasonal structure does substantial structural imbalances between demand and supply; therefore, there is a shortage of experts. High times raise the request for hotels and other hospitality connections, leading to the employment of insufficiently trained staff members (Purcell et al., 2019).

Since most of the employment in the hospitality business is done through terms and non-permanent workers, a considerable number of inexperienced personnel are hired during peak periods. This usually results in low-quality services provided by weary employees who are not flexible for the task. Job distinctions such as long hours, insufficient wages, and lack of professional possibilities often contribute to difficulties for the sector to retain professionals (Ullah and Lai, 2020). The most impacted perceptions are the housekeeping, food workers, and front desk. Some occupations are more susceptible to high turnover due to competitive job markets and limited advancement opportunities. Consequently, companies often end up losing employees after investing in their training (Lashley and Best, 2023).

### **Staff turnover and customer satisfaction**

Variables include the costs associated with recruiting, selecting, and training new employees, the productivity loss from departing workers and previous leaders in daily activities, and the expenses related to replacing dissatisfied employees and their successors (Marchington and Wilkinson, 2018). High turnover wastes employees'

potential and accumulated expertise, reducing the company's efficiency and creating skill and knowledge gaps. Additionally, high turnover rates can damage the reputation of hotels, discouraging potential guests from booking stays at the facility (Patterson et al., 2017). The satisfaction scale results among guests showed a strong dependence on staff turnover, revealing a significant negative relationship between turnover rates for front-line employees and guest perceptions of service quality, with reported coefficients of  $-0.36$  and  $-0.45$ , respectively.

In response to these challenges, various industry strategies have been developed to attract, retain, and engage employees. The most effective measures for recruiting staff include targeted advertising, employee referral systems, and educational partnerships (Guest, 2017). Regarding employee retention, the most beneficial measures were training and development programs because they enhance job satisfaction, which is directly dependent on the quality of service. Moreover, hotels induce a greater level of commitment and loyalty among staff members by providing opportunities for skill acquisition and career progression. Employee engagement has also been achieved with the help of recognition initiatives, team building, and effective communication (Den Hartog and Verburg, 2018). Engaged workers will go out of their way to create the best service possible as well as the best workplace imaginable.

### **Recruitment and Retention Strategies**

In response to the identified challenges, various strategies have been proposed and implemented to attract, retain, and engage employees. The literature highlights targeted advertising, employee referral systems, and educational partnerships as the most effective recruitment measures. These strategies aim to tap into diverse talent pools and create a pipeline of skilled workers tailored to the specific needs of the hospitality industry.

However, while these measures show promise, they are not without limitations. Targeted advertising and employee referral systems primarily address the symptoms of staff shortages rather than the root causes. For sustainable workforce management, it is essential to focus on improving job satisfaction, enhancing corporate culture, and offering career development opportunities to retain employees long-term.

## **Critical Factors Influencing Turnover**

The review identifies several critical factors influencing high turnover rates, including seasonal demand changes, the demanding nature of hospitality jobs, and organizational practices. Seasonal demand changes create fluctuations in staffing needs, making it challenging to maintain a stable workforce. The demanding nature of hospitality jobs, characterized by long hours, physical labour, and emotional strain, often leads to burnout and job dissatisfaction.

Organizational practices play a significant role in either exacerbating or mitigating turnover. Practices that fail to recognize and reward employee contributions, provide adequate training, and foster a supportive work environment contribute to higher turnover rates. Conversely, organizations that invest in their employees through continuous training, recognition programs, and a positive corporate culture tend to experience lower turnover rates.

## **Workforce shortage and turnover mitigation initiatives**

Nevertheless, it does not seem that there are enough measures, as the situation is still challenging in the hospitality industry. Hence, some more research should be conducted to find more sophisticated solutions. Moreover, as it was mentioned, most of the existing studies are solely based on statistical analysis of turnover rates and the costs associated therewith (Kusluvan, 2023). Considering that, little attention is paid to the more qualitative factors of uplift and organizational culture of the employee. In that regard, additional studies with the implementation of the mixed-method analysis approach are to be conducted to come at a comprehensive understanding of the factors that put pressure on the turnover and retention dimensions. At the same time, the other unaddressed issue is the lack of integration of the staff shortage and high turnover rates chain and other industry-related issues (Baum, 2016).

Finally, while most of the studies in the field assess the impact of the shortage and turnover on the organization's performance, the most recent findings highlight the need for the examination of the employee dimension of these processes (Guest, 2017). Indeed, the existing studies indicate a remarkably high occupational stress and burnout for the

frontline workers. This chain is the way to alleviate high turnover and attract sustainable staff while ensuring an elevated level of performance due to cultural qualities.

Thus, there are distinct variations of workers' turnover intentions through job dissatisfaction and expectations due to the relative age of the worker (Ullah and Lai, 2020). Employee responses and behaviours to turnover and retention are influenced by leadership styles and organizational culture. In addition to that, retention intentions and engagement are also subjected to organizational culture in this case (Hackman and Oldham, 2019). Recruitment and work tools and technologies have long-termly pressured the 'Hospitality Strikes' to facilitate staffing and performance with the increasing intersection of digitalization, virtualization, and automation.

For software businesses, more technology, such as AI-based recruiting devices, prehistory, and on-call scheduling apps, will support the routine of staffing to decrease turnover and increase production. More technology investment, such as at the London Marriott Kensington, can be intended to streamline HR procedures, rationalize tools, and dedicate marketing to advertise (Hackman and Oldham, 2019). As a result, the HR industry's growing talent for sustainability has led to stringent corporate workforce environmental and social needs (Ullah and Lai, 2020). Research supports a beneficial employment commitment and collaboration relationship between sustainable HR and Turnover.

### **Critical analysis and synthesis of the Literature Review**

The literature underscores a clear consensus on the detrimental effects of staff shortages and high turnover rates within the hospitality industry. High turnover rates lead to a loss of accumulated expertise and skills, directly impacting the operational efficiency of establishments like the London Marriott Kensington. It is emphasized that high turnover is often linked to seasonal demand fluctuations, the inherently demanding nature of hospitality jobs, and organizational practices that fail to retain employees effectively (Den Hartog and Verburg, 2018).

Consequently, leads to an improper identification of turnover indents (Ullah and Lai, 2020). The literature does highlight that high turnover has several negative consequences

– it entails a higher cost and leads to worse levels of service quality. What they do not reflect enough is the emphasis on technological-based solutions or their long-term impact for HRM (Kusluvan, 2023). It also states that previous efforts to address these issues, such as encouraging more diversity in tech and implementing leave policies or creating pleasant office spaces, have not succeeded in fostering a fully engaged workforce. This underscores the need for new systemic solutions (Hackman and Oldham, 2019).

### **Gaps and Recommendations**

One of the critical gaps identified in the literature is the reliance on outdated information that does not account for recent developments in the industry. Additionally, the review does not sufficiently consider the impact of workforce morale and corporate culture on staff retention. Future research should focus on these areas, exploring how contemporary challenges such as the pandemic, technological advancements, and evolving employee expectations influence workforce dynamics.

To address staff shortages effectively, the hospitality industry must adopt an integrated approach that combines targeted recruitment efforts with robust retention strategies. This includes fostering a positive work environment, offering competitive compensation and benefits, and providing clear career progression pathways. Moreover, leveraging data analytics to predict staffing needs and monitor employee satisfaction can help organizations proactively manage their workforce and reduce turnover.

### **3. Methodology**

The research question regarding the impact of staff shortage and turnover at the London Marriott Kensington would be investigated using the case study methodology. This section of the paper will provide an overview of the case study research method, outlining its advantages, disadvantages, and methodology. The discussion will also include key techniques such as reflective writing and ethnography within the context of this study. According to Creswell and Creswell, a case study is a qualitative approach to inquiry that focuses on the aspects of a single case among several cases; the case can be an individual, a program, an event, or even an entity such as a culture or a society (Saunders et al., 2012). This methodology revolves around building a comprehensive understanding of a specific phenomenon within its context. The focus of this study is the London Marriott Kensington hotel, where the researcher would investigate how staff shortages and turnover impact the field of hospitality (Collis and Hussey, 2014).

Research in case studies is characterized by immersion in the field, and the researcher collects data from all sources to gain a more holistic perspective of the problem. This approach leads to a deeper understanding of the phenomenon and its context. Case studies are primarily used in exploratory research to discover how various aspects of a phenomenon relate and analyses specific issues affecting it (Pallant, 2010). Consequently, the authors would understand the specific aspects of staff shortages and turnover impact organizational performance, client satisfaction, and employee stress levels in a hotel setting (Cottrell, 2011). The context of the investigation is not generalized across populations or other settings, which limits the external validity of case studies. Researchers' theoretical frameworks and personal biases may influence material selection, allowing them to perceive the facts from one viewpoint.

As a result, case study authors use proxies to validate or contest their results, such as member checks and triangulation. Reflective writing is a technique used to analyse one's experiences and emotions concerning a research project (Cottrell, 2014). For example, the researchers would identify their biases and assumptions, potentially influencing their interpretation of the evidence. This method is used to strengthen investigative findings through self-awareness (Veal, 2006). In ethnography, the researchers investigate online

communities and behaviour as a qualitative research method. The research would involve analysing reviews, social media interactions, and online forums to understand how people feel about the London Marriott Kensington and why. Case studies with reflective writing and ethnography are the methods used to investigate how staff shortage and turnover impact the London Marriott Kensington. These techniques are best suited for this study in terms of examining the current challenges in human resources.

#### **4. Case study**

##### **About London Marriott Kensington**

London Marriott Kensington is a flagship of Marriott Kensington Hotels and Resorts, a global major in hospitality provision with operations in more than 118 countries and territories globally. Situated in the heart of London's vibrant downtown London Marriott Kensington is a reputable host to tourists and corporate clients. London Marriott Kensington's signature is an iconic building exterior and luxurious interiors that make the hotel a class, style, and elegance symbol (Lowrey and Kim, 2019). The luxurious guest rooms and suites with world-class amenities and city landmark views are London Marriott Kensington's distinguishing features. The hotel's flagship restaurant and bar are innovative with multi-cultural cuisine. London Marriott Kensington's event planning and conference facilities are the best in the business.

The leisure complex is designed to facilitate business event organization, offering a range of social event spaces and various meeting rooms, each equipped with the necessary technology and services. London Marriott Kensington makes everyone feel special throughout the stay from availing concierge, activities, and other services (Amundsen and Martinsen, 2014). By so doing, Marriott Kensington upholds the moral service excellence value, continuously making it the best place for guests to stay while enjoying downtown London.

##### **SWOT Analysis**

Moreover, as a part of the Marriott Kensington Hotels and Resorts family, London Marriott Kensington enjoys high brand equity and popularity among international travellers. Additionally, there are many further opportunities available due to the proximity of many key cities and attractions. The hotel is an excellent choice of residence, tourists, and shoppers due to its convenient location next to flagship stores and attractive commercial structures (Albrecht et al., 2021). Furthermore, the London Marriott Kensington has a full range of services based on accommodation, dining, and conferencing, which enables it to satisfy the needs of all customer segments. However, the hotel is also characterized by high personnel turnover and staff deficit, which can lead to inadequate service quality and inefficient performance. In addition, the Marriott Kensington London is dependent on

tourism and business infrastructure and may experience exposure to the lack of tourism indicators and economic swings.

It is likely that an economic recession, currency devaluation, or political risk to London affects the hotel. The opposite is also it will be able to be presented through targeted geographic expansion, including into the emerging markets (Pfeffer, 2021). Besides that, the hotel will also be able to gain access to technology and environmental trends to attract customers with innovative offers. The Marriott Kensington Hotel is strategically aligned with multiple local businesses, art dealers, and councils to benefit from their value propositions and highlight the USPs. Lastly, the London Marriott Kensington experiences comparable competition, with other luxury hotels and boutiques in London and at popular network entry points. Regardless, at some point in the hotel's progression, precisely defined standards, tax rates, and legislation will be introduced which will reduce the performance of the hotel (Saks, 2021). Moreover, the Marriott Kensington London eventually encounters a danger of such external events as superstorm, pandemic, or indicator which may decline the market.

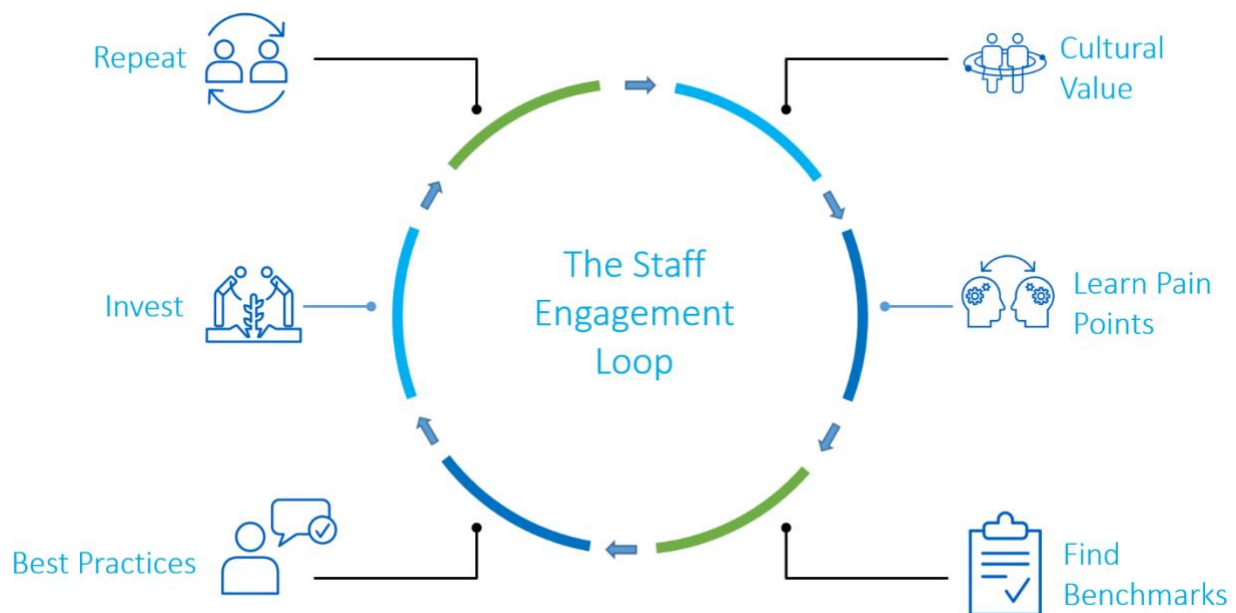


Figure 1: Staff engagement (Yagil, 2018)

As example, the London Marriott Kensington has high brand equity amongst the various branches and the location near distinguishing tourist's sites, flagship stores will attract tourists and shoppers similarly. However, they have a frequent or inadequate quantity of staff that result in poor service quality and efficiency. With the extenuating economic recessions as well as political instability (failures of Brexit, which affect badly on tourism), the number of guests can decrease, and this will eventually decrease the revenue too. While other opportunities are there which is in term of geographical expansion towards newer markets or creating technology through the most efficient customer's ideas. With some stiff competition and a few external risks around its partnerships with local businesses, art dealers etc.

### **PESTLE analysis**

The political environment is another external factor that significantly affects the hotel's operating environment. Government policies and regulation about various aspects such as immigration, labour, and tax directly influence the London Marriott Kensington's operation in the UK. It is also worth mentioning that the Marriott Kensington faces challenges due to the uncertainties surrounding Brexit, including changes in visa regulations and trade agreements, which could impact the travel and tourism industry in the UK. Therefore, considering these changes it is likely to interfere with the movement of tourists from international origins, the Marriott Kensington hotel would lose a few of its international guests. Marriott Kensington and other hotels and resorts in London are directly influenced by economic factors (Hinkin and Tracey, 2021).

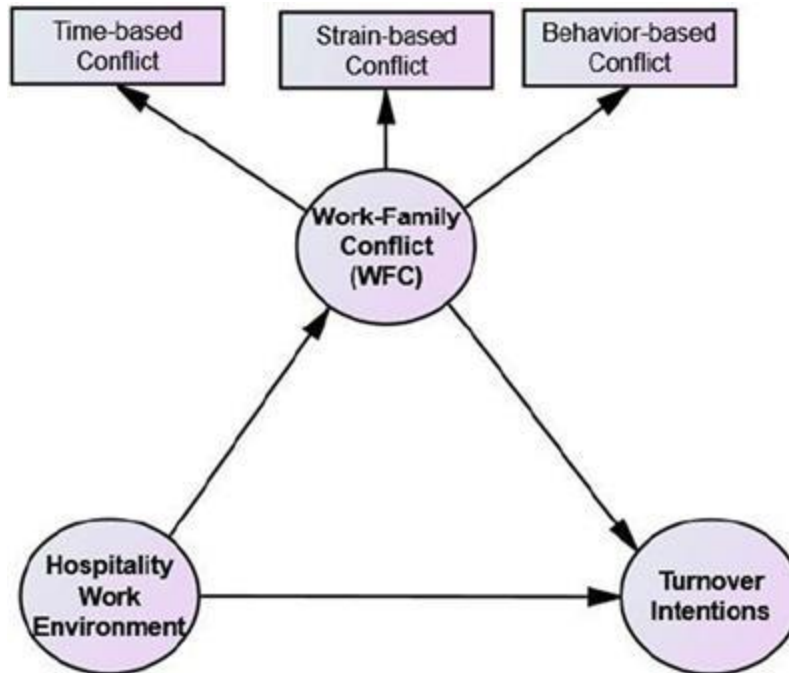


Figure 2: Workplace conflict (Hinkin and Tracey, 2021)

Exchange rate fluctuations impact the value of the British pound, influencing the purchasing power of foreign tourists, including London visitors and Harley Street shoppers. The London Marriott Kensington, considered a Giffen good, tends to see increased demand during economic downturns. Recessions and financial crises erode consumer confidence and peripheral spending, leading to higher demand for the luxury offered by the London Marriott Kensington, even as other hotels may struggle.

Social factors also contribute significantly to the hotel's operating environment (Kusluvan et al., 2020). The reason is that they influence the demand that determines what consumers want when it comes to increased intensity and differentiation. Hotel industry players must implement customized packaging and uniquely designed products and services aligned with the current social trends.

As example, Marriott Kensington has to offer customized facilities and amenities, unique competitive context, and developing a creative workbench (Nunkoo and Ramkissoon, 2021). In addition, the social trend has created environmentalism, and Marriott Kensington hotels must adapt to environmental sustainability considerations. Sustainably demonstrated designs in Marriott Kensington hotels with family- and community-oriented

business derision. Technology influences the hotel industry and hence Marriott Kensington's development. Marriott Kensington currently has a 100% HTTPS page, mobile check-in, and mobile concierge, unlike the Commonwealth recommendations, which include innovations and technology retaliation and cyber-crime control. London Marriott Kensington should also consider other Commonwealth treaty suggestions.

### **Competitor Analysis (Price vs. Quality)**

The London Marriott Kensington also competes against several long-established luxury hotels in London, including The Dorchester, The Ritz London, and Mandarin Oriental Hyde Park. These leading market participants provide rooms of the utmost prestige and super-level facilities and services, positioning them as the picks of travellers for whom the cost is not a problem in the capital. As for the price, London Marriott Kensington sticks to the rates consistent with the outfits, and the pricing and this expense policy correspond to its status as a luxury destination in London's heart (McCleary et al., 2020). This means that it is possible that the final paid amount will be defined by the category of the room, season, or temporary exclusive offer. However, the general idea about the Marriott Kensington as a high-standard luxury hotel in terms of the quality/cost balance should be preserved.

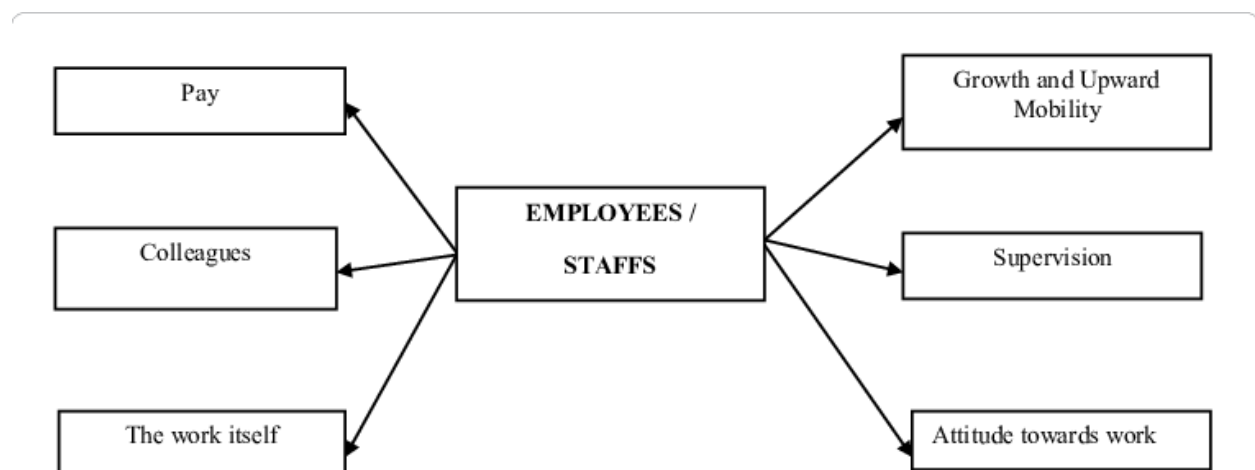


Figure 3: Employees and staffs (McCleary et al., 2020)

It should be noted that London Marriott Kensington differs in terms of quality by its high standards of service and quality with an emphasis on guest-centrism. Whether it is the

concierge, the executive lounge, or the fine dining options, the Marriott Kensington aims to exceed guest expectations and create unforgettable experiences. This Competitor Analysis identifies the London Marriott Kensington's position among key rivals in terms of pricing and highlights potential opportunities for development and differentiation (Heffernan, 2022). Thus, the decision to opt for service and a unique experience should be considered as a development alternative to sustain the image of the greatest service hotel for distinguished guests in London.

### **Impact of Staff Shortage and Staff Turnover at the London Marriott Kensington**

The London Marriott Kensington faces a significant challenge with staff shortages and high turnover, which leads to profound consequences for the hotel. These issues affect the quality of services delivered, responsiveness to clients, employee workload, and overall performance. The London Marriott Kensington currently operates with quite a diverse set of employees who work together to present the flag-bearer of a luxury hotel seated at the heart of London (Díaz-Fernández et al., 2021). The staffing problem has presented multiple facets in form of understaffed working spaces, the reduction in the quality of offered services, demoralized workers, and low-oriented financial performance. The issue of staff shortage is a situation where there are not enough workers available to cater to the operational needs of the hotel.

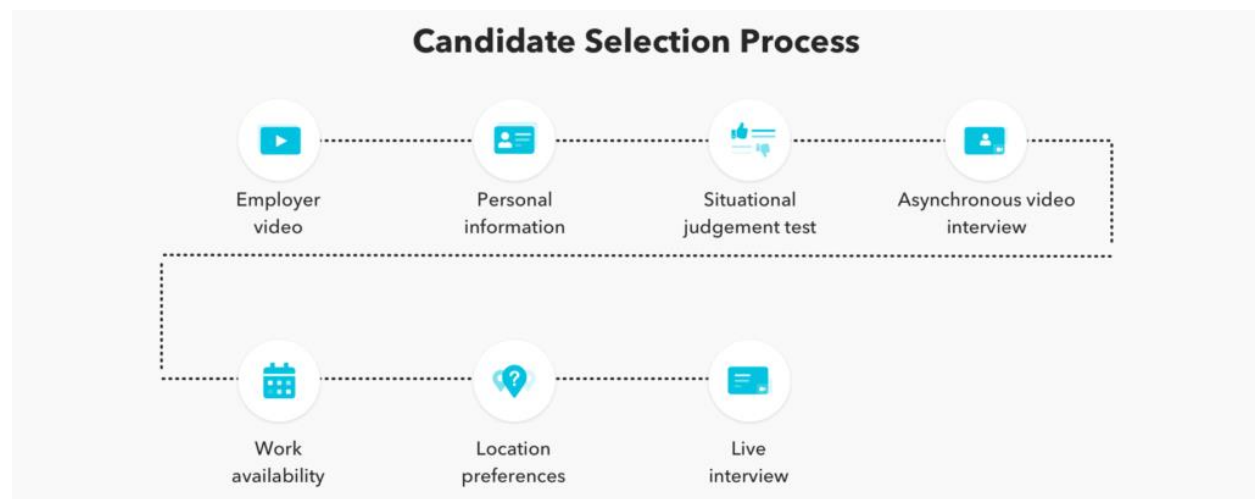


Figure 4: Candidate selection (Díaz-Fernández et al., 2021)

The London Marriott Kensington is grappling with issues stemming from an inadequate supply of personnel, which leads to overworked employees, low morale, and various performance constraints (Mathis and Jackson, 2021). For instance, during the holiday season and major events and festivals, the hotel may face a workforce crisis, resulting in reduced productivity, longer waiting times for clients, and diminished service quality. The staff shortage also causes operational inefficiencies, as there are not enough employees to adequately manage housekeeping, front office, and food and beverage services. This affects the hotel's operations and client satisfaction as the hotel may not maintain the required standards of cleanliness, respond to client needs in time and check-in and check-out meet the time potential. The other aspect of the staffing shortage is the problem of staff turnover. Staff turnover is a measure of employees who exit an organization and how often they need to be replaced. Staff turnover is a problem for the London Marriott Kensington as high staff turnover results not only to recruitment costs and high training expenditures, but also as a disruption measure in the Marriott Kensington's normal operations. Since employees are one of the most valuable assets for a hotel, they help direct operations and maintain a level of service for regular customers, gaps created from the exit of employees devalues business continuity and requires extensive training and induction periods for inexperienced staff. Staff turnover affects most of the operational levels, as productivity reduction and unreliability (Czaplewski and Pizam, 2021).



Figure 5: Recognising employee achievement (Czaplewski and Pizam, 2021)

'Methods to Classify HR Staff Shortage and high turnover in Healthcare Facilities' states that turnover adversely affects common confidence, and individuality at the London Marriott Kensington as high staff turnover creates an atmosphere of constant fear and insecurity at the workplace where workers fear for their security, lose focus, and confidence and are unwilling to work. The London Marriott Kensington loses operational harmony, constructive interaction, morale, and the spirit of contributing among workers. The impacts of staff shortage and turnover further extend to the London Marriott Kensington's equivalent areas, disrupting its financial stability. Expenses incurred in recruiting and training employees to replace the ones who have left cut deeply into the financial capability, depriving the hotel of property to invest in essential areas that raise its level of service delivery such as marketing and advertising.

Discouraged clients, resulting from staffing issues at the London Marriott Kensington, negatively impact the hotel's financial stability and market share (Garavan, 2021). Staff shortages and high turnover are significant developmental challenges that disrupt service quality, erode client loyalty, and hinder the capital needed for growth and expansion. The development solution to this problem should provide a targeting intervention on various fronts starting from recruitment, training, retention practice, and cultural perceptions. Such aspects include creating and supporting a high culture of commitment among employees, investment in skill advancements and identity in a friendly belief.

## **Evaluation**

By any means, the London Marriott Kensington is a radiant and splendid illustration of London-based luxury hotels. The example here is an embodiment and an epitome or a parallel of an incredible hospitality brand followed worldwide, which is the Marriott Kensington Hotels and Resorts. Conversely, the hotel is an ailing institution submerged in multiple problems from operational landscapes, a competitive market and internal organizational behaviour affecting the workforce. The London Marriott Kensington hotel's SWOT analysis of strengths, weaknesses, opportunities, and threats is a fascinating gambling highlight to include the excellent patient positioning and what the hotel must do differently (Tabachnick et al., 2019). The London Marriott Kensington hotel is a luxurious operating arena with varied strengths that front a standing foundation for competitive

survival. The hotel is, first, aligned with the world-renowned Marriott Hotels and Resorts, thus according to it lacerable recognition and a substantial resource base.

The Marriott Kensington hotel is, second, located in Central London pulling a high multitude crowd of patrons under business and leisure breed of tourists who primarily front to useful living and working atmospheres within London. The London Marriott Kensington hotel boasts a range of amenities within its territories guaranteeing accommodation, feeding venues and events coverage channels to serve the intricate needs of the consumers (Meyer et al., 2021). Conversely, the Marriott Kensington hotel is wrought with a range of weaknesses that threaten its operations in differing dimensions. The hotel's retention challenges among the workforce indicate low morale, reduced service quality, and an unnecessarily high financial burden. The Marriott Kensington's large population of tourists and business patrons creates a volatile economic foundation without a stable status quo. Additionally, the burden of external regulatory compliance adds further strain on the hotel to meet these standards.

Similarly, the opportunities present to Marriott Kensington hotel are a range of functional edges to explore high-end competitive positions with a sustainable future investment. The hotel will, first mystically reach out to the vibrant economic sectors emerging from developing countries with loaded luxury crave enthusiasts. The Marriott Kensington can, secondly, formulate a technology and sustainability policy that transforms it in a competitive direction for the enthusiast crowds. The hotel can further link up with brand positioning strategies and other locally grown enterprises and cultural centres for a diverse intake of new brand clients' products (Enz and Siguaw, 2021).

Conversely, the Marriott Kensington hotel herein is endangered by various threats scourged with distinct tendencies undermining the external environment and market sustenance factors. The emerging competitive hotels in London are a direct threat to the operational areas. The Marriott Kensington hotel receives a direct blow from registration policies, including the locality administration and tax registration. Moreover, factors unforeseen control, such as natural and economic or health pandemics, can throw a direct insurgence on customer intricacies affecting the hotel's revenue and operational

availability. The risk and mitigation management thrust ranks outside the human scope for tackling measures.

## **5. Thematic analysis**

### **Operational Efficiency:**

Staff shortage and turnover can also be detrimental to London Marriott Kensington's operational efficiency. It implies that the hotel will be unable to fulfil the demands of its guests. For example, a reduced number of housekeeping staff may mean that the turnover of cleaned rooms will require a longer duration. Thus, the need for clean rooms before the guests arrive to use them will not be swift, leading to inconveniences and complaints. Moreover, the overworked housekeeping staff exponentially compromise efficiency levels as they become tired of continually reporting shifts for their unavailable colleagues (Chathoth et al., 2022). However, it may be difficult for the more tired housekeeping staff to admit that their efficiency has been compromised. The short-staffed front office can have the most significant adverse influence on guest experience. Congestion on the waiting queues due to long waiting time because of poor staff levels will make the guests frustrated. Additionally, the front office staff may make multiple errors due to pressure to serve the high number of guests. In the food and beverage department, poor staff levels would compromise service delivery, leading to delays and inconveniences (Deery and Jago, 2021). For example, the understaffed restaurant would take several hours to serve the meals and drinks. In addition, the hotel's kitchen will struggle to keep up with the order, thus compromising quality.

### **Service Quality:**

The quality of service that London Marriott Kensington offers has been deteriorating because of high staff turnover. With inexperienced staff being hired repeatedly, they must relearn the hotel's policies, ideal processes, and service expectations. Not only is the precedent time-wasting, but it is also stressful because of service inconsistency. According to the definition, a four-star hotel, such as Marriott Kensington London, must deliver services that exceed guest's expectations. Unfortunately, this is impossible with an inconsistent workforce as the new employees brought on board are more likely to

under deliver. The result has been low satisfaction levels evidenced by negative reviews of the hotel. Imagine the frustration of team chemistry where current employees are tired of each other (Varela, 2021). The employees are not motivated to keep retraining replacements; hence, a lack of enthusiasm. Therefore, the quality of service is affected by poor work ethic, which means employee, do not have the motivation to surpass the guest's expectation (Riggio et al., 2020). Eventually, the quality of service is terrible for London Marriott Kensington's business since an unhappy individual is unlikely to show up again, and if they do, they will openly share their horrifying experience with many more. It is necessary to address the quality-of-service issue for London Marriott Kensington regarding high turnout.



Figure 6: Drivers of employee turnover (Meyer et al., 2021)

### Employee Morale and Engagement:

The primary issue arising from the mentioned root causes of the London Marriott Kensington's location issues is employee morale and engagement. Precisely, the common culture and atmosphere are being disrupted by employee shortage and high turnover rates at Marriott Kensington London. Worker morale and engagement are impacted because when everyone is resigning, the atmosphere becomes one of fear and lack of faith in the establishment. This arises from dissatisfaction as one after the other of

a colleague quits, the corporation leadership gets to be untrustworthy (Lundberg and Gaucher, 2018). Categorized as a significant demoralizing component, staff sometimes provide a shout-out or all crawl area, and getting new employees to manage the same duties can often be exhausting and more laborious for existing workers. As a result, staff get relieved and totally involved in each other's exhaustion. Demoralized workers result in a lack of motivation, reduced quality employment, and insufficient service delivery. This neglects guest experience and keeps London Marriott Kensington from a target brand and reputation. The ease of addressing the situation for Marriott Kensington is to embrace employee morale and engagement (Benitez-Amado et al., 2020). Several supporting suggestions include the appreciation of high-performing employees, a healthy work setting, and career growth. This potential gains staff morales and engagement. Although, as recognized above, the growth and development of employees is a key requirement for the London Marriott Kensington. Improved skill development and workplace experience make staff more engaged and pleased with their job duties. Therefore, this is likely to boost retention. A potential strategy to achieved training programs include enhancing workers on client servicing, communication, and critical thinking.

### **Financial Implications:**

From a financial perspective, staff shortage and turnover are not less critical for London Marriott Kensington. Specifically, the costs of hiring new employees, including recruiting, selecting, and onboarding, can drastically change the hotel's budget, especially since the necessity to hire several new employees at once if needed. In addition, the resources spent on the process cannot be used to something else, such as the development of strategic initiatives or other operational improvements. Since staff turnover leads to a decline in the quality of service, it can also affect the hotel's revenue (Okumus et al., 2019). First, unsatisfied hotel guests would not return, and unsatisfied clients share their negative experiences with others. Such clients are potential clients, so they would not visit London Marriott Kensington either. Secondly, a client's negative experience drastically increases the chances of a refund or a discount, and it is directly unprofitable. Moreover, high staff turnover rates affect staff retention and the ability to predict staff quitting or being fired and increases the necessity of hiring a new employee to make up

for the vacant position. Therefore, staff shortage is a critical factor for both the current and future financial stability of London Marriott Kensington.

### **Customer Experience:**

Finally, the quality of the customer experience at London Marriott Kensington may further be affected by staff shortages and turnover. While the shortage of qualified employees may be reflected in longer wait times and a slower pace of service due to available staff being too busy to quickly address all guest needs, the issues related to turnover are more complex. For example, newly employed staff may be unfamiliar with some of the hotel's procedures, leading to inconsistent hospitality. Additionally, if Marriott Kensington is forced to close some of its amenities or facilities due to non-qualification of staff to run them, the customer's experience may be significantly below expectations. Consequently, customer loyalty and satisfaction may be lower, resulting in more negative reviews or complaints compared to people who may have had a similar experience (Baruch and Holtom, 2018).

In the long term, if enough dissuaded people refrain from visiting the hotel, this may reduce revenue and occupancy rates. As a result, London Marriott Kensington should employ tactics to improve customer service despite staff shortages and turnover. For example, cross-training means preparing employees for multiple positions (Reynolds and Westwood, 2018). In this situation, the staff members can take distinct roles without lowering the overall quality of service. Moreover, the organization may invest in service-oriented technology that cuts wait times and allows hotel staff to serve more guests at any one time.

### **Retention Strategies:**

To resolve the staff shortage mentioned above and avoid turnover, London Marriott Kensington can use effective retention strategies which refer to the process of attracting top employees to the organization, the solution to the latter problem are as follows. First, the minimum wage and benefits strategy have proven to work significantly in reducing turnover rates. It is because it allows for attracting more qualified candidates to the open positions (Heizer and Render, 2023). The second solution focuses on a positive culture

and correlates well with retention aspects. The statistic states that employees who feel their voice is being heard are 4 to 6 times more likely to feel empowered to perform their best work.

It follows that Marriott Kensington can develop an individual connection with workers by recognizing and rewarding their job, offering regular feedback and opportunities for growth, as well as develop an open conversation between staff and management (Deery and Iverson, 2019). The remaining initiatives focus on addressing periodic rather than high turnover. One potential solution is maintaining a proper work-life balance. Given that many hospitalities jobs lead to high burnout, it is natural for workers to begin leaving their positions. Marriott Kensington London can offer work allocation peculiarity. Firstly, the company can provide several flexible scheduling options. Secondly, the hotel may provide access to several fitness alternatives and wellness or employee benefit programs. Finally, they can encourage work-life balance between job and free time. Therefore, retention allows the company to reduce turnover and attract employees with more professionalism (Ottenbacher and Harrington, 2019). Consequently, the company achieves optimal workforce engagement and, which provides guests with a comfortable experience. In turn, the company's reputation, and revenue increase while a positive work environment for employees is possible.

### **Strategic Planning:**

Given the nature of staff shortage and turnover, strategic planning processes would be necessary for London Marriott Kensington. Strategic workforce planning will allow London Marriott Kensington to forecast its workforce needs and reveal the problem of high turnover acquired. High turnover indicates inefficiencies in staff acquisition, retention, and development. To address this, it is crucial to identify busy periods, peak seasons, and holiday promotions that require strategic workforce planning. The London Marriott Kensington should anticipate the need for additional staff during events and promotions and account for potential employee absences. This ensures that services remain at an optimal level and meet guest standards, helping the hotel stay competitive (Baum and Lockstone-Binney, 2018).

Consequently, London Marriott Kensington will look for a high turnover reason and then orchestrate measures targeting the cause, including addressing job dissatisfaction. If the employee satisfaction rate is low, for instance, the staff will leave and try to look for new opportunities where their needs are considered. Marriott Kensington, therefore, may need to talk with the staff and conduct interviews with breakaway employees, and a turnover report will be presented, which will help determine the company's situation (Teixeira and Ramalho, 2023). Another strategic workforce planning will be developing a competitive recruitment and retaining policy whereby Marriott Kensington will create an image of its services after having overhauled the high turn-over rate, work on offering better-paying packages, and devise a career program. Finally, strategic planning will increasingly write and evaluate continuous reports for the staff measures for recruiting and retaining out. The key performance indicators to monitor are employee turnover rate, cultural satisfaction levels, and the time required to fill vacancies.

### **Workplace Culture and Employee Engagement:**

To address the issues of staff shortage and frequent turnover at London Marriott Kensington, it is critical to create a positive workplace culture and improve employee engagement. Job satisfaction and staff morale can be achieved by creating a work environment in which employees feel supported, respected, valued, and appreciated. One approach is to create a positive workplace culture through openness and communication (Brotherton and Wood, 2018). Making radio and regular updates on company news, policies, and developments available to employees will ensure that they feel connected as well as aware of activities within the company. Additionally, giving them questionnaires, focus groups, and town hall meetings will allow them to express their thoughts and enhance their morale. Furthermore, employees at London Marriott Kensington should be rewarded and recognized. Employee recognition programs, such as an employee of the month plaque or merit-based bonuses, may be implemented to encourage and reinforce the desired actions. Additionally, granting non-monetary rewards incentives like flexible working hours, additional time off, or social events can assist employees in achieving an optimal work-life balance and increasing job satisfaction.

### **Leadership and Management Practices:**

Leadership and management practices can help in navigating the managing staff shortage and turnover at the London Marriott Kensington. Leadership that inspires trust and motivation and focuses staff to work together chart the way for more significant achievement. Also, the leader ensures his/her executive has a clear focus and direction. Key to this component is even setting goals that are inclusive, regular feedback and coaching to ensure the workers are on their toes, and they remain focus on the best. Good management puts more focus on making sure that the work environment is conducive as well as more engaging to retain more workers (Pizam and Thornburg, 2021). Managers who prioritize addressing their subordinates' concerns and fostering a supportive environment ensure that their team members feel valued and supported, resulting in increased productivity. It is essential for leaders to engage in workshops focused on improving listening skills and conflict resolution to further enhance their managerial abilities. Training for junior leaders, supervisors, and managers should focus on this aspect to help them understand that direct communication with junior staff can lead to greater achievements.

## **6. Conclusions and Recommendations**

### **6.1 Conclusion**

In conclusion, the analysis of the case study on London Marriott Kensington indicates that staff shortage and turnover significantly affects multiple aspects of the hotel's operation. The following ultimate thematic analysis determines such themes scarcely affected by the problem: operational efficiency, the quality of service, employee morale and engagement, finance, the guest experience, retention strategies, strategic planning, workplace culture, and leadership and management style. As seen in the case study, staff shortages and turnover reduce efficiency, create long waits and inferior services, affecting service quality and the guest experience in departments like housekeeping, reception, food, and beverage. This could lead to bad guest reviews, poor satisfaction, and loss of potential guests. Additionally, poor service quality due to high turnover clearance exposes the hotel to additional risks and increases the likelihood of inconsistencies and low employee satisfaction. In this case, operator turnover leads to low morale and involves jobs that are less motivated, productive, and rewarding to employees.

Regarding expenses related to workplace shortages, and turnover, there may be a need to allocate funds for recruiting and training inexperienced staff, as well as addressing losses linked to service quality and reviews. Furthermore, staff shortages and high turnover rates can directly affect the guest experience, leading to prolonged wait times, limited amenities, and inconsistent service provision. Therefore, the hotel may suffer from low guest satisfaction, deficient performance, and poor revenue. London Marriott Kensington can take several steps to address these concerns, as described above, including the establishment of an employee development and training program, the initiation of measures to improve the work environment, the introduction of competitive and adaptable wages and benefit programs, the creation of improved retention strategies, and the innovation of more effective strategic workforce planning.

### **6.2 Recommendations**

To achieve the best results as time goes by, London Marriott Kensington should focus on employee development. Firstly, as argued through the training programs, in one way or another, employees' knowledge and skillsets will be developed to help them perform their

roles effectively and improve the service quality. Morale and job satisfaction will increase resultantly. The second approach involves fostering a positive workplace culture characterized by open communication, where employees are acknowledged for their accomplishments (Fisher and Naidu, 2021). Ensuring a safe and inclusive environment, along with implementing strategies such as competitive compensation and benefits, career advancement opportunities, and prioritizing work-life balance, contributes to employee retention.

Additionally, this approach also encompasses the strategic workforce planning, in which workers anticipate their staffing requirements, identify high turnover areas, and position themselves proactively to meet recruitment and retention difficulties. The final strategy involves effective leadership and management practices, which are crucial in addressing staff turnover and scarcity at the London Marriott Kensington. The new leadership development approach at London Marriott Kensington shifts from mere examination to a pathway-based analysis of causes and solutions (Timming, 2022). The hotel industry also demands stronger management skills and incentives for managers to be successful and engaging. Finally, others would improve the experience, reduce the guest wait time, and enhance service quality and availability of amenities.

Lastly, what is inherently cannot be ignored is the fact that London Marriott Kensington will need to continually track and review the strategy's effectiveness and change it as required. This way, the company can adapt to any future challenges or opportunities as and when they occur. The challenge of staff shortage and turnover at Marriott Kensington London is a complex issue that involves several related aspects that need to be addressed holistically (Lockyer, 2023). Precisely, the solution to this problem should contain investment in the employee development, alignment of cultural aspects, effective retention strategies, strategic workforce planning, leadership, and management improvement, focus on the customer experience, as well as the monitoring and evaluation culture. When addressed based on the provided framework, London Marriott Kensington will be able to solve the challenge of staff shortage and turnover and secure its future success in the hospitality sector.

## **7. Reflection**

The placement also exposed me to the professional world, and the field allowing me to learn more about it. My reflective account of the placement captures my growth as an individual, as well as my understanding of various aspects. One of the critical areas was the aspect of communication while in a working environment. Communication, regardless of the relationship between me and the colleagues, clients or even stakeholders, it was always helpful in ensuring that we could work towards harmony. I noted instances when poor communication led to misunderstandings, project cessation and even relational tensions among the team. I learned how to be an active listener, asking questions, and expressing myself, which assured strengthens the understanding that communication is essential for teamwork. Second is the familiarisation with various working and personality styles with the team. I came to realize that the strength and weaknesses of each person, and their approach to problem-solving is distinct to them. However, I could tell based on my ability to adapt, be patient and understand different individuals for inclusive working. This approach was beneficial to the team, reducing any chances of misunderstandings.

Furthermore, my placement experience also provided me with invaluable lessons on project management and organizational effectiveness. This is because I clearly understood that regardless of how innovative the project may be planned, delegation, and time management were critical to delivering the project on time and on the budget. Additionally, I learned that I must prioritize my work, allocate resources cautiously, and be extremely responsive due to the changing environments so that I could deliver on my part. Furthermore, I was exposed to different project management and planning mechanisms such as the Gantt charts, Kanvan boards, and agile methodologies, which I discovered to be essential in enhancing our output since we work in a streamlined and efficient manner. This experience has offered me a few teachings and abilities, and concepts that I may utilize in future participation in a project. Therefore, my placement experience was also an expert in problem-solving and critical thinking skills. During my placement time at Marriott Kensington, I encountered many issues ranging from technical and behavioural challenges. However, I learned to focus on the solution, approached the issue with a positive outlook, and fathomed the problem's root cause. Then we would

conduit as a team to get resolution. Therefore, this experience has given me the knowledge that some of the problems at the workplace can only be resolved as a group.

My placement experience also granted me the opportunity to gain experience the importance of leadership and mentorship in enhancing professional development and success. Fortunately, I interacted and worked closely with all my supervisors and colleagues who taught, mentored, and guided me through the journey. All my supervisors were leaders who encouraged empowerment, accountability, and a cheerful outlook toward learning and development. In most cases, I observed how they conducted their leadership while consulting and involving the team in matters of concern. This gave me insight into what excellent leadership entails and how I can prepare myself for future guidance. In addition, my placement experience allowed me to interact and form networks with other industry players.

While the sessions played a role in building my professional circle, it opened my eyes to trends, best practices, and emerging opportunities that I should not miss once I choose my preferred area of practice. Moreover, the interaction with my peers from the industry enlightened me with different views, ideas, and perspectives, which also impacted my experience at the placement facility. Lastly, my placement exposed me to an awareness of the importance of work-life balance and self-care in performance. Just as the saying, I otherwise juggled between my jobs, and it was a revelation experience that I needed to manage my personal time to execute my roles and responsibilities effectively. I did set boundaries, managed my stress and I had a chance to do me time in different activities that refreshed my body, soul, and mind. In summary, my placement experience was a life event journey that was characterized by a significant amount of learning, growth as well as self-discovery.

Therefore, this journey of learning experience was exception, and I am thankful for the opportunity and challenges as well as the relationship I have built. I heritage my placement experiences as an enriching and measurable one and am ready and prepared to move to the next chapter of my career. I am all prepared and ready to make the learning into practice and achieve my goals. My placement was so transformational as I became

a better me. My future career has been dramatically changed by my placement, and for that reason, I am grateful.

## References

- Albrecht, S. L., Bakker, A. B., Gruman, J. A., Macey, W. H., and Saks, A. M. (2021). *Employee engagement, human resource management practices and competitive advantage: An integrated approach*. *Journal of Organizational Effectiveness: People and Performance*, 2(1), 7-35.
- Amundsen, S. and Martinsen, Ø.L. (2014). *Self–other agreement in empowering leadership: Relationships with leader effectiveness and subordinates' job satisfaction and turnover intention*. *The Leadership Quarterly*, 25(4), pp.784–800. <https://doi.org/10.1016/j.leaqua.2014.04.007>.
- Baruch, Y., and Holtom, B. C. (2018). *Survey response rate levels and trends in organizational research*. *Human Relations*, 61(8), 1139-1160.
- Baum, T. (2016). *Human resources in tourism: Still waiting for change*. *Tourism Management*, 52, 367-377.
- Baum, T., and Lockstone-Binney, L. (2018). *Human resource management for tourism, hospitality, and events*. CABI.
- Benitez-Amado, J., Llorens-Montes, F. J., and Perez-Arostegui, M. N. (2020). *HRM practices, intrinsic motivators, and organizational performance in the hotel industry*. *Cornell Hospitality Quarterly*, 51(3), 364-384.
- Brotherton, B., and Wood, R. C. (2018). *The nature of hotel work: An analysis of employment relations in large London hotels*. *International Journal of Hospitality Management*, 27(4), 517-527.
- Brown, M., and Lord, T. (2023). *Strategic human resource management*. Pearson Education.
- Cannon, M. D., and Witherspoon, C. L. (2019). *Actionable feedback: Unlocking the power of learning and performance improvement*. *Academy of Management Executive*, 19(2), 120-134.
- Cappelli, P., and Keller, J. R. (2014). *Classifying work in the new economy*. *Academy of Management Review*, 39(4), 575-597.

Chathoth, P. K., Altinay, L., Harrington, R. J., Okumus, F., and Chan, E. S. W. (2022). *Co-creation and higher order customer engagement in hospitality and tourism services: A critical review*. International Journal of Contemporary Hospitality Management, 25(3), 399-422.

Chiva, R., and Alegre, J. (2018). *Emotional intelligence and job satisfaction: The role of organizational learning capability*. Personnel Review, 37(6), 680-701.

Collis, J and Hussey, R (2014), *Business Research, A Practical Guide for Undergraduate and Post Graduate Students*, Palgrave, London.

Cottrel, S. (2011) *Critical Thinking Skills: Developing Effective Analysis and Argument*, Palgrave Study Guides, Palgrave Macmillan: Basingstoke.

Cottrell, S. (2014) *Dissertations and project reports: a step-by-step guide*. New York: Pallgrave.

Czaplewski, A. J., and Pizam, A. (2021). *HR managers' perceptions of the challenges associated with turnover and the retention of staff in the hospitality industry*. International Journal of Contemporary Hospitality Management, 27(7), 1576-1601.

Davenport, T. H., and Harris, J. (2017). *Competing on analytics: The new science of winning*. Harvard Business Press.

Deery, M., and Iverson, R. (2019). *Turnover intention among graduate nurses in Australia: A comparative analysis of work satisfaction*. Journal of Clinical Nursing, 14(2), 24-33.

Deery, M., and Jago, L. (2021). *Revisiting talent management, work-life balance and retention strategies*. International Journal of Contemporary Hospitality Management, 27(3), 453-472.

Den Hartog, D. N., and Verburg, R. M. (2018). *High performance work systems, organisational culture and firm effectiveness*. Human Resource Management Journal, 14(1), 55-78.

Díaz-Fernández, M. C., González-Morales, M. G., Luceño-Moreno, L., and Díaz-Cabrera, D. (2021). *Linking employees' service recovery performance to customer satisfaction*:

*The mediating role of repatronage intentions*. Journal of Service Management, 28(4), 787-810.

Edmondson, A. C. (2019). *Psychological safety and learning behaviour in work teams*. Administrative Science Quarterly, 44(2), 350-383.

Enz, C. A., and Siguaw, J. A. (2021). *Best practices in human resources*. Cornell Hotel and Restaurant Administration Quarterly, 44(6), 48-61.

Farndale, E., Scullion, H., and Sparrow, P. (2020). *The role of the corporate HR function in global talent management*. Journal of World Business, 45(2), 161-168.

Fisher, R., and Naidu, S. (2021). *Labour productivity, job satisfaction and employee turnover in the UK hotel industry*. Tourism Economics, 21(3), 577-590.

Floyd, S. W., and Lane, P. J. (2020). *Strategizing throughout the organization: Managing role conflict in strategic renewal*. Academy of Management Review, 25(1), 154-177.

Garavan, T. N. (2021). *A strategic perspective on human resource development*. Advances in Developing Human Resources, 9(1), 11-30.

Guest, D. (2017). *Human resource management and employee well-being: Towards a new analytic framework*. Human Resource Management Journal, 27(1), 22-38.

Guest, D. E. (2017). *Human resource management and employee well-being: Towards a new analytic framework*. Human Resource Management Journal, 27(1), 22-38.

Hackman, J. R., and Oldham, G. R. (2019). *Motivation through the design of work: Test of a theory*. Organizational behaviour and human performance, 16(2), 250-279.

Heffernan, M. (2022). *Management issues in managing turnover in hotel call centres*. International Journal of Hospitality Management, 31(1), 154-161.

Heizer, J., and Render, B. (2023). *Operations management: Sustainability and supply chain management*. Pearson Higher Ed.

Hinkin, T. R., and Tracey, J. B. (2021). *The cost of turnover: Putting a price on the learning curve*. Cornell Hotel and Restaurant Administration Quarterly, 41(3), 14-21.

- Huselid, M. A. (2014). *The impact of human resource management practices on turnover, productivity, and corporate financial performance*. *Academy of Management Journal*, 38(3), 635-672.
- Hutchinson, S., Rayton, B., and Swart, J. (2019). *Understanding the people and performance link: Unlocking the black box*. CIPD Publishing.
- Judge, T. A., and Bono, J. E. (2021). *Relationship of core self-evaluations traits—self-esteem, generalized self-efficacy, locus of control, and emotional stability—with job satisfaction and job performance: A meta-analysis*. *Journal of Applied Psychology*, 86(1), 80-92.
- Kusluvan, S. (2023). *Managing employee attitudes and behaviours in the tourism and hospitality industry*. Nova Science Publishers.
- Kusluvan, S. (2023). *Managing employee attitudes and behaviours in the tourism and hospitality industry*. Nova Science Publishers.
- Kusluvan, S., Kusluvan, Z., Ilhan, I., and Buyruk, L. (2020). *The human dimension: A review of human resources management issues in the tourism and hospitality industry*. *Cornell Hospitality Quarterly*, 51(2), 171-214.
- Lashley, C., and Best, W. (2023). *Employee perceptions of empowerment in the UK hotel sector*. *International Journal of Contemporary Hospitality Management*, 15(1), 32-38.
- Lengnick-Hall, M. L., Beck, T. E., and Lengnick-Hall, C. A. (2021). *Developing a capacity for organizational resilience through strategic human resource management*. *Human Resource Management Review*, 21(3), 243-255.
- Lockwood, N. R. (2021). *Leveraging employee engagement for competitive advantage: HR's strategic role*. *HRMagazine*, 52(3), 1-12.
- Lockyer, T. (2023). *Factors influencing employee turnover intentions: A brief review*. *Current Research Journal of Social Sciences*, 5(2), 39-44.

- Lowrey, T. M., and Kim, J. (2019). *Group processes in customer complaint behaviour: An exploratory study of group size and satisfaction*. Journal of Service Research, 11(3), 251-264.
- Lundberg, C. C., and Gaucher, R. S. (2018). *Management practices that support diversity and inclusion in the hospitality industry*. Worldwide Hospitality and Tourism Themes, 10(6), 683-698.
- Marchington, M., and Wilkinson, A. (2018). *Human resource management at work: People management and development*. CIPD Publishing.
- Marchington, M., and Wilkinson, A. (2018). *Human resource management at work: People management and development*. CIPD Publishing.
- Mathis, R. L., and Jackson, J. H. (2021). *Human resource management*. Cengage Learning.
- McCleary, K. W., Weaver, K. M., and Holtom, B. C. (2020). *Theoretical and methodological issues in turnover research*. Routledge.
- Mellahi, K., Demirbag, M., and Riddle, L. (2021). *Multinationals in the Middle East: Challenges and opportunities*. Thunderbird International Business Review, 53(4), 479-491.
- Meyer, J. P., Becker, T. E., and Vandenberghe, C. (2021). *Employee commitment and motivation: A conceptual analysis and integrative model*. Journal of Applied Psychology, 89(6), 991-1007.
- Nunkoo, R., and Ramkissoon, H. (2021). *Developing a community support model for tourism*. Annals of Tourism Research, 38(3), 964-988.
- Okumus, F., Karamustafa, K., and Çavuşoğlu, M. (2019). *Impact of employee satisfaction on quality and profitability in high-contact service industries*. Journal of Quality Assurance in Hospitality and Tourism, 5(1-2), 1-23.

- Ottenbacher, M. C., and Harrington, R. J. (2019). *Global talent management and sustainable competitive advantage: Lessons from the Indian software industry*. Journal of World Business, 44(3), 336-346.
- Paauwe, J., and Boselie, P. (2019). *HRM and performance: What's next?* Human Resource Management Journal, 15(4), 68-83.
- Pallant, J. (2010), SPSS Survival Manual, *Oxford University Press*, Buckingham.
- Patterson, M. G., West, M. A., Lawthom, R., and Nickell, S. (2017). *Impact of people management practices on business performance*. Institute of Personnel and Development.
- Pfeffer, J. (2021). *Human resource management: An organizational behaviour perspective*. Prentice Hall.
- Pizam, A., and Thornburg, S. W. (2021). *Absenteeism and voluntary turnover in Central Florida hotels: A longitudinal study*. International Journal of Hospitality Management, 19(3), 251-271.
- Podsakoff, P. M., MacKenzie, S. B., and Bommer, W. H. (2016). *Transformational leader behaviours and substitutes for leadership* as determinants of employee satisfaction, commitment, trust, and organizational citizenship behaviours. Journal of Management, 22(2), 259-298.
- Purcell, J., Kinnie, N., Hutchinson, S., Rayton, B., and Swart, J. (2023). *Understanding the people and performance link: Unlocking the black box*. CIPD Publishing.
- Reynolds, D., and Westwood, S. (2018). *Employee turnover in hospitality and tourism*. Routledge.
- Riggio, R. E., Zhu, W., Reina, C., and Maroosis, J. A. (2020). *Virtues and leadership: An integrating conceptual framework founded in Aristotelian and Confucian perspectives on virtues*. Management Decision, 48(2), 291-313.
- Saks, A. M. (2021). *Antecedents and consequences of employee engagement*. Journal of Managerial Psychology, 21(7), 600-619.

- Saks, A. M., and Gruman, J. A. (2014). *What do we really know about employee engagement?* Human Resource Development Quarterly, 25(2), 155-182.
- Sambrook, S., and Mcloughlin, D. (2020). *Talent management: A strategic approach for hospitality management*. International Journal of Contemporary Hospitality Management, 22(7), 941-963.
- Saunders, M., Lewis, P. and Thornhill, A. (2012) *Research Methods for Business Students*, FT/Prentice Hall: Harlow.
- Schuler, R. S., and Jackson, S. E. (2017). *Strategic human resource management*. John Wiley and Sons.
- Tabachnick, B. G., and Fidell, L. S. (2019). *Using multivariate statistics*. Pearson.
- Teixeira, R., and Ramalho, N. (2023). *The impact of training on Portuguese hospitality employees' service quality and turnover intentions*. Journal of Human Resources in Hospitality and Tourism, 12(1), 1-22.
- Timming, A. R. (2022). *Strategic HRM and employee well-being in the UK hospitality industry*. Employee Relations, 34(4), 429-444.
- Ullah, S., and Lai, P. (2020). *Impact of employee turnover on organizational effectiveness: moderating role of human resource management practices in UK hospitality industry*. Journal of Human Resources in Hospitality and Tourism, 19(3), 253-278.
- Varela, O. E. (2021). *Human resources development in the Mexican hotel industry: A model of human capital acquisition and allocation*. International Journal of Hospitality Management, 20(3), 263-280.
- Veal, A J (2006), *Research Methods for Leisure and Tourism*, 3rd Ed, Financial Times/Prentice Hall.
- Yagil, D. (2018). *The relationship between empowerment, job satisfaction, and reported stress levels: Some Israeli data*. Journal of Applied Social Psychology, 38(7), 1747-1770.

