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Revisiting Talent Management, Work-Life Balance and Retention Strategies

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Introduction

Retaining good staff in the hospitality industry is a constant source of concern for practitioners and a continuing area of interrogation for hospitality academics (see, for example, Yang et al, 2012; Davidson and Wang, 2011). A key element in the research on employee retention is the need to retain talented staff, and a number of strategies to this end are explored in the literature such as maintaining a work-life balance (Qu and Zhao, 2012) and increasing job satisfaction, organizational commitment and other employee attitudes (Ilies et al, 2009).

The aims of this paper are to firstly examine employee retention through strategies such as maintaining work-life balance in the hospitality industry using Deery's (2008) framework (Figure 1). Deery's (2008) framework is relevant here because it specifically focuses on the hospitality industry and the distinctive employment environment within the industry. The second aim is to investigate the relevance of the framework since its development in 2008 and to determine whether there have been new findings from recent research that would require modifications to the framework.

Figure 1 here

The framework by Deery (2008) evolved from an examination of key literature on employee turnover. Early work by researchers such as Porter and Steers (1973), Cotton and Tuttle (1986), Griffeth and Hom (1995), Deery and Iverson (1996) and Deery and Shaw (1999) underpinned the development of the framework. New research has added to literature on employee turnover including work by Hom et al (2012) that examined the antecedents and consequences of withdrawal states noting the ‘pushes’ such as job search and ‘pulls’ such as work withdrawals associated with either staying or leaving an organization. With regard to Figure 1, such findings would add to the category of Personal Employee Dimensions contained in the framework. Among the additions to the discussion of employee turnover is the role that organizational citizenship plays in the decision making process, a focus in Nadiri and Tanova’s (2010) study on employee turnover in the hospitality industry. Stanley et al (2013) delve deeper into the levels and types of commitment while Hancock et al’s (2013) meta-analysis of the turnover literature examines further, the role that employee turnover has on organizational performance. All these new investigations of employee turnover are taken into consideration in the current paper, which considers the relevance of the 2008 framework in today’s work environment.

The paper uses employee turnover literature to underpin a discussion of successful talent management. Using a key word search in both the hospitality literature and more mainstream management research, the literature is divided into four themes, namely, employee attitudes, personal employee dimensions, work-life balance (WLB) and organizational strategies for employee retention. These themes are based on Deery’s (2008) framework, which provides the boundaries for the search. The search was also limited to literature from the period 2009 to 2013 so that the paper presents an update on the relevance of the framework from 2008. In the first instance, a search was undertaken on the main hospitality journals (McKercher, 2012; Chang and McAleer, 2012) and then a search using Google Scholar was carried out on the

more mainstream journals.

Literature Review

Talent Management

The topic of talent management has been examined from a range of angles, especially in the mainstream management literature. Thunnissen et al (2013), for example, provide an overview of the literature in the area of talent management between the years 2001 to 2012. These authors found 62 articles using the key word search of ‘talent’ and ‘talent management’, but only found one article dealing with talent management in hospitality or tourism. So, while the generic management literature perceived talent management as a priority research area, hospitality researchers were less focused on this. Baum (2008) suggests that this is because the term ‘talent management’ in the hospitality and tourism industry is understood differently from other sectors of the economy. He argues that talent management in hospitality and tourism includes emotional, aesthetic and informational processes that other industries do not perceive as important. Baum’s emphasis on the personal characteristics of managing talented staff is reinforced in the mainstream management research by authors such as Tucker et al (2005) and Dries (2013) who argue that ‘attracting and retaining talented people is becoming increasingly difficult as a result of specific demographic and psychological trends’ (Dries, 2013: 273). Research into the area of ‘talent management’ in the hospitality industry, therefore also needs to examine issues such as stress, emotional exhaustion and other personal employee dimensions.

Although Thunnissen et al’s (2013) study found only one article on talent management in the hospitality industry, this is more a result of the delimitations of the study rather than the reality. In 2008, the *Journal of International Contemporary Hospitality Management* published a special issue on talent management and since that time, there has been some research done in the area. Work by Solnet et al (2013), for example, argues that talent

management is still a key function of hospitality human resource (HR) staff, even though many HR departments have been downsized, decentralized or eliminated because of internal and external environmental pressures. Research by Davidson and Wang (2011) and Lub et al (2012) argue that talent management in the hospitality industry requires an acknowledgement of the differences in needs and behaviours of the generations. The focus of talent management in the hospitality industry appears to be different from that of the mainstream management literature.

Having briefly discussed the concept of talent management, this paper now examines the key literature as proposed by Deery's (2008) framework. It will explore the main planks of the framework, namely, industry and organizational attributes, work-life conflict and balance, employee attitudes and personal dimensions and organizational strategies for talent management and retention. The paper then re-examines Deery's (2008) framework in light of recent research and findings.

Organisational and Industry Attributes

The hospitality industry attributes of long and unsocial working hours, contingent labour, low pay and poor image are well documented in hospitality research and work by Davidson and Wang (2011), Robinson et al (2014) examine ways to combat these negative attributes. The study by Dawson et al (2011) provides insights into the industry's attributes arguing that much of the culture focuses on personal attributes such as being risk takers or being accurate and composed. What is not known, however, is the extent to which the hospitality industry uses the information to improve the working conditions and reputation of the industry.

Buonocore (2010) detailed examination of the role that organizational attitudes towards contingent employment in the hospitality industry shows that working as a casual employee impacts negatively on organizational identification and therefore potentially increases an employee's intention to leave an organization. Although Buonocore presents very useful and cogent recommendations for improving the hospitality organisation's image, it is unlikely that

industry will use the research to assist in some of the issues for the industry. Interestingly, no research could be found on the uptake of academic recommendations by the hospitality industry; this is an important area for future research. It is also important for future research to examine whether the traditional image of the hospitality industry is still correct. The studies summarised in Table 1 examine the reality of the hospitality image and the industry's characteristics.

Table 1 here

Work-life balance (WLB)

As part of Deery's 2008 framework, the area of WLB was an important, but small component of the literature examined. Since 2008, however, WLB has received substantial attention in the mainstream management and hospitality research and a number of themes emerge from the research. Themes examined in mainstream management literature focus around the reality of support for WLB arrangements, with studies by Mescher et al (2010) and Heywood et al (2010) arguing that these arrangements are perceived by employers as a privilege. The messaging around WLB strategies is seen as mixed and marginal (Kossek et al, 2010). More recently, Trefalt (2013) explored the role of 'boundary work' providing an in-depth understanding of how employees negotiate their time between work and non-work. These themes, however, are yet to be investigated in the hospitality literature, and, although there is an increasing proliferation of WLB studies, the hospitality literature lags somewhat behind the mainstream work.

Many of the hospitality studies on WLB focus on the components of WLB in the industry or the impact that specific variables have on WLB. The exploratory research by Wong and Ko (2009), for example, provides a basis for understanding the key factors that constitute WLB.

These authors found factors relating to having enough time off, allegiance to work, flexibility

and work support for WLB were the basis for employee perceptions of WLB. These factors provide insights into retention strategies, which are discussed later.

The literature on WLB in the hospitality industry points to both physical and emotional stresses contributing to a lack of WLB. Both work overload and WLB were examined by Karatepe (2012) when testing the effects of these variables on job embeddedness and job performance. That study found that those employees with heavy workloads had low WLB, were less likely to be embedded in their jobs and showed poor job performance. Stress, another personal employee dimension like emotional exhaustion, was found to impact the quality of life for hotel employees (Chiang et al, 2010; Deery and Jago, 2009; Hon and Chan, 2013; Karatepe, 2012) and the spillover of stress is believed to place additional strain on WLB for hotel employees (Lawson et al, 2013). One of the key characteristics of hospitality work that causes stress is the level of emotional labour expended by staff (Chen et al, 2012; Duncan et al, 2013) and yet research linking WLB and the level of emotional labour in hospitality work is lacking. Much of the research linking WLB and emotional labour centres around nursing and one of the few studies examining the relationship in the hospitality industry by McNamara et al (2011) is not in a hospitality/tourism journal. The emerging focus of WLB and quality of life articles (Lin et al, 2013; Wan and Chan, 2013), however, provides a new and promising theme for hospitality literature innovation.

A number of articles focus on the relationship between WLB and employee work attitudes such as job satisfaction (Cegarra-Leiva et al, 2012; O'Neill and Davis, 2011; Zhao et al, 2011; Zhao and Namasivayam, 2012) and organizational commitment (O'Neill et al, 2009). Work overload, a key employee work attitude underpinning employee turnover in the seminal turnover literature, was also found to impact on WLB with emotional exhaustion acting as a mediator (Karatepe, 2012). Table 2 provides a summary of some of the key research in the area of WLB in the hospitality industry.

Table 2 here*Employee Attitudes*

The antecedents of employee turnover, specifically job satisfaction and organizational behavior, continue to be examined in the hospitality literature. The research sites are more varied than previously, however, so that the reliability of the instruments used are tested across a range of countries. Emerging destinations and markets have widened the scope of research in this area. The perceptions of hospitality employees are explored in Cyprus (Nadri and Tanova, 2010), Spain and Portugal (Gallargo et al, 2010), Estonia, Latvia and Lithuania (Carragher et al, 2010), the United States (Jang and George, 2012; Lee and Way, 2010; Park and Gursoy, 2012;); India (Guchait and Cho, 2010), Taiwan (Tsui et al, 2013; Yang, 2010), the Netherlands (Lub et al, 2012), Cameroon (Karatepe, 2012), and China (He et al, 2010; Kong et al, 2012; Qu and Zhao, 2012). The findings from many of these studies support those of earlier seminal studies with job satisfaction and organizational commitment proving to be strong determinants of employee intentions to leave an organization. The more recent literature examining these relationships, adds to the literature at the margins by nuancing the analysis. The contribution that these new studies provides, however, is in the examination of employees within different values contexts, often in developing countries.

Although many of the studies on employee attitudes focus on the more traditional variables such as those in Table 3, other studies have introduced new variables for testing in the hospitality context. Jang and George (2012), for example, explored the role that polychronicity (undertaking more than one activity in the same time block) has on both job satisfaction and intention to leave the organization. Their findings suggest that employees need variation in their work and that tasks need to be varied. This is not a new finding but, like many of the studies in this area, provides a nuanced understanding of previous research. Other studies (Blomme et al, 2010; Lub et al,(2012); Tsui et al, 2013) examined the role that

the psychological contract plays in the intention to leave an organization; Blomme et al's (2010) study is particularly instructive with regard to the impact that promotion opportunities and WLB has on women's intention to leave. Finally, research into the role that organizational citizenship behavior (OCB) plays in the decision making process to leave an organization is examined in detail in the mainstream management and psychology literature (Chun et al, 2013; Eatough et al, 2011; MacKenzie et al, 2011) The hospitality literature is beginning to address this construct of organizational citizenship with Nadiri and Tanova (2010) finding that OCB is linked to job satisfaction through the impact of organizational justice.

Table 3 here

Personal Employee Dimensions

Issues relating to personal employee dimensions is an area of research which the hospitality literature leads the mainstream management literature. The increase in research into WLB issues has contributed to overlap between both the personal employee dimensions such as stress and employee attitudes such as job satisfaction and organisational commitment. Some of the studies on these antecedents to employee turnover, therefore, have already been discussed under the previous themes. Yavas et al's (2013) study, however, fits well into the personal employee dimension theme in that it examines the role that hope plays in buffering stress and exhaustion as antecedents to employee turnover. These authors found that hope acts as a moderator to stress and exhaustion, which may then trigger turnover intentions. Stress and burnout were also found to influence employees' intention to leave in the study by Jung et al (2012) with tenure providing moderating effects to turnover intentions. Other research by O'Neill and Davis (2011), Slatten and Mehmetoglu (2011) and Tiyce et al (2013) examining stress in the hospitality industry are important in that they bring greater focus on the hospitality specific issues of the demands of emotional labour.

Another stream of research that has emerged examining personal employee dimensions is that of alcohol and substance abuse in the hospitality industry. Again, this area of research is an important one for hospitality researchers because of the unique industry characteristics. In an editorial by Pizam (2012), concern is expressed at the growing numbers of American hospitality workers who endanger their own and others lives through the abuse of alcohol and other substances. This issue is explored in work by Belhassen and colleagues (Belhassen and Shani, 2012; Isralowitz et al, 2012) in studying the use of alcohol and other substances in the Israeli hospitality sector. Their studies found that males working in front-of-house positions were more likely to drink more than either the rest of the community or staff working in other positions in the organisation. They argue that work alienation is, to an extent, a contributor to the excessive use of alcohol and other substances.

Table 4 here

Organisational Strategies to Assist Employee Retention

The recent literature (2009-2013) focussing around the strategies to assist in employee retention in the hospitality industry is similar to the earlier literature in this area. In other words, much of the literature recommends better training and development programs (Bharwani and Butt, 2012; Davidson et al, 2010; Moncraz et al, 2009). However, other variables, previously examined by researchers appear to be becoming more important in retaining staff. In particular, the issue of appropriate pay levels appears to have greater importance in retaining staff (Chan and Kuok, 2012; Hausknecht et al, 2009; Khan et al, 2011) as does providing decent career opportunities (Khan et al, 2011). Yang et al's (2012) findings that a large majority of employees who left for another organisation did so because they were offered career advancement or because they were approached by other hotels offering better employment conditions.

While more extensive training and development opportunities are very important for retaining staff, other strategies need to be considered. For example, Karatepe (2013b) argues that as a motivator, work engagement through training empowerment and rewards will assist in retaining talented employees. Similarly, Park and Gursoy (2012: 1201) in their study of the generation effects on the relationship between work engagement, satisfaction and turnover intentions state that:

‘This study suggests that engaging employees is critically important to Millennial employees in order to retain them relative to older employees. Managers should incorporate Millennials’ work preferences such as meaningful and fulfilling jobs as well as their work values into human resources policies to retain younger employees’

Finally, a number of studies mention the image of the industry as an issue for staff retention (see, for example, Hausknecht et al, 2009). This is an industry wide problem but one that individual organisations can address also. The industry’s image as a poor paying, low working conditions environment can be addressed through a range of measures including the provision of work-life balance policies, better training and higher quality of work, tangible rewards and high quality leadership (Bharwani and Butt, 2012). The opportunity for career progression is noted by a number of studies as being important in retaining staff (Khan et al, 2011; Kusluvan et al, 2010) with Kong et al (2012) noting the importance of career management and career commitment, by both the individual and the organization.

Table 5 here

Discussion

The review of literature relating to the management of talented staff clearly indicates that the variables that were identified in the earlier review Deery (2008) as being key indicators of job

satisfaction, organisation commitment and other personal dimensions such as stress and exhaustion remain important. This suggests that the basic elements of Figure 1 are still important drivers, although issues such as presenteeism which was a key area of concern in the earlier review of 2008 appeared less often in the literature after this time. This may mean that staff are working long hours, but are not staying at work merely 'to be seen'. Even though the issue of WLB was identified as a factor in the earlier review, the review of literature since 2009 undertaken for the current paper has a much stronger focus on WLB than was previously the case. This may indicate that WLB has either become a larger issue within the industry or that hospitality researchers have perceived it as a more pressing issue in the industry.

In some of these research areas identified in the literature, such as research into stress and alcohol abuse, the hospitality literature can and potentially is, leading the way. The variables that appear to influence WLB include the presence of a WLB culture within organisations and it is imperative that human resource policies support such a WLB culture. This means that policies need to discourage work-family spillover, especially for women, so that job satisfaction is higher and stress is lower. The Lewis (2010) study is particularly instructive with regard to countering a negative WLB which includes long and invasive working hours, sacrificing employees' private life and a decreased social and family life. Heavy workloads and role overload lead to a lack of work-family balance and emotional exhaustion. Deery's 2008 framework, therefore, requires modification to acknowledge the new research and the findings made by more recent studies. These modifications are made in the revised framework presented below (Figure 2).

The major change in moving from Figure 1 to Figure 2 is the role that WLB plays. It is now proposed that WLB is the key output of 'organisation and industry attributes' and 'personal employee dimensions' and it is the strategies that an organisation introduces to handle WLB that will influence the levels of satisfaction the employee has with the organisation, his or her

commitment to the organisation and likelihood to leave. It can be seen that based on the more recent literature, WLB has become a prominent driver of retention, which is reflected in Figure 2.

Figure 2 here

Retaining talented staff means that the components of job satisfaction and organisational commitment need to be analysed by organisations. For some organisations and their employees, the image of the organisation and the industry will be important, while for others it will be pay satisfaction, promotional opportunities and career management. Women will be less likely to stay with an organisation if there is work-life conflict and fewer promotional opportunities, while lack of job clarity is a more important reason for leaving for men. Research such as that by Lub et al (2012) also suggests that there are generational differences in attitudes towards work that influence talented employees to either stay or leave an organisation. Their findings argue that younger generations of hospitality workers value WLB, autonomy and job security and will leave the organisation if these elements are not present.

Employees who experience a lack of WLB are likely to experience stress, exhaustion and burnout. In these circumstances, substance abuse may occur thereby exacerbating the problems; Belhaussen and Shani (2012) found that substance abuse was most likely to occur with young, single male employees who worked in front-of-house positions. Organisations, therefore, need to manage these staff and encourage less work alienation and greater work involvement (Isralowitz et al, 2012). There is substantial research to suggest that front-of-house hospitality employees are most at risk of work difficulties and organisations need to focus on strategies to alleviate the issues of stress and exhaustion for these staff.

Conclusions

The review conducted of the more recent literature in the field of employee retention and talent management confirmed that the issues identified in earlier literature as being the key drivers of staff retention remain important. However, the importance of managing WLB has been identified as essential to retaining staff, especially the more talented in the later literature. Whilst WLB was identified as an issue in the earlier review, it was not recognised as a key driver of staff turnover / retention.

The updated framework that was presented in Figure 2 suggests that employee attitudes such as job and pay satisfaction or work overload will impact on work-life balance as will personal dimensions such as stress and substance abuse. If these work and life elements are not addressed through well developed and relevant training programs, the provision of promotional opportunities, and the genuine interest by managers in the well being of employees' family and personal lives, then staff turnover will be much higher than acceptable, particularly amongst those staff who are more talented and have other career opportunities.

Whilst the literature indicates that WLB is now a prominent factor in determining talent retention, there is still much to be done to assess the relative importance of various strategies that can be implemented to reduce WLB problems.

Implications for the Workplace

It is critical that organisations introduce workplace policies that are strongly endorsed by staff if retention rates are to be increased. As employee's needs vary from one organisation to another, each individual organisation must engage with their staff to identify the policies that are likely to have the most traction.

As staff priorities in relation to retention policies can vary across cultures, an organisation that has facilities in different countries may need to vary the approach used in the different facilities.

Given that WLB has become such an important factor, it is critical that managers regularly monitor the levels of WLB being experienced by staff. As staff are not always aware of WLB being a problem until it is too late, managers will need to find appropriate methods for assessing the presence of problems in this area.

Future Research

Given the importance of WLB as a factor driving retention or turnover, it is important that more research be undertaken to identify in more detail the strategies that can be developed to address WLB issues and the factors impacting their success. It is also important to determine the decision making processes that lead to higher employee intention to leave an organisation or for the employee to remain in the organisation with commitment and job satisfaction.

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Figure 1: A Framework for Improving Employee Retention Rates

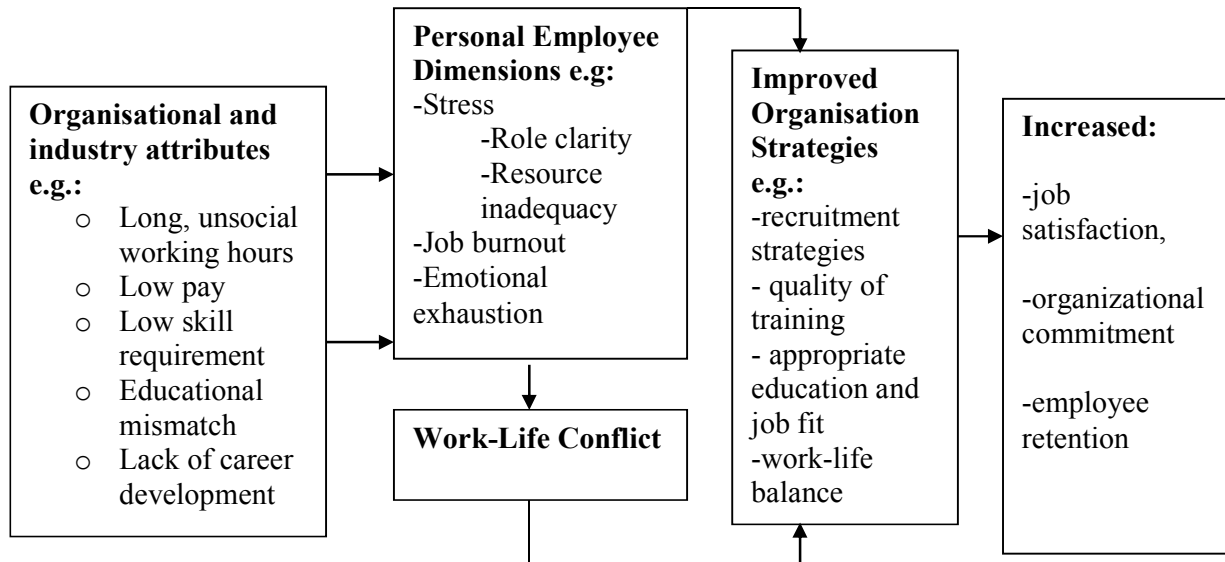


Figure 2: A Revised Framework for Improving Employee Retention Rates through Talent Management

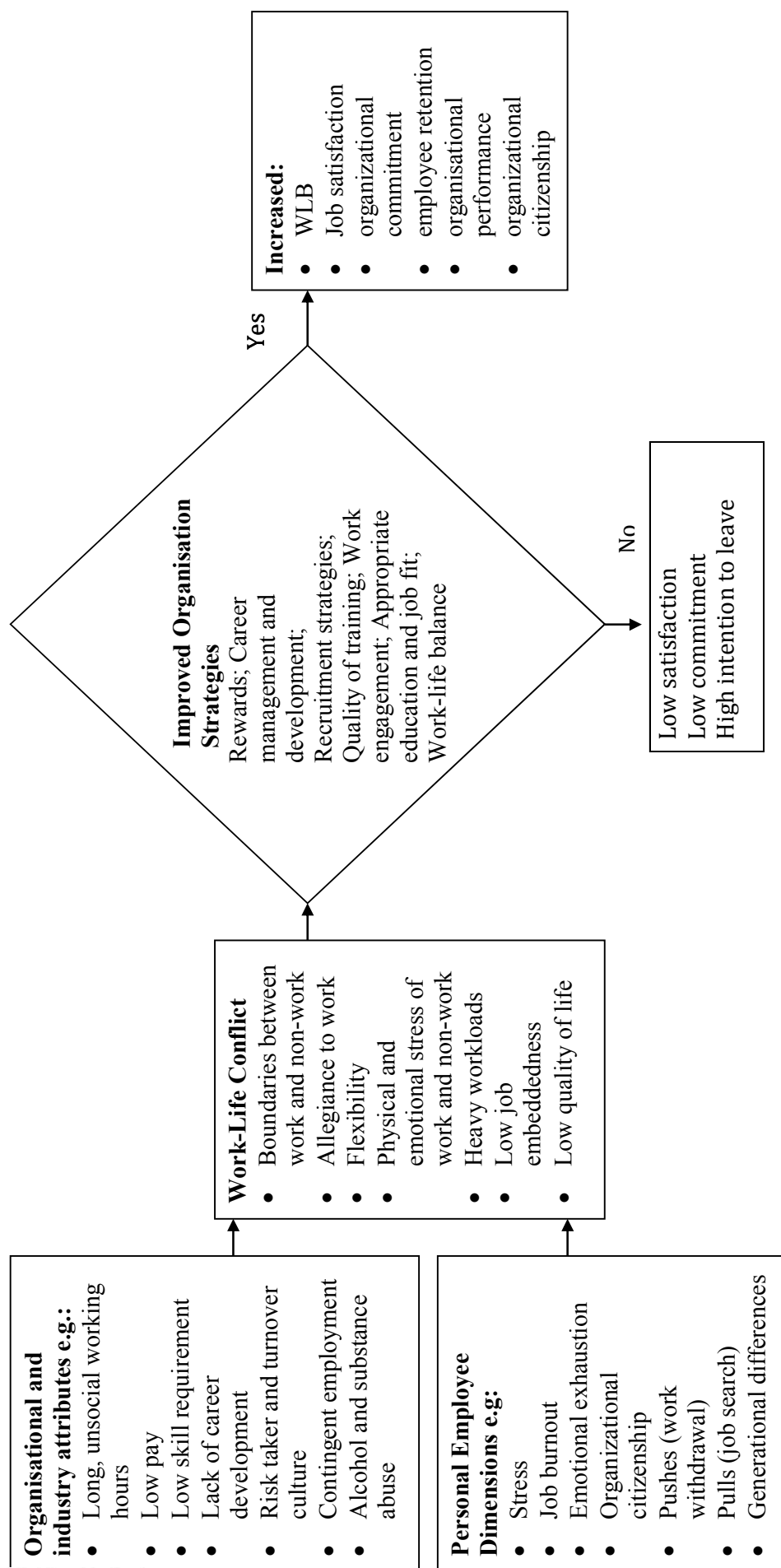


Table 1: Organisational and Industry Attributes

Authors	Focus	Sub-theme
Buonocore (2010)	This study investigates the effect of work status on affective commitment and how this relationship is influenced by the way employees identify themselves. The findings show that the perceived external organizational image moderates the relationship between work status and organizational identification.	Temporary work; organizational identification; affective commitment;
Davidson and Wang (2011)	These authors examine the labour practices within the hospitality industry, especially the sustainability of practices such as large numbers of casual employees	labour turnover; sustainable work practices.
Dawson et al (2011)	This study develops an instrument to examine the hospitality culture. The findings suggest that management principles, customer relationships, job variety, job satisfaction, propitiousness, leadership, risk taker, accuracy and composure were the key factors.	Organizational culture, personal attributes
Robinson et al (2014)	In examining the attributes of hospitality work, these authors focus on the concept of job embeddedness. They found that the embeddedness aspects of organizational sacrifice were positively related to organizational commitment	Organisational commitment; organizational sacrifice.

Table 2: Work-life balance

Authors	Focus	Sub-theme
Cegarra-Leiva et al (2012)	This study explored relationships in small and medium enterprises (SMEs) in Spain. The findings show that the existence of a WLB culture rather than the availability of WLB practices offered by the company is the main determinant of job satisfaction. There is strong evidence that job satisfaction is a good predictor of turnover intentions.	Work-life balance; job satisfaction; small to medium enterprises (SMEs)
Chiang et al (2010)	This study investigated the relationships among job stressors, coping resources, and job stress in the hotel industry. The key significant variables of job demands and job control impacted on job stress. The authors also found that high job demands coupled with low job control and the availability of work-life balance practices resulted in a higher level of stress.	Job stress; job control; work-life balance
Deery and Jago (2009)	This paper examines the key antecedents to WLB in the tourism industry, finding that the long, unsocial hours within the industry, the levels of stress associated with job insecurity, role ambiguity, job autonomy and time pressures, together with home-life pressures and psychosomatic symptoms, are variables that impact negatively on WLB.	Work-life balance; stress; job insecurity; role ambiguity; job autonomy; time pressures
Karatepe (2013a)	The study investigates emotional exhaustion impacts of work overload, work-family conflict, and family-work conflict on job embeddedness and job performance. The findings suggest that employees who have heavy workloads and are unable to find a balance between the work (family) and family (work) roles are emotionally exhausted.	Emotional exhaustion; stress; work-family conflict; work loads
Lawson et al (2013)	This study examined the experience of work-family spillover among 586 hotel managers. Women, employees without children at home, and younger adults experienced the highest	Work-life balance; work-family spillover;

	levels of negative work-family spillover. Work conditions, particularly organizational time expectations, put HMs at risk for experiencing more negative and less positive work-family spillover.	
Lewis (2010)	This study, argues that employee work-life balance issues are affected by human resource policy. Variables identified in this study which positively affected employee well-being included increased schedule flexibility and mutually beneficial relationships with line managers. Negative ones included long working hours, the sacrifice of private life, invasive working hours, decreased social and family life in addition to increased fatigue and stress.	Work-life balance; long working hours; fatigue; stress
O'Neill et al (2009)	The paper presents research analyzing the relationship between work-family climate, organizational leadership (i.e., senior manager) characteristics, organizational commitment and turnover intent among 526 employees from 37 different hotels across the US.	Organisational commitment, turnover intentions and work family spillover
O'Neill and Davis (2011)	This paper explored common work stressors in a sample of 164 managerial and hourly workers employed at 65 different hotels. The two most common stressors were interpersonal tensions at work and work overload. Hotel managers were significantly more stressed than hourly employees. Interpersonal tensions at work were linked to lower job satisfaction and greater turnover intentions.	Employee stress; employee wellbeing; work overload; job satisfaction; intention to leave.
Zhao et al (2011)	This study investigates the impact of life satisfaction on job satisfaction under different situations of work-family conflict in China. The results show that employees facing less conflict between work and family tend to carry positive aspects from daily life to the workplace. The results also support the value of managerial efforts to have an organizational climate welcoming to employees' families.	Work-life balance; job satisfaction
Wong and Ko (2009)	This study examines hotel employees' perception on work-life balance issues. The authors found a number of factors impacting on work-life balance, namely: enough time-off from work; (2) workplace support on work-life balance; (3) allegiance to work; (4) flexibility on work schedule; (5) life orientation; (6) voluntary reduction of contracted hours to cater for personal needs; and (7) upkeep of work and career.	Work-life balance; hours of work; flexible work
Zhao and Namasisa-yam (2012)	This study examined the moderating role of chronic self-regulatory focus on the relationships between work-family conflict (WFC) and job satisfaction. Results show that when work interfered with family obligations, individuals reporting higher levels of chronic promotion focus were less satisfied with their jobs. On the contrary, when their family roles interfered with work tasks employees with higher levels of chronic prevention focus were less satisfied with their jobs.	Work-life conflict; job satisfaction; regulatory framework

Table 3: Employee Attitudes

Authors	Focus	Sub-theme
Blomme et al (2010)	The study examined the relationship between the psychological contract and its relation to the intention to leave using highly-educated male and female employees. The findings show that psychological contract measures explain a substantial amount of variance among highly-educated employees regarding their intention to leave an organization. For women, promotion opportunities and work-family balance were related to turnover intentions while for men the clarity of the job description was an important predictor for leaving.	Intention to leave; organizational commitment; psychological contract; gender
Carraher et al (2010)	This paper examines the efficacy of predicting turnover for employees and entrepreneurs from Estonia, Latvia, and Lithuania using attitudes towards benefits, pay satisfaction, pay, gender, and age across a four-year time frame. Attitudes towards benefits were generally significant predictors of turnover	Employee turnover; pay satisfaction; gender; age
Jang and George (2012)	Hospitality work environments promote polychronic behaviour, which requires employees to deal with two or more activities in the same time block. Jang and George (2012) examined the interrelationship among polychronicity (dealing with two or more activities at the same time), job satisfaction, and turnover intention within a hotel context. The results found that polychronicity significantly contributed to job satisfaction and turnover intention.	Job satisfaction; turnover intentions; polychronicity
Karatepe (2013b)	This study develops and tests a research model that examines career satisfaction as a mediator of the effect of perceived organizational support on service recovery performance and job performance. The study found that if sufficient support is provided by the organization, it suggests the organization values employees' contributions and cares for their well-being.	Career satisfaction; organizational support; job performance
Karatepe (2011)	This paper examines job resourcefulness as a moderator of the effects of work-family conflict and family-work conflict on job satisfaction. Findings suggest that the negative impacts of work-family conflict and family-work conflict on job satisfaction were weaker among frontline employees with higher job resourcefulness.	Job resourcefulness; work-family conflict; job satisfaction
Kong et al (2012)	Kong et al examine the relationships between perceived hotel career management, career competency, and career satisfaction. Findings show that career competency mediates the effects of three dimensions of hotel career management (career appraisal, career development, and career training) on career satisfaction.	Career satisfaction; career training and development
Lee and Way (2010)	This study examines employment characteristics that influenced employee satisfaction with work environments as it relates to employment retention. Job satisfaction factors play varying roles in measuring job satisfaction and employee retention according to an individual's work department, type of	Job satisfaction; employee retention; employment characteristics

	job, number of years in the hotel, hours of work, and work shift.	
Lub et al (2012)	This study explores generational differences in the psychological contract and work outcomes such as commitment and turnover intention. Findings suggest that opportunities for development and challenge, variation and responsibility are more important to younger generations of hospitality workers who value work-life balance, autonomy and job security.	Psychological contract; commitment; employee turnover; job security; autonomy
Nadiri and Tanova (2010)	This article explores the relationship between organizational justice perceptions of hotel employees and various work-related variables. It was found that distributive justice was a stronger predictor than procedural justice.	Organizational justice; job satisfaction; organizational citizenship behavior
Yang (2010)	This paper examines the antecedents (i.e., role ambiguity and conflict, burnout, socialization, and work autonomy) and consequences (i.e., affective and continuance commitment, absenteeism, and employee turnover intention) of employee job satisfaction.	Job satisfaction; commitment; employee turnover

Table 4: Personal Employee Dimensions

Authors	Focus	Sub-theme
Belhassen and Shani (2012)	This study found that there is a higher rate of substance use among hospitality workers in comparison to the average in Israeli society. Substance use was found to be the most prevalent among young, single male employees with relatively low levels of education. In terms of job characteristics, front-of-the-house employees were more prone to binge drinking than back-of-the-house employees.	Substance abuse; front-of-house employees
Isralowitz et al (2012)	This study examined the relationship between work alienation, country of origin and substance use among male hospitality workers in Israel. The research found that work alienation was more prevalent among Former Soviet Union origin males and those workers who binge drink and use cannabis (i.e., marijuana and/or hashish).	Substance abuse; work alienation
Jung et al (2012)	The authors examine the interrelationships of employees' perceptions of role stress, burnout, and turnover intent. The findings showed a positive relationship between employees' perceptions of role stress and burnout. Participants who reported a high level of burnout were more likely to leave their position. There were also moderating effects related to tenure in the causal relationships between employees' burnout and turnover intent.	Employee turnover; role stress; burnout
Yavas et al (2013)	This study examines the effects of stressors and exhaustion on frontline hotel employees' turnover intentions. It also investigates whether hope, as a personal resource, can moderate the effects of these antecedents on turnover intentions. Results show that hindrance stressors and exhaustion increase frontline	Work stress; hope; employee turnover; challenge stressors;

employees' turnover intentions and hope is a potential antidote to the negative impacts of these antecedents on turnover intentions. hindrance stressors

Table 5: Organisational Strategies to Assist Employee Retentions

Authors	Focus	Sub-theme
Bharwani and Butt (2012)	This paper examines the challenges for the global hospitality industry and argues for the employment of higher quality staff. It also argues for the implementation of better training and development interventions.	HR challenges; training and development; industry image improvement
Chan and Kuok (2011)	Chan and Kuok examined hiring managers' attitudes on selection methods, skills sought in new employees and staff turnover reasons. The key method of recruiting was through interviews and the main reason for leaving the organization was pay. The authors argue that increasing organizational commitment will reduce turnover.	Selection; retention; pay.
Davidson et al (2010)	These authors examine the cost of employee turnover in the hospitality industry and also recommend strategies to retain staff. They suggest that an integrated HR strategy combining resource and control-based HR practices could improve retention.	Turnover costs; HR strategies;
Hausknecht et al (2009)	This study coded a large number of employee surveys to examine reasons for turnover. The coding found that job satisfaction, extrinsic rewards, constituent attachments, organizational commitment, and organizational prestige were the most frequently mentioned reasons for staying. High performers and non-hourly workers were more likely to cite advancement opportunities and organizational prestige as reasons for staying, whereas low performers and hourly employees were more likely to cite extrinsic rewards.	Retention; advancement opportunities; extrinsic rewards.
Khan et al (2011)	The study identified factors reducing employee turnover and explore the impact of retention strategies on a hotel workforce in Pakistan. The study showed that for higher control over retention, management must address monetary rewards and career progression.	Employee turnover; HR strategies; work place environment; compensation
Moncraz and Zhao (2009)	This study examined the organizational practices of US lodging properties on employee turnover and retention. The results found that corporate culture, hiring and promotions, and training practices influenced non-management employee retention. Hiring and promotion practices also impacted management retention. In addition, the organizational mission, goals and direction, and employee recognition, rewards and compensation were found to positively reduce non-management employee turnover.	Retention; corporate culture; training; compensation
Robinson et al 2014	This study examines the application of the job embeddedness in the hospitality industry, investigating the relationship between job embeddedness and other job-related attitudes that influence employee turnover. A negative relationship was found between organizational sacrifice and intentions to leave, while a positive	Job embeddedness; intentions to leave; organisational

	relationship was found between community links and intentions to leave.	sacrifice; community links
Yang et al (2012)	The authors of this study interviewed Taiwan hotel workers who had resigned from a job. They found that 80% of the interviewees had left to pursue career advancement while 70% had experienced recruitment propositions from other hotels. The study also found that managers need to understand more fully the expectations of subordinates when providing career advice. Relevant training programs should be introduced to enhance career opportunities.	Employee turnover; career advancement; training.
