

A Work Project, presented as part of the requirements for the Award of a Master's degree in Management, from the Nova School of Business and Economics.

**THE IMPORTANCE OF HUMAN RESOURCES MANAGEMENT PRACTICES IN
EMPLOYEE RETENTION WITHIN THE HOSPITALITY INDUSTRY**

THE IMPORTANCE OF TRAINING & DEVELOPMENT PRACTICES TO RETAIN
TALENT IN THE HOSPITALITY INDUSTRY

MARIA INÊS MARQUES PEREIRA

Work project carried out under the supervision of:

Sérgio Guerreiro / Euclides Major

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Abstract

The hospitality industry is increasingly being challenged in retaining talent. As a result, organizations experience high turnover rates. Through Human Resources Management (HRM) approaches, hospitality organizations may increase retention rates, by adopting soft HRM practices. Hence, the current study aims to evaluate how soft HRM affects job satisfaction and employee retention within the hospitality industry, by conducting a deeper analysis of the application of HRM practices. Included is the implementation of training and development programs. To support the current study, qualitative and quantitative research was conducted on employees of the Hilton Diagonal Mar hotel in Barcelona, Spain. The results revealed that job satisfaction is not entirely fostered by increasing salary, however more closely related to the quality of the work environment, a strong sense of empowerment and leadership, continuous training, work-life balance, reputation and recognition of the hotel's brand image, and employees' individual characteristics. Based on the study's findings, the co-authors suggest a conceptual model to address the challenge of retaining talented people.

Keywords

Job Satisfaction, Employee Retention, Turnover, Hospitality Industry, HRM, Soft HRM, Talent Management, Training & Development

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HRM practices impacting employee retention

The importance of Human Resources Management practices in employee retention within the
hospitality industry

1. Introduction

1.1. Problem Statement

The retention of talented employees is increasingly becoming a challenge within the hospitality industry (Maroudas, Kyriakidou Vacharis 2008). The sector is experiencing a global crisis particularly, a labor and skill shortage, which raises turnover levels (Ashton 2015). Turnover largely affects this sector since employee knowledge is increasingly a sustainable competitive advantage in today's business environment (Hall 1993). As a result of frequent personnel replacement, customer service quality declines as employment gaps reduce the quality of the service delivered (Koys 2001). Moreover, losing highly competent employees results in significant expenses associated with recruitment and rescaling, in addition to hidden costs linked with disruptions in team-based work environments (Razali 2015). Furthermore, turnover is frequently an indicator of poor and decreased quality of working life, related to employees' job satisfaction (Razali 2015). In today's modern world, increasing retention of employee's rates is the main priority for the industry of people (Barlett Ghoshal 2002).

The development of the study was conducted to address the latter subjects. The study has its starting point in a summer internship in Barcelona, Spain, between July and August of 2022. During the internship, the co-authors were presented with a four-star city hotel from one of the world's most recognized hotel brands, Hilton Hotels & Resorts (Hilton n.d.). However, Hilton Diagonal Mar, being included in the hospitality business, is currently facing the challenge of

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retaining talented employees. However, despite its recognition, the hotel is currently facing challenges in the retention of talent.

1.2. Relevance of the Study

This study's relevance lies in analyzing how human resources management can contribute to successful talent retention. Therefore, the co-authors aim to understand the main factors that impact employees to be satisfied in their workplace, and hence provide suggestions on how to successfully retain talent within the company, proposing soft HRM practices as a tool to decrease turnover levels. Although there is a wide variety of research on the effect of HRM practices on talent retention, it is crucial to analyze how employees perceive them and the efforts that should be implemented to maintain employment over the long run. A literature review and qualitative and quantitative research were conducted to be able to reach a conclusion and develop the co-authors' research question. Therefore, the current study adds value to the existing literature by exploring the impact of HRM practices from the perspective of hospitality employees. Additionally, due to the sample's representativeness, hotel management and the human resources department are able to use this study as a reference to determine which practices are most important for retaining their staff members. This study may differ from others in literature, as the co-authors had the opportunity to collect insights from staff members for two months on-site in Hilton Diagonal Mar.

To summarize, the main objective of this study is to understand the employees' perspectives on HRM practices, which will consequently assist hotel managers in developing initiatives towards enhancing talent retention.

2. Literature review

2.1. Introduction

Countless research indicates the advantages of companies creating a workforce of satisfied employees (Bowen and Schneider 1988). According to Davidson and Wang (2011), labor shortages are driven by low salaries, thereby impairing employee satisfaction. On the other hand, studies indicate inadequate Human Resources Management (HRM) contributes to employee dissatisfaction in the workplace (Debrah 2013). Further research argues that, aside from financial incentives, efficient HRM leads to both job satisfaction and employee retention (Dainty, Isn and Root 2005). In essence, advancement in HRM is necessary to foster employee satisfaction towards generating employee engagement in the workplace, thereby reducing rotation levels (Maroudas, Kyriakidou and Vacharis 2008; Maxwell, Watson and Quail 2004; Teng 2008). The author Koys (2001) defends it comprises implementing measures towards motivating employees to stay with the organization for an extended period. The focus should be on a continuous understanding of individuals' needs and expectations, as well as on a planification of actions towards their fulfilment.

2.2. Job satisfaction and Employee retention

Job satisfaction is the employee's internal fulfilment that arises from job experience, acting as a motivational factor to work (Okolie 2019). The authors Sasser, Schlesinger and Heskett (1997) defend that employees satisfied with the business management are more motivated to provide outstanding service to guests. Thus, employee satisfaction is a key indicator of service excellence, considering that guests rate an organization's performance based on the company's services (Parasuraman, Zeithaml and Berry 1988). Furthermore, achieving specific goals and objectives personal to an employee results in a sense of fulfilment within the organization

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(Okolie 2019). In particular, job satisfaction results from “psychological, physiological, and environmental” elements enabling an employee to feel a sense of purpose, enjoyment, and value in the workplace (Martin 2022). Likewise, employee satisfaction is the combination of several factors affecting different dimensions of job satisfaction (Locke and Weiss 2001).

Research indicated employee retention is directly correlated to job satisfaction (Barlett Ghoshal 2002). According to Karatepe (2013), a poor job satisfaction rate is linked with a high intention level to leave the workplace. The authors Pizam and Thornburg (2000) discovered 90% of individuals would leave their jobs if they were not satisfied with the workplace. Employee dissatisfaction leads to a negative attitude concerning the job, weakening employee morale, and thus leading to staff turnover (Lam, Lo and Chan 2002). The author Yang (2010) proposed managers closely monitor employee conditions to address dissatisfaction, particularly signs of stress. An organization may experience the effects of workplace stress in the form of “employee absenteeism, intention to leave, interpersonal difficulties, and poor performance” (Cho, Woods, et al. 2006). Hence, implementing effective HRM practices is crucial for retaining talent, considering it influences employee job satisfaction, morale, and positive workplace attitudes (Chow, Haddad and Singh 2007). Hereupon, numerous authors indicated several variables that should be considered within HRM towards boosting employee satisfaction, thus avoiding frequent rotation of employees.

2.3. Job satisfaction and Human resources management

HRM is characterized as the effective management of people in accomplishing the company’s goals and satisfying individual employee needs and expectations (Stone, Cox and Gavin 1998). In other words, HRM is a mechanism utilized to enhance a company's performance by rigorously identifying and handling employee issues at the workplace (Prowse and Prowse 2010). Hence, HRM practices aim to promote employee satisfaction, thereby strengthening

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staff commitment and consequently increasing retention (Ahmad and Schroeder 2003; Maxwell, Watson and Quail 2004; Maroudas, Kyriakidou and Vacharis 2008; Nickson, Warhurst and Dutton 2005; Teng 2008). Multiple studies have researched the relationship between HRM methods and employee satisfaction (Chow, Haddad and Singh 2007). Lucas and Deery (2004) explored the connection between HRM practices and organizational performance. Armstrong and Taylor (2014) analyzed the correlation between management and employees concerning distinct levels of trust in the workplace. Duarte, Gomes and Neves (2015) established a link between job satisfaction and HRM practices, realizing it is strongly related to organizational support and intentions to leave the company. Pelit, Ozturk and Arslanturk (2011) investigated how the empowerment of employees and leadership administration is related. Gangwani and Dubey (2016) considered the relationship between work environment and employee retention. Nankervis and Debrah (1995) studied how employee career development and opportunities for promotion contribute to job satisfaction. Susanto, et al. (2022) conducted research on the importance of management allowing for employees' work-life balance. Vermandere (2013) measured how dissatisfaction with the salary affects employee motivation, in addition to an evaluation regarding benefits as compensation for low pay. Robins SP (2013) analyzed how training directly affects individuals' performance at the workplace, thereby influencing turnover rates. Deery (2008) perceived how high-stress levels could dramatically reduce job satisfaction and increase the likelihood of undesired staff turnover.

2.4. HRM theories relevant for the study – Hard HRM and Soft HRM

Numerous authors defend that the most efficient business models rely on staff management through HRM (Marchington and Grugulis 2000). Additional studies affirm that the key to a successful company's management is combining the formal business structure with the HR systems to support the organization's strategic goals (Armstrong and Taylor 2014).

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The hard HRM adopts a business-strategy perspective, in which managers are profit-driven, hence perceiving employees as sources of revenue (Prowse and Prowse 2010; Truss, et al. 1997). The focus of organizations is on quantitative economic components; therefore, minimal consideration is provided concerning staff needs. Furthermore, it operates with higher control over systems performance, management performance, and strict supervision on individual work.

Soft HRM entails treating employees as a resource through a people-friendly management approach. Employees are valued assets and sources of competitive advantage for the company (Keenoy 1990). Employers treat the staff as unique individuals, emphasizing their needs and goals, allowing for employees' professional growth (Chan 2011). In the recruitment process, this strategy prioritizes employees' soft skills above hard skills, considering that soft skills are directly related to teamwork, presentation competencies, performance, leadership, problem-solving, and customer service capability (Nickson, Warhurst and Dutton 2005; Chan 2011). Hence, this model accentuates individual attributes, particularly employee personal characteristics and attitude regarding service work (Keenoy 1990).

Additionally, the soft HRM model places emphasis on HR perspectives, including the importance of employee motivation, both intrinsic and extrinsic (Armstrong and Taylor 2014; Pfeffer 1994; Worsfold 1999). Employee motivation is an intrinsic motivation that arises from an individual towards exerting effort on work-related activities. It can be described as "psychological forces that determine the direction of a person's behavior in an organization, a person's level of effort and a person's level of persistence" (Jones and George 2008). Moreover, intrinsic motivation corresponds to the employee quality of work-life, from the feeling that the workplace is enjoyable, challenging, and meaningful, in addition to an environment that provides opportunities to achieve personal goals through the development of expertise and

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skills. On the other hand, extrinsic motivation occurs when actions are taken to encourage and assist employees towards providing them tools to fulfil personal and professional desires in their work-life (Armstrong and Taylor 2014).

2.4.1. Soft HRM practices analysis: Job satisfaction and Employee retention in a hotel

Work Environment

Research on the topic found a positive relationship between work environment and employee retention (Gangwani and Dubey 2016). According to (Jain and Kaur 2014), the work environment comprises the physical, psychological, and social factors that act and respond to an employee's body and mind. In particular, it can be related to the work itself, communication within and among departments, work pressure, stress, fairness and equality between employees, respect and recognition, creativity on the job, peers and supervisor relationships, flexible policies, performance appraisal, working conditions, sense of responsibility, job security, organization' recognition and reputation, and other policies and administrative bureaucracies. Employee perception of the workplace as appealing, meaningful, valuable, engaging, and challenging, in addition to providing career opportunities, optimizes the work environment (Armstrong and Taylor 2014).

Working environment: Work stress (and workload)

Work stress arises from personal and organizational factors, therefore negatively impacting one another (Hayward, Bungay, et al. 2016). An imbalance between a challenging job and the received financial and non-financial incentives is the major factor of stress (Cottini, Paolo, et al. 2022). Moreover, stress in the workplace is strongly correlated to workload, meaning an excessive amount of work and unachievable deadlines, generating a feeling of rush and pressure amongst employees (Deery 2008). Likewise, it can also emerge as a result of employees'

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inability to achieve work expectations, dissatisfaction with leadership, and lack of organizational support (Gill, Flashchaner and Bhutani 2010; Van Knippenberg, Van Dick and Tavares 2007). Further frequent common sources of stress include the lack of involvement in decision making, interpersonal relationships, work-life balance conflicts, dissatisfaction with salaries, and lack of compensation (Hayward, Bungay, et al. 2016). Hence, one of the HRM challenges encompasses identifying effective motivational approaches to reduce work stress. High-stress levels or excessive obligations assigned to a single employee can dramatically reduce job satisfaction and increase the likelihood of undesired staff turnover (Deery 2008).

Empowerment

Empowerment is characterized as the process of providing employees with authority to propose or make decisions that would affect the company's direction and performance (Cunningham, Hayman and Baldry 1996; Salazar, Pfaffenberg and Salazar 2008). This component is key for hotel operations considering many first-line services demand fast response to guests' needs, therefore leading to customer satisfaction (Kim, Murrmann and Lee 2009). Moreover, it is particularly relevant in this sector since it also focuses on employees' perception of good performance and individual capability to deliver positive results (Hechanova, Alampay and Franco 2006). According to Bowen and Lawler (1995), empowerment influences job satisfaction as it enables employees to recover from service challenges and allows for service excellence through meeting or exceeding guests' expectations.

Career development and opportunity for promotion

To increase job satisfaction and reduce staff turnover, employee career development and opportunities for promotion must be ensured by the employer company (Nankervis and Debrah 1995). It refers to the process of evolution experienced by an individual toward increasing

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occupational status through integrating personal needs and wants into career growth prospects (Martin 2022). Moreover, a study carried out by Kim, Murrmann and Lee (2009) appointed that extrinsic motivation, in particular, a possibility for promotion, constitutes a major goal of individuals working in the hospitality sector. Through career development, employees enhance innovation, effectiveness, and advancement (Okolie 2019). Nevertheless, to accomplish these changes in the organization, planning is essential (Ruddy 1989). Hence, towards developing suitable career paths and development initiatives, it is crucial for companies to develop a point of integration between an individual's career planning and organizational planning (Ruddy 1989). A well-defined successful career development promotes job satisfaction, motivating employees to remain in the organization (Nankervis and Debrah 1995).

Salary and fringe benefits

A study on the topic indicates employees' perception of not receiving a fair monetary value under the workload has a negative impact on motivation (Vermandere 2013). Employees dissatisfied with their income were more prone to leave the company than employees who believed their pay was fair. On the other hand, the latter research found that staff was willing to receive a reduced salary for specific benefits, such as an increased retirement payment, an interesting job role, a workplace nearby home, extended holidays, a company car, and additional job security. According to an additional study conducted by Pizam and Thornburg (2000), nearly 86% of individuals leave their job if displeased with the compensation and benefits provided by the organization. Moreover, Nankervis and Debrah (1995) defend remuneration plans should be included as a critical element for the implementation of HRM practices towards retaining employees and promoting job satisfaction.

Training & development

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Training is a critical continuous investment in human resources towards enabling employees to acquire the required skills and knowledge to accomplish organizational objectives (Garavan 1997). According to Schmidt (2007), job training satisfaction refers to how individuals perceive and feel about the components of training they receive from the company. Furthermore, continuous research indicated employee satisfaction associated with job training satisfaction has a direct effect on individuals' performance at the workplace, thereby influencing turnover rates (Robins 2013). Studies found that structured and tailored training sessions have a positive impact in job training satisfaction, affecting an employee's attitudes towards work, particularly, job satisfaction (Mello 2011). Lam, Lo and Chan (2002) defend that hospitality companies would benefit by providing staff with training regarding social capabilities, organizational structure fittings, coaching to prevent poor performance and interpersonal conflicts amongst staff members and between employees and customers in addition to training related to staff's function within the organization. Hereupon, the hotel industry must conduct consistent and appropriate training programs to avoid untrained staff amplifying the skills shortage crisis (Sharpley and Forster 2003).

Leadership and perceived organizational support

Leadership behavior has an impact on both organizational goals and employee performance (Erkutlu 2008). The authors Armstrong and Taylor (2014), Erkutlu (2008) and Kim and Brymer (2011) defend that employee satisfaction is dependent on leadership attitudes by acting in a way that inspires and motivates employees, attending to each individual's needs and wants, building a positive and supportive environment, and adopting fundamental moral values. Findings indicate employees are more satisfied when trust and respect are the basis of the relationship between different hierarchies (Armstrong and Taylor 2014; Duarte, Gomes and Neves 2015; Richardson 2010). Furthermore, studies found employee perception of a leader's support and

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job satisfaction are positively correlated (Smith, Organ and Near 1983). Perceived organizational support relates to the employees' perception regarding the extent to which the company recognizes their individual contribution and is concerned about their wellbeing (Eisenberger, Huntington, et al. 1986; Rhoades and Eisenberger 2002). Additional research found that if managers are concerned with employees' commitment to the firm, employees are therefore focused on the company's commitment to them (Ng and Sorensen 2008). Perceived organizational support strengthens employees' sense of obligation towards assisting the company in achieving its goals and staff's commitment to the organization (Eisenberger, Armeli, et al. 2001). Thus, leadership and organizational support foster efficient work behavior and attitudes and avoid withdrawal outcomes related to absenteeism and turnover (Armstrong and Taylor 2014; Erkutlu 2008).

Work-life balance

Work-life balance refers to a condition of equilibrium between work responsibilities and career demands along with personal life and individual aspirations beyond the job (Clark 2000). Greenhaus, Collins and Shaw (2003) defined work-life balance as the degree to which an individual is equally engaged and satisfied with career and family role. On the other hand, work-life imbalance leads to employees' adverse attitudes and behavior, encompassing job burnout, emotional exhaustion, and lower commitment to the company. Moreover, numerous studies on work-life balance revealed that organizations concerned about their employee's personal and professional well-being experience have staff with more positive feelings and attitudes, thereby increasing job satisfaction (Susanto, et al 2022). Further research stated that companies concerned about the employees' work-life balance reported improved staff performance (Campo, Avolio and Carlier 2021). Likewise, satisfied employees are more motivated to reciprocate the gesture through improved job performance (Talikder, Vickers and Khan 2018).

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Hence, management support enhances employees' perceived positive attitudes associated with the job, thereby strengthening the connection between work-life balance, job performance and job satisfaction (Susanto, et al 2022).

Employer branding

Employer branding (EB) is an organization's message to the exterior, describing who they are and what makes them unique (Tanwar and Prasad 2016). Research has acknowledged employer branding as a tool towards attracting talent (Lievens, Hoye and Anseel 2007; Collins and Stevens 2002; Berthon, Ewing and Hah 2005). Nevertheless, recent studies have covered the importance of EB for the retention of employees (Backhaus and Tikoo 2004). Branding aids developing a strong culture, therefore increasing employee satisfaction (Gaddam 2008). Besides being critical for a company to attract talented individuals, importance should also be attributed to inspiring employees to remain in the organization. Hence, this strategy must focus on employee satisfaction by managing the employee experience (Bergstrom and Anderson 2001). The author Gaddam (2008), defends employee satisfaction as a key outcome of EB, fostering staff commitment and customer satisfaction.

Individual characteristics and personality traits

Individual characteristics can be described as the individual personality traits and employee attitude regarding the work developed (Karatepe, Uludag, et al. 2006). To complement, personality traits are conceivably characterized as a persistent behavioral tendency towards influencing an individual's behavior in a distinct range of situations (Ajzen 1987). The authors Torres and Kline (2006) defend that this feature impacts employees' reaction to work situations, citing studies that characteristics of an agreeable person, such as affection, kindness, and empathy, predict positive job performance (Kim and Umbreit 2007). Similarly, favorable staff

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attitudes in the workplace influence service delivery, impacting customer expectations (Torres and Kline 2006). Further research revealed that self-efficacy and effort are linked to employee satisfaction, thus the ambition to remain in the company (Karatepe, Uludag, et al. 2006). Hereupon, personality attributes are a vital component in HRM, particularly, the recruitment and selection process of new members (Kim and Umbreit 2007).

3. Methodology

3.1. Research methodology

The research question of this study is formulated based on a two-month internship at Hilton Diagonal Mar in Barcelona, Spain, a four-star city hotel under the portfolio of one of the world's most recognized hospitality brands (Hilton 2017). Currently, Hilton is a leading worldwide organization in the hospitality field that is recognized as the #2 world's best workplace (Great Place To Work 2022). However, under the global crisis of labor and skill shortages in the hospitality industry, Hilton Diagonal Mar is confronted with the challenge of retaining a pool of qualified talent.

Therefore, the co-authors aim to answer one research question: "How can job satisfaction enhance employee retention through soft HRM practices?" Quantitative and qualitative research was conducted to support the current study. Once the research is analyzed, the co-authors intend to reach a conclusion regarding the previously stated research question.

3.2. Data collection Methods

3.2.1. Quantitative Research: Surveys

A quantitative analysis was carried out to gather insights to support the co-author's research questions from as many employees as possible to be able to obtain a wide range of responses.

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Throughout the internship, data was collected through questionnaires. A total of 53 participants completed the survey, with 40 deriving from the F&B (Food & Beverage) department and the remaining from the GM&E (Groups, Meetings & Events) sales department. Regarding ethical concerns, participants were informed of the study's purpose and assured that participation was completely voluntary, having the option to revoke their consent at any moment. In addition, the confidentiality and anonymity of the respondents were guaranteed.

In order to characterize employees' backgrounds and assess their level of job satisfaction at Hilton Diagonal Mar, the questionnaire includes multiple, short and open-ended questions. The survey is structured into three parts. The first part is related to the participant's demographic profile, such as gender, age, nationality, educational background and length of employment in the hotel. In the second part of the survey, a Likert Scale is presented from 1-7 (where 1 = *strongly disagree* and 7 = *strongly agree*), which was widely used to measure the level of employee satisfaction based on the HRM practices. Finally, to enrich the research, the third part is responsible for gathering data regarding the participants' thoughts on why individuals leave the hotel as well as suggestions for enhancing their working environment. The entire set of survey questions and results are presented in Appendix A – Complete Survey and Appendix B – Survey Results. Once the study results were organized in an Excel document, a descriptive analysis was conducted using SPSS. As a result, it was feasible to assess the data' mean, standard deviation, minimum, and maximum.

3.2.2. Qualitative Research: Interviews

Additional research was conducted to collect evidence to sustain the research question. To be able to assess employee satisfaction in the workplace and support the co-authors' research question, a qualitative analysis was conducted. Strauss and Corbin (1998) define qualitative analysis as "a non-mathematical process of interpretation, carried out to discover concepts and

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relationships in raw data and then organize these into a theoretical explanatory scheme". Throughout the internship, the data was gathered through individual semi-structured interviews with employees, managers from three departments. Ten interviews were conducted in the GM&E sales department, while just seven interviews were carried out in the F&B department. Finally, two interviews were performed in the HR department.

4. Study Results

4.1. Analysis structure

The co-authors analyzed the HRM practices through the results of both surveys and interviews, focusing on assessing job satisfaction. In addition, through quantitative analysis, employees were requested their level of agreement with some statements. These were divided into eleven groups in order to assess Hilton's HRM practices: career development and opportunities for promotion (two statements), working environment (eleven statements), empowerment (three statements), leadership (two statements), salary and fringe benefits (three statements), work-life balance (one statement), employer branding (one statement), and job satisfaction (one statement). On the other hand, employee retention, training & development and individual characteristics were covered in interviews, with only one question for each. Despite the numerous topics with influence on both job satisfaction and, consequently, employee retention, the latter factors were selected based on the most relevant subjects retrieved by the co-authors throughout the internship, afterwards supported with literature.

4.2. Demographic profile of the survey's sample

GM&E Sales Department

Concerning the GM&E sales department, 85% of the 13 participants are women. Furthermore, most of participants are between the ages of 27 and 34 (54%), while the age group of 43-50

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represents the lowest proportion of participants (8%). Moreover, seven nationalities and three continents are represented in the survey – 85% of the participants are European (Spanish, Dutch, Belgium, German, Romanian), 7,7% of them are North American (Dominican), and 7,7% are African (South African). Additionally, 54% of the participants have a bachelor's degree, and 85% of the employees have completed a hospitality-related education. Through survey's results illustrated in Appendix, it can be observed that every participant works in the hospitality industry for at least one year, and the majority works for more than ten years (62%), assuming that every participant has quite some experience in hospitality. Moreover, after examining the surveys, it is possible to affirm that the most frequent response is that participants have been working at Hilton from 1 to 6 months (23%), suggesting a considerable turnover of employees exists.

F&B Department

Regarding the F&B department, the majority of the participants are men (55%). When questioned on age, the 40 participants' most frequent response was between 18 and 26 years old (30%). Moreover, twelve nationalities and four continents are represented in the survey . 73% of the participants are European (Spanish, Italian and Bulgarian), 18% of them are South Americans (Argentinian, Brazilian, Venezuelan, Peruvian, Bolivian, and Colombian), 5% are African (South African and Gambian), and 5% are Asians (Philippine). It's important to mention that the majority of the respondents are Spanish - 65%. Regarding education level, 40% of the participants have a bachelor's degree, 25% have graduated from High School, 23% specialized in a particular course and 13% hold a master's degree. As a result, it can be concluded that all participants have a basic education, with a few having a broader one. Also, it's possible to observe that every participant works in the hospitality industry for at least one month, and the most frequent response is “ > 10 years” (40%); as a result, the co-authors assume that most

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participants are experienced in the hospitality sector. Furthermore, half of the participants had an education related to hospitality, while the other 50% did not. Concerning Hilton's working experience, almost half of the participants have been working at the hotel from 1 to 6 months (45%), suggesting, once more, a significant turnover of employees.

4.3. HRM factors impacting job satisfaction and employee retention in a hotel

Work environment

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I believe my work is monotonous	53	1	7	4,51	1,815
I feel stressed when I am working	53	1	7	4,28	1,610
I am satisfied with the shift system (working hours)	53	1	7	5,68	1,451
My workload is reasonable	53	1	7	4,79	1,633
I believe the communication between departments is good	53	1	7	4,36	1,606
I am satisfied with my working environment	53	3	7	6,17	,914
The team spirit is good	53	3	7	6,21	,906
I feel women and men have the same opportunities	53	2	7	6,13	1,287
I feel that I am in an inclusive environment	53	3	7	6,17	1,172
Valid N (listwise)	53				

Table 1. Working Environment - SPSS Description Statistics

Regarding the survey's questions, overall, the workplace environment of both departments is positive. Generally, participants believe their department has a good team spirit; therefore, there is a positive relationship between co-workers. Although some participants are quite dissatisfied with departmental communication, equality of opportunities, and inclusiveness environment, this discontent is not particularly accentuated. The findings of the statement "I believe the communication between departments is good" are inconclusive due to the distinct perspectives of the participants from the two departments. This issue may be associated with the job role in the sense that some jobs require more communication among departments. Concerning the last two topics, both departments have similar visions. In terms of equal opportunities for men and women in the Hilton hotel, most participants from both departments agree that both genders have the same opportunities; however, a significant portion of participants disagree at some

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level. A similar situation occurs with the statement, “I feel that I am in an inclusive environment”.

Nevertheless, Hilton employees revealed discontent with certain work environment factors, including workload, stress, shift system and monotony. Firstly, more than 20% of both departments reveal, to a certain level, disagreement with the statement, "My workload is reasonable". Secondly, the statement “I feel stressed when I am working” demonstrates extremes in this topic for both departments. However, in the GM&E sales department, more than half of the staff (53,8%) consider their work extremely stressful, and in the F&B department, the most frequent answer is that participants agree that their work is stressful (27,5%). By comparing the survey’s responses, it is possible to conclude that workload and stress levels are related (members who believe their workload is reasonable, feel less stressed when working, and vice-versa). Furthermore, by examining the surveys, it can be shown that F&B employees are more dissatisfied with the shift system than the GM&E sales department, indicating that the shift system issue may be connected to the departmental job position. Additionally, the sentence “I feel my work is monotonous” resulted in distinct perspectives in the two departments. Not all GM&E sales collaborators are adequately stimulated, which reflects the performance of repetitive and uninteresting duties, whereas F&B employees experience less monotony when working, which may also be related to the job role.

Empowerment

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I can make good use of my abilities at work	53	5	7	6,47	,541
I believe I have the freedom to engage with the customers in my role	53	5	7	6,40	,631
The hotel welcomes my suggestions to improve the company	53	2	7	5,38	1,130
Valid N (listwise)	53				

Table 2. Empowerment - SPSS Description Statistics

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The three questions listed above have been designed to determine whether employees are being empowered appropriately. Each element involved in both departments believes they are making the best use of their abilities at work. No adverse or neutral responses were recorded. When asked to indicate their level of agreement concerning the phrase "The hotel welcomes my suggestions to improve the company", employees in GM&E sales department expressed greater levels of agreement than those in F&B. 92% of GM&E sales participants believe the hotel accepts their suggestions to improve the business. Only 8% were neutral on the topic compared to 78% in the F&B department (15% were neutral, and 8% disagreed). The findings are consistent across departments, revealing extremely positive results regarding the empowerment topic. Therefore, it can then be concluded that Hilton's workers are being properly empowered.

Career development and opportunities for promotion

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I have opportunities for promotion	53	2	7	5,08	1,398
I believe my future career development prospects are positive in the hotel	53	1	7	5,00	1,468
Valid N (listwise)	53				

Table 3. Career development and promotion - SPSS Description Statistics

Results concerning career development and opportunities for promotion described in the chapter of the literature review, extremely revealed satisfaction among Hilton's employees. Regarding the survey's statement "I have opportunities for promotion", due to major positive responses, it is possible to affirm that employees at Hilton Diagonal Mar believe they have opportunities for promotion. The F&B personnel who do not believe it most likely do not feel they have the necessary qualifications, experience, or education. Additionally, in 53 responses from both departments, the majority agree that their future career development prospects are positive at Hilton.

Salary and fringe benefits

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Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I am satisfied with my salary	53	1	7	3,98	1,936
I am satisfied with the benefits I receive	53	1	7	5,13	1,606
I believe the connection between pay and performance is fair	53	1	7	4,38	1,883
Valid N (listwise)	53				

Table 4. Salary and benefits - SPSS Descriptive analysis

When it comes to the hospitality industry, salary and benefits are two controversial subjects. Across departments, employees have different perspectives on their salaries. Participants in the GM&E sales department responded most frequently in a neutral manner (31%), while 39% disagreed to some extent with the statement. On the other hand, in the F&B department, more than half of the employees (58%) are satisfied to some degree with their salary while 40% are in disagreement. Based on survey's analysis, it can be concluded that salary and job role might be related (members of the team with a higher hierarchy present increased satisfaction with the salary).

However, when asked about fringe benefits, the picture is more favorable for all the workers in the sample. 85% of GM&E sales and 78% of F&B workers are satisfied to some level with the benefits they receive. The GM&E sales team has different perspectives on whether they believe the connection between pay and performance is fair. Besides no extreme response, there is a wide range of both positive and negative responses (46% agreed with the sentence, while 39% expressed disagreement). Conversely, the F&B staff stressed more agreement with the statement (63%), 10% were neutral, and 28% disagreed.

Training & development

In interviews with Hilton staff members from both the GM&E sales and F&B departments, the topic of training and development was covered. Each interviewee was asked the same question: "Do you believe additional training sessions are necessary?". Overall, according to 15 interviews with personnel from the GM&E sales and F&B departments, employees are not

Group part

entirely satisfied with the training provided. The majority of participants believe the HR department provides insufficient training & development initiatives. Regarding the GM&E sales department, 4 out of 9 participants complain about job shadowing training, as usually, the trainer is extremely busy instructing the trainee; as a result, trainees do not fully understand what tasks to perform. Also, 3 out of 9 participants stress the monotony of training courses, mentioning tedious videos, and recommend more interactive and engaging training sessions. On the other hand, concerning the F&B department, while half of the participants feel there are enough training sessions for their job role, the other half opposes, believing that training sessions are constantly necessary, especially training on leadership and sessions on handling challenging situations.

Leadership and perceived organizational support

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
My supervisor supports me	53	4	7	6,23	,800
My superiors demonstrate the company values	53	4	7	6,23	,800
Valid N (listwise)	53				

Table 5. Leadership - SPSS Description Statistics

Lastly, Hilton's employees are quite satisfied with the support they receive from their supervisor and believe he/she demonstrates the company's values. Therefore, it can be concluded that the hotel has a strong sense of leadership and organizational support, which positively impacts work behavior and attitudes and, consequently, job satisfaction.

Work-life balance

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I can manage my work/life balance	53	1	7	5,19	1,545
Valid N (listwise)	53				

Table 6. Work-life balance - SPSS Description Statistics

Group part

When questioned about the management between personal and professional life, most employees in the GM&E sales department (77%) indicated a positive balance, while the remaining demonstrated difficulty in managing it, devoting excessive time to work. The findings were consistent across departments, with 80% of F&B employees agreeing with the statement.

Employer branding

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I recommend Hilton Diagonal Mar as a great place to work	53	2	7	6,15	,949
Valid N (listwise)	53				

Table 7. Employer branding - SPSS Description Statistics

Hilton's key employer brand strategy is to promote its high ranking worldwide (#3) in "Great Places to Work". The survey included the above statement to assess whether this strategy is consistent with employer perceptions. Although survey results reveal positive answers, the GM&E sales department shows higher levels of agreement with the statement, as every team member would recommend Hilton Diagonal Mar as an excellent place to work, compared to the F&B department, where only one showed disagreement. Based on these findings, it is possible to determine that Hilton's brand employer strategy is effective and in line with its employees' perceptions. In the American market, 97% of Hilton employees claim it is a great place to work, compared to 57% of employees at the average U.S.-based company (Great Place To Work 2022).

Individual characteristics and personality traits

Throughout the interviews, the co-authors tried to understand some personality traits of the employees in order to understand if they fit into the hospitality industry, a service-oriented sector. "I like working here and I'm not just here for the money," and "If you want to work in hospitality, you truly have to enjoy your job" were among the pertinent statements made by

Group part

staff members. The co-authors were able to conclude that most staff members are passionate about working in hospitality, genuinely appreciate interacting with clients, show a desire to progress within Hilton, have a strong sense of teamwork, appreciate challenges and are willing to learn new skills.

Job satisfaction

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Overall, I am satisfied with my job	53	5	7	6,34	,649
Valid N (listwise)	53				

Table 8. Job satisfaction - SPSS Description Statistics

All participants in the sample agreed to some extent with the statement, "Overall, I am satisfied with my job". No negative or neutral responses were recorded. However, the GM&E sales department employees showed higher levels of agreement, with 62% strongly agreeing, compared to 38% in the F&B department. This outcome is consistent with the results of the factors earlier analyzed, where employees revealed a high level of satisfaction among the job satisfaction factors. Furthermore, it can be inferred that even though employees are not entirely pleased with their salary, they are nevertheless satisfied with their job.

Employee retention

To verify the accuracy of employee's answers regarding retention, the co-authors question the employees from both departments in the face-to-face interviews about their future employment prospects, more precisely, whether they could see themselves working at the Hilton Diagonal Mar in the future. All the interview participants demonstrated a willingness to stay with the organization, except for a few young employees who are currently studying. These findings are consistent with the previously reviewed statement, "I believe my future career development prospects are positive at the hotel".

5. Discussion

The purpose of this study is to evaluate whether the soft HRM employment practices supported by the literature review impact job satisfaction and subsequently, employee retention at Hilton Diagonal Mar. According to the literature, employee retention is directly related to job satisfaction (Barlett and Ghoshal 2002). Additionally, Duarte, Gomes and Neves (2015) revealed that organizational support, consequently, HRM practices impact employee retention.

The results obtained from the primary data (employee survey and interviews) can be linked to the two most broadly applied approaches of human resource management earlier explained - hard and soft HRM . Hard HRM is a profit-driven model where managers perceive employees as a source of income by strictly supervising them (Prowse and Prowse 2010; Truss, et al. 1997). Conversely, in the soft HRM model, managers perceive their employees as invaluable assets and sources to differentiate from competitors by emphasizing their needs and goals (Keenoy, 1990; Chan 2011). The current study's findings reveal that Hilton Diagonal Mar follows a soft HRM approach, as most employees expressed satisfaction when inquired about their perception of the hotel's soft HRM factors. Employees are able to recognize Hilton for implementing soft HRM practices, as they believe the hotel considers them unique individuals by looking after their needs and professional growth rather than just focusing on profitability. The positive research results, both quantitative and qualitative, reveal that employees are regarded as assets by Hilton through a people-friendly management approach.

According to the literature, soft HRM practices might impact job satisfaction and, therefore employee retention (Locke and Weiss 2001). Factors such as work environment can improve talent retention (Gangwani and Dubey 2016). HRM practices should be founded on providing good communication between departments, promoting inclusiveness and equality among employees,

Group part

foster healthy relationships with co-workers by developing a solid team spirit and creating a stress-free environment, which may be challenging in the hospitality industry.

Employee satisfaction may also be influenced by empowerment. Managers can benefit from this potential effect as employees who feel empowered are more likely to provide superior customer service and exceed guest expectations, which is essential in the hospitality sector (Bowen and Lawler 1995). Moreover, managers must empower their team members to make decisions that might influence the business, so they feel valued and challenged. Hilton employees firmly believe in having the freedom to engage with customers. Furthermore, they feel the hotel welcomes their suggestions to enhance the operation.

Studies have demonstrated that career advancement is a highly important objective for hospitality employees that can reduce staff turnover and lead to employee retention (Kim, Murrmann, and Lee 2009; Nankervis e Debrah 1995). Career growth within Hilton was one of the benefits that employees praised the most during the in-person interviews. In this way, the organization must ensure career progression within the company to retain employees. Nankervis and Debrah (1995) propose a well-defined career path planning, that when effectively applied, promotes job satisfaction and encourages workers to remain with the company.

Additionally, employees who feel there is a reasonable relationship between pay and performance are less likely to leave the company than those who are dissatisfied with their salary (Pizam and Thornburg 2000). On the other hand, a further study revealed that employees are willing to receive lower salaries in exchange for better benefits (Vermandere 2013). Companies that are not able to provide better salaries must rethink the benefits they offer to offset the salary. Examples of benefits might include health insurance, flexible schedules and mobility, company car and travel benefits.

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Training and development is a further HRM practice that hotels must invest to improve their talent pool. Studies have concluded that ongoing, personalized training results in job satisfaction (Mello 2011). The literature argues that employee satisfaction is strongly linked to leadership attitudes (Smith, Organ Near 1983). Managers must be aligned with company values, motivate employees, and promote a supportive environment that fosters efficient work behavior and reduce employee absenteeism and turnover (Armstrong and Taylor 2014; Erkutlu 2008).

Multiple studies have found that organizations that engage in their employees' work-life balance have reported higher employee performance, increasing job satisfaction (Campo, Avolio, and Carlier 2021; Susanto, et al. 2022). Today, especially following the pandemic of COVID-19, people seek greater flexibility and desire to spend more time with their families. Managers must therefore reconsider the existing working model and migrate to a more flexible one, so they accommodate the needs of employees.

Additionally, employer branding (EB) can also assist in retaining talented people. HRM must invest in activities that enhance employee experience to encourage staff to remain with the company (Bergstrom and Anderson 2001). Such initiatives might include team-building activities and external and internal recognition of employees' positive performance.

Lastly, studies highlight that individual characteristics impact job performance, especially in hospitality, a service-oriented industry (Kim and Umbreit 2007; Torres and Kline 2006). To select people who are enthusiastic about their job and have the prospect of remaining with the company in the long term, HRM must focus on the candidate's characteristics during the recruitment process, making use of personality tests, a tool provided by the use of eHRM in the recruitment and selection process. The analysis conducted earlier, combined with the soft theories of HRM discussed, provided the support for the co-authors to suggest the following conceptual framework:

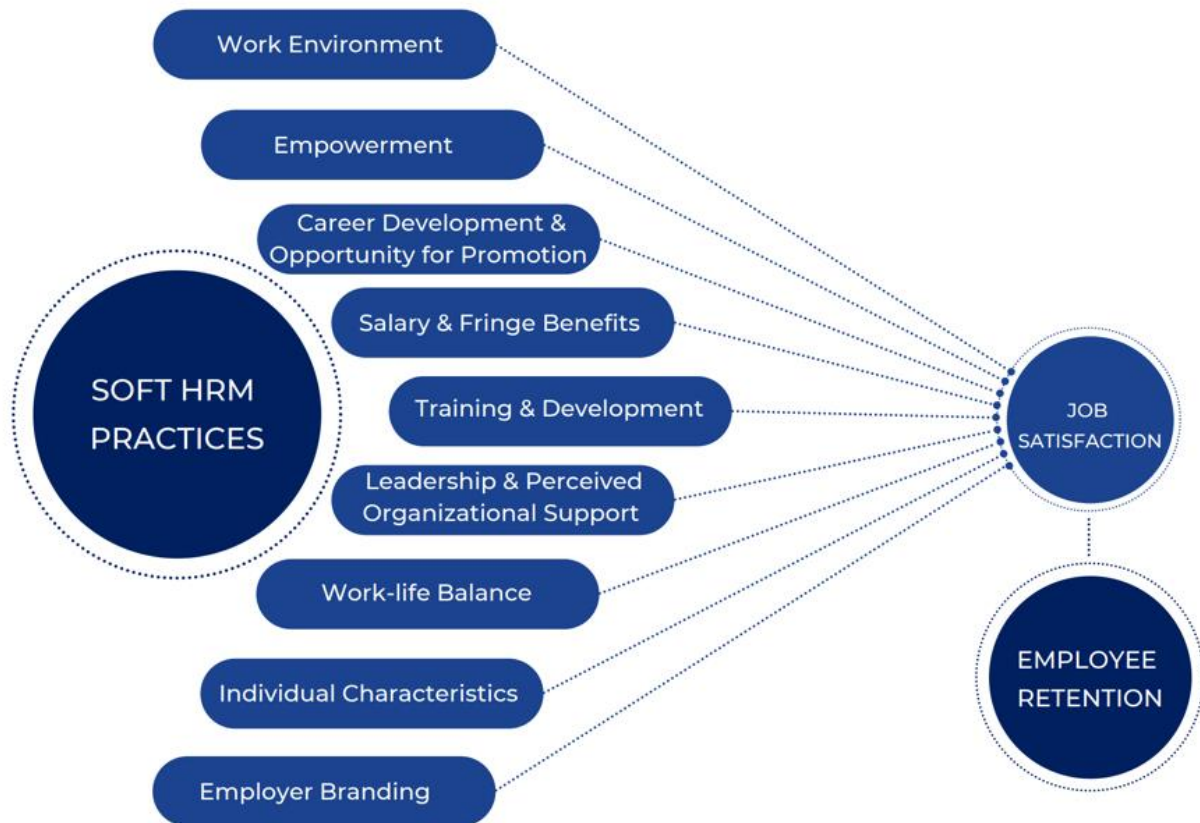


Figure 1. Conceptual framework model of soft HRM practices impacting employee retention

6. Conclusion

The findings of this study address one of the major issues in the hospitality industry - talent retention. The analysis of soft HRM practices within the hospitality industry enabled the co-authors to conclude that overall, Hilton Diagonal Mar team members appear to be satisfied in their workplace and present the intention to remain and grow in a company guided by soft HRM practices. In conclusion, it has been proven with this study that HRM practices increase job satisfaction and therefore retention in the hospitality industry. HRM must be founded on a continuous understanding of employees' needs and expectations, as well as the planning of initiatives to recognize them as unique individuals by meeting their needs and objectives.

C. Training & Development

The importance of Training & Development practices to retain talent in the hospitality industry

2. Literature Review

2.1. Definition and importance of Training & Development in the hospitality industry

The hospitality industry is acknowledged as a fundamental service sector, entirely depending on talented, competent, and capable employees (Arwab et al. 2022). Moreover, the quality of an organization's talented workforce is a major determinant of its success (Nestoroska and Petrovska 2014). Therefore, the importance of their ongoing development must be recognized through training (Nestoroska and Petrovska 2014).

According to Swanson, Training & Development (T&D) is a process of systematically developing work-related knowledge and skills in employees to improve performance (Swanson and Holton 2001). It is considered one of the leading talent management approaches (Abdullahi et al. 2022), positively impacting the retention of talented employees (Salem and Abdien 2017). Employee training is used to develop new abilities and knowledge that will positively impact their performance at the workplace (Waqanimaravu and Arasanmi 2020), and job satisfaction (Nestoroska and Petrovska 2014). Training is also viewed as a form of investment that provides businesses with a high return in the future and helps them accomplish competitive advantage (Salem and Abdien 2017). Finally, high-quality training policies contribute not only to employees' human capital, performance, motivation, and consequently, retention, but also to customer satisfaction (Úbeda-García et al. 2014). Unfortunately, numerous studies on T&D programs concerning the hospitality sector have revealed a lack of proper and adequate training initiatives offered to personnel and trainers (Albtoosh, Ngah, and Yusoff 2022). As a result, these factors ultimately lead to employee turnover and financial loss (Jaworski et al. 2018).

Hospitality T&D practices are also criticized for being excessively costly. Thus, when businesses are underperforming, training might be seen as something that needs to be reduced or even eliminated (Úbeda-García et al. 2014).

Nevertheless, the hospitality industry must continuously train its employees to raise employee productivity and customer satisfaction (Amirtharaj et al. 2011), by implementing several distinct strategies (Nestoroska and Petrovska 2014). The training method chosen is a critical matter as employees' levels of commitment to the company will be influenced by how satisfied they are with the training they receive (Roque and Ramos 2019). Thus, organizations must conduct proper training and determine the most effective approaches (Jaworski et al. 2018).

2.2. Training & Development practices to foster exceptional employees

The hospitality industry is constituted by employee training and employee development practices. While employee training refers to mandatory and short-term training sessions provided to trainees, employee development refers to voluntary and long-term, ongoing training sessions focusing on their development and future perspectives (Svitlana 2015). Both practices can be carried out in the workplace and outside. In order to enrich the study, significant hospitality T&D practices will be addressed, not only regarding trainee learning but also employee development inside the company.

2.2.1. Traditional training methods

On the one hand, hospitality organizations generally provide presentation methods to instruct their trainees, using lectures and audiovisual techniques, such as videos or slides (Svitlana 2015). On the other hand, job shadowing training, role-playing, and case studies are training methods that require the trainee to be actively involved in the learning process. According to Tyler, job shadowing effectively increases employee interest and engagement (Tyler 2008).

This method occurs when an experienced employee is training the new employee in the workplace (Roque and Ramos 2019), where the latter must act as the trainee's mentor in order to motivate the learner (Jaworski et al. 2018). Furthermore, role-playing is a method of learning through activities that assist trainees in gaining experience in a particular job role (Svitlana 2015). Role-playing is a crucial component of employee development as it is a method for simulating real-life situations, enabling participants to better understand their own emotions and the behavior of others. It may also develop teamwork, cooperation, and creative problem-solving techniques (Jha 2018).

Nevertheless, hospitality organizations must consider implementing the Error Management Training (EMT) approach (Yao et al. 2019). Several studies stress the significance of learning in a firm, particularly "learning from errors" (Guchait et al. 2016). Error incidence is commonplace due to human limits (Guchait et al. 2020); however, since errors are frequently perceived to have adverse effects, businesses attempt to completely prevent them from the training process (Yao et al. 2019). Nevertheless, organizations with solid error management cultures typically perform better (Guchait et al. 2020). EMT is an effective training approach to improve control errors since participants are instructed to learn things on their own; as a result, they are able to make errors during training, which improves employee's performance post-training. Furthermore, by adopting EMT, employees learn to control their emotions in order to minimize their negative emotional responses to errors and failures; consequently, they naturally feel less anxious and see errors as an opportunity to learn. Nevertheless, managers also play a crucial role by promoting an attitude of acceptance of errors, which may help to boost employee motivation (Yao et al. 2019).

2.2.2. Technology-based Training methods

E-learning is a computer-based training using technology to instruct trainees (Svitlana 2015). By adopting e-learning, they can guide their learning, acquire knowledge, develop technological proficiency, improve critical-thinking skills, and apply them to real-life contexts. Besides, if courses are available online, employees can learn whenever and wherever they desire (Galang and Hallar 2020). Furthermore, simulations and games are also technology-based training methods implemented in hospitality firms (Svitlana 2015). Organizations place a high value on them as they allow employees to apply newly acquired skills to real-world issues while minimizing the risk involved (Chaurasia 2017). Although errors are not accepted in the real world, in the virtual one, errors are allowed and favored during these trainings (Chaurasia 2017). Teamwork, motivation, and time management are also considered benefits of technology-based training methods (Chaurasia 2017).

2.2.3. Training methods for employee's development

Firstly, cross-training programs are essentially used to help employees acquire knowledge and skills from other departments (Edghiem and Mouzughi 2018), ensuring departmental communication and improving flexibility in response to distinct environments (Amirtharaj et al. 2011). Additionally, by adopting it, employees may have the opportunity to work at several properties within the same hotel chain (Goh and Lee 2018). Moreover, it is a valuable strategy to prevent employee boredom, which generally arises by performing the same daily task (Salem and Abdien 2017). Therefore, employees are given the opportunity to perform distinct tasks, experiencing a real-world scenario (Cannon-Bowers et al. 1998). According to Chen and Tseng, employee cross-training (ECT) positively impacts employee retention (Chen and Tseng 2012), thus, every organization might benefit significantly from it (Salem and Abdien 2017).

Secondly, research on empowering leadership has significantly increased, particularly in the hotel industry. Empowering leadership provides employees the freedom to enhance

organizational tasks associated with their job role (Hoang et al. 2021). Implementing it, in the hospitality industry is crucial to promote employee empowerment and engagement among client-facing personnel, as empowered employees are more capable of managing unexpected situations. When managers empower employees, they feel more competent, enthusiastic, and committed to their daily tasks (Huertas-Valdivia, Gallego-Burín, and Lloréns-Montes 2019).

Finally, research on mindfulness has also significantly grown (Johnson and Park 2020). Even though mindfulness has been practiced in the medical and psychological sectors, the concept is becoming popular in the workplace. The hospitality field, however, has not been given much consideration to this concept (Johnson and Park 2020). According to studies, mindfulness training can enhance interpersonal connections, physical and psychological health, job performance and level of engagement. Furthermore, previous research has emphasized a strong association between mindfulness and employee wellbeing. Especially in cases of employee's stress or burnout, mindfulness training can be incredibly beneficial (Johnson and Park 2020).

3. Methodology

3.1. Research Methodology

The study's research question is formulated based on a two-month internship at the Hilton Diagonal Mar in Barcelona, Spain. It is a four-star city hotel under the portfolio of one of the world's most recognized hospitality brands (Hilton n.d.). Although the company currently encounters challenges in retaining talented employees, the literature review revealed that continuous and effective T&D programs are crucial to fostering exceptional employees therefore retaining talent.

As a result, the co-author seeks to answer the following research question: “How can the hospitality industry retain talent through training and development programs?”. Once qualitative research is conducted, the co-author aims to reach a conclusion.

3.2. Data collection method - Qualitative Research: Interviews

Qualitative research was conducted in order to collect evidence to sustain the research question. Throughout the internship, the data was gathered through in-depth interviews with employees of the F&B, GM&E sales, and HR departments of Hilton Diagonal Mar. Concerning ethical concerns, the interviewees were informed of the study's purpose and that taking part in it was entirely optional. They could withdraw from the study at any moment and were assured that their anonymity would be preserved. To ensure that the data was as complete and accurate as possible, all the interviews were recorded (with the consent of each participant).

4. Study results

4.1. GM&E sales department – Interviews

To better address, the research question of the study, nine in-depth interviews with GM&E sales employees were conducted, which provided rich narrative content and valuable suggestions (illustrated in Appendix A – Interviews). The question "Do you think additional training sessions are necessary?", revealed that most of Sales participants believe Hilton must provide additional training sessions to employees. Firstly, most complaints concern job shadowing training where it is suggested a designed trainer for each one. Secondly, participants stress the monotony of training sessions, mentioning tedious videos, and recommending more interactive training. Finally, the HR department was another subject covered during interviews. Most participants expressed dissatisfaction with the department's performance. It is emphasized that HR should provide extra concern for each employee and not only handle administrative tasks.

Additionally, the director of this department participated in the interview. Three questions approached him regarding the T&D topic: “Do you prioritize training; How often do you have it; Do you provide courses for your employees to grow inside the company?”. The director explained that the most recent training was carried out in a two-day session led by a former member of the original team. Also, although not required, online sales training courses are available. One point of improvement would be personalized courses. The dilemma is that when the director communicates the training, those interested will attend, but because it is not mandatory, many employees do not. One solution would be to give employees a time frame (1 year, 6 months) to complete the training so that they may take the initiative.

4.2. F&B department – Interviews

Moreover, seven in-depth interviews with staff members holding distinct positions in the F&B department were conducted. Six F&B personnel were interviewed on a predetermined timetable and were approached with the same question as Sales employees. While half of the participants feel there are enough training sessions for their job role, the other half oppose, believing that training sessions are constantly necessary, especially training in leadership and handling challenging situations (illustrated in Appendix A – Interviews).

In addition, the department’s director was addressed with the following question: “What training strategies do you use to keep your employees in the hotel?” during an interview. The director emphasized that supervisors are involved in several highly effective internal training courses, such as the IGNITE program - a presential leadership training at Hilton. The director believes that it is crucial for their skills development to be stronger leaders and know how to manage a team. Furthermore, the director underlined that developing small projects integrated with operations is the ideal training strategy for other team member levels. According to the director, when addressing one small project to each team member who naturally demonstrates

interest in it, all of them will work as a team. Also, the director involves them in projects where they have the freedom to suggest ideas on how to improve their working environment.

4.3. HR department – Interview

Finally, two interviews were carried out from the HR department, which provided valuable content in order to answer the co-author's research question. According to the interviews, Hilton is a company continuously innovating and thinking about the growth of its employees. Therefore, it is constituted by internal and external T&D programs, annual performance appraisals, and constant support from management, supervisors, and team members.

Internally, Hilton provides several T&D programs for trainees. During the welcome day, the HR department explains the company's vision, mission, values, and purpose. Moreover, Hilton provides team members with training on crucial subjects, including fire prevention, emergency protocols, safety and security, risk prevention in the workplace, and many others. Furthermore, from the very beginning, the new team member starts by shadowing a colleague who will teach him/her a checklist within 90 days specific to the department and position. According to the interviews, every department has a departmental trainer who ensures that the trainee receives initial training as well as training during the employee's journey. All hotel's team members are required to complete specific general training sessions as well as department-specific training sessions. Specifically for the GM&E department, employees completed the *Centre of Excellence* training program. *ProChef* and *Lobster Ink*, platforms with a variety of F&B and kitchen training, are programs offered by Hilton for the F&B department. On the other hand, Hilton also provides ongoing training with various training initiatives. During employee journeys, there are programs such as *Lead*, where Hilton trains future Leaders. Moreover, Hilton has annual performance appraisals, constituted by 360 feedback and personal development plans, where employees are able to indicate their own action plans for their growth

and career development. Every Head of Department (HOD), twice a year, arranges a meeting with each employee to discuss the previous month's performance, needs and growth expectations. All evaluations are forwarded to the HR department, which determines the best training for each team member. Using this information, HR conducts a talent review to assess each employee's growth and determine whether additional training sessions are necessary.

Furthermore, externally, Hilton provides T&D programs with high-quality content & on-demand learning through *LinkedIn Learning* and *Harvard Manage Mentor*. Hilton also provides a great resource to trainees called *Hilton University*, which uses a wide range of study methods accessible worldwide, including classroom teaching, e-learning, webinars, social learning, and a variety of courses. Furthermore, Hilton subsidizes multiple courses, and depending on the training, the hotel collaborates with external suppliers. Coaching, mindfulness training, motivational activities, and massage sessions are all included in these training courses.

Nevertheless, both the employees and the director of the HR department claim they consistently seeks to evaluate its own performance to determine which aspects need to change or be improved. Therefore, they stated that Hilton will develop a new onboarding plan to assign a mentor to each new employee; and train more successors. In addition, the hotel will reintroduce cross-departmental training, which is a valuable action to foster empathy. Finally, according to the interviews, HR is planning new training sessions regarding time management, stress management, and communication skills.

5. Discussion

5.1. Study context

The hospitality industry is affected by several significant workforce challenges. Numerous studies have revealed insufficient T&D initiatives provided to employees, which negatively

affects organizations by causing significantly high turnover rates. Nevertheless, according to the literature review, several studies have acknowledged the importance of corporation and continuous training & development practices within the hospitality sector, in order to retain talented employees.

Although Hilton Diagonal Mar currently provides high-quality T&D programs, there is always opportunity for improvement. This is evident from the concerns and suggestions provided in the interviews. Through qualitative research, it is emphasized that Hilton GM&E sales employees have more suggestions to satisfy their workplace needs, in contrast to F&B. Distinct concerns include a lack of (variety) training sessions, dynamism and cross-departmental training and shadowing issues. Besides these complaints, both departments expect more from the HR department rather than only carrying out administrative tasks.

5.1. Study discussion

By carefully considering the recommendations provided by employees of the sales, F&B and HR departments, as well as the research from the literature review, the co-author proposes two plans for different purposes, to complement what Hilton already offers. The most crucial factor in retaining talented employees and their success is the length of the employee's initial training, according to Barrows' (2000) study (Jaworski et al. 2018). Therefore, for more intensive trainee training, the co-author proposes to improve and change certain aspects to achieve the main goals and address employees' concerns, which will be discussed further. Secondly, the co-author proposes a training plan (illustrated in Appendix B – Discussion) focusing on emotional intelligence, stress management, empowerment, empathy, and problem-solving to promote continuous learning and improve employee performance (Nestoroska and Petrovska 2014). The previously mentioned training plans will be further described for better comprehension.

5.1.1. Training & development plan for the trainee

Based on the data gathered from the interviews, employees desire additional training sessions to be better prepared for their journey through the Hilton. Therefore, the co-author proposes a more intensive program for trainees besides what Hilton already provides. Firstly, the first week should be devoted to completing bureaucratic documentation, socializing with team members, understanding performance expectations for the job, and learning Hilton's mission, vision, goals as well as its purpose. Also, HR must establish an anticipated, structured training plan outlining employees' duties and responsibilities so they are informed and prepared for training.

Furthermore, according to HR's suggestion, the following weeks of training should focus on strengthening communication skills and time management. To achieve high time management skills, employees should effectively manage time to ensure productivity and allocate time to the most crucial issues (Ruetzler et al. 2014). In addition, trainees should engage in several theoretical and practical courses as well as external e-learning-based exercises to develop communication skills. However, due to several complaints about how tedious watching online videos is, Hilton should consider introducing more interactive training sessions besides the existing online courses described in the HR's interviews. For instance, it would be valuable face-to-face training sessions with experienced members lecturing or engaging in simulation and business games to apply new skills and practice what they have learned theoretically.

Moreover, job shadowing training always takes place during the first weeks of training, depending on the department itself, where trainees must reflect and learn from the experiences of superiors, recognize the need for hard and soft skills, and understand how the business operates. Nevertheless, according to certain Hilton GM&E sales participants, when trainees are shadowing employers, they are extremely busy with their own work, making it challenging to find time for training and to comprehend exactly what trainees must accomplish. Therefore, as recommended by them and suggested by HR, there should be a designated trainer assigned to

each new employee. Moreover, one GM&E sales participant suggested that in addition to shadowing employers, there should also be a person who shadows the learner, at least for the first few days, so that the learner may understand what he/she is doing well and incorrectly.

Finally, problem-solving methods must also be considered, as well as teamwork. According to Boone's 1995 theory McGregors, hospitality employees should be collaborative in their learning environment through teamwork in order to effectively learn problem-solving through discussion and cooperation (Jawabreh et al. 2020). Furthermore, employees should introduce error management training, where they can err since they are replicating a real-word environment, as described in the literature review. Adopting EMT, Hilton managers should welcome errors as they can help employees learn and develop problem-solving skills that cannot be improved by strictly following the standard operating procedures (Yao et al. 2019).

5.1.2. Training & development plan for employee follow-up

In addition, the co-author proposes an ongoing staff training program as it is crucial to consistently enhance employee development and performance. As a result, the co-author advises Hilton's HR department to introduce or improve significant training courses crucial to employee's wellbeing and as a strategy to increase their motivation and performance throughout their journey at Hilton. These sessions are optional, and employees can sign up anytime they desire. In addition, several personalized training courses must be held by the director of each department, during the year.

Firstly, as seen in the literature review, mindfulness training plays a crucial role in the hospitality industry nowadays. During customer interactions, F&B employees are challenged to express expected emotions while suppressing their negative ones. Additionally, they meet demanding working circumstances, atypical working hours, low salaries, high workload, and work-life imbalance. Besides, the F&B department is reported as one of the most stressful

sectors to be employed (Johnson and Park 2020). Currently, the impact of stress in the hospitality industry represents a threat to wellness (Zhang, Torres, and Jahromi 2020); therefore, controlling these high-stress work environments is vital to protect employees' wellbeing (Johnson and Park 2020). Thus, employees must have a choice to apply for this kind of session. Also, GM&E sales employees would benefit greatly from it by developing emotional intelligence, as stress management is a component of any successful employee wellness effort (Zhang, Torres, and Jahromi 2020).

Secondly, the ongoing employee plan should be complemented with cross-departmental training as some GM&E sales participants and HR suggested. Due to employee cross-training's significance, many hotels ought to implement it to improve their skills and train them for superior position roles (Salem and Abdien 2017). Although cross-training is essential, training staff members to manage several responsibilities can result in dissatisfaction and poor performance. Therefore, it is not advisable to cross-train employees in numerous unnecessary tasks. Instead, they should be given specialized, predetermined tasks to perform as cross-training. As a result, it's crucial that Hilton adopt cross-training in the most effective method possible (Salem and Abdien 2017). As suggested by one GM&E sales participant, crossing all departments during a one-week period to observe how that operates would be a great solution, spending two days in each department. It would satisfy employee's needs in a way that they would get to know every member of the other departments as well as develop empathy for them. In addition, cross-training would be vital for employees to experience working in various hotel departments. Another suggestion was to perform cross-training in other Hilton hotels.

Thirdly, besides the *Lead* program, Hilton should provide other leadership courses, as F&B employees complain that the current one is too general. Therefore, HR should offer supervision skills, leadership development, coaching or empowering leadership training courses. During

the empowerment process, hospitality organizations must train staff at all levels of the hierarchy so that managers can successfully delegate power and employees can respond in challenging customer service situations with more responsibility and authority (Huertas-Valdivia, Gallego-Burín, and Lloréns-Montes 2019). Therefore, hospitality managers can implement empowering leadership principles into practice by, for instance, leading by example, establishing high standards of performance through their own behavior and empowering employees to share their own opinions and suggestions. Also, managers can empower employees by instructing them on how to, independently, solve issues (Elkhwesky et al. 2022).

Moreover, train-the-trainer is also essential to hospitality firms. It is crucial not only to train inexperienced trainers but also training trainers for their development. Finally, several remarks from the GM&E sales and F&B departments during interviews raised the issue of insufficient training sessions and their accuracy in particular areas. Regarding the Sales department, besides Hilton's optional online sales courses training and sessions from experienced members, the HOD desires personalized courses appropriate for everyone. Also, sales employees stress the lack of training to explain specific things. Furthermore, regarding the F&B department, along with the existing *IGNITE* leadership program for supervisors and small projects for all team member levels, several employees also desire specialized courses. They suggest additional training on interacting with customers and handling complex and stressful situations. In both departments, the specialized training sessions ought to be optional; however, each employee should complete at least one. As suggested by the director of the GM&E department, a time frame should be given to them, six months, for instance, to complete the training so that they have the option and initiative to do so.

Moreover, based on the data gathered from interviews, improvements in HR performance are essential. Therefore, the co-author suggests that HR provide more personal care to each

employee individually and provide them with the most suitable treatment possible. Also, the HR department should conduct regular individual meetings for each department's personnel to improve departmental communication. Furthermore, employees should communicate their needs to HR, for instance, career expectations or team-building activities.

Conclusion

According to several studies, selecting the most qualified employee for training results developing a reliable workforce and, therefore, acquiring the best talented candidates (Jawabreh et al. 2020). With the support of T&D programs, employees are empowered to embrace creative solutions and effective and distinct methods to accomplish a task (Jawabreh et al. 2020). Furthermore, employees become motivated when they recognize that their managers value T&D programs more (Salem and Abdien 2017) increasing employee retention. With all being said, it can be concluded that it is essential that Hilton Diagonal Mar implements additional T&D programs and enhances its current ones so that employees maximize their job satisfaction. Consequently, their long-term desire to continue working at the hotel will increase. Also, the HR department must continue to provide extra follow-up with each employee throughout the year. The co-author therefore believes that the research question was adequately answered.

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Study Limitations and Future Research

The underlying findings of the current study can be valuable for further theoretical and practical research on the outlook of hospitality industries for city hotels. Nevertheless, some limitations must be highlighted. One of the main limitations revealed was the lack of information gathered during the internship. Firstly, as the internship occurred before methodology and study results were developed, the co-authors were limited by the obtained data from Hilton's employees. As a result, the co-authors were unable to obtain additional information, which could be important for collecting more insights. Secondly, the co-authors' ability to conduct interviews from the F&B department was limited, as can be noticed by the small number of responses. Consequently, it was challenging to draw more significant conclusions. As a result of the prior limitations mentioned, it was identified a reduced survey's sample size (n=53). Therefore, insights might have differed with a larger group of respondents. Consequently, the co-authors were unable to create correlations between variables using SPSS and had to settle for fewer conclusive results. Another recognized limitation of this study was related to the method used to collect data. Although questionnaires are one of the most efficient methods to acquire insights from employees, they also allow results to be influenced by employee's emotional state, which may bias the data and make them inconsistent with the survey's original intention. Hence, further research might investigate other methods of quantitative analysis that could be used to gather insights about job satisfaction. For instance, measuring the different impact of employee's performance during hotels' low and high season on job satisfaction.

Other future contributions to research in the hospitality field could expand the subject of soft HRM practices within other hotel properties to understand how job satisfaction influences employee retention in Hilton's competitors, such as Marriott and IHG. Finally, as the co-authors proposed a conceptual framework model for soft HRM practices on job satisfaction, potential future research could examine and test it within the hospitality industry.

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Glossary

ECT – Employee cross-training

e.g. - For example

EMT – Error Management training

et al. - Among others

GM&E – Groups, Meetings and Events

HOD – Head of Department

HR - Human Resources

HRM - Human Resources Management

T&D – Talent & Development

GROUP PART

A. Complete Survey (F&B & GM&E sales departments)

Part I – Participant´s demographic profile

1. What is your gender?

- Female
- Male
- Prefer to self-describe as
- Prefer not to say

2. How old are you?

- <18
- 18 to 26
- 27 to 34
- 35 to 42
- 43 to 50
- >50

3. What is your nationality?

- Open text box

4. What is the highest level of education you have completed?

- Did not attend school

- Graduated from High School
- Specialized course
- Bachelor
- Master
- PHD
- Other

5. How long have you work in hospitality?

- <1 month
- 1 month - 6 months
- 7 months - 1 year
- 1 year - 3 years
- 3 years 5 years
- 5 years - 10 years
- >10 years

6. Is your education related to hospitality?

- Yes
- No

7. For how long do you work at Hilton?

- <1 month
- 1 month - 6 months
- 7 months - 1 year
- 1 year - 3 years
- 3 years 5 years
- 5 years - 10 years
- >10 years

Part II – Assessment of employee’s job satisfaction

How much do you agree with the following sentences? (1 – “Strongly disagree”; 2 – “Disagree”; 3 – “Somewhat disagree”; 4 – “Neither agree nor disagree”; 5 – “Somewhat agree”; 6 – “Agree”; 7 – “Strongly agree”)

- I can manage my work/life balance
- I feel my work is monotonous
- I feel stressed when I am working
- I can make good use of my abilities at work
- I believe I have the freedom to engage with the customers in my role
- I am satisfied with my working environment
- My supervisor supports me
- My superiors demonstrate the company values
- I feel that I am in an inclusive environment
- I feel women and men have the same opportunities
- I feel safe in my workplace
- The team spirit is good
- The hotel welcomes my suggestions to improve the company
- My workload is reasonable
- I am satisfied with the shift system (working hours)
- I believe I work in a clean place
- I feel safe in my workplace
- I am satisfied with my salary
- I am satisfied with the benefits I receive
- I believe the connection between pay and performance is fair

- I believe the communication between departments is good
- I have opportunities for promotion
- I believe my future career development prospects are positive in the hotel
- Overall, I am satisfied with my job
- I recommend Hilton Diagonal Mar as a great place to work

Part III – Participant´s insights

1. Why did you choose to work at Hilton Diagonal Mar?

- Open text box

2. Why do you think people leave your department?

- Salary
- Level of stress
- Workload
- Shift system
- Work/Life balance
- No further career development
- Lack of benefits
- Other

3. Do you have any comments or suggestions to improve your job satisfaction?

- Open text box

B. Survey's results (F&B and GM&E sales departments)

Variable	Option	F&B		GM&E Sales	
		N	%	N	%
Gender	Female	18	45%	11	85%
	Male	22	55%	2	15%
Total		40	100%	13	100%
Age	< 18	0	0%	0	0%
	18 to 26	12	30%	2	15%
	27 to 34	9	23%	7	54%
	35 to 42	9	23%	3	23%
	43 to 50	7	18%	1	8%
	> 50	3	8%	0	0%
Total		40	100%	13	100%
Nationality	Spanish	26	65%	6	46%
	Italian	2	5%	0	0%
	Bulgarian	1	3%	0	0%
	Argentinian	2	5%	0	0%
	Brazilian	1	3%	0	0%
	Venezuelan	1	3%	0	0%
	Peruvian	1	3%	0	0%
	Bolivian	1	3%	0	0%
	Colombian	1	3%	0	0%
	Gambian	1	3%	0	0%
	South african	1	3%	1	3%
	Philippine	2	5%	0	0%
	Dutch	0	0%	2	15%
	German	0	0%	1	8%
	Belgium	0	0%	1	8%
	Romanian	0	0%	1	8%
	Dominicana	0	0%	1	8%
Total		40	100%	13	100%
Education level	Did not attend school	0	0%	0	0%
	Graduated from High School	10	25%	1	8%
	Specialized course	9	23%	1	8%
	Bachelor	16	40%	7	54%
	Master	5	13%	3	23%
	PHD	0	0%	0	0%
	Other	0	0%	1	8%
Total		40	100%	13	100%
	< 1 month	0	0%	0	0%
	1 month - 6 months	6	15%	0	0%

	7 months - 1 year	4	10%	0	0%
Work experience in hospitality	1 year - 3 years	5	13%	2	15%
	3 years - 5 years	3	8%	1	8%
	5 years - 10 years	6	15%	2	15%
	> 10 years	16	40%	8	62%
	Total	40	100%	13	100%
Education & hospitality related	Yes	20	50%	11	85%
	No	20	50%	2	15%
	Total	40	100%	13	100%
Work experience at Hilton	< 1 month	3	8%	1	8%
	1 month - 6 months	18	45%	3	23%
	7 months - 1 year	0	0%	2	15%
	1 year - 3 years	3	8%	1	8%
	3 years - 5 years	6	15%	2	15%
	5 years - 10 years	2	5%	2	15%
	> 10 years	8	20%	2	15%
Total	40	100%	13	100%	

Table 9. Part I Survey – Participant’s demographic profile

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
	1	2	3	4	5	6	7
I can manage my work/life balance	4%	8%	9%	0%	25%	40%	15%
I feel my work is monotonous	21%	28%	13%	19%	13%	6%	0%
I feel stressed when I am working	4%	19%	6%	17%	17%	21%	17%
I can make good use of my abilities at work	0%	0%	0%	0%	2%	49%	49%
I believe I have the freedom to engage with the customers in my role	0%	0%	0%	0%	8%	45%	47%
I am satisfied with my working environment	0%	0%	2%	6%	6%	47%	40%
My supervisor supports me	0%	0%	0%	4%	11%	43%	42%
My superiors demonstrate the company values	0%	0%	0%	6%	6%	49%	40%

I feel that I am in an inclusive environment	0%	0%	8%	4%	4%	34%	51%
I feel women and men have the same opportunities	2%	4%	4%	2%	9%	28%	51%
I feel safe in my workplace	0%	0%	0%	11%	8%	40%	42%
The team spirit is good	0%	0%	4%	0%	9%	45%	42%
The hotel welcomes my suggestions to improve the company	0%	2%	4%	13%	32%	34%	15%
My workload is reasonable	4%	9%	13%	4%	23%	42%	6%
I am satisfied with the shift system (working hours)	2%	6%	4%	2%	11%	49%	26%
I believe I work in a clean place	2%	8%	0%	6%	15%	34%	36%
I am satisfied with my salary	15%	17%	8%	9%	19%	30%	2%
I am satisfied with the benefits I receive	6%	8%	0%	8%	25%	43%	11%
I believe the connection between pay and performance is fair	11%	11%	8%	11%	25%	25%	9%
I believe the communication between departments is good	4%	8%	23%	19%	19%	19%	9%
I have opportunities for promotion	0%	9%	0%	23%	23%	32%	13%
I believe my future career development prospects are positive in the hotel	2%	9%	4%	8%	38%	28%	11%
Overall, I am satisfied with my job	0%	0%	0%	0%	9%	47%	43%
I recommend Hilton Diagonal Mar as a great place to work	0%	2%	0%	4%	11%	47%	36%

Table 10. Part II Survey - Assessment of employee's job satisfaction

Variable	Option	F&B		GM&E Sales	
		N	%	N	%
Reasons to work at Hilton	Recommendation	4	8%	1	8%
	Location	5	10%	3	23%
	Reputation	20	42%	5	38%
	Opportunities and benefits	10	21%	4	31%
	No comment	9	19%	0	0%
	Total	48	100%	13	100%
Reasons to leave the department	Salary	21	31%	9	30%
	Work/life balance	4	6%	5	17%
	Shifts system	9	13%	0	0%
	Level of stress	18	26%	7	23%
	Workload	11	16%	8	27%
	No further career development	2	3%	0	0%
	Lack of benefits	2	3%	0	0%
	Other	1	1%	1	3%
	Total	68	100%	30	100%
	Total	40	100%	13	100%
Suggestions	Increase salary	2	5%	2	13%
	Hire more staff	4	9%	3	19%
	Improve training sessions	2	5%	2	13%
	Improve event organization	2	5%	0	0%
	Extend employment contract	1	2%	0	0%
	Improve departmental communication	0	0%	1	6%
	Increase team-building activities	0	0%	1	6%
	No comment	33	75%	7	44%
	Total	44	100%	16	100%

Table 11. Part III Survey - Participant's insights

INDIVIDUAL PART - Maria Inês Marques Pereira

A. Interviews

GM&E sales employees remarks regarding Hilton's training method

Job shadowing training

“If there isn't a designated person to train the new hires, then it falls to us seniors, who accumulate our workload”. (Participant #5); “Someone should be assigned to each employee, since the person who is along with us in the process is sometimes extremely occupied, so I don't understand what

to do in those moments (Participant #6); “I think that instead of just shadowing employees, there should be someone who shadow the learner also, at least for the first days”. (Participant #8); “There should be a personal assistant training through Hilton where you get to know about your strengths and weaknesses, how to handle pressure, etc”. (Participant #9)

Level of monotony of training sessions

“The first weeks of training are crazy because you have to watch a lot of boring videos. It would be more appealing to have a presential session with different people”. (Participant #2); “The training method is extremely terrible, since it only provides online videos with not even a voice, making it impossible to learn much from them. There should be more interactive and dynamic training sessions that let you put what you’ve learned into practice (...). To enable us to function effectively within each of us, we must do cross-training. For me, empathy is the basis of working (...), Crossing all departments, in two-week session to observe how that works operationally would be a great solution – 2 days in each department, for instance”. (Participant #8); “I wish there was more dynamic training, such as live training or training for you to go travel to another Hilton hotel, instead of just sitting around the computer (...). I believe there should be cross training within all the departments”. (Participant #9)

HR performance

“I believe there are many training sessions. HR gives us access to a whole page of training that we can sign up for, and the director of the department also sends us online training. I like that it's online because I can manage it with work, I can do it from home, and I can do it at my own pace”. (Participant #3); “The HR department should provide extra training sessions (...), HR should propose sessions explaining how to do things (...), I believe that HR does nothing except handle administrative tasks”. (Participant #7); “I would suggest cross departmental exposure through activities, training or simply by spending time together. I wish to get to know every member of the

other departments. It is crucial that HR meets the department's needs. HR should ask us what sales team is missing". (Participant #9)"

F&B employees remarks regarding Hilton’s training method

“I absolutely wish there were more training sessions, in terms of leadership. Our team has some training, but it is quite general. Also, I would like to suggest more training on how to interact with customers and handle difficult and stressful situations”. (Participant #1); “I do not believe further kitchen training is needed inside the hotel”. (Participant #2); “Yes, I would like to have more courses, I like to learn”. (Participant #3); “I don't think additional training sessions are needed but I know that if I wanted, Hilton would pay for any course”. (Participant #4); “I only had the welcome day. As a bartender and barback, I think there is no need for more training because you already know what to do. I like to watch others work and learn from them”. (Participant #5); “Yes, we always need more training sessions. I believe there is constantly need extra training because a hotel and a restaurant have quite distinct environments with different types of customers”. (Participant #6)

B. Discussion

Duration	Provided by	Form of training	Participation	Goals
Full day	HR	Mindfulness training Stress management	Optional	Manage work stress environment with wellness effort training
Full day	HR	Train-the-trainer	Optional	Develop new skills in several areas
1 week	HR	Cross-departmental training	Optional	Develop empathy for employees of other departments while experiencing distinct tasks; Develop cross-cultural communication
Full day	HR/HOD	Leadership training	Optional	Develop a leader mindset while being empowered by managers
Full day	HOD	Personalized training	Optional	Depends on the area

Table 12. Training & development program for the employee follow-up