



**A TOURISM EMPLOYEE TALENT MANAGEMENT FRAMEWORK FOR
HOTEL EMPLOYEE RETENTION IN ZIMBABWE**

by

BARBARA MUTADZAKUPA

DOCTORAL THESIS

Submitted in the fulfilment of the requirements for the degree

DOCTOR OF PHILOSOPHY IN MANAGEMENT

in the subject

TOURISM MANAGEMENT

at the

UNIVERSITY OF SOUTH AFRICA

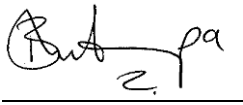
**SUPERVISOR: PROF M.P. SWART
CO-SUPERVISOR: PROF C. van ZYL
2023**

DECLARATION

I, Barbara Mutadzakupa (student number 53291735), declare that “**A tourism employee talent management framework for hotel employee retention in Zimbabwe**” is my own work and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references.

I further declare that I submitted the thesis/dissertation to originality checking software and that it falls within the acceptable requirements for originality.

I further declare that I have not previously submitted this work, or part of it for examination at Unisa for another qualification or at any other higher education institution.



Barbara Mutadzakupa

31 JANUARY 2023

SIGNATURE

DATE

Barbara Mutadzakupa

ACKNOWLEDGEMENTS

First and foremost, I would like to give all the glory and honour to my Father and Saviour the Lord Jesus Christ. In Him I live, I move and have my being... (*Acts 17:28a*). Without Him, this thesis would not have been possible.

Next, to my supervisor and mentor for whom I have the utmost respect, Professor Nellie Swart, who made quantitative study a stroll in the park, thank you for your guidance and patience. If patience was a person! Your scholarly perspicacity and passion enthuse me. My co-supervisor and rudder, the ever optimistic Professor Cina van Zyl, thank you for your professionalism and leadership. I am so grateful for having worked with two of the greatest minds of all times, women leaders in academia par excellence and for this I am inspired and truly grateful.

This mixed method study would not be what it is now without the expert knowledge of these statisticians, Dr Dion van Zyl (QUAN), Mr Gary Ngara (QUAL) and Monique Kock who refined my (QUAL). I thank you all for adding value to my study and sharing your expertise with me.

To my colleagues, friends and family who were with me on this journey, thank you for your support and encouragement.

Last, but by no means the least I want to thank my biggest cheerleader, my husband and friend, Davison whose support was key in this journey. Thank you for taking all the discomfort that came with starting and completing this study. It's being a long journey and we made it! My children, Kudakwashe, Batsirayi, Takudzwa and Chido, also cheering me on all the way. I am grateful for you all and I love you – I am motivated by you.

Dedicated to the fond memory of my dearest mother Mrs. Iris F. Makombe.

EXECUTIVE SUMMARY

Introduction

Zimbabwe, as a nation, is gifted with conditions that are favourable for the tourism and hospitality industry to flourish, such as climate, natural and man-made features, flora and fauna, the people and their diverse cultures. People are the backbone of the tourism and hospitality industry, as they can either enhance or decrease the tourism experience for the tourists, which can either lead to prosperity or losses for the business. Longevity of tourism businesses' success is dependent, therefore, upon its ability to retain the best employees for tourism operations. The sustainability of tourism businesses in Zimbabwe has been supported by the government of Zimbabwe, which identified tourism as one of the major drivers of economic growth, by enacting a National Development Strategy NDS1 (2020). Some of the successes of NDS1 implementation have made HR operations in the hospitality industry vulnerable, as the new players are seeking and recruiting employees from already established hospitality entities. The Caterers Employers Association of Zimbabwe (CEAZ), in their biannual report, have noted this setback among a myriad of other challenges that face HR in the hospitality industry. Key among them being retention of operatives and core skilled employees such as Front Office and Food and Beverage managers (CEAZ, 2022), who are crossing the borders for employment. Hence this study is based on why those that have not left the borders of Zimbabwe decide to stay on their jobs due to a myriad of factors. Although the tourism businesses have the prerequisite support from government, it becomes pertinent to dwell on the talent management strategies that these businesses ought to provide for retaining their employees. Though talent management and employee retention are widely covered aspects that exist in human resources management, literature available on talent management reveals a scarcity of empirical studies that link the investigations of Tourism Talent Management Framework (TTMF), Tourism Employee Training (TET) and Tourism Employee Retention (TER) for the development of a TETMF model. The aim of the study is:

To investigate human resources practices among hotel employees by determining which elements of tourism employee talent management and tourism employee training aim at enhancing tourism employee retention in Zimbabwe.

As the newly developed TTMF, TET and TER constructs were developed to meet the outcomes of the study, the reliability and validity of each construct/model had to be

confirmed by stating specific research objectives (RO1, RO2, RO3 and RO4). The mediation effect (RO5) of TET in the relationship between TTMF and TER, that have been confirmed in the previous literature. Therefore, the conceptualisation of the relationships between the TTMF, TET and TER will be discussed in this study. The constructs herein will be highlighted and tested statistically, resulting in TTMF, TET and TER that can serve in a TETMF model. Additional factors/variables that can influence the relevance of the identified constructs related to tourism human resources behaviour for the retention of hotel employees will be enhanced by the use of mixed method research. The inclusion of TTMF, TET and TER will enable the Ministry of Environment, Tourism and Hospitality Industry, Zimbabwe Tourism Authority as well as Ministry of Labour to develop talent management strategies to retain employees in Zimbabwe.

Main Research Questions

The following mixed method research questions are proposed for this study:

- 1. Quantitative research objective:** To determine if Tourism Employee Training *significantly mediates in the relationship between* Tourism Talent Management Framework *and* Tourism Employee Retention.
- 2. Qualitative research objective:** To test the additional variables that can influence the relevance of the identified constructs related to tourism human resources behaviour (such as a tourism talent management framework, tourism employee training and tourism employee retention) for the retention of hotel employees.

Literature Review

The stimulus for this study warranted the development of a coherent, theory-based model for tourism employee retention (namely TETMF model) and explore factors influencing the behavioural intentions of hospitality employees responding to tourist talent management. The devised TROs of the study are:

- RO1: Whether tourism talent management can be reliably and validly measured.
- RO2: Whether tourism employee training can be reliably and validly measured.
- RO3: Whether tourism employee retention can be reliably and validly measured.
- RO4: Whether the theoretically hypothesise framework (TETMF model) has a good fit with the empirically manifested model.

RO5: Whether the relationship between tourism talent management and tourism employee retention is mediated by tourism employee training.

The six guiding questions were derived from literature and were used to construct the instrument for the qualitative study. These were:

GQ1: Which strategies do you regard will influence the way you manage talent in your hotel/company?

GQ2: What aspects influence the way your managers manage the talent management process in their departments?

GQ3: What aspects of your customer service delivery are affected by the way you manage talent?

GQ4: Which performance management strategies will influence the way talent is managed?

GQ5: Which training strategies influence the way you manage talent?

GQ6: Which training strategies influence the way you retain talent?

Evidently, the newly conceptualised TETMF model can play a meaningful role in facilitating tourism employee training and tourism employee retention. The relationship between talent management, training and retention is theoretically and empirically well established in a normal human resources context. However, the relationship between the TTMF, TET and TER within a tourism context were used to inform H4 (model fit) and H5 (mediation).

The constructs TTMF, TET and TER were developed based on detailed literature reviews. This process resulted in both theoretically and conceptually founded comprehensive measurements.

Research Design

The “world lens” used to approach this mixed method study was pragmatic. Herein primary data were gathered from hospitality employees in a field setting through the use of self-administered QUAN questionnaires and QUAL interviews from November 2016 till February 2017. In addition, 25 hotels ranging between 2-star to 5-star in rating, situated around Zimbabwe, where the population element is estimated to be 11 500 were used as target population. The final sample size consisted of 443 employees/ respondents for the quantitative study, and 5 senior managers/executives/ participants were used for the qualitative study.

Research Method

The research method was described according to the respondents (quantitative /participants qualitative and sampling, measuring instruments, the research procedure and the statistical analyses conducted. A non-probability sampling approach was used, as it suited the requirements for selecting hospitality employees from the target population. Quantitative measuring instruments (TTMF, TET and TER Scales) are discussed in terms of the construction of the instruments, their reliability and validity, as well as the rationale for their inclusion. Questionnaire items were formulated in question format and 7-point Likert-type response scales were anchored at extreme poles. Moreover, quantitative data were collected by using fieldworkers to distribute hardcopies, after which completed questionnaires were verified for use. Quantitative data were analysed via confirmatory factor analysis (CFA) and structural equation modelling (SEM). Conversely, qualitative data comprised six guiding questions, premised on the quantitative scales, which were posed to participants. The researcher single-handedly performed the interviews and recorded the discussions with an audio recorder. Recorded data were later transcribed by QSR NVivo v11 for ease of use in this study.

Results and Discussions

Descriptive statistics of the study indicated that a fairly normal distribution ensued for all the TTMF, for TET and TER scales, based on the close proximity of the mean (ranging from 5.02 to 5.91), median and mode. In the analysis of TTMF, the study used baseline first order, the adjusted first order and second order CFA. The final model's convergent validity was confirmed as AVE= 0.46 (>.50) and CR = 0.77 (>.70). This model had a baseline representing a fit estimate $CMIN/df = 1.60$ (<3.00) as most parsimonious model, and RMSEA = 0.037 (<0.08) to support an absolute fit. GFI = 0.97 (>.90). TET and TER analysis both used baseline first order and second order CFA. Furthermore, TET's convergent validity was confirmed as AVE = 0.267 (<0.50) and CR = 0.712, a fit estimate $CMIN/df = 2.743$ (<3.00) as most parsimonious model, and RMSEA = 0.063 (<0.08) to support an absolute fit GFI = 0.98 (>.90). The convergent validity TER was confirmed as AVE = 0.308 (<0.50) and CR=0.685. This model represents a fit estimate $CMIN/df = 1.268$ (<3.00) as most parsimonious model, and RMSEA =0.025 (<0.08) to support an absolute fit, GFI = 0.99 (>.90).

The TTMF construct had all four viewpoints – Strategic Implications, Tourism Management, Customer Service Delivery Satisfaction and Performance Management viewpoints –

retained. This consisted of ten selected talent management dimensions [globalisation (2 items); technological changes (1 item) and workforce diversity (1 item), hotel employee involvement (2 items) and hotel employee needs (1 item), perceived service (1 item); quality, employee job satisfaction (1 item) and hotel employee attitudes (2 items) recognition programs (1 item) and self-worth (1 item)] integrate into a newly computed TTMF to support H1. TET construct retained three dimensions [induction procedures (3 items), job design (3 items) and training outcome (1 item)] to support H2, while TER construct had three dimensions extracted, namely, turnover intention (1 item), retention strategies (3 items) and employee surveys (1 item), supporting H3. SEM was used to establish the goodness of fit of the theoretically hypothesised framework and the empirically manifested model (H4). Though the sample size ($n = 442$) was sufficient to test for mediation, results from the literature review supported a possible mediation effect of Training in the relationship between TTMF and Retention (H5). However, following a SEM this hypothesis was not supported by the data as no mediation was evident.

Conversely, qualitative analysis was then undertaken to give a detailed explanation of the hypothesised outcomes that emerged through quantitative evidence. Six guiding questions were presented to senior managers/executives in the hospitality industry, which were aligned to quantitative instrument. Results from all six guiding questions were quite diverse, as the emerging themes from the QUAL data gave more detailed information to the qualitative results. New themes emerged that were not included earlier on in the hypothesised relationships. Integration of both quantitative and qualitative results was done so that a more meaningful understanding from the findings was made, as well as to make connections among identified categories. Only the dominant items obtained from the quantitative study were presented alongside extracted themes from the QUAL, implying that extracted themes were analysed and reported on while those that were not extracted were excluded from the display. The following themes were extracted for TTMF model: SIV – 2 out of 4 categories were extracted; (i) Changing skill requirements was extracted with themes learning structures employability skills and pro-activeness of the hotel while flexibility was not extracted. (ii) Workforce diversity was extracted with themes continual improvement, and a minor extraction of attitudes, while pool of talent and team cohesion were not extracted.

MV – All four categories were extracted; namely, organisational commitment (2), contingent workforce (1), hotel employee involvement (3), and hotel employee needs (3)

CSDV – All four categories were extracted in varying proportions; namely, perceived service quality (2), hotel employee attitudes (2); and hotel employee job satisfaction (1). The least weighted of the four aspects extracted was the customer value (1).

PMV – 3 out of 4 categories were extracted, the highest rated strategy was goal setting, followed by work performance and the third being performance-based rewards.

TET - All three categories conceptualised were extracted, and these were induction procedures, knowledge and employee empowerment. The other category that was not extracted from the participants was job design.

TER - From the analysis, three broad mechanisms, turnover intention was the least represented, with only one category having been extracted. However, retention strategies had three of the five codes extracted, while for employee surveys, two of the three codes were extracted.

Contributions of the study

The contributions made by this study are presented in three facets:

Theoretical Contribution

Contribution will be made on the body of knowledge within the tourism and education policy frameworks specifically for Zimbabwe, by bringing insight to talent management debates. It also begins to examine critical challenges faced by hospitality HR professionals and academics with respect to managing talent such as incorporating concerns about the need for hotels and other businesses to implement talent management activities such as recruitment, engagement among others related to employee reductions as applied to the hospitality industry of Zimbabwe (Choi, Woods, & Murrmann 2000; Cobb, 2012; Heartfield, 2014; Maxwell & MacLean, 2008; Wilkins, 2012).

SEM was applied to examine the relationships between the exogenous variable and endogenous variable and the mediating effect as well as to establish the TETMF model, which has not been done in Zimbabwe or abroad. There is lack of research investigating the three constructs on a domestic context in Zimbabwe, which then hinders the comparison of this study's results to those of others. Consequently, this study made a contribution by laying a theoretical foundation for exploring the constructs in a business tourism and hospitality context. This research study will add to the tourism literature in Zimbabwe in the context of talent management work.

One of the biggest challenges facing hotels today, is the retention of loyal employees in the hospitality setup. Retaining top talent remains a primary concern for many hospitality and tourism entities today. Therefore, the stated constructs identified within this study encapsulate the vital areas that make up a talent management framework that can be applied within hotels as well as contributing to the discussion of talent management of hotels. By analysing the theoretical concepts of the resultant relationships herein, the researcher will identify retention techniques (McCole, 2015) which can practically be applied as well as contribute to literature which studies employees' and guests' behaviours from a service-profit chain point of view (Catapult 2010).

Methodological Contribution

Two newly developed research instruments a questionnaire and interview script were used for the present study's data collection. The self-administered questionnaire's reliability was confirmed by the achievement of reliability scores exceeding the minimum Cronbach's α for each construct, while the interview guide enhanced the results of the questionnaire. Therefore, this study contributed through the development of a questionnaire and interview script, that extensively and reliably investigates tourism/hotel employees, TETM viewpoints, TET and TER.

The newly developed Questionnaire used in this study provides reliable insights into the existing relationships among the constructs. CFA was considered a suitable statistical approach for extracting components. Therefore, this study makes a methodological contribution by confirming the idealness of CFA in extracting components from newly developed theoretical constructs.

Practical Contribution

The practical contributions are discussed in terms of the benefits of this study for tourism/hospitality leadership and employees (managers and staff), tourism authorities (specially the Zimbabwe Tourism Association), tourism associations (Hospitality Association of Zimbabwe), educators, practitioners and researchers. Results of this research are intended to benefit hotel managers, operations and human resource directors/managers, employees and the client base of Zimbabwean hotels. These entities will be better placed to develop appropriate guest retention strategies and to develop programs that further empower employees in the delivery of service while creating loyalty

among the guests. This study also provides valuable guidance to training managers on what content to include in hotel training programmes.

The study revealed that a robust talent management planning, good support from the management, organisational unity, retention strategies, and various other environmental factors might be of significance in the tourism industry. Policy makers within the Zimbabwean tourism and hospitality fraternity will therefore benefit from strategies herein and have a criterion of ascertaining quality talent management as well as base their future on the results of the study (Grobler & Diedericks 2009). Since the Final TETMF Model focuses on internal components, possible strategies can be derived from this framework so as to improve retention. The present study should help practitioners understand the inter-relationship between the TTMF and Training as the contrivance for enhancing Retention of tourism employees.

Limitations

The mixed method study has several limitations, such as the use of non-probability sampling method conducted in the hospitality section of the Zimbabwean context, excluding other elements such as tour operations of the tourism industry, who could have offered more value on the TETMF model.

Time-frame of the study November 2016-February 2017 excludes hospitality businesses that would have been established; employees that would have reached the prerequisite three years in time of employment; new HR strategies in employee retention, among others, when data for the study were collected.

Results obtained are specific to Zimbabwe, at a specific point in time, and application to other destinations must be done with caution. Moreover, results are not consistent with the findings of other studies related to employee and tourism employee relationships, especially as training did not mediate the relationship between the TTMF and TET. Use of both quantitative and qualitative methods for one study has divergent results such as more information is obtained for the study and that the study becomes long and cumbersome in integrating results of both methods.

Future Research

It is suggested that future studies could explore the established TETMF model using longitudinal data for other tourism entities and other service entities. Furthermore,

upcoming studies could explore the dimensions of the given constructs of this study, as constructs for new studies, such as employee commitment as one of the management's viewpoint dimensions. It should also be established if more specific strategies could be developed to curtail the drain of talent from tourism and hospitality entities and the impact these strategies would have on job satisfaction and employee retention, as these strategies will contribute to a more competitive advantage in the tourism entities. Critical following through from this study is to establish why training is not important to retain tourism employees in Zimbabwe (TET did not mediate between TTMF and TER). There is a need to investigate if training is still relevant to manage tourism talent and to retain them or is this a phenomenon specific to certain countries.

Conclusion

This study sought to investigate human resources practices among amongst hotel employees by determining which elements of tourism employee talent management and tourism employee training aim at enhancing TETM and TET tourism employee retention in Zimbabwe. This was achieved through the employment of a mixed method research approach, as well as through the support of quantitative data for H1, H2, H3 and H4 and the 6GQs. Although H5 was not supported by the data, the final TETMF model was informed by TTMF and TER. Additionally, the themes include changing skill requirements, workforce diversity, organisational commitment, contingent workforce, hotel employee involvement, hotel employee needs, perceived service quality, hotel employee attitudes, hotel employee job satisfaction, customer value, goal setting, work performance, performance-based rewards for the TTMF construct. On the contrary, induction procedures, knowledge and employee empowerment were extracted for TET and retention strategies and employee surveys were extracted for TER, have emerged following the integration of the quantitative and qualitative results.

ABSTRACT

This study endeavoured to construct a model which will resolve the talent management challenges specifically retention of skilled employees currently being faced by the hospitality industry of Zimbabwe. The aim of the study was to investigate human resources practices among hotel employees by determining which elements of tourism employee talent management and tourism employee training aim at enhancing tourism employee retention in Zimbabwe.

Talent management environment was explored as well as profiling the study subjects - hospitality employees into employee segmentation variables. The study sought to investigate the relationship dynamics between the TTMF and TER in the workplace mediated by TET. Literature from various HR and Tourism paradigms was investigated under TROs. Five hypotheses were established to address the quantitative aspect of the study, while six GQs sought to address the QUAL input of the study. A cross-sectional survey was conducted on a purposive sample of hotel employees in the selected hotels. Confirmatory factor analysis (CFA) and structural equation modelling (SEM) were employed to analyse the quantitative data while for qualitative data, QSR NVivo v11 was used to further understand the quantitative results. A mixed method study with qualitative data using sequential explanatory design, produced two-pronged results, which were integrated into a joint display. The main finding of the study is that the results are not consistent with the findings of other results related to employee and tourism employee retention, as training did not mediate relationship between TTMF and TET. At a theoretical level, the study extended the understanding of talent management strategies, hotel employee behaviours and the antecedents thereof in the workplace. At a methodological level, the study delivered an empirically tested TETMF model for enhancing retention at the workplace. Finally, at a practical level, interventions for organisational and industrial in terms of the model were recommended.

Keywords:

tourism employee talent management framework, tourism employee training, tourism employee retention, strategic implications viewpoint, management viewpoint, customer service delivery satisfaction viewpoint, performance management.

OPSOMMING

Hierdie studie het gepoog om 'n model te konstrueer om talentbestuur-uitdagings te oorkom, spesifiek wat betref die behoud van geskoolde werknemers in die gasvryheidsbedryf van Zimbabwe. Die doel was om mensehulpbronne-praktyke te ondersoek wat hotelwerknemers affekteer, deur te bepaal watter elemente van die talentbestuur en opleiding van toerismewerknemers gerig is op die behoud van toerismewerknemers in Zimbabwe.

Die talentbestuur-omgewing is bestudeer en gasvryheidswerknemers is gekategoriseer volgens werknemersegmentering-veranderlikes. Met die studie is daar gepoog om die verhouding tussen die Toerisme-talentbestuurraamwerk (*TTMF*) en Toerismewerknemerbehoud (*TER*) in die werkplek te ondersoek, bemiddel deur Toerismewerknemeropleiding (*TET*). Literatuur van verskeie mensehulpbronne- en toerismeparadigmas is bestudeer onder Teoretiese navorsingsdoelwitte (*TROs*) Vyf hipoteses is daargestel om aan die kwantitatiewe aspek van die studie aandag te skenk, en ses Leidende vrae (*GQs*) het gepoog om die QUAL-inset van die studie te aan te roer. 'n Deursnee-opname is gedoen op 'n doelbewuste steekproefneming van hotelwerknemers in uitgesoekte hotelle. Bevestigende faktorontleding (*CFA*) en strukturele-vergelyking-modellering (*SEM*) is gebruik om die kwantitatiewe data te ontleed. Wat die kwalitatiewe data betref, is QSR NVivo v11 gebruik om 'n beter begrip van die kwantitatiewe resultate te kry. 'n Gemengdemetode-studie met kwalitatiewe data wat 'n sekvensiële verklarende ontwerp aanneem, het tweeledige resultate gelewer, wat geïntegreer is in 'n gesamentlike aanbieding.

Die vernaamste bevinding is dat die resultate nie strook met die bevindinge van ander resultate wat met werknemer- en toerismewerknemerbehoud te doen het nie, omdat die opleiding nie die verhouding tussen *TTMF* en *TET* bemiddel het nie. Op 'n teoretiese vlak het die studie die begrip van talentbestuurstrategieë, hotelwerknemergedrag en die voorlopers daarvan in die werkplek uitgebrei. Op 'n metodologiese vlak het die studie 'n empiries getoetste Toerismewerknemer-talentbestuurraamwerk (*TETMF*)-model gelewer vir beter behoud in die werkplek. Laastens, op 'n praktiese vlak, is intervensies vir organisasies en in die bedryf ten opsigte van die toepassing van die model aanbeveel.

Sleutelwoorde:

toerismewerknemer-talenbestuurraamwerk, toerismewerknemeropleiding,
toerismewerknemerbehoud, strategiese-implikasies-beskouing, bestuursbeskouing,
kliëntedienslewering-tevredenheid-beskouing, prestasiebestuur.

ISIFINQO

Lolu cwaningo luzame ukwakha imodeli yokuxazulula izinselelo zokuphathwa kwethalente, ikakhulukazi mayelana nokugcinwa kwabasebenzi abanamakhono embonini yezokuvakasha eZimbabwe. Inhloso bekuwukuphenya izinqubo zabasebenzi ezithinta izisebenzi zasemahhotela ngokuthola ukuthi yiziphi izici zokuphathwa kwethalente labasebenzi bezokuvakasha kanye nokuqeqeshwa kwezisebenzi zezokuvakasha okuhloswe ngazo ukuthuthukisa ukugcinwa kwezisebenzi zezokuvakasha eZimbabwe.

Indawo yokuphathwa kwethalente yahlolisiswa futhi izisebenzi zokwamukela izihambi zahlukaniswa ngokuhlukahluka kwezigaba zabasebenzi. Lolu cwaningo belufuna ukuphenya ubudlelwano phakathi kohlaka lweTourism Talent Management (TTMF) kanye neTourism Employee Retention (TER) endaweni yokusebenza okulamulelwa yiTourism Employee Retention (TET). Izincwadi ezivela kuMnyango Wezabasebenzi eyaziwa ngokuthi yi-HR kanye namapharadimu Ezokuvakasha eyahlukene yaphenywa ngaphansi kwama-TRO. Imibono emihlanu yasungulwa ukuze kubhekwane nengxenye yobuningi bocwaningo futhi ama-GQ ayisithupha afuna ukubhekana nokufaka kwe-QUAL kocwaningo. Inhlolovo ehluhlukeneyenziwa ngesampula yenhloso yabasebenzi basemahhotela akhethiwe. I- Ukuhlaziywa kwesici sokuqinisekisa (UKS) kanye nemodeli yezibalo zesakhiwo (eyaziwa ngokuthi yi-SEM) kwasetshenziswa ukuze kuhlaziywe idatha yobuningi. Mayelana nedatha yekhwalthi, i-QSR NVivo v11 yasetshenziswa ukuze kuqondwe kangcono imiphumela yobuningi. Ucwangingo lwendlela exubile olunedatha yekhwalthi eyamukela idizayini echazayo elandelanayo yakhiqiza imiphumela enezinhlangothi ezimbili, eyahlanganiswa ekubonisweni okuhlanganyelwe.

Okutholakele okuyinhloko ukuthi imiphumela ayihambisani nokutholwe kweminye imiphumela ehlobene nokugcinwa kwabasebenzi kanye nezokuvakasha ngoba ukuqeqeshwa akuzange kulamule ubudlelwano phakathi kwe-TTMF ne-TET. Ngokwezinga lethiyori, ucwaningo lwandisa ukuqonda kwamasu okuphatha ithalente, ukuziphatha kwabasebenzi basehotela kanye nokwandulela kwakho emsebenzini. Ezingeni lendlela yokwenza, ucwaningo lwethule imodeli ye-Tourism Employee Talent Management Framework (TETMF) evivinywe ngokunamandla ukuze kuthuthukiswe ukugcinwa emsebenzini. Ekugcineni, ezingeni elingokoqobo, ukungenelela kwezilungiselelo zenhlangothi nezimboni mayelana nokusetshenziswa kwemodeli kwanconywa.

Amagama abalulekile:

Uhlaka lokuphathwa kwethalente labasebenzi bezokuvakasha, ukuqeqeshwa kwabasebenzi bezokuvakasha, ukugcinwa kwabasebenzi bezokuvakasha, umbono wesu lomgomo, umbono wokuphatha, umbono wokwaneliseka kokulethwa kwezidingo zamakhasimende, ukuphathwa kokusebenza.

TABLE OF CONTENTS

DECLARATION	i
ACKNOWLEDGEMENTS	ii
EXECUTIVE SUMMARY	iii
ABSTRACT	xii
OPSOMMING	xiii
ISIFINQO	xv

CHAPTER 1: BACKGROUND, PROBLEM STATEMENT AND OBJECTIVES OF THE

STUDY	1
1.1 INTRODUCTION	1
1.2 BACKGROUND TO THE STUDY	2
1.2.1 Importance of Talent Management within the Hospitality Industry	4
1.2.2 The Tourism Industry	6
1.2.3 The Talent Management Framework in the Tourism and Hospitality Industry	7
1.2.4 The Hospitality Industry	8
1.2.5 Zimbabwe's Tourism Industry	9
1.2.6 Tourism Employee Training in Hospitality	9
1.2.7 Tourism Employee Retention	10
1.2.8 Tourism Employee Segmentation Profile.....	11
1.3 PROBLEM STATEMENT AND RESEARCH AIM	11
1.4 RESEARCH QUESTIONS AND OBJECTIVES	13
1.4.1 Quantitative Research Questions	13
1.4.2 Qualitative Research Question.....	14
1.4.2.1 Guiding Questions	14
1.4.3 Research Objectives.....	16
1.5 RATIONALE FOR THE STUDY	16
1.6 MOTIVATION OF THE STUDY	17
1.6.1 Theoretical Motivation.....	17
1.6.2 Practical Motivation	18
1.6.3 Methodological Motivation.....	19
1.7 OUTLINE OF REMAINING CHAPTERS	19
1.7.1 Chapter 2: Literature Overview: Talent Management Environment in Zimbabwe	19
1.7.2 Chapter 3: Tourism Employee Talent Management Literature Overview	20

1.7.3	Chapter 4: Designing a Tourism Employee Talent Management Framework Model Literature Overview	20
1.7.4	Chapter 5: Research Methodology	20
1.7.5	Chapter 6: Data Presentation and Analysis	20
1.7.6	Chapter 7: Discussion and Interpretation	21
1.7.7	Chapter 8: Conclusion and Recommendations	21
1.8	SYNTHESIS.....	21

CHAPTER 2: LITERATURE OVERVIEW: TALENT MANAGEMENT ENVIRONMENT IN

	ZIMBABWE	23
2.1	INTRODUCTION.....	23
2.2	THEORETICAL RESEARCH QUESTIONS (TRQS) OF THE STUDY.....	23
2.3	TOURISM AND HOSPITALITY INDUSTRY IN CONTEXT.....	24
2.3.1	Global Tourism	24
2.3.2	Tourism in Africa	25
2.3.3	Tourism in Zimbabwe	26
2.3.4	The Hospitality Industry	28
2.4	TALENT MANAGEMENT IN THE TOURISM INDUSTRY.....	29
2.4.1	Globally.....	30
2.4.2	Africa	31
2.4.3	Zimbabwe	31
2.5	TOURISM EMPLOYEE SEGMENTATION VARIABLES	33
2.5.1	Tourism employee segmentation definition.....	33
2.5.1.1	Gender.....	34
2.5.1.2	Age.....	35
2.5.1.3	Educational qualifications	37
2.5.1.4	Hotel departments	38
2.5.1.5	Job positions	39
2.5.1.6	Promotion.....	41
2.5.1.7	Reasons for training	41
2.5.1.8	Province of Employment	43
2.6	ORIENTATION OF THE LITERATURE REVIEW PRESENTATION	43
2.7	SYNTHESIS.....	45

CHAPTER 3: LITERATURE OVERVIEW: PROPOSED TOURISM EMPLOYEE TALENT	
MANAGEMENT FRAMEWORK MODEL	46
3.1 INTRODUCTION	46
3.2 TOURISM TALENT MANAGEMENT IN CONTEXT	47
3.2.1 Talent management in tourism and hospitality business	48
3.2.2 Talent management according to literature.....	48
3.2.3 Talent management gaps in the literature.....	50
3.3 TOURISM TALENT MANAGEMENT VIEWPOINTS	50
3.3.1 Strategic Implications Viewpoint	52
3.3.1.1 Strategic implications viewpoint dimensions	55
3.3.1.1.1 <i>Globalisation</i>	56
3.3.1.1.2 <i>Technology changes</i>	60
3.3.1.1.3 <i>Workforce diversity</i>	63
3.3.1.1.4 <i>Changing skill requirements</i>	66
3.3.2 Management Viewpoint	69
3.3.2.1 Management viewpoint dimensions.....	71
3.3.2.1.1 <i>Organisational commitment</i>	72
3.3.2.1.2 <i>The contingent workforce</i>	75
3.3.2.1.3 <i>Hotel employee involvement</i>	78
3.3.2.1.4 <i>Hotel employee needs</i>	80
3.3.3 Customer Service Delivery Satisfaction Viewpoint	83
3.3.3.1 Customer service delivery satisfaction viewpoint dimensions	86
3.3.3.1.1 <i>Guest Value</i>	88
3.3.3.1.2 <i>Perceived service quality</i>	91
3.3.3.1.3 <i>Hotel employee job satisfaction</i>	95
3.3.3.1.4 <i>Hotel employee attitudes</i>	97
3.3.4 Performance Management	100
3.3.4.1.1 <i>Hotel employee value</i>	106
3.3.4.1.2 <i>Goal setting</i>	108
3.3.4.1.3 <i>Pay for performance</i>	111
3.3.4.1.4 <i>Work performance</i>	113
3.4 TOURISM EMPLOYEE TRAINING IN CONTEXT	116
3.4.1 Overview of Tourism Employee Training	117
3.4.2 Tourism Employee Training in Africa	118

3.4.3	Tourism Employee Training in Zimbabwe	119
3.4.4	Tourism Employee Training in Literature	121
3.4.5	Tourism employee training dimensions	123
3.4.5.1	<i>Knowledge</i>	125
3.4.5.2	<i>Tourism employee empowerment</i>	127
3.4.5.3	<i>Induction procedures</i>	131
3.4.5.4	<i>Job design</i>	133
3.4.5.5	<i>Training Outcome</i>	135
3.5	TOURISM EMPLOYEE RETENTION IN CONTEXT	138
3.5.1	Overview of Tourism Retention	139
3.5.2	Tourism Employee Retention in Africa.....	140
3.5.3	Tourism Employee Retention in Zimbabwe.....	141
3.5.4	Tourism Employee Retention in Literature	142
3.5.5	Tourism employee retention dimensions	144
3.5.5.1	<i>Turnover Intention</i>	146
3.5.5.2	<i>Retention strategies</i>	148
3.5.5.3	<i>Employee surveys</i>	152
3.6	SYNTHESIS.....	155
CHAPTER 4: CONSTRUCT RELATIONSHIPS: LITERATURE OVERVIEW		157
4.1	INTRODUCTION.....	157
4.2	THE RELATIONSHIP BETWEEN TOURISM TALENT MANAGEMENT AND TOURISM EMPLOYEE TRAINING	157
4.3	THE RELATIONSHIP BETWEEN TOURISM TALENT MANAGEMENT AND TOURISM EMPLOYEE RETENTION	161
4.4	THE RELATIONSHIP BETWEEN TOURISM EMPLOYEE TRAINING AND TOURISM EMPLOYEE RETENTION	164
4.5	A MODEL OF TOURISM EMPLOYEE RETENTION.....	167
4.6	TOURISM EMPLOYEE TRAINING AS A POSSIBLE MEDIATOR IN THE RELATIONSHIP BETWEEN TOURISM TALENT MANAGEMENT AND TOURISM EMPLOYEE RETENTION	168
4.7	SYNTHESIS.....	171

CHAPTER 5: RESEARCH METHODOLOGY	173
5.1 INTRODUCTION.....	173
5.2 RESEARCH APPROACH	175
5.2.1 Quantitative Research	176
5.2.2 Qualitative Research	177
5.2.3 Mixed Methods Research	180
5.2.3.1 Strengths and weaknesses of mixed method research	181
5.2.4 The Relationship between Quantitative and Qualitative Research	181
5.2.5 Motivation for Selecting Mixed Methods Research	182
5.3 RESEARCH DESIGN	185
5.4 RESEARCH METHOD.....	187
5.4.1 Step 1: Develop a QUAN(qual) sample plan for the population	189
5.4.1.1 Research Population – QUAN.....	190
5.4.1.2 Research Population – (qual).....	191
5.4.2 Sample and Sampling Procedure	192
5.4.2.1 Quantitative (qualitative) sampling	193
5.4.2.2 Disadvantages of Sampling for QUAN(qual).....	194
5.4.3 Step 2: Designing Research Measuring Instruments.....	197
5.4.3.1 QUAN Survey – Questionnaire	198
5.4.3.1.1 <i>Screening Questions – Section A</i>	199
5.4.3.1.2 <i>Employee Segmentation Questions – Section B</i>	199
5.4.3.1.3 <i>TTFM Questions</i>	200
5.4.3.1.4 <i>Tourism Employee Training Questions</i>	200
5.4.3.1.5 <i>Tourism Employee Retention Questions</i>	201
5.4.3.2 Qual Survey – Interviews	201
5.4.4 Validity of QUAN and Qual Instruments.....	202
5.4.4.1 Questionnaires – QUAN	202
5.4.5 Interviews – (qual)	202
5.4.6 Construct Validity	203
5.4.7 Reliability of Instruments of QUAN(qual) Instruments	204
5.4.7.1 Questionnaires – QUAN	204
5.4.7.2 Interviews – Qual.....	205
5.5 RESEARCH PROCEDURE - QUAN(qual).....	206
5.5.1 Questionnaire Formation – QUAN.....	206

5.5.2	Interview Questions – Qual	207
5.5.3	Step 3: Pilot Testing and refinement of the QUAN (qual) research measurement instruments	207
5.5.3.1	Permission	209
5.5.3.2	Ethical Clearance	209
5.5.4	Step 4: Sequential QUAN(qual) data collection.....	210
5.5.4.1	QUAN data collection	211
5.5.4.2	Qual data collection	213
5.5.5	Step 5: Data coding - QUAN (qual)	214
5.5.5.1	QUAN Data Coding	215
5.5.5.2	Qual Data Coding	216
5.5.6	Step 6: Data Capturing and Cleaning - QUAN (qual)	216
5.6	ANALYSIS OF DATA.....	218
5.6.1	Step 7: Preliminary and descriptive statistical analysis.....	220
5.6.1.1	Descriptive analysis.....	220
5.6.2	QUAN: Inferential Data Analysis	220
5.6.2.1	Confirmatory Factor Analyses	220
5.6.3	Structural Equation Modelling	222
5.6.3.1	Structural Equation Modelling Processes	225
5.6.3.1.1	<i>Developing a Theoretically Based Model.....</i>	<i>225</i>
5.6.3.1.2	<i>Construct a Path Diagram.....</i>	<i>226</i>
5.6.3.1.3	<i>Convert the Path Diagram.....</i>	<i>226</i>
5.6.3.1.4	<i>Model Specification</i>	<i>226</i>
5.6.3.1.5	<i>Model Identification.....</i>	<i>227</i>
5.6.3.1.6	<i>Model Estimation.....</i>	<i>227</i>
5.6.3.1.7	<i>Model Testing and Modification.....</i>	<i>227</i>
5.6.4	Step 8: Multi-variate data analyses.....	228
5.6.4.1	Testing for Mediation	228
5.6.5	Qual: Deductive approach to explore the data	230
5.6.6	Step 9: Integrating qual data with the QUAN data	231
5.6.7	Merging the data sets	232
5.6.8	Joint display presenting QUAN(qual) results.....	233
5.7	SYNTHESIS.....	234

CHAPTER 6: RESEARCH RESULTS	236
6.1 INTRODUCTION	236
6.2 EMPIRICAL RESEARCH OBJECTIVES OF THE STUDY	237
6.2.1 Quantitative Research objectives	237
6.2.2 Qualitative Research Question.....	237
6.3 PRELIMINARY AND DESCRIPTIVE STATISTICAL ANALYSIS	237
6.3.1 Step 7 - Item descriptive statistics for screening question, tourism employee segmentation	237
6.3.2 Frequencies for screening question	238
6.3.3 Descriptive statistics (frequencies) for demographic profile	239
6.3.3.1 Gender.....	239
6.3.3.2 Age of respondents	239
6.3.3.3 Highest educational qualification	240
6.3.3.4 Hotel departments	241
6.3.3.5 Other hotel departments	242
6.3.3.6 Job Positions.....	243
6.3.3.7 Have you ever been promoted since you started working at this hotel?	244
6.3.3.8 Have you attended training in the past five years?	244
6.3.3.9 How are hotel trainings usually initiated?.....	246
6.3.3.10 Other – Training Initiators	247
6.3.3.11 Province of Zimbabwe you work.....	248
6.4 INFERENTIAL STATISTICAL ANALYSIS	250
6.4.1 Formulation of the Research Hypothesis	250
6.4.2 QUAN: Statistical Hypotheses data analyses: Uni-variate Factor analyses (confirmatory factor analysis)	253
6.4.2.1 Item Descriptive Statistics	253
6.4.2.2 Confirmatory Factor Analysis	253
6.4.2.2.1 Baseline – 1 st order CFA TTMF model	254
6.4.2.2.2 1 st order CFA for the Adjusted TTMF.....	260
6.4.2.2.3 2 nd order CFA TTMF model.....	262
6.4.2.2.4 Reliability and validity of the TTMF	266
6.4.2.2.5 Description of the construct data for TTMF.....	266
6.4.2.2.6 Baseline - 1 st order CFA for the TET Model	268
6.4.2.2.7 1 st Order CFA for Adjusted TET model 2	271
6.4.2.2.8 Reliability and Validity Analysis	273

6.4.2.2.9	Description of the construct data for TET	274
6.4.2.2.10	Baseline - 1 st order CFA for the TER model 1	276
6.4.2.2.11	2 nd order CFA for TER model.....	278
6.4.2.2.12	Reliability and Validity Analysis	280
6.4.2.3	Step 7 – Structural Equation Modelling	283
6.4.2.3.1	1 st order SEM for the TETMF Model.....	283
6.4.2.3.2	2 nd order SEM for the TETMF Model	286
6.5	MULTIVARIATE STATISTICAL ANALYSIS - MEDIATION	288
6.6	QUALITATIVE DATA ANALYSES	291
6.6.1	Source Evaluation	292
6.6.2	Additional values influencing TTMF.....	293
6.6.2.1	Strategies that influence the management of talent in the hotel.....	293
6.6.2.1.1	Changing Skill Requirements.....	295
6.6.2.1.2	Employability skills.....	295
6.6.2.1.3	Learning structures	295
6.6.2.1.5	Workforce Diversity.....	297
6.6.2.1.6	Continual Improvement.....	297
6.6.2.1.7	Attitudes.....	298
6.6.2.1.8	Globalisation	299
6.6.2.1.9	Technology Changes.....	299
6.6.2.2	Overall analysis of GQ1 – Strategies that influence the management of talent in the hotel	300
6.6.2.3	Aspects influencing the way managers manage the talent management process	301
6.6.2.3.1	Contingent Workforce	302
6.6.2.3.2	Staffing levels	303
6.6.2.3.3	Hotel Employee Needs.....	304
6.6.2.3.4	Efforts in addressing needs.....	304
6.6.2.3.5	Emotional requirements	304
6.6.2.3.6	Meets Expectations	305
6.6.2.3.7	Hotel Employee Involvement	305
6.6.2.3.8	Employee involvement.....	305
6.6.2.3.9	Hotel culture	306
6.6.2.3.10	Supporting Environment	306

6.6.2.3.11 Organisational Commitment	307
6.6.2.3.12 Employment contract.....	307
6.6.2.3.13 Involvement.....	307
6.6.2.4 Overall aspects influencing management of the talent management process ..	308
6.6.2.5 Aspects of customer service delivery affected by the management of talent.....	308
6.6.2.5.1 Customer Value	310
6.6.2.5.2 Value for money	310
6.6.2.5.3 Perceived Service Quality.....	310
6.6.2.5.4 Employee role	310
6.6.2.5.5 Guest Expectations	311
6.6.2.5.6 Hotel Employee Attitudes	311
6.6.2.5.7 Personal behaviours	311
6.6.2.5.8 Work environment	312
6.6.2.5.9 Hotel Employee Job Satisfaction.....	312
6.6.2.5.10 Hotel involvement.....	313
6.6.2.6 Overall – Aspects of customer service delivery affected	313
6.6.2.7 Performance management strategies.....	314
6.6.2.7.1 Goal Setting.....	316
6.6.2.7.2 Communication	316
6.6.2.7.3 Contribution of goals.....	316
6.6.2.7.4 Ownership.....	317
6.6.2.7.5 Time-bound.....	317
6.6.2.7.6 Pay for Performance.....	318
6.6.2.7.7 Fairness	318
6.6.2.7.8 Rewards.....	319
6.6.2.7.9 Work Performance.....	319
6.6.2.7.10 Review processes	319
6.6.2.8 Overall - Performance management strategies	320
6.6.3 Additional values influencing TET	321
6.6.3.1 Training strategies influencing the way talent is managed.....	321
6.6.3.1.1 Induction procedures	322
6.6.3.1.2 Alignment inductions.....	323
6.6.3.1.3 Mentorship	324

6.6.3.1.4 Knowledge	324
6.6.3.1.5 Knowledge organisations	324
6.6.3.1.6 Tourism Employee Empowerment	325
6.6.3.1.7 Succession Planning	325
6.6.4 Overall - Training strategies influencing the way talent is managed	326
6.6.5 Additional values influencing TER	326
6.6.5.1 Mechanisms influencing the retention of talent in the hotel	326
6.6.5.2 Employee Surveys	328
6.6.5.3 Communication	328
6.6.5.4 Regularity of Employee Surveys	328
6.6.5.5 Retention Strategies	329
6.6.5.6 Engaged workers	329
6.6.5.7 Tracking	329
6.6.5.8 Rewards.....	330
6.6.5.9 Turnover Intention	331
6.6.5.10 Competitors	331
6.6.6 Overall - Mechanisms influencing the retention of talent	332
6.7 INTEGRATING THE QUALITATIVE AND QUANTITATIVE RESULTS	332
6.8 SYNTHESIS	335
CHAPTER 7: DISCUSSION AND INTERPRETATION	338
7.1 INTRODUCTION	338
7.2 REVIEW OF THE STUDY	339
7.3 RESULTS FROM THE LITERATURE SURVEY (TRO1 – TRO5)	339
7.4 THE EMPIRICAL FINDINGS	340
7.4.1 Phase I: Item Descriptive Analysis – Tourism Employee Segmentation	341
7.4.2 Phase II: Inferential Statistics – Confirmatory Factor Analyses, Reliability and Validity Analyses and SEM Procedure	343
7.4.2.1 Inferential Statistics	343
7.4.2.1.1 <i>Statistical Hypothesis 1 (EO1)</i>	343
7.4.2.1.1.1 <i>Strategic Implications Viewpoint</i>	343
7.4.2.1.1.2 <i>Tourism Management Viewpoint</i>	344
7.4.2.1.1.3 <i>Customer Service Delivery Satisfaction Viewpoint</i>	346
7.4.2.1.1.4 <i>Performance Management Viewpoint</i>	347
7.4.2.1.2 <i>Statistical Hypothesis 2 (EO2)</i>	349

7.4.2.1.3	<i>Statistical Hypothesis 3 (EO3)</i>	350
7.4.3	Phase III Inferential and Multivariate Statistics – Structural Equation Modelling and Testing for Mediation	352
7.4.3.1	<i>Statistical Hypothesis 4 (EO4)</i>	352
7.4.3.2	<i>Statistical Hypothesis 5 (EO5)</i>	353
7.4.4	Phase IV: The Integrated QUAN (qual) Data Discussions	353
7.4.4.1	TTMF	354
7.4.4.1.1	<i>Strategies that influence the management of talent in the hotel.</i>	354
7.4.4.1.2	<i>Interpretation</i>	354
7.4.4.2	Aspects influencing the way managers manage the talent management process	355
7.4.4.2.1	<i>Interpretation</i>	355
7.4.4.3	Aspects of customer service delivery affected by the management of talent	355
7.4.4.3.1	<i>Interpretation</i>	355
7.4.4.4	Performance management strategies	356
7.4.4.4.1	<i>Interpretation</i>	356
7.4.4.5	Tourism Employee Training	356
7.4.4.5.1	<i>Interpretation</i>	357
7.4.4.6	Tourism Employee Retention	357
7.4.4.6.1	<i>Interpretation</i>	357
7.4.5	<i>Joint display</i>	357
7.4.5.1	<i>Strategic implications</i>	357
7.4.5.2	<i>Tourism management</i>	357
7.4.5.3	<i>Customer service delivery satisfaction</i>	358
7.4.5.4	<i>Performance management</i>	358
7.4.5.5	<i>Tourism employee training</i>	358
7.4.5.6	<i>Tourism employee retention</i>	358
7.5	SYNTHESIS	358
CHAPTER 8: CONCLUSION AND RECOMMENDATIONS		360
8.1	INTRODUCTION	360
8.2	OVERVIEW OF THE CHAPTERS	360
8.2.1	Chapter 1	360

8.2.2	Chapter 2	361
8.2.3	Chapter 3	361
8.2.4	Chapter 4	362
8.2.5	Chapter 5	362
8.2.6	Chapter 6	364
8.2.7	Chapter 7	364
8.3	CONCLUSIONS	365
8.3.1	Theoretical Conclusions.....	365
8.3.2	Methodological Conclusions	367
8.3.3	Practical Conclusions	368
8.4	RECOMMENDATIONS	369
8.4.1	Theoretical Recommendations	369
8.4.2	Methodological Recommendations.....	370
8.4.3	Practical Recommendations.....	371
8.5	CONTRIBUTION OF THE STUDY	373
8.5.1	Theoretical Contribution	373
8.5.2	Methodological Contribution.....	375
8.5.3	Practical Contribution.....	376
8.6	POSSIBLE LIMITATIONS OF THE STUDY	378
8.6.1	Theoretical Limitations	378
8.6.2	Methodological Limitations.....	378
8.6.3	Practical Limitations.....	379
8.7	SUGGESTIONS FOR FUTURE RESEARCH.....	379
8.8	FINAL CONCLUSION – ANSWERING OF THE RESEARCH PROBLEM ...	380
	LIST OF REFERENCES.....	382

LIST OF APPENDICES

APPENDIX A:SUMMARY OF TTMF VIEWPOINTS, DIMENSIONS AND SUB-DIMENSIONS.....	428
APPENDIX B:TTMF	429
APPENDIX C:TET.....	434
APPENDIX D:TER	436
APPENDIX E:EMPLOYEE SEGMENTATION DETAILS.....	438
APPENDIX F: FINAL RESEARCH INSTRUMENT	440
APPENDIX G: INTERVIEW QUESTIONS	452
APPENDIX H: DEDUCTIVE THEMES	453
APPENDIX I: CONSENT FORM FOR RESPONDENTS	454
APPENDIX J: PILOT SCHEDULE	455
APPENDIX K: FEEDBACK FROM PILOT STUDY	456
APPENDIX L: PERMISSION LETTER FROM HOSPITALITY ASSOCIATION OF ZIMBABWE.	460
APPENDIX M: RESPONSE FROM MINISTRY TO UNDERTAKE STUDY.....	461
APPENDIX N: ETHICAL CLEARANCE CERTIFICATE	462
APPENDIX O: CONFIDENTIALITY AGREEMENT FORM FOR FIELDWORKERS..	464
APPENDIX P: PERMISSION REQUEST LETTER – INTERVIEW	465
APPENDIX Q: TRANSCRIBED DATA.....	466
APPENDIX R: CODING TEMPLATE.....	481
APPENDIX S: DESCRIPTIVE STATISTICS	483
APPENDIX T: CFA RESULTS FOR SECTION C, D AND E.....	489
APPENDIX V: PUBLICATIONS.....	516
APPENDIX W: TURN IT IN DECLARATION.....	517

LIST OF FIGURES

<i>Figure 1.1</i> Theoretical framework of the relationships between the identified variables .	12
<i>Figure 1.2</i> A Proposed TETMF Model for Hotel Employee Retention.....	15
<i>Figure 2.1</i> Flowchart of Literature Overview Presentation.....	44
<i>Figure 3.1</i> Discussions of the proposed TTMF.....	47
<i>Figure 3.2</i> Proposed Tourism Talent Management Framework Viewpoints	51
<i>Figure 3.3</i> Proposed Strategic Implications Viewpoint	54
<i>Figure 3.4</i> Proposed Management Viewpoint	70
<i>Figure 3.5</i> Proposed Customer Service Delivery Satisfaction Viewpoint	85
<i>Figure 3.6</i> Proposed Performance Management Viewpoint	102
<i>Figure 3.7</i> Discussion of the proposed TET	116
<i>Figure 3.8</i> Proposed Tourism Employee Training Construct.....	124
<i>Figure 3.9</i> Discussion of the proposed TER.....	138
<i>Figure 3.10</i> Proposed Tourism Employee Retention Construct.....	145
<i>Figure 5.1</i> Steps in the Research Approach, Research Design and Research Methodology.....	174
<i>Figure 5.2</i> The Research Method.....	188
<i>Figure 5.3</i> Step 1- Developing a QUAN(qual) Sample for the Population.	189
<i>Figure 5.4</i> Step 2 - Designing Research Measuring Instruments.	197
<i>Figure 5.5</i> Step 3 - Pilot Testing and refinement of the QUAN (qual) research measure instruments.....	208
<i>Figure 5.6</i> Step 4 - Sequential QUAN(qual) Data Collection	211
<i>Figure 5.7</i> Step 5 - Data Coding - QUAN (qual).	215
<i>Figure 5.8</i> Step 6 - Data Capturing and Cleaning - QUAN (qual).	217
<i>Figure 5.9</i> Steps 7 - 9 Data Analysis and Statistical Procedures.	219
<i>Figure 5.10</i> Seven-stage processes for structural equation modelling.	225
<i>Figure 5.11</i> Diagram of Paths in the Mediation Model	229
<i>Figure 6.1</i> The three research steps. [Adopted from Jacobs, 2005; Strydom 2006]	236
<i>Figure 6.2</i> Step 7: Item descriptive statistics for tourism employee segmentation.	238
<i>Figure 6.3</i> Percentage distribution of gender	239
<i>Figure 6.4</i> Age categories.	240
<i>Figure 6.5</i> Highest education qualification.	241
<i>Figure 6.6</i> Hotel department you are currently working in.....	242
<i>Figure 6.7</i> Other departments.	242

<i>Figure 6.8</i> Management levels.	243
<i>Figure 6.9</i> Have you ever been promoted since you started working at this hotel?	244
<i>Figure 6.10</i> Training attendance in the past 5 years.....	245
<i>Figure 6.11</i> Initiators of training.	247
<i>Figure 6.12</i> Other - Training initiators.	248
<i>Figure 6.13</i> Provinces of Zimbabwe.	249
<i>Figure 6.14</i> Step 7: Descriptive statistics and factor analyses.].....	250
<i>Figure 6.15</i> TTMF scale measures of global fit for TTMF model 1.	255
<i>Figure 6.16</i> TTMF scale measures of global fit for TTMF model 2.	260
<i>Figure 6.17</i> TTMF scale measures of global fit for CFA 2 nd order TTMF model 3.	262
<i>Figure 6.18</i> TET scale measures of global fit for TET model 1.....	269
<i>Figure 6.19</i> TET scale measures of global fit for TET model 2.....	271
<i>Figure 6.20</i> TER scale measures of global fit for TER model 1.....	277
<i>Figure 6.21</i> TER scale measures of global fit for TER model 2.....	279
<i>Figure 6.22</i> Best fit structural model 1.	285
<i>Figure 6.23</i> Best fit structural TETMF model 2.	286
<i>Figure 6.24</i> Step 8: Mediation process.	288
<i>Figure 6.25</i> Step 9: QUAL Analysis	291
<i>Figure 6.26</i> Dendrogram – Source Evaluation	293
<i>Figure 6.27</i> Thematic Extraction - Strategies influencing the management of talent.	294
<i>Figure 6.28</i> Strategies that influence the management of talent in the hotel.....	300
<i>Figure 6.29</i> Thematic Extraction–Aspects influencing management of the TM process	302
<i>Figure 6.30:</i> Hierarchical Chart-Aspects influencing management of the TM process...	308
<i>Figure 6.31</i> Thematic Extraction – Aspects of customer service delivery affected	309
<i>Figure 6.32:</i> Hierarchical Chart - Aspects of customer service delivery affected.....	313
<i>Figure 6.33</i> Thematic Extraction - Performance management strategies	315
<i>Figure 6.34:</i> Hierarchical Chart - Performance management strategies	321
<i>Figure 6.35:</i> Thematic Extraction - Training strategies	322
<i>Figure 6.36</i> Training strategies influencing the way talent is managed.....	326
<i>Figure 6.37:</i> Thematic Extraction - Mechanisms influencing the retention of talent	327
<i>Figure 6.38:</i> Hierarchical Chart - Mechanisms influencing the retention of talent.....	332
<i>Figure 7.1</i> Illustration of the arrangement of Chapter 7.....	341
<i>Figure 7.2</i> Measured TTMF viewpoints with items (in brackets).....	348

LIST OF TABLES

Table 4.1 <i>Summary of research findings on the relationships between dimensions associated with TTMF and TET</i>	160
Table 4.2 <i>Summary of research findings on the relationships between dimensions associated with TTMF and TER</i>	163
Table 4.3 <i>Summary of research findings on the relationships between dimensions associated with TET and TER</i>	165
Table 4.4 <i>Summary of research findings on variables associated with TET as a mediator between variables associated with TTMF and TER</i>	170
Table 5.1 <i>Sample of Zimbabwean Hotels</i>	196
Table 5.2 <i>Complement of Fieldworkers</i>	212
Table 6.1 <i>List of courses</i>	246
Table 6.2 <i>Formulation of research hypotheses</i>	251
Table 6.3 <i>Standardised regression weights for the TTMF model 1</i>	256
Table 6.4 <i>Standardised regression weights adjusted TTMF model 2</i>	261
Table 6.5 <i>Standardised regression weights 2nd order CFA TTMF model</i>	264
Table 6.6 <i>TTMF scale measures of global fit for CFA</i>	265
Table 6.7 <i>Summary of the Descriptive- and Model fit Statistics for TTMF Model</i>	267
Table 6.8 <i>Standardised regression weights for 1st order TET model 1</i>	270
Table 6.9 <i>Standardised regression weights for 2nd order TET model</i>	272
Table 6.10 <i>TET scale measures of global fit for CFA</i>	273
Table 6.11 <i>Summary of the Descriptive- and Model fit Statistics for TET</i>	275
Table 6.12 <i>Standardised regression weights 1st order TER model</i>	278
Table 6.13 <i>Standardised regression weights - 2nd order CFA for TER</i>	279
Table 6.14 <i>TER scale measures of global fit for CFA</i>	280
Table 6.15 <i>Summary of the Descriptive- and Model fit Statistics for TER</i>	282
Table 6.16 <i>TETMF scale measures for global fit following SEM</i>	287
Table 6.17 <i>Standard regression of the TTMF, TET and TER</i>	289
Table 6.18 <i>Total, direct and indirect effects</i>	290
Table 6.19 <i>Deductive Coding Framework for GQ1</i>	294
Table 6.20 <i>Deductive Coding Framework for GQ2</i>	301
Table 6.21 <i>Deductive Coding Framework for GQ3</i>	309
Table 6.22 <i>Deductive Coding Framework for GQ4</i>	315
Table 6.23 <i>Deductive Coding Framework for GQ5</i>	322
Table 6.24 <i>Deductive Coding Framework for GQ6</i>	327
Table 6.25 <i>Joint display integrating QUAN(qual) results</i>	333

LIST OF ABBREVIATIONS

AHLA	-	American Hotel and Lodging Association
ASL	-	African Sun Limited
BI	-	Behavioural Intention
BIS	-	Business Information System
CDSV	-	Customer Delivery Satisfaction Viewpoint
GNU	-	Government of National Unity
HAZ	-	Hospitality Association of Zimbabwe
HEXCO	-	Higher Education Examinations Council
HRM	-	Human Resource Management
IPMZ	-	Institute of Personnel Management of Zimbabwe
MV	-	Management Viewpoint
NDS1	-	National Development Strategy 1
NTP	-	National Tourism Plan
PMV	-	Performance Management Viewpoint
QUAL	-	Qualitative
QUAN	-	Quantitative
RETOSA	-	Regional Tourism of Southern Africa
ROI	-	Return on Investment
RTG	-	Rainbow Tourism Group
SIV	-	Strategic Implementation Viewpoint
SPC	-	Service Profit Chain
SSA	-	Sub Sahara Africa
TER	-	Tourism Employee Retention
TET	-	Tourism Employee Training
TM	-	Talent Management
TTEMF Model-	-	Tourism Employee Talent Management Framework Model (final)

TTMF	-	Tourism Talent Management Framework
UNTWO	-	United Nations Tourism World Organisation
WB	-	World Bank
WEF	-	World Economic Forum
WLB	-	Work life balance
WTTC	-	World Travel and Tourism Council
ZimAsset	-	Zimbabwe Agenda for Sustainable Socio-Economic Transformation
ZTA	-	Zimbabwe Tourism Authority

CHAPTER 1: BACKGROUND, PROBLEM STATEMENT AND OBJECTIVES OF THE STUDY

1.1 INTRODUCTION

Tourism in Zimbabwe has been on a positive trajectory, albeit slow growth path of 1.8 million ~~230 000~~ visitors in 2012, increasing steadily to 2.58 million in 2019~~8~~, however, dropping to 380 820 visitors in 2020 (caused by the aftermath of the coronavirus pandemic that caused global travel restrictions), showing a general steady growth trend for the overseas market (ZTA, 2020). Subsequently, these movements exert pressure on the natural, cultural and socio-economic pressure and it is within this purview that the tourism industry is expected to be more flexible and responsive to the challenges that tourism growth places on national economies. Tourism is the world's largest and fastest growing industry (Cook, Yale & Maraqua, 2007; Kaplan & Norton, 2018; United Nations World Tourism Organisation's (UNWTO), 2013; World Bank Africa Report, 2018) and in Zimbabwe, it has been identified as one of the major drivers of economic growth under the cluster based Zimbabwe Agenda for Sustainable Socio-Economic Transformation (Zim-Asset 2016; ZTA, 2013) and National Development Strategy NDS1 (2020).

Tourism employment in developing countries has largely been derived from a developed country's context and is still to be based on empirical research within the tourism sector of developing countries such as Zimbabwe (Walker & Walker, 2011). Employees within the tourism industry are reckoned to be engaged or satisfied (Kusluvan, Kusluvan, Ilhan & Buyruk 2010; Lam & Ozorio, 2012) and provide better service, which can increase customer loyalty (Salanova, Agut & Peiro, 2005). This particular study proposes the development and empirical testing of a more comprehensive model, namely, a talent management framework, for employee retention within the Zimbabwean tourism industry. Relationships of three constructs, with a view to inform a retention model of employees within hotels, will be discussed herein. These constructs are tourism talent management; employee training and employee retention (Cobb, 2012; Colombo, 2010; Flick, 2009; Hall, 2011; Hornik & Woolf, 1999; Hughes, 2008; Johnson & Chiagouris, 2008; Kaplan & Norton, 2018; Schneider, 1985; SHRM, 2006; 2019 Tansley, 2011; Heartfield, 2014; Tarique & Schuler, 2010; Wilkins, 2012;).

Chapter 1 presents a general summary of the study. Areas under study included herein, the background to the problem, the problem statement and the research objectives. The theoretical framework guiding the study is outlined and supported on the current status of research as applied to the Zimbabwean tourism industry. The rationale and motivation of the study, outline of the remaining chapters and synthesis will conclude this chapter.

1.2 BACKGROUND TO THE STUDY

The tourism and travel industry consists of various sectors – also referred to as elements (Hall 2009) of which hospitality is one of the main ones (Hall, 2009; Pearce & Robinson, 2009). The hospitality industry seeks to attract suitably motivated, trained, and qualified employees that are able to deliver the service promises that hotels make to their current and potential guests (Angelo & Vladimir 1994). However, the industry does not attract the aforementioned employees since it has a poor reputation as a source of permanent employment, offering low pay, anti-social working hours, menial work, and limited opportunities for career progression (Baum, 2007; Iles, Preece, & Chuai, 2010; Kusluvan, 2003; Kusluvan et al., 2010; Wood, 1995). Hotel guests, on the other hand, transit pass through from being satisfied to loyal guests when a hotel focuses on understanding the needs and requirements of the guests (Hall, 2011; Wilkins, 2012), to being less content. Satisfaction and loyalty require that employees become aware of and meet the requirements (Colombo, 2010) of the hotel guests.

Regardless, tourism, of which hospitality is a key industry, as already indicated, is the world's largest and fastest growing industry and accounts for one in 11 permanent jobs of global employment (UNTWO, 2013; 2018) and consequently demand for hospitality and tourism employees of all levels is increasing exponentially. Hence, the activities of interviewing, hiring, orienting, and integrating new employees, developing and keeping current workers as well as attracting highly skilled workers are key to the success of the hospitality and tourism industry (Coy & Ewing, 2007). The preceding activities are challenges most tourism and hospitality businesses are currently facing (Coy & Ewing, 2007). To ensure the best employees are recruited and retained talent management becomes crucial. Talent management is therefore a critical business function in any economic climate as the acquisition and retention of top talent should be an on-going process in the tourism and hospitality industry.

UNTWO Tourism Highlights (2013:2) articulates that investments in tourism businesses, are “turning tourism into a key driver of socio-economic progress” and creating

opportunities “through export revenues, the creation of jobs and enterprises, and infrastructure development”. Once the tourism and hospitality business (hotel) has been able to acquire guests through their various marketing efforts, they must endeavour to keep them as recurring guests. This is because competition for guests has become rife, especially in the current depressed economic milieu prevailing in Zimbabwe (PricewaterhouseCoopers (PwC), 2013; 2016), and hotels need a way to set themselves apart from the other role players in the industry. Guests expect to be the hotel employee’s priority and be attended to when they need their attention (Lou & Qu 2016). More importantly, customer service is an integral part of customer retention (Walker & Walker, 2011), hence hotels that provide superior customer service by a motivated workforce have the added advantage over their competitors in retaining guests. Guests’ expectations continue to rise as every tourism business strives to surprise and delight their guests (Lou & Qu 2016). As a result, guests are predisposed to look for the best service delivery from tourism businesses. If these ever-rising expectations are not met, guests then defect to a competitor (Colombo, 2010). The reason for guest retention is dependent on complex relationships with various constructs similar to the ones reported in this research. The retention of employees in the hotel industry is one such construct that impedes on guest retention.

For Zimbabwe, it is noted that tourism was on an unstable path in the last decade, with fluctuating performances in line with the deteriorating local economic conditions and the global economic crisis in 2008. Political instability from the early 2000’s, has hindered efforts to attract tourists to Zimbabwe. Woyo and Slabbert (2021) assert that political violence affected tourism as the image of the nation was severally marred, resulting in travel bans being issued on Zimbabwe. In 2014, the scenario had favourably changed as perception of Zimbabwe had changed owing to destination marketing techniques which were employed by the Zimbabwe Tourism Authority (ZTA) and the Ministry of Tourism (ZTA, 2014). Furthermore, tourism demand declined owing to pressure on tourists’ incomes and cutting down on travel expenditure by both locals and foreigners (Imara, 2010, 2017; PwC, 2013, 2016). Various external factors, beyond the control of the tourism and hospitality industry has displaced a lot of qualified employees (Ref 3.3.1.1.1) and has hindered retention of local talent, it is the intention of this study to argue why the management of tourism talent, especially of hotels, is a particularly important concept for the hospitality and tourism industry with specific reference to Zimbabwe, in addressing the aforementioned challenges. In hindsight, it therefore becomes prudent for each hospitality

entity to develop and retain this scarce resource of hotel employees because failure to do so will have various repercussions such as a dissatisfied workforce which will inevitably spiral to reduced customer satisfaction and eventually cause a reduction on return on investment (ROI) (Tansley, 2011; Pollitt, 2008). Investors expect ROI made to get the hotel business running and the hotel is dependent upon a continual flow of satisfied guests consuming the hotel product so as to payback the initial investment made as well as make a profit (Hardeman, Johnston & Johnston 2002; Hornik & Woolf, 1999).

Kerzner (2010) argues that hotel management can have a positive impact on the business results of an organisation and value through effective talent management of their staff. Successful organisations¹ within the business tourism and hospitality industry know that exceptional business performance² is driven by superior talent³ (Deery, 2008). Successful tourism businesses such as hotels are those hotels that are meeting capacity in terms of rooms occupied, high guest satisfaction index (GSI) percentile, revenue attained per room (RevPAR), good gross profit margins, repeat business retained by demonstration of customer love by motivated employees (Deery, 2008; Tansley, 2011; Wilkins, 2012). Various authors such as Colombo (2010), Hall (2009), Kaplan and Norton (2018), Tansley (2011), Tarique and Schuler (2010), and Wilkins (2012), among others, have established that hotels that concentrate their efforts on managing profitable and loyal customers, rather than expending all of their resources on new customer acquisition enjoy a larger margin of ROI. Managing ROI at the customer⁴ level is far superior than managing the ROI for acquisition, retention and all other campaigns independently. Hotels that realise this and put strategies in place which leverage the relationship of the loyal customer (guests/tourists) secure a competitive advantage over its competitors (White & Bryson, 2013).

1.2.1 Importance of Talent Management within the Hospitality⁵ Industry

Talent management frameworks⁶ have been applied to various industries such as in real estate (Phillips & Roper, 2009); engineering industry (Oosthuizen & Nienaber, 2008); the

¹ Successful organisations – those companies that produce acceptable return on the assets employed, are positioned for continuing market support and which keeps on running well and have engaged employees (Ferguson & Brohaugh, 2009).

² Exceptional business performance implies a hotel business that are achieving favourable results on profitability, guest retention, business performance as well as a motivated workforce (Wilkins, 2012).

³ Superior talent is referred to as valuable elements of a hotel's employees who are able to perform to set standards of the business as well as perform beyond the set parameters "go the extra mile" (Cobb, 2012)

⁴ Customers are referred to as guest and this term will be used interchangeably.

⁵ The Hospitality industry in Zimbabwe includes both catering establishments and accommodation establishments such as hotels and lodges (ZTA, 2013).

⁶ Talent management frameworks refer to the strategies businesses such as hotels use to manage their employees in order for them to achieve set goals such as to recruit, assess and reward their workers SHRM (2006; 2019).

financial sector (banks) (Griffin, 1989; Tanton, 2007); retail businesses (Lashley & Best, 2002); cement companies (Piansoongnern, Anurit & Kulya, 2011); as well as in tourism and hospitality (Grobler & Diedericks, 2009; Tansley, 2011; Tarique & Schuler, 2010) among others. Frameworks such as the Michigan HRM model (Tichy, Fombrun & Devanna, 1982) follows a comprehensive approach to people management in companies that have been used for various talent management studies. This study, however, proposes the development and empirical testing of a more inclusive framework for guest retention within the hospitality industry in Zimbabwe from a developing country perspective which is motivated by a talent management process borrowed from SHRM (2006; 2019). This particular framework was selected on the premise of the theory of planned behaviour which is an extension of the theory of reasoned action (Ajzen & Fishbein, 1980; Fishbein & Ajzen, 1975) made necessary by the original model's limitations in dealing with behaviours over which people have incomplete volitional control (Ajzen, 1985; 1987). Behaviours leading to retention become a focal point of this study, as Fishbein and Ajzen (1975) suggest, that various social and personal beliefs regarding behaviours defines one's involvement to perform or not to perform the acts within a given behaviour. According to Fishbein (1963), BI aims to perform specific behavioural actions that can be predicted by attitudes and normative beliefs about those acts. The model reveals a strong relationship between cognitive, conative and affective (Fishbein & Ajzen, 2011) components. Therefore, in this study, the researcher wanted to balance any confounders and effect a mediator regarding the influencing of tourism employee retention in Zimbabwe.

A trend that is applicable to talent management, whereby successful organisations shift their employee retention resources towards vital employees has proven to be a driver to individual hotel success (Tansley, 2011). These vital employees, who can range from receptionists to frontline staff to sales directors and numerous other hotel positions, have a "disproportionate impact on determining both the success of an organisation and its sustainability" (Ferguson & Brohaugh, 2009:358). It was the intention of this study to underpin improved guest service delivery quality by personnel that are motivated enough to provide services which impress the guest and increase the retention rate of repeat business (guests/tourists). Talent management will in essence be the essential devise that when given a proper framework can help to identify, position and retain the valuable talent within hotels (Coy & Ewing, 2007; Tarique & Schuler, 2010) and, that will deliver superior service to the guest to improve on the hotel's profitability (Wilkins, 2012; Hall, 2009).

Talent management becomes of the utmost importance in the tourism businesses and Human Resources Management (HRM). This is specifically relevant within hotels which needs to be carefully considered and implemented for hotels to achieve their competitive advantages in terms of service delivery and guest retention. Hotels should be able to deal with the implications of the proposed hotel employee talent management framework constructs identified within this study (Baum, 2007; Gratton & Erickson, 2007) with a view of motivating employees so as to achieve customer loyalty which in turn translates to guest retention and ultimately employee retention (Vasquez, 2014).

1.2.2 The Tourism Industry

Tourism is one of the largest and fastest growing sectors of the world economy, and tourism in Africa stands disposed for development (Walker & Walker, 2011; World Bank Africa Report, 2013; 2021). However, the latest report from World Bank Africa (2022) reveals), reports on a decline in economic growth in sub-Saharan Africa from 4.1% in 2021 to 3.3% in 2022 owing reasons being to rising inflation, adverse weather conditions and a slowdown in global growth owing to the COVID-19 pandemic. Nevertheless, the number of tourists arriving in sub-Saharan Africa has grown over 300% since 1990, with 2019 marking a high of 56 million tourists who visited the region; while tourist receipts contributed to 4.4 % of Africa's GDP (WB Africa Report, 2013; 2022; WEF, 2018; PwC, 2013).

Africa's natural attributes enable the tourism industry to play a large role in development of the region (Lubbe, 2003). The tourism industry consists of natural resources, cultural assets, transportation, hotels, dining, shopping, commerce, leisure, recreation, tourist media promotions, and other industries (Hall, 2009; Lubbe, 2003; Smeral, 2003). The recognition of the importance of tourism was stated in the Manila Declaration on World Tourism of 1980:7 as

“...an activity essential to the life of nations because of its direct effects on the social, cultural, educational, and economic sectors of national societies and on their international relations”.

Globally, tourism brings in significant amounts of income in payment for goods and services available, accounting for \$637 billion in 2021 (UNTWO, 2021). The industry creates opportunities for employment in the service sector⁷ of the economy, associated with tourism. These service industries include transportation services, such as airlines, cruise ships, and taxicabs; hospitality services, such as accommodations, including hotels and

⁷ Service sector also known as the tertiary sector, is the portion of the economy that produces intangible goods (Hall, 2009).

resorts; and entertainment venues, such as amusement parks, casinos, shopping malls, music venues, and theatres (Middleton, Fyall, Morgan. Morgan & Ranchhod 2009).

1.2.3 The Talent Management Framework in the Tourism and Hospitality Industry

Four main viewpoints have been proposed for the talent management framework and the purpose is to determine the influence imparted to the research study, establishing the relationships that exist with the other constructs of the study and their role in employee retention within a developing country context. These viewpoints are operational and strategic actions, customer service delivery satisfaction, management and performance management. Other viewpoints such as organisational climate (culture), values, leadership, structures, policies, processes, strategies and international environment (Ashton & Morton, 2005) are available for use. Stahl, Bjorkman, Farndale, Morris, Paauwe, Stiles, Trevor and Wright (2012) present similarly impressive list of viewpoints, namely, organisational strategy, culture, manager involvement, organisation brand and balance between local and global needs. These viewpoints are, however, restricted to contingencies that influence talent management, hence the four viewpoints used in this particular study are deemed to be more operational, thereby influencing application (Heartfield, 2014; Tansley, 2011). Empirical research revealed that one of the challenges hotel managers face is the identification, development and measurement of key indicators of relationships within the proposed talent management framework (Hall, 2009; Kaplan & Norton, 2018; Leberman & Doyle, 2011; Morgeson & Humphrey, 2008; Pearce & Robinson, 2009). Other challenges synonymous to sustainability and profitability of their hotels include amongst other productivity of employees, compliance to statutory requirements which fall beyond the scope of this particular study (Kaplan & Norton, 2018).

Similar foregoing relationships as reported to the above are apparent within the hospitality industry (Collins, 2007; Dermody, Young & Taylor, 2004; Grobler & Diedericks, 2009; Tarique & Schuler, 2010; Frank & Taylor, 2004). However, the proposed framework for this specific study, namely, viewpoints, has relevant dimensions which will be discussed in the next chapter to support the application thereof. The inclusion of these viewpoints within the framework inferred a holistic approach to the management of workers and/or employees as well as the management of service delivery strategies in the workplace (Baum 2007; Dienhart & Gregoire 2004; Erickson & Gratton 2007; Kuslivan et al 2010; Hasan & Subhani 2011; Parasuraman, Zeithaml & Berry 1985; 1988) among others. Several research work

has explored that the tourism industry in particular the hospitality sector continues to face serious challenges in attracting and retaining employees (Christensen, Hughes & Rog, 2008; Deery, 2008; Iles, et al., 2010; Kusluvan, et al., 2010; Wilkins 2012 among others, attest to this notion) and the intrinsic relationships between the viewpoints and the other constructs mentioned within this study will bring redress to the Zimbabwean, a developing country's talent management field.

1.2.4 The Hospitality Industry

The hospitality industry is a broad category of fields within the service industry that includes lodging, restaurants, event planning, theme parks, transportation, cruise line, and additional fields within the tourism industry (Angelo & Vladimir 1994; Ninemeier & Perdue, 2005). According to Slattery (2002), the hospitality industry is an industry that mostly depends on the availability of leisure time and disposable income of travellers. As one of the major elements of tourism, the hospitality industry known for providing accommodation plays which plays a major role in promoting the final tourism earnings of any nation (Leberman & Doyle, 2011; Yoo & Park, 2007). The American Hotel and Lodging Association reports that total industry revenue was \$3.48 trillion in 2020 and is expected to grow to \$5.29 trillion in 2025 (STR, 2021). These statistics provide an impressive future outlook for the industry from a developed country perspective.

A hospitality unit such as a restaurant, hotel, or even an amusement park consists of multiple employee talent groups such as facility maintenance, direct operations (waiters/servers, housekeepers, porters, kitchen workers, bartenders, and so on), management, marketing, and human resources (Lashley, 1999; Pollitt, 2008; Sledge, Miles, & van Sambeek, 2011; Wilkins, 2012). The study of hotels, rather than the other components of the tourism industry, is motivated by the intrinsic relationships which exist among the three main constructs herein, namely, *talent management*, *tourism employee training* and *tourism employee retention*. Hospitality guests do not only buy products, but also facilities and services. By virtue of being a part of the services sector, the hospitality industry is considered to be a human resource-centric⁸ industry; hence, a talent management study of hotel employees cannot be undertaken in isolation to HRM principles and applications (Iles, et al., 2010; Angelo & Vladimir 1994; Sledge et al., 2011).

⁸ Human resource-centric – focus is entirely on the various human industrial relations which exist in a hotel (service sector). In this environment perceptions of guests usually motivates how employees react as they do towards a given product or service (Leberman & Doyle, 2011).

1.2.5 Zimbabwe's Tourism Industry

According to empirical studies (Colombo, 2010; 2012; Walker & Walker, 2011), tourism demand derives largely from consumer (guest) theory which asserts that the optimal consumption level depends on guest's income, the price of goods in question, the price of related goods (substitutes and complements) and other demand shifters. Research by Imara (2010), stated that supply forces, on the other hand, include supply of accommodation represents the single largest component of tourist expenditure in the country. In addition, attractiveness of the destination and attractiveness of perceptions of those being targeted by the particular destination are identified as significant determinants (Imara, 2010). The past 30 years have demonstrated rapid development taking place from various contexts in Zimbabwe's hotel industry, which is, in fact, the process that keeps improving and perfecting hotel service delivery (Kandampully, Zhang & Jaakkola 2018). The aforementioned process includes not only management and recognition of quality among management personnel, but also quality of hotel services provided by the employees.

The Zimbabwean tourism and hospitality industry is one of the renowned employers, employing approximately 300 000 of people either directly or indirectly (UNTWO 2018; ZTA 2019). It is one of the most important industry in terms of encouraging international investment because it is through this industry that foreigners learn about Zimbabwean culture and its people as well as their attitudes towards work and business (NDS 1 2020). In terms of a talent management framework, Zimbabwe is one of the nations which is still to embrace the concept in its totality. As alluded to earlier in the introduction, it is the intention of this research to make inroads in terms of talent management impacting on guest retention in Zimbabwean hotels.

1.2.6 Tourism Employee Training in Hospitality

In hotel business, one of the greatest concerns is about competence of employees and the employees' qualities. How employees are inducted or orientated to their jobs provides the opportunity for employees to be introduced to hotel's culture and standard operating procedures and be able to attend to different aspects that are fundamental to their employment (Tansley, 2011). The level of service quality depends on the qualities of employees (Middleton et al., 2009). The absence of the prerequisite skills and knowledge leads hotels to plan training strategically, and it is well stated that successful hotels always include up to date staff training as their important development strategy (Ferguson &

Brohaugh, 2009). An effective training programme has the possibility of empowering hotel employees by way of imparting vital knowledge and skills required to undertake the various roles in the workplace (Catapult, 2010). The training outcome is beneficial to the hotel, employees and guest, especially when met with a well-resourced – adequate tools of trade - department (Leberman & Doyle, 2011).

Charan, (2022) further pronounces that successful organisations in delivering exceptional customer service have several traits in common, one of which is employee empowerment through training. This empowerment is exhibited by knowledgeable employees that are able to make on the spot decisions for the benefit of customer service delivery (Middleton et al., 2009; Conger & Kanungo 1988). It is necessary for hotel employees to exercise a higher level of personal judgment than their manufacturing counterparts, for example, because of their proximity to the customer service delivery experience (Torres & Kline, 2006). Using this reasoning, one can easily see that empowering employees through training customer service related decisions will result in the satisfaction of the guest, employee, and subsequently, the entire hotel business (Middleton et al., 2009; Kusluvan et al., 2010; Parasuraman et al., 1985).

1.2.7 Tourism Employee Retention

A hotel that is able to constantly and accurately identify guest expectations will be in a more competitive position to gain and retain guests as guest's expectations⁹ will rise over time as this has lasting benefits (Kandampully et al., 2018). Most high performance environs share commitment to people results, customer results, society results and key performance results (Kerzner, 2010; Tansley, 2011). Hotel employees that thrive in these environments are referred to as "A"¹⁰ players with intense ambition (Cobb, 2012). These employees are always on the lookout for greener pastures (Schneider, 1985; Wilkins, 2012). The challenge, however, is the way companies approach retention. A well-developed strategy reduces recruitment through retention of top-performing talent. In this view, initial turnover intentions of employees signal a purposive setting up of strategies to curb turnover by the company. However, employee retention issues are ignored until the

⁹ Guest expectations – preconceived notions, ideas about service which guests have due to a myriad of factors from personal communications to marketing (Catapult, 2010).

¹⁰ 'A' players – how employers rate their employees – 'A' players are star performers who put their professional lives ahead of their families and personal lives because they are striving to accomplish more or move upward in the organization. They are also the players most likely to leave the organisation for opportunities elsewhere. B players are competent, steady performers who balance their work and personal lives while still doing the bulk of the work of the company. B players tend to stay put, don't require a lot of attention, and they get the job done. Because B players stay, they tend to carry the corporate history with them. C players are performers who are not achieving enough to satisfy their employers and are most likely to be asked to move along (Cobb, 2012).

company suspects an employee might leave the employment, at which point various incentives to entice employee to stay. Silzer and Dowell (2010) argue that this approach might work in the short-run, but does not cultivate longer-term loyalty on the part of the employees.

The costs of high staff turnover can be immensely costly to the tourism business in various ways. Examples of the costs that a hotel can incur include the following- recruitment costs; training costs; lost productivity costs and lost sales costs (Kerzner, 2010; Silzer, & Dowell, 2010). The Human Resources (HR) department alone cannot reduce turnover, hence for significant positive change, hotel leaders must establish distinct retention processes and programs within all levels of an organisation. Employee surveys in the hotel will assist the leaders in identifying turnover intentions of employees. It is management's primary role to take responsibility for the success of their employees, including leading people towards performance (Sanghera, 2010), thereby enhancing job satisfaction. In investigating this construct within this study, it is hoped that the management of talent by tourism businesses will be well planned to reduce turnover intentions of employees.

1.2.8 Tourism Employee Segmentation Profile

Tourism employee segmentation variables have been used in this study, primarily to stipulate the profile and characteristics of the sample, indicative of hotel employees in Zimbabwe. For the purpose of this study, it is important to examine the different expectations of employees who represent the different groups such as tourism involvement, work engagement and job satisfaction. Dimensions of this variable such as job function, age, educational qualifications, demographics, annual income, income change, hours worked, trainings received, when discussed, can assist employers to determine the indicators which influence employees' decisions to stay on the jobs or not (Leberman & Doyle, 2011; Kusluvan et al., 2010; Yang, Hanneke and Carbonell, 2011). If employee satisfaction is achieved, it is essential to measure the retention capacity an employee possesses and devise a strategy into how a hotel can retain its employees. This becomes essential in establishing the drivers that motivate retention.

1.3 PROBLEM STATEMENT AND RESEARCH AIM

The environment in which most businesses operate– service related (hotels) or not – is global, complex, dynamic, highly competitive, and extremely volatile, and is likely to remain so for years to come (Tarique & Schuler, 2010). It is apparent in the labour market that

large organisations are continually competing with each other for talent globally; this dilemma is most prevalent at senior management level (Guarino, 2007). Consequently, Zimbabwe’s tourism industry is not immune to this drive for global talent. Competition in the Travel and Tourism industry has become intense that by simply concentrating on traditional HR aspects like compensation, career path and investing heavily on employee development is futile (Kim, Jeong & Lee 2019). This will not appease the talent who have taken many years to become skilled hoteliers, keep them rooted to organisations and perform according to set targets. In this mixed method study, hotel employee will be used to measure three identified constructs, namely;

- (1) Tourism Talent Management Framework (**TETMF**); (Heartfield, 2014; Tansley, 2011);
- (2) Tourist Employee Training (**TET**); (Kusluvan et al., 2010; Muñoz & Salinero 2011; Middleton et al., 2009; Schneider, 1985; Tarique & Schuler, 2010); and
- (3) Tourist Employee Retention (**TER**); (Cobb, 2012; Fishbein & Ajzen, 1975, 1991; Flick, 2009; Hardeman et al., 2002; Hornik & Woolf, 1999; McCole, 2015; SHRM, 2006; 2019; Silzer & Dowell, 2010; Sledge et al., 2011; Tarique & Schuler, 2010; Frank & Taylor, 2004).

These three constructs will be embedded in the behavioural intention theory by Fishbein and Ajzen (1975) and theory of planned behaviour (Ajzen, 1985, 1987) as illustrated in Figure 1.1.

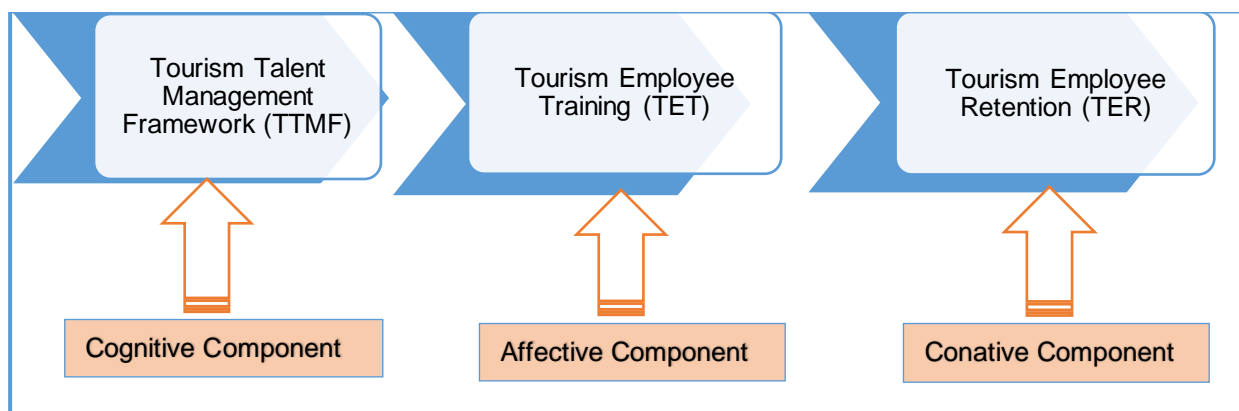


Figure 1.1 Theoretical framework of the relationships between the identified variables.

(Adapted from Cobb, 2012; Fishbein & Ajzen, 1975, 1991; Flick, 2009; Hardeman et al., 2002; Heartfield, 2014; Hornik & Woolf, 1999; Schneider, 1985; SHRM, 2006; 2019; Sledge et al., 2011; Tansley, 2011; Tarique & Schuler, 2010; Wilkins, 2012).

The foregoing theoretical model in Figure 1.1 is established on the integrative model of Behavioural Intention [BI] (Fishbein & Ajzen, 1975). This will in turn create a conceptual framework that can account for tourism employee's behaviours in the different tourism businesses such as hotels. In this study from a developing country perspective, BI has been used in this study to explain the behaviour of tourism employees in hotels and other tourism businesses. The model states that an individual's behaviour is influenced by their intention, which in its turn is influenced by their attitudes, subjective norms, and perceived behavioural control. It can also be implied to mean the conscious decision by hotel employees to stay and work since they will be receiving notable talent management benefits (Carrell & West 2010). It is expected that the independent variable (cognitive) information on TETM framework and the dependent variable (affective) TER, and TET as the mediating variable (conative), will be revealed and pronounce how the independent and dependent variables are related to each other. Figure 1.2 (1.4.2.1) will further elucidate the three theoretical components shaping this study. Following recommendations made by Creswell and Creswell (2018), on mixed method research aims, the proposed aim of this current research is:

To investigate human resources practices among hotel employees by determining which elements of tourism employee talent management and tourism employee training aim at enhancing tourism employee retention in Zimbabwe.

1.4 RESEARCH QUESTIONS AND OBJECTIVES

1.4.1 Quantitative Research Questions

Based on the Fishbein and Ajzen's BI model (1975) the following main quantitative research question was proposed for this study:

How are scores¹¹ on a TETM framework (TTFM- cognition) related to tourist employee retention (TER - conative) scores and how is this relationship mediated by tourist employee training (TET - affective)?

Proceeding from the research question above, this research aims to address the following research questions (RQ) structured in the following way:

RQ¹²: Can TETM be reliably and validly measured?

¹¹ Scores - marks, results that will be reached after data collection (Vital & Jansen, 2010).

¹²RQ - Research Question

- RO2: Can tourism employee training be reliably and validly measured?
- RQ3: Can tourism employee retention be reliably and validly measured?
- RQ4: Does the theoretically hypothesised framework (TETMF model) have a good fit with the empirically manifested model?
- RQ5: Is the relationship between TETM and tourism employee retention mediated by tourism employee training?

The quantitative research objective of the study is:

To determine whether scores on a TETMF are related to TER scores and whether this relationship is mediated by TET scores.

1.4.2 Qualitative Research Question

The following qualitative question of the study is:

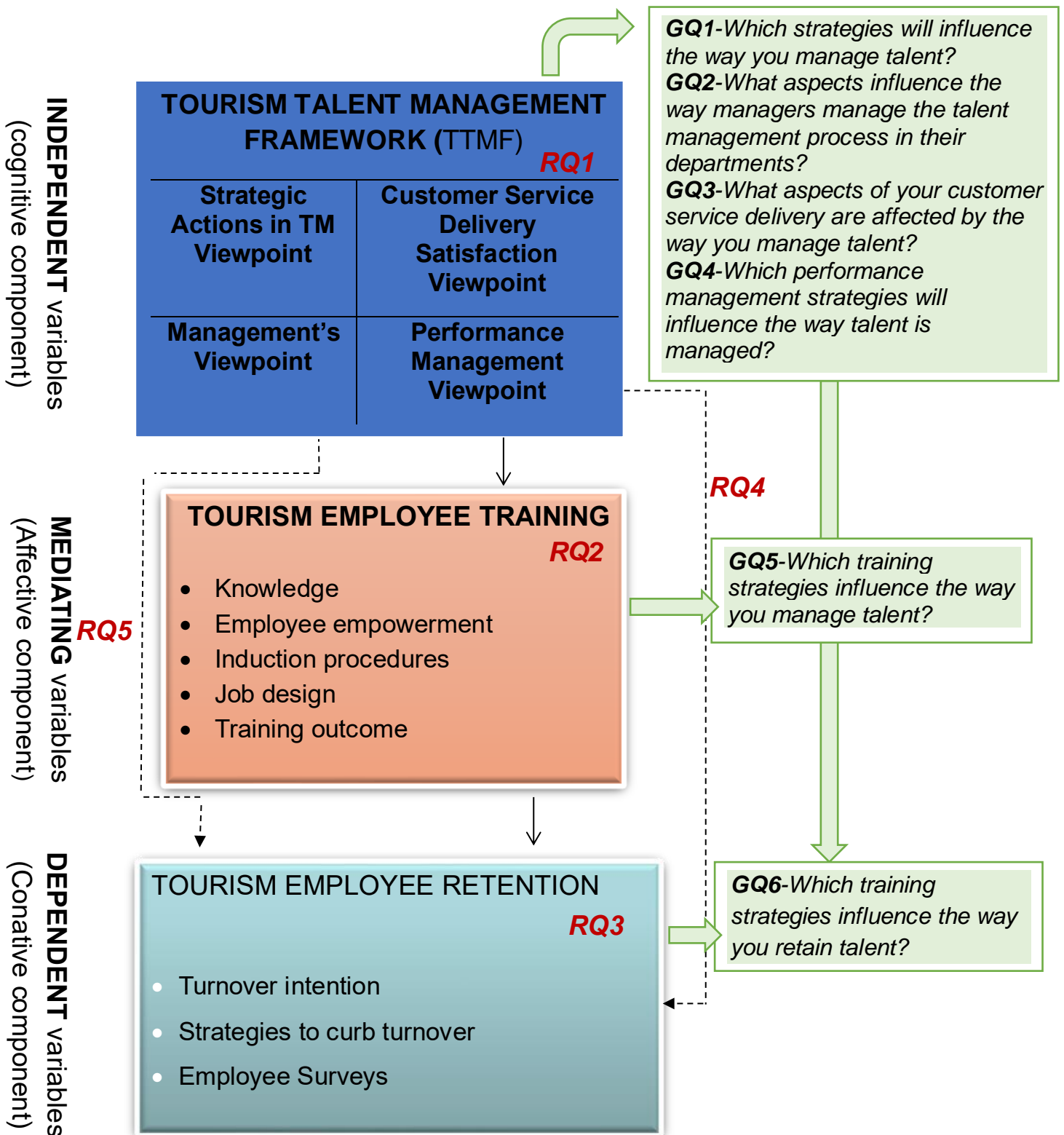
Which variables can influence the relevance of the identified constructs related to tourism human resources behaviour (such as a talent management framework, tourism employee training and tourism employee retention) for the retention of hotel employees?

1.4.2.1 Guiding Questions

Proceeding from the qualitative research question above, this research aims to address the following guiding questions (GQ) structured in the following way: -

- GQ1: Which strategies do you regard will influence the way you manage talent in your hotel/company?
- GQ2: What aspects influence the way your managers manage the talent management process in their departments?
- GQ3: What aspects of your customer service delivery are affected by the way you manage talent?
- GQ4: Which performance management strategies will influence the way talent is managed?
- GQ5: Which training strategies influence the way you manage talent?
- GQ6: Which training strategies influence the way you retain talent?

These intentions are illustrated on Figure 1.2



Error! Use the Home tab to apply 0 to the text that you want to appear here..2 A Proposed TETMF for Hotel Employee Retention

(Adapted from Baum 2007; Choi et al., 2000; Cobb 2012; Collins 2007; Dienhart & Gregoire 2004; Erickson & Gratton 2007; Heartfield 2012; Kusluvan et al., 2010; Lok & Crawford 2004; Hasan & Subhani 2011; Middleton et al., 2009; Parasuraman et al., 1985; Sledge et al 2011; Tansley 2011; Wilkins 2012; Wilson et al. 2000).

In the next section the study's research objectives are displayed.

1.4.3 Research Objectives

From the later research questions and the depicted diagrammatic illustration thereof, the following research objectives (RO) have been formulated to establish and to research the objective of the study;

- RO¹³¹: Whether TETM can be reliably and validly measured.
- RO2: Whether tourism employee training can be reliably and validly measured.
- RO3: Whether tourism employee retention can be reliably and validly measured.
- RO4: Whether the theoretically hypothesised framework (TETMF model) has a good fit with the empirically manifested model.
- RO5: Whether the relationship between TETM and tourism employee retention is mediated by tourism employee training.

Literature relating to the above objectives will be discussed in full within the preceding Chapter 2. Empirical research objectives are depicted in the next chapter to support the literature investigation of the study.

1.5 RATIONALE FOR THE STUDY

Owing to the entrance of new hospitality players in the local, regional and international market, removal of travel restrictions and the expansion of existing players, there is a perceived dearth of talent in the market to meet labour demand in the tourism and hospitality industry (ZTA, 2013). There is a dire need to implement strategies on talent management within the Zimbabwean hotels to curb staff turnover. One of the guidelines in the Human Resources Developmental Policies of Zimbabwe's National Tourism Policy (2014, 2020) postulates the promotion of human resources development and retention of qualified and experienced labour for the tourism sector. Skills development and retention are critical to the economic development to Zimbabwe; hence, government and businesses need to build capacity by supporting efforts by industry and academic institutions in bringing redress to this predicament. Negative reviews from reviewers on Trip Advisor and other similar electronic social platforms have for some time criticised services offered in some of Zimbabwe's hotels which has steered the tourism and hospitality leadership to make an introspection on the current calibre of employees within its. By assessing the

¹³ RO - Research Objective

quality of their employees and addressing any areas of weakness, they may be able to improve customer satisfaction and reduce service attrition rates (Li, Wang, Chen, & Liang 2018).

A solution which when applied to the hospitality sector might bring about a paradigm shift in the way leadership handles issues pertaining to talent management, service delivery and employee retention is presumed. This study upon its completion will explore the implications of service delivery for practitioners when creating, developing and measuring a diverse workforce. It will also reconnoitre various options of employee retention and plans to implement such retention strategies well in advance, to sustain the business and meet its business goals.

This study is based is on problem identification of talent management in the tourism and hospitality industry in Zimbabwe. The rationale of this study lies in the development of a model/framework which when used, will resolve the talent management problems of Zimbabwe. The achievement of this milestone will be resultant in the enablement of the Zimbabwean hospitality entities to be the preferred tourism establishments locally and in the region. The implication that this will have is that it will pave way for more practical research and implementation of models in the subject of talent management in other industries besides the tourism and hospitality industry in Zimbabwe.

1.6 MOTIVATION OF THE STUDY

1.6.1 Theoretical Motivation

In devising a theoretical framework Figure 1.2 for the study, it is the intention of the researcher that this critique and the framework will add value to the existing work in global tourism and hospitality talent management in a number of ways. Motivation for the study in relation to the TETM framework is that the framework provides clarity, promotes dialogue and encourages new directions in practice and research as it touches on the developed versus developing country perspective. Extensive research by various authors in the field (Kusluvan et al., 2010; Muñoz & Salinero 2011; Middleton et al., 2009; Parasuraman et al., 1985; Schneider, 1985; Tarique & Schuler, 2010), has been developed around the area of employee training. Colombo (2010) deduces that the aim of dwelling on this area of employee training is for hotels to build a deep reservoir of successors and talented employees who can deliver notable service promoting the service profit chain of the

business thereby generating guest loyalty which results to profitability. This is because the skills/competencies of employees need to be updated regularly to meet the new challenges facing the hotels (Gilbeth & Kent, 1911). Empirical research has also shown that to achieve this, training and development programmes must be aligned with the future goals of the hotel (Cobb, 2012).

1.6.2 Practical Motivation

Tourists who visit Zimbabwe stay in various types of commercial accommodation such as hotels, lodges and motels, and the main reasons hotels exist is to satisfy the needs of these tourists. Satisfying tourists needs a competent workforce that is happy as the adage goes “happy workers are productive workers¹⁴” (Wooldridge, 2007:68). This in turn results to happy guests who are delighted with services given and are more likely to spend more money on the hotel business (Luo & Qu 2016). Hence, the retention of key productive employees is a major challenge for all tourism businesses mainly because the turnover of employees especially voluntary, costs the business both directly (monetary cost) and indirectly (loss of talent and disruption to the business) (Cobb, 2012; Heartfield, 2014; Sledge et al., 2011; Wilkins, 2012).

The practical motivation for using the TETMF and TET is to establish the degree to which a training and development regime has on the entire hotel talent management process and whether its application can lead to an identifiable change in employee retention patterns (Chiang, Back & Canter 2005). As presented, the motivation for the study in relation to the hotel employee segmentation, employee training and employee retention is intended to illustrate the influences and interrelations of the factors of various variables such as hotel employee segmentation in a multinational environment (in the global context – what other nations outside the borders of Zimbabwe are currently engaging in). Tarique and Schuler (2010), Tansley (2011) as well as authors in the local Zimbabwean environment), identified factors that may help shape talent management actions; employee training and the various employee retention strategies that can be used to retain this vital source of income (Charan, 2022).

¹⁴ Happy workers - these employees exist where emotional culture of a company is based on love or other emotions, where attention is paid to employees every day - mood creates a cultural blueprint for the group - as well as company policies and practices that foster greater affection, caring, compassion, and tenderness among workers (Harvard Business Review 2014).

1.6.3 Methodological Motivation

Dr Shingi Munyeza (2019), African Sun Limited's (ALS's) Chief Executive Officer (CEO), posits that the fluctuations alluded to earlier on resulted in the loss of labour; hence, there is real need for the rejuvenation of skills in the hospitality and tourism industry. He noted that skills development and retention are critical to the economic development of a country; hence, government and businesses need to build capacity by supporting academic and vocational training institutions. There is a dire need to implement strategies on talent management within the Zimbabwean hotels to curb staff turnover. The depressed economy makes it impossible for local hotels to increase incentives for their employees.

To ascertain reliability of the constructs in use within this research, the researcher will avail herself to a single-item measure (Likert scale – further discussed in Chapter 3), which several authors have encouraged the use asserting that single-item measures are appropriate and can substitute multiple-item measures in many cases (Alwin 2010; Alexandrov 2010; Drolet & Morrison, 2001; Rossiter, 2011). However, several researchers argue that the use of single-item measure makes it impossible to establish the reliability of the constructs under measurement. The main argument is that multiple-item measures are not always necessary and can be substituted by single-item measures in many cases (Rossiter 2011; Alexandrov 2010). This research, however, sought to measure the relationship between service delivery and the TTMF using key performance indicators and goals which have the effect of complicating the dependability of the multiple-item construct. It also had intended to propose critical environmental contingencies and discussed the linkages between the various constructs identified within this research.

1.7 OUTLINE OF REMAINING CHAPTERS

1.7.1 Chapter 2: Literature Overview: Talent Management Environment in Zimbabwe

This chapter introduces the tourism environment in which talent management is found. The environment will be defined, contextualised from the following perspectives: global, Africa and then Zimbabwe. Additionally, a look at research that has been undertaken on TM, challenges of talent management in the tourism and hospitality industry and in general business will also be employed. Thereafter, the subjects of the study, namely, hotel employees will be profiled according to structured segmentations namely *gender, age, educational qualifications, hotel department, job positions, promotion, reasons for training and province of employment*.

1.7.2 Chapter 3: Tourism Employee Talent Management Literature Overview

Chapter 3 discusses and defines terms of relevance, rationale of the talent management framework in hotels. The chapter critiques the major theoretical approaches to conceptualising various HR strategies within the framework of tourism and hospitality scenarios. The three proposed constructs of this study will be analysed, namely, TETM framework (itemising the four main viewpoints), tourism employee training and tourism employee retention. Alongside the discussion of these constructs, the guiding questions will be addressed. The research hypotheses specifically H1, H2 and H3 and the six guiding questions, which are based on the research questions and adopted from the reviewed literature are outlined.

1.7.3 Chapter 4: Designing a Tourism Employee Talent Management Framework Model Literature Overview

The designing of the TETMF model will be made from literature obtained on the three constructs and their intertwining relationships. Literature from the relationships in this chapter is used mainly to inform the development of H4 and H5 because no evidence was found of similar studies that were conducted on these constructs on these relationships in Zimbabwe. Discussions thereof, will be presented, and discourses of major authors within the confines of the stated constructs relationships, both on the practitioners' side and on the academic side, as the researcher seeks clarity on their application of within the service industry.

1.7.4 Chapter 5: Research Methodology

This chapter provides a discussion on the research design and methodology. Design of study used is the mixed method approach. Qualitative element of the study is sequential explanatory in nature. Segmentation of the sampling element the hotel employee will be indicated, discussed and applied to the environment under study. Issues of reliability and validity and the statistical procedures which will be used in this study are also considered in the chapter.

1.7.5 Chapter 6: Data Presentation and Analysis

The data presentation and analysis chapter will document both the quantitative and qualitative – QUANT (qual) – analysis of data collected in the selected hotels and presents a detailed transcript of the documentary analysis. The data collected through the document analysis, questionnaires and interviews will offer a descriptive summary of the data and

outline major themes evident in the summary. Presentation is by way of various versions and formats of tables, graphs, charts and joint display.

1.7.6 Chapter 7: Discussion and Interpretation

Chapter 7 will discuss how the theoretical and empirical objectives of the study were achieved. It will discuss the main findings of the literature survey based on the theoretical objectives and how the main findings of the empirical study are dialogued based on the empirical objectives. In so doing, all the findings of this study are examined and interpreted.

1.7.7 Chapter 8: Conclusion and Recommendations

The final chapter concludes the study and sets the tone for talent management strategies to be formulated. This chapter has a bearing on future studies as it will indicate gaps encountered in the present study and proposes ways in which to bring redress to these areas. Recommendations to both the body of knowledge and to policy makers will be made and further research areas proposed. It is expected that the recommendations from theoretical, methodological and practical perspectives encapsulated in this chapter, will meet the approval of the various policy makers within the Ministry of Tourism and Hospitality of Zimbabwe and the various directors within the same industry. Value of the study from the stated perspectives will also be made. Finally, answers to the questions posed in this study will be presented.

1.8 SYNTHESIS

The systematic orientation to the research was outlined in Chapter 1. The background to the study, its problem statement and research aim, research questions and objectives, the rationale and motivation for the research study were described herein. The motivation of this research, being three-pronged (1) theoretical contribution, (2) methodological contribution, and (3) practical contribution; dwelt on development of theory-based research work to inform hotel employee retention. It was based on the observation that there is a dearth of research relating to the antecedents of tourism employee attitudes and behaviour in Zimbabwean hospitality employment relations context to motivate retention. No known research has been conducted on the relationship dynamics among the proposed constructs herein, namely, between tourism talent management framework, tourism employee training and tourism employee retention. Additionally, irrespective of the possible various talent management strategies implemented in various hospitality entities, there is a paucity of research relating to retention.

Further on, Figure 1.2 illustrated the proposed TETMF model to inform employee retention. This figure will guide the reader how the various proposed constructs, dimensions and proposed relationships will be deliberated. Although relationships between many of the variables/dimensions outlined in Chapter 3, have been observed by researchers, the collective impact of the variables in informing a retention model needs to be explored. It is anticipated that with this background, practitioners within the tourism and hospitality sectors of Zimbabwe will be guided in the devising of strategies for the retention of tourism and hospitality employees.

As guided by Creswell and Creswell (2018), the following aim is proposed for this study:

To investigate human resources practices among hotel employees by determining which elements of tourism employee talent management and tourism employee training aim at enhancing tourism employee retention in Zimbabwe.

Thereafter, Chapter 1 concluded with a brief synopsis of the ensuing chapters, so as to acclimatise the reader to the contents of this study.

CHAPTER 2: LITERATURE OVERVIEW: TALENT MANAGEMENT ENVIRONMENT IN ZIMBABWE

2.1 INTRODUCTION

In Chapter 1, the research problem and objectives of the study were presented. This chapter, therefore, discusses the reviewed literature of the environment in which the proposed TTMF is found and established as well as profiling hotel (tourism) employees by reviewing the segmentation variables. Hotel employees will provide the context of this study against which the study will be conducted. As a review, it is significant to know and relate as to how the research objectives are supported by literature. The related literature of this study will be discussed in the ensuing two chapters, whereby the main three constructs will be discussed; namely talent management framework, tourism employee training and tourism employee retention {TTMF, TET and TER constructs (Chapter 3} and finally the literature from the relationships will be used to inform the development of H4 and H5 of this study (Chapter 4). In deliberating each different concept, the flowchart depicted in Figure 2.1, in Section 2.6 gives a clear outline of how the subsequent literature reviews are arranged.

2.2 THEORETICAL RESEARCH QUESTIONS (TRQS) OF THE STUDY

The theoretical research objectives (TROs) of this study are formulated on the basis of the theoretical model in Figure 1.2 in Chapter 1. These TROs support both the quantitative and qualitative {mixed method approach namely QUAN(qual} methods and will be explored extensively, while developing the proposed constructs for the tourism and hospitality industry in this explicit relationship. Hence, the literature herein will be reviewed according to the research objectives of this study and will be set out as theoretical research questions (TRQs) as outlined next.

- TRQ1 Describe the TTMF framework with emphasis on the integration between the four viewpoints – strategic implications viewpoint; customer service delivery satisfaction viewpoint; management’s viewpoint and performance management viewpoint.
- TRQ2 Describe the tourism employee training construct and its theoretical dimensions.

- TRQ3 Explore the tourism employee retention construct and the dimensions it consists of.
- TRQ4 Assess the fit between the elements of the theoretically hypothesised framework and the empirically manifested model.
- TRQ5 Explore tourism employee segmentation as a possible mediator in the relationship between TTMF and tourism employee training.

However, before addressing the stated TRQs, it is prudent at this point in time that the tourism and hospitality environment, specifically the hotel industry in Zimbabwe and its employees as testing for the TTMF, be presented. In discussing the following concepts of the study, it is necessary at this point in time to explain that the environment in which the employee is employed under belongs under a larger entity namely, the tourism industry. It is the intention of the researcher that the proposed model herein will be applicable to the various businesses within the tourism industry, such as hotels among others.

2.3 TOURISM AND HOSPITALITY INDUSTRY IN CONTEXT

2.3.1 Global Tourism

The UNWTO Tourism Highlights (2013: 2020) specifies that tourism is the “key to development, prosperity and well-being of nations around the world” (2013:2). Cook et al. (2007) acknowledge that the tourism industry creates many business opportunities and fosters economic growth. In its description of the tourism industry which is still valid up to date, The World Travel and Tourism Council’s (WTTC) (2005:11) defines it as “the network of businesses that are engaged in the transport, accommodation, feeding, entertainment and care of the traveller.” UNTWO (2013:2) further defines tourism as “...the activities of persons travelling to and stay in places outside their usual environment ... for leisure, business and other purposes related to the exercise of an activity remunerated from within the place visited”.

For the purpose of this study, tourism is referred to as the intertwining activities in Zimbabwe as a developing country which a visitor will take part in for their enjoyment at a destination.

According to WTTC (2020), tourism is a substantial driver of the global economic recovery. The total contribution of Travel and Tourism to global GDP in 2019 was USD8.9 trillion (10.3% of GDP). According to OECD (2020), international tourist arrivals were more than 1.5 billion globally in 2019, giving 6.9% of employment, 4.4% of GDP and 21.5% of service

exports. However, the COVID-19 pandemic which led to the closure of international borders saw arrivals declining to 1.1 billion, resulting in \$910 million to US\$1.1 trillion revenue loss and 100-120 million jobs being lost. Many hotels worldwide either trimmed on their operations or closed their doors to visitors, which had a negative impact to employees.

Tourism is a force for goodwill in the world, as it brings people to different regions and countries, thereby generating a wider understanding of different cultures and communities either as tourists, owners of tourism businesses or as workers (Pollitt, 2008). Tourist spending has a threefold successive and magnified effect(s) on the host country's economy, namely:

- 1) Tourist spending creates direct incomes to the business, called the direct-multiplier effect.
- 2) The recipients of direct expenditures spend that money to purchase necessary goods, for an indirect-multiplier effect.
- 3) The beneficiaries of the direct and indirect spending in turn spend that revenue on unrelated goods and services, therefore, creating an induced-multiplier effect (Hardeman et al., 2002; Hornik & Woolf, 1999; Mazumder, Ahmed, Murad & Al-Amin, 2011; UNTWO, 2012).

The value of tourism in a global context is prudent, whilst the continental perspective is introduced next.

2.3.2 Tourism in Africa

According to a World Bank report—Tourism in Africa: Harnessing Tourism for Growth and Improved Livelihoods— (Christie, Fernandes, Messerli, & Twining-Ward, 2013), sub-Saharan Africa's (SSA) tourism industry is set to spur more economic growth for the continent and directly employ 6.7 million people by 2021. However, UNTWO (2021) reveals that COVID-19 has affected this growth worldwide as international arrivals fell by 72% from January to October of 2020, as restrictions were made on travel, low consumer confidence among others, all contributing to the worst year on record in the history of tourism. Nevertheless, Christie et al. (2013) in examining the potential of African countries to improve and expand their tourism sector, report that 33 of SSA's 48 countries currently have the capacity for tourism success through establishing strong political support for

developing the industry and attracting increased private investment to help finance and sustain it. Countries such as Cape Verde, Kenya, Mauritius, Namibia, Rwanda, South Africa, Tanzania and others, have simplified their tourism policies, liberalised air transport and diversified tourism while protecting their communities and environments, which created a positive investment climate for tourism development (Christie et al. 2013).

Information obtained from UNWTO and the RETOSA (Regional Tourism Organisation of Southern Africa) Member States (Mandinyenya, 2011), calculations show that in 1995 Southern Africa region received just 1.6% of global arrivals. In 2012, the Southern African region recorded a slight increase in arrivals during the early part of the year, with an increase of 1.8% of international tourist arrivals. However, in 2014, tourism demand after years of solid growth, was affected mainly by the Ebola outbreak among other challenges. Limited data currently available for January-April 2015 points to a 6% decline, as most African destinations struggled to recover from the misperceptions affecting the entire continent (UNWTO, 2015). Projections show that in 2020 the region will receive 2.2% of global arrivals. However, this was all before COVID-19 hit China and then very speedily it started to spread to the rest of the world with many countries closing their borders to visitors (UNWTO, 2020).

Most of the countries in Africa are listed as developing countries of which Zimbabwe is recorded as one and introduced next¹⁵.

2.3.3 Tourism in Zimbabwe

Despite having some of the best tourist attractions in the world (Victoria Falls, Zambezi River and Great Zimbabwe), and having being awarded two 2013 World's Most Preferred Cultural Destination awards by European Council on Tourism and Trade (WEF, 2013), Zimbabwe was not spared from the effects of COVID-19 in terms of reduced tourist inflows. Zimbabwe is also not in the top ten most competitive destinations in SSA owing to scores of factors, such as political instability, negative publicity towards the country and the economic recession that the country experienced. In addition, these problems made it difficult to access funding from the multilateral and bilateral institutions leading to shortage of funds to revive and refurbish hospitality facilities (Zimbabwe Tourism Authority, 2009). Despite this, in 2008, tourism was the third largest foreign exchange earner in Zimbabwe

¹⁵ Developed countries are those countries whose economy is progressed and possesses great technological infrastructure whilst developing countries, have low industrialisation and low human development index (UN, 2014).

after tobacco and gold. In 2008, tourism supply was also adversely affected by the dire economic situation, as no new lodgings were constructed while the existing facilities were not adequately maintained. The unfavourable image of the country also did not help as several countries including the United States of America (USA), Japan and Germany issued travel warnings.

The formation of the Government of National Unity (GNU)¹⁶ in February 2009 until 2013 had an immediate positive effect on the tourism sector as travel warnings against Zimbabwe were lifted and the political stability and economic stability were restored. From 2010, the tourism sector's growth trend started moving upwards and expectations are that in the medium to long-term, there is likely to be real positive growth (Machipisa, 2011). Zimbabwe's GNU brought about confidence in Zimbabwe as a destination both to its citizenry and the world at large. Zimbabwe's tourism industry had been besieged with skills flight to the surrounding countries and a study conducted by Scientific and Industrial Research and Development Centre (SIRDC) in 2011, estimated that over 3-4 million Zimbabweans have emigrated since 1990. However, the tourism industry generated 43,500 jobs directly in 2013 (3.7% of total employment) and this is forecast to grow by 4.3% in 2014 to 45,500 (3.5% of total employment). By 2024, the tourism industry will account for 61,000 jobs directly, an increase of 2.9% pa over the next years (WTTC Zimbabwe 2014). This is a significant projection of numbers basing on the history illustrated above which restores confidence in the tourism industry of this nation.

While this section dwelt on the tourism industry in its entirety, that is globally, regionally and in Zimbabwe, the next section will focus on one of the main elements of the tourism industry, namely, the hospitality industry in the same manner. Other tourism entities spanning from airline, adventure and cultural tourism amongst others, though vital components of tourism businesses, will not be discussed in this study. The hospitality industry is the benefactor of mainly accommodation and to a larger extend food and beverage to the travelling business and leisure tourist and this is where the study has been focused on.

¹⁶ GNU – A government of national unity was coalition government in Zimbabwe which consisted of all political parties in the legislature. This GNU was formed 11 February 2009 after disputed election results election, whereby the 3 main political parties agreed to lay aside their different political views, and work as one government for the general good of its citizenry. This was in effect for 5 years within which several policies were enacted (Stiftung, BTI Bertelsmann, 2014)).

2.3.4 The Hospitality Industry

The hospitality industry is a major element of the tourism industry¹⁷ (Hall, 2009), which together with the other elements of tourism (such as infrastructure, transportation, travel agents, tour operators, accommodation and catering, tourist information and guiding services and attractions) is a substantial driver of the global economic recovery. Moreover, Wilkins (2012) suggests that the tourist spends more than half of their total leisure time in a hospitality establishment (sleeping, eating, resting and entertaining) than they would on outside activities. Interestingly, average money spent during their stay is more on external activities than in hotels, lodges and other similar entities (Torres & Kline, 2006; Imara Edwards Securities Research, 2010).

The hospitality industry is said to employ more people than the other elements of tourism such as transportation and travel agents (UNTWO, 2013). Therefore, the research's focus on hotels is owing to the various interactions which employees encounter with the visitors; service delivered and the impact which variables discussed herein have on the hotels' bottom lines.

For the purpose of this study, the hospitality industry in Zimbabwe is referred to as the commercial lodging provisions which the tourists make use of during their stay.

A hotel purchases, for example, ingredients, which it prepares and cooks; it serves meals to guests who consume them on site. The prices charged reflect the investment in the real estate, the brand name, the kitchen equipment, the chefs, the waiters and the other staff, the tables, chairs, crockery, cutlery, glassware and table linen (napery) and the ambience created by the use of light, sound, colours, artefacts and design and also the form of service. The task for the hotel is to identify the specific demand of the guests at any time to organise the technology and processes to deliver the products, facilities and services so that guests achieve their aims in the restaurant (Colombo, 2010; Walker & Walker, 2011). This brief synopsis of a typical meal experience in a hotel reveals the inseparability characteristic of hospitality (Middleton et al., 2009) where the waiter becomes part of the meal experience. It is within this purview that the holistic management of hospitality talent becomes a pertinent aspect of this research.

¹⁷ Elements of the tourism industry whose sum total is the tourism industry, though vital will not all be discussed within this study. The accommodation sector or hospitality sector has been singled out as focus of investigation for this study (Hall, 2009; Lam & Ozorio, 2012; Pearce, 2009).

According to a report by PricewaterhouseCoopers (PwC) (2013), hotels are expected to be the fastest-growing category by 2018. As in 2012, demand for rooms is expected to grow faster than supply and for the overall occupancy rate to increase. Hospitality calculations based on UNWTO (2013) data for 40 of the 47 SSA countries suggest an estimate of 390,000 hotel rooms in SSA. Unbranded guesthouses and lodges dominate hospitality facilities in SSA. Just 10 % (35,200) of rooms meet international standards, with South Africa having about half the region's stock of international standard accommodation. Other destinations with established hotel investment/development markets are Kenya, Mauritius, and the Seychelles. Mauritius has a minimum of 104 hotels of over 80 rooms each. Maturing hotel markets, according to research conducted by Ernst and Young (2010), are Nigeria, Senegal, Tanzania, and Zambia.

As of December 2013, Zimbabwe's hotels had 6 427 rooms. However, the nation did not achieve 100% occupation of these rooms. A myriad of factors that have affected Zimbabwe's economy can be attributed to this. Examples of these factors as computed by WEF (2013) include among others access to funding, policy instability and insufficient capacity to innovate (WEF, 2018:314). Research has shown that while leisure tourism is still in its infancy in the country especially among the locals, business events activities continue to drive performance in most regions save for Kariba and Victoria Falls which are dominated by leisure travel (Ministry of Tourism & Hospitality Industry in Zimbabwe February Quarterly Report, 2014). Hotels and restaurants are perceptibly an important component of the tourism industry, although it should be noted that restaurants serve the local community and both domestic and international tourists.

2.4 TALENT MANAGEMENT IN THE TOURISM INDUSTRY

Talent management is critical in the tourism industry, which is characterised by high staff turnover, long hours, and low wages (ILO, 2018). Talent management programs can help to retain talented staff, offer recognition programs, and provide training and development opportunities (Wang et al., 2019). The tourism industry is customer-focused, making employee performance critical in delivering quality service, guest satisfaction, repeat business, and positive word of mouth (Wang, Li & Liang, 2019). Talent management can foster a culture of service excellence and improve communication and problem-solving abilities contributing to enhancing the guest experience (Wang et al., 2019). In addition to improving guest satisfaction, talent management programs also reduce costs associated with recruitment, training, and lost productivity (Deloitte, 2021). Retaining a talented

workforce gives a competitive advantage, enhances the organisation's reputation, builds brand loyalty, and increases customer satisfaction levels (Hoque, Al Mamun, & Burgess, 2021). Developing future leaders is another benefit of talent management, preparing them to manage teams, shape company culture, and drive business results (SHRM, 2021). A strong leadership pipeline is critical to achieving sustainability and long-term business success (Hoque et al., 2021; SHRM, 2021).

Talent management scenarios are found in other elements of tourism besides the hospitality sector such as cruise companies. These have talent management programs to train and develop employees for example, Carnival Corporation has a leadership development program that provides training and coaching to help employees advance their careers within the company (Carnival Corporation, 2018). Others include theme parks, aviation industry, travel agencies, safari tours amongst others (WTTC, 2020). Overall, talent management is crucial in the tourism industry as it helps retain employees, develop their skills, and improve organisational performance. The following discussions will present challenges of TM globally, in Africa and in Zimbabwe

2.4.1 Globally

Of significance to the study, is employment within the tourism industry. According to WTTC's Economic Research (2020), the Travel and Tourism industry generated 330 million jobs directly in 2019 (1 in 10 people works in the tourism industry). The report further predicts that there will be an additional 2.0% per annum increase of jobs over the next five years. However, owing, to the unpredictable effects that COVID-19, the global pandemic, on world economies, jobs in Travel and Tourism have declined extremely. International Labour Organisation's 2020 Thematic brief on COVID-19 and employment in the tourism sector, reports that in 2020 alone, 62 million jobs were lost, representing a drop of 18.5%, leaving just 272 million employed across the sector globally, compared to 334 million in 2019.

The threat of job losses continues globally. Many jobs are currently supported by government retention schemes and reduced hours, necessary for a full recovery of the industry. Within this purview, it will be vital to have more people working in new hotels, travel agents, airlines, and other passenger transportation services (excluding commuter services) (WTTC 2015; 2020). The pandemic has necessitated that new skills, high levels

of cultural awareness and adaptability be a prerequisite from all people working in the travel and tourism industry, since new guests and totally new ways of doing business will need to be enforced (WTTC, 2020). The continent of Africa is introduced next as of importance to the study on which the research is based.

2.4.2 Africa

The labour migration over African countries is not a new trend but it is developing constantly (WEF, 2019). However, unforeseen economic, political and health situations such as Ebola outbreak in West Africa provoked rapid movement across borders. This leaves the host nations with a limited pool of employees. On the other hand, stable African nations with no major economic, political and health crisis enjoy a flow of returning nationals with international experience that are seeking for opportunities back home.

On the educational front, the tourism industry in some Africa nations is faced with a disquieting lack of professional culinary art schools, hotel schools, training models and skills proficiency certificates for equipping upcoming the Y and Z generation compared to other continents (Tucker et al., 2005). However, this has enabled various private players to start short courses that target at equipping the youth with hospitality skills mainly in culinary arts. Local governments across Africa should take a pivotal role in the setting up of these schools in the affected nations. Zimbabwe, as a destination is introduced in Section 2.4.3.

2.4.3 Zimbabwe

As alluded to in Chapter 1 chapter one, the hospitality industry has been one of the fastest-growing sectors in terms of employment in recent years. It is a major employer of young people as about half of the work force is below 35 years of age (Ernst and Young 2010). There are more women than men working in the hospitality sector (55 and 45% respectively) (ZTA, 2014) as is the trend in most global hospitality industries (Christie et al., 2013). The hospitality industry has no shortage of women entering the business, but senior management positions seem to be dominated by men, especially general managers at major hotel properties. Although the proportions have probably improved over time, two academic studies by Woods, Johanson and Sciarini (2008) more than a decade ago indicated that fewer than 10 % of hotel general managers were women. This aspect of gender will be discussed further under tourism employee segmentation later on in section 2.5 findings from the study will be revealed in Chapter 7.

Generally speaking, Zimbabwe's hotel industry has made some strides to the service industry in both the domestic and leisure tourism context. Nevertheless, there are still various problems within the hotel industry, but the following observations are critical to the country:

- 1) Zhang (2008:60) asserts that "excellent service of hotel is embodied in the service process of service employees for their customers". Therefore, the quality of service provided by employees will have a direct impact on the service delivery of a hotel. Lack of the suitable human resource strategies to develop employee's quality and quantity is the internal reason that commonly results in lower service quality delivery (Wilson et al., 2008).
- 2) In Zimbabwe, the hotels change the size of service employees frequently which increases the quantity of temporary employees in order to reduce human costs. At the end, the new employees, who without appropriate professional training and consciousness of customer service, influence the service delivery and images of the hotels in customers' eyes as referred to by Luk and Layton (2017). For example, a bad attitude, slow in action, no one answers phones after ringing for a long time, are all bad service performances that will make customers dissatisfied and shape the negative reputation of hotels.
- 3) Limited research on the possible reasons for the rapid decline in service quality levels in Zimbabwe places the recovery process for service delivery on a low note. Contrariwise, it is apparent that urgent attention is to be given to how the entire tourism and hospitality can improve quality service delivery to its visitors to ensure retention of both guests and employees (Davidson, Timo & Wang, 2010) since happy employees deliver good service which leads to guest retention.

Therefore, this study had intended to evaluate whether Zimbabwe's tourism and hospitality decision making authorities are aware of the importance of the employees in customer service delivery and attribute the differences on service delivery aspect in the nation's hotels in relation to human resource strategies.

Each of the tourism employee segmentation variable's applied in the study are introduced next.

2.5 TOURISM EMPLOYEE SEGMENTATION VARIABLES

2.5.1 Tourism employee segmentation definition

The definition of market segmentation as defined from business studies, has been used for the purpose of explaining TES, refers to the “identification of different segments within a market and targeting different products/services to them” (Stimpson & Farquharson 2010:256). The authors explain further that there is need to have a clear picture of the consumers in the target market. In this study however, hotel employees have been identified as the target of study. The main characteristics of the identified market contained in a consumer profile are a sub-group of a whole market in which consumers have similar characteristics. Employees have varying motivations, goals, and preferences, each of which makes them a unique asset to their company (Kimungu & Maringa 2010). The authors define employee segmentation as “an innovative system of employee grouping, used to base each worker’s schedules and expectations to suit and amplify their own needs and abilities” (pg. 56).

In this particular study, employee segmentation is defined as the apportioning of the tourism employees into smaller groups of people who share the same needs and characteristics within their various hotels.

Businesses use employee segmentation to divide their employees into several categories, aligning each with a particular category that best suits their particular situation (Sean, Godkin, Fleischman, & Kidwell 2010). Each business will determine their own specific employee segments based on their own internal population.

Employee segmentation for some businesses means grouping employees according to their needs, and tailoring everything from terms of employment to incentives for different segments (Sean et al., 2010). Often businesses use segmentation to help identify critical sections of their employees aligned with company strategy, taking into account long-term talent trends, external market influences and company plans (Robertson & Cooper, 2011). In all cases, employee segmentation empowers tourism businesses to improve their financial performance, customer service and employee satisfaction, become more proactive, and develop a comprehensive understanding of their employees. Against this background, employee segmentation was discussed to profile the characteristics of the subjects that participated in this study.

Gender, Age, Educational qualifications, Hotel Department, Job positions, Promotion, Reasons for training and Province of employment were identified as employee segmentation variables and will be discussed in more detail in the following sections **2.5.1.1** until **2.5.1.8**. The following sections have been crafted by observing UNISA's ethical practice, that seeks to remove awkward or uncomfortable situations, in both the respondent and the researcher when implementing the research instruments, namely, the interview and questionnaires for this particular study.

2.5.1.1 Gender

Travel and tourism industry is one of the few industries on the African continent in which women are well represented as employees and managers. The concept of gender discrimination and how it affects women has now been recognised and incorporated in much development work (UNWTO 2013), but it has been largely omitted in the theory and practice of tourism (Blomme, van Rheede and Tromp 2010). The lack of equal opportunities for women, particularly in decision-making processes, has a negative impact not only on their personal and professional lives, but it is detrimental to whole communities. The absence of women at the heart of decision-making in tourism continues to stall the advancement of women, men and their families, whether in rural Africa or urban Europe (UNWTO 2014).

For the purpose of this study, gender is the constituency of hotel employees in terms of the proportion of male to female in favour of female workers done for various reasons.

Various organisations and researchers (Tarique 2014; Walsh, Sturman & Carroll 2011) believe that without a rigorous gender analysis in the thinking, development, practice and evaluation of tourism, women will continue to be exploited. In the same way as a human rights approach to business is now recognised as integral to sustainability, so must a gender approach become part of that same agenda (Tarique, 2014). Without a gender dimension and a reframing of policies, any attempts to build sustainable tourism policies and business will be negated (Blomme et al., 2010).

Many writers have accepted the need to be more gender sensitive in the workplace. However, the price by which this is being achieved becomes centre play for several reasons. Inclusively, exploitation of one gender over the other or unfair rewarding of one gender in favour of the other. Gender among other social classifications not under

discussion herein has become important employee factors in the prediction of voluntary employee turnover (Kane-Sellers 2009; Porter & Kramer 2006; DeMicco & Giridharan 1987). This study will investigate this status to establish its effect on employee retention.

2.5.1.2 Age

Age is linked to the various generations currently represented in the workplace¹⁸. Most oftentimes age is referred to as the length of time during which a being or thing has existed. Human life is measured by years from birth, usually marked by a certain stage or degree of mental or physical development and involving legal responsibility and capacity, while for a *thing*, lifespan is measured by period covered from date of manufacture (Cotton & Tuttle, 1986). In response to recent shifts in the age composition of the workforce, researchers (Enz, Walsh, Verma, Kimes & Siguaw 2010; Walsh, et al., 2011, among others) question whether age is related to employees' experiences at work. Enz et al. (2010), however, draw our attention to the fact that employers can use their understanding about age and generational differences to enhance the effectiveness of their talent management policies and practices for today's multi-generational workforce.

For the basis of this study, age is referred to as the generational section an employee represents in terms of the stretch of time one has lived.

Despite the increase in the employment rate of older workers (65 for men and 60 for women), substantial numbers have been found to still leave work ahead of retirement age (NSSA, 2020). At the turn of the 21st century, men were leaving work, on average, at the age of 63, with women retiring at the age of 61.

Pitt-Catsouphe, Matz-Costa and Besen (2009) refer to the term generation as a group of people who are approximately the same age. Key societal experiences (such as economic circumstances, historical events, and dominant cultural values) have the potential to affect the many ways that a majority of the members of these groups view the world and find meaning in their experiences. Generations are typically defined by birth cohorts, therefore, making the connection to age obvious. One straightforward way the authors use to make the distinction between age groups and generations is as follows:

- a) *Builders* (1925-1945) – also known as traditionalists or the silents. This group of 70s - 80s is considered among the most loyal workers as they are highly dedicated and the

¹⁸ Workplace refers to the place of employment in this study it is the hotel (Melia, 2010).

most risk averse. However, very few individuals from this group are still in active employment as most have taken up consultancy roles (Pitt-Catsouphe et al. 2009).

- b) *Baby Boomers* (1946-1964) - aged 50s - 60s, baby boomers were the first generation to actively declare a higher priority for work over personal life. They generally distrust authority and large systems. This group is more optimistic and open to change than the prior generation, but they are also responsible for the “Me Generation,” with its pursuit of personal gratification, which often shows up as a sense of entitlement in today’s workforce (Tucker et al., 2005).
- c) *Generation X* (1965-1979) - Generation Xers aged 30s - 40s, naturally question authority figures and are responsible for creating the work/life balance concept. Born at a time of declining population growth, this generation of workers possesses strong technical skills and is more independent than the prior generations.
- d) *Generation Y* (1980-1994) Aged 20s – recently also known as millennials, this group is in its early 30s and is the first global-centric generation, having come of age during the rapid growth of the Internet and an increase in global terrorism. They are among the most resilient in navigating change while deepening their appreciation for diversity and inclusion (Pitt-Catsouphe et al. 2009).
- e) *Generation Z* (1995-2010) – this new group Gen Z comprises teens, has its oldest members turning 19, who will start entering the workforce in large numbers in just a few years (some have already entered). Their career attitudes are likely to differ significantly from the millennials who preceded them, according to a new study by Universum (2015).

As these five generations continue to interact, companies can no longer assume that high pay and basic medical benefits will secure the top talent. As more builders retire, Baby Boomers seek “postretirement careers,” Gen Xers demand challenging but balanced work assignments, and Millennials expect high benefits in exchange for loyalty and technological practicality. Consequently, management or leaders must find creative ways to recruit and retain talent. Age has been used in various business related studies which rely on the involvement of a vibrant workforce for them to succeed. Porter and Steers (1973) suggest that employees are more likely to stay as they build longer tenure with the organisation (because of seniority related perks or other valued outcomes), a notion that is labelled as

investments (Abelson 1987; Arnold and Feldman 1982; Hom and Griffeth, 1995; Peterson 2004).

Rose and Gordon (2010) examined the effect of age and occupation on employee retention and turnover, and found no significant differences by the occupation they hold. The results suggested that age differences would call for different retention strategies. Govaerts, Kyndt, Dochy and Baert (2011), found that giving employees the opportunity to learn and do what they are good at is an important factor in retaining employees. The authors also found a positive relationship between age and retention.

The following authors state that the age of the employee significantly influences voluntary turnover (Arnold & Feldman, 1982; Barrick & Zimmerman, 2005; Cotton & Tuttle, 1986). Older, more tenured employees were less inclined to voluntary turnover than their younger, less tenured counterparts (Mowday, Porter, & Steers, 1982; Muchinsky & Tuttle, 1979). Cotton and Tuttle (1986), however, assert that older workers exhibit higher levels of job satisfaction, job involvement and organisational commitment. Nghe (2017), however, reports that not only are the millennials job jumpers, they tend to want to be personally devoted to the company they work for. The problem with these findings is the effect of long tenure to employees in terms of the succession planning of a tourism entity where it is expected that that the old and experience employee trains the novices. Accordingly, this study also investigated this aspect in terms of ensuring that transference is achieved.

2.5.1.3 Educational qualifications

Higher educational qualifications have been associated in a number of studies with either working or anticipating working past the retiring age (Campbell, 2010). It is any academic achievement one attains after formal secondary school education. This is normally in the form of tertiary education such as certificate, national diploma higher national diploma, undergraduate (first degree) and postgraduate (master's and doctorate degrees). Education and training are basic elements of the tourism supply as the quality of services depends partly or mainly on the people who are working in this sector. If they are well-educated¹⁹, well-trained and kind to the guests, the tourists will be satisfied even if there are some insufficiencies in the other elements of supply, e.g. in the infrastructure. Academically, enlightened employees have a greater propensity to retention than those

¹⁹ Anyone who has attained more/additional and relevant training within their profession than the prerequisite.

employees that are not academically exposed (Smeaton & Mckay, 2003). This trend is held for both men and women.

Ansari and Bijalwan (2017) found that educational qualifications influenced workers' willingness to consider work after retirement from their main job. Those with degrees were most likely to consider work, while those without formal qualifications were least likely to do so. There appears to be a considerable gap between what schools, colleges and universities offer as management level tourism education, and the needs as expressed by the tourism and hospitality industry (Amoah & Baum 1997). For example, higher education in Zimbabwe has been accused by industry of providing broad-based, generic knowledge intertwined with the learning of other disciplines, e.g. business studies and economics, while the industry seeks personal skills such as communication, adaptability, leadership and numeracy among others (Amoah & Baum 1997; HAZ, 2022).

It has even been said that small-firm employers tend to prefer job experience to qualifications in recruitment. Also, the diversity of the industry makes focus beyond very specific training (ticketing agents, hotel chefs, etc.) very difficult. In general business studies, Crouch, Devinney, Louviere and Islam (2009) assert that consumers who are academically enlightened are likely to be better educated as consumers, and also likely to engage in a detailed information search process before making a purchase decision than their counterparts.

2.5.1.4 Hotel departments

A hotel is defined as "a place where a bona fide traveller can receive food and shelter, provided he is in a position to pay for it and is in a physically and mentally fit condition to be received (Webb, 2010:2). The various departments in a hotel exist and function as essential elements of each other. A hotel can provide good service when all its departments work together in an efficient and effective way by showing good teamwork, coordination and communication. The most important function of a hotel is to provide food and shelter to prospective guest.

For the purposes of this study, hotel departments are the revenue generating and non-revenue generating sections of a hotel that function in unison.

These departments are broadly categorised in two groups:

1. Operational departments which are core departments such as front office (revenue centre), food and beverage service (revenue centre), house-keeping (cost centre), food production/kitchen (cost centre); and
2. Administrative departments (Support Department) such as maintenance department, account department, human resource department, electronic data processing department, communication department, security department, purchase department, stores, sales and marketing department.

The ongoing growth in the tourism and hospitality sector brings with it inevitable challenge for hospitality employers. The industry has long suffered skills shortages and poor talent pipelines, particularly for skilled and management roles in all hotel departments (Ghosh 2013). Melia (2010) argues that as the global economy is growing and candidate movement improves, employers could be facing a further talent crisis. While industry skills shortages can make life difficult for employers, Melia (2010) contends that they can position themselves to ensure that they recruit and retain staff that fit their desired profile. This study investigates employees in the following departments, namely; front office, housekeeping, food and beverage, kitchen, maintenance and back office areas such as HR, Business Information Systems (BIS), finance/accounts, commercial department, procurement and PR among others (Ghosh 2013). Each department is equally important for proper functioning of hotel and each is interdependent on the others. No studies, however, could be identified which investigate the relationship between the various hotel functions and the retention propensity within a specific hotel.

2.5.1.5 Job positions

Job positions within a hotel's chain of command have the responsibility of providing information and advice to employees in the line position (Cushway, 2011). The author progresses further by elucidating that a job position has a title that describes the position held by an employee describing the job responsibilities, the level of the job, or both. A hotel's organogram outlines the jobs, listed by job title, the reporting structure, and hotel management. Employers also use job positions as part of their compensation management system by tying certain positions to pay grades (Melia, 2010). Job positions also are used to determine a career path at a hotel both by employees eligible for promotion and by employers who are evaluating candidates for employment (Conway, 2011; Haanappel, Drost, Harmsen, Brinkkemper and Versendaal, 2011). Therefore, for the purpose of this study;

Job positions is referred to as the position of responsibility and entitlement commensurate with the effort one puts in.

There are a range of job positions in the hospitality industry. These positions can be split into the following groups, namely, corporate executives (director level), senior management (unit manager/specialist subjects), middle management (head of department), supervisory level and general staff (Roberts, Johanson & Shea, 2014). Corporate executives are a group of people appointed and given the responsibility to manage the affairs of an organisation and the authority to make decisions within specified boundaries (Melia, 2010). Senior management are unit managers such as general managers or specialists such as BIS managers who have administrative or managerial authority in a hotel. Middle management are heads of the various departments of a hotel such as food and beverage manager who have responsibility of managing hotel operations while the supervisory level is responsible for supervising the front line employees or general staff within the hotel (Melia, 2010; Roberts et al., 2014). For the purpose of this study, nonetheless, three merged groups will be referred to, namely, senior management (comprising of director level and senior management), middle management (heads of department and supervisors) and front line employees.

Research pertaining to talent management in an organisation suggests that a positive correlation exists between talent management and job positions (Ghosh 2013). It has been argued that employees with more responsibilities or higher job positions display higher levels of job satisfaction (Chen, 2007), although Roberts et al. (2014) find no relationship between job satisfaction and job positions. Job expectations and job enrichment – employees' perception towards hotel goals provides job satisfaction for hotel employees (Melia 2010). Major factors affecting employee satisfaction in hotels include long working hours, work pressure, the low level of treatment, bad working environment, less promotion opportunities, work unfairness and low salary level among others. Hotels that offer training to employees to keep them effective and current on their job functions and allowing them to learn new skills do this to improve employee satisfaction within the organisation (Tucker et al., 2005; Yang et al., 2011). The variable job positions variable has been used quite widely in general business (Ghosh 2013; Yang et al., 2011) and in the tourism and hospitality field (Melia 2010; Roberts et al. 2014). There exists, however, an inconsistency in terms of how job positions actually influence employee retention and this inconsistency

will be investigated by this particular study especially from a developing country perspective as the nuances might differ.

2.5.1.6 Promotion

Tsai (2011) stipulates that financial insecurity and disadvantage play a crucial role in retention decisions by employees. The more financially secure one is, the more the propensity to stay is achieved. However, in a study by Barnes and Atfield (2014), some respondents reported that they had little choice but to continue working even though their financial prospects were not favourable. *Promotion* is the appointment of a current, active classified employee to a position in a higher salary range than the one to which the employee is presently assigned (Vance 2013), thereby enhancing on the financial prospects. A promotion is also advancement to a position that requires performing accountabilities of significantly increased complexity or responsibility. Most promotions will occur as a result of a job posting.

For the purpose of this study, promotion is the elevation of an employee from one grade to the next leading to a change in salary, responsibilities and function to the hotel.

While employee promotions positively affect engagement and motivation, SHRM (2012, 2019) established that very few companies widely communicate their promotional policies for recruitment or employee retention. Consequently, employers might be missing out on an opportunity to enhance their ability to attract, motivate and retain employees by not sharing general information about the guidelines or processes associated with promotions (SHRM 2014; 2019). Internal recruitment is an important means of selection. It helps to meet the aspirations of the employees and also provides the organisation a ready supply of qualified human resources. The employees put in hard work when they know that the job (they are doing) leads to promotion. Promotion means elevation to a higher job accompanied by increased pay and privileges. It is an upward advancement of an employee in an organisation, which commands better pay, better status, higher opportunities, higher responsibilities and better working environment.

2.5.1.7 Reasons for training

The reasons why training is initiated and planned for within any business setup, specifically a tourism related business, are innumerable and they include among others, a decrease in GSI of a hotel, other low performing hotel performance indices, poor results from

employee's performance management rating, HOD's discretion, introduction of a new product, equipment or process within the various hotel departments, employees' suggestion, change in operations, systems, job function among others (Kusluvan et al. 2010; Torrington, Hall, Taylor, & Atkinson 2011; Timmerman 2013).

Identifying training needs within a hotel is critical to the training cycle as it determines whether training need exists or not (Robertson & Cooper 2011). The authors established that while identifying training needs, that those who need to be trained (target audience); in what (training program) and how (training methodology) one will know the training has had the intended impact success criteria of the training, should be identified and planned for. HoDs will be able to consider why the training is required and its expected outcome and impact. Regularity of the training will also be ascertained in terms of whether the intended change in behaviour, performance or processes has been achieved or how long it will take for these three aspects to be achieved (Shamsher 2013).

For the purpose of this study, reasons for training is referred to as both positive and negative sources to service delivery necessitating either a change in behaviour of employees or a change in service procedures.

Training has several benefits to employees, employers and the guests. Therefore, relevant training is beneficial to the survival of the hotel business (Timmerman 2013). It improves both quality and quantity of output. Some of these benefits include the fact that a well-trained employee is self-confident in the assigned work thereby requiring less need for supervision. Robertson and Cooper (2011) accentuate that the possibility that trained employee will be able to make better and economic use of materials and equipment which avoid wastage, is high, which ultimately leads to economic operation of the business.

Employee training is a significant part and a key function of HRM and Development as it is the crucial path of motivating employees and increasing productivity in the business (Murki, 2014). The reasons why employee training is key, relationships among everyone in the company are improved and work is more gratifying as employees are perceived to be more united (Sommerville, 2007). Though reasons for training has a causal relationship with training delivery (Torrington et al. 2011), no studies could be identified which investigate the relationship between the reasons for training and the retention propensity within a specific hotel.

2.5.1.8 Province of Employment

One of the most important objectives of a census is to provide current information on demographic and related socio-economic characteristics of the population at national and sub-national levels. Such information facilitates effective planning and evaluation of development programmes (ZimStats 2021). A province is a geographical area representing the administrative division of a country (Swart 2013). Each province in Zimbabwe is headed by a provincial governor who reports to the central government. Unique physical, social and economic features differentiate each province which attracts employees of all types.

For the purpose of this study, province of employment is the political demarcation of Zimbabwe into governable segments.

Zimbabwe has ten provinces from where decisions are made, namely, Bulawayo, Harare, Mashonaland Central, Manicaland, Mashonaland East, Mashonaland West, Masvingo, Matebeleland North, Matebeleland South and Midlands (ZimStats 2021). In 2021, the population of Zimbabwe was 15.10 million, consisting of 7.21 million males and 7.89 million females and the sex ratio was 14.42 males per 15.10 females.

2.6 ORIENTATION OF THE LITERATURE REVIEW PRESENTATION

As alluded to in the introduction of this chapter, the literature discussions of the main constructs will be made as presented, namely, talent management environment (Chapter 2), tourism talent management framework (H1 and GQs 1-4) – encompassing tourism employee training construct (H2 and GQ5) and tourism employee retention construct [H3 and GQ6 in Chapter 3] and finally, the construct relationships (H4 and H5 in Chapter 4). Figure 2.1 depicts how these two chapters will be approached, whereby the identified construct or concept will be defined in its original setting. Thereafter, the researcher will formulate own definition based on own point of view according to literature. Next, discussions pertaining the concept will be made, initially on a global scale, then on an African context and finally as perceived in Zimbabwe. The gaps within the current body of knowledge will be identified, and the researcher will thereafter address the gaps followed by the creation of the proposed hypothesis and guiding questions. Sections **3.2, 3.4 and 3.5** will make further reference to this flowchart as the discussions of the study continue.

The literature discussions of this study will take the following format as depicted by the following Figure 2.1:

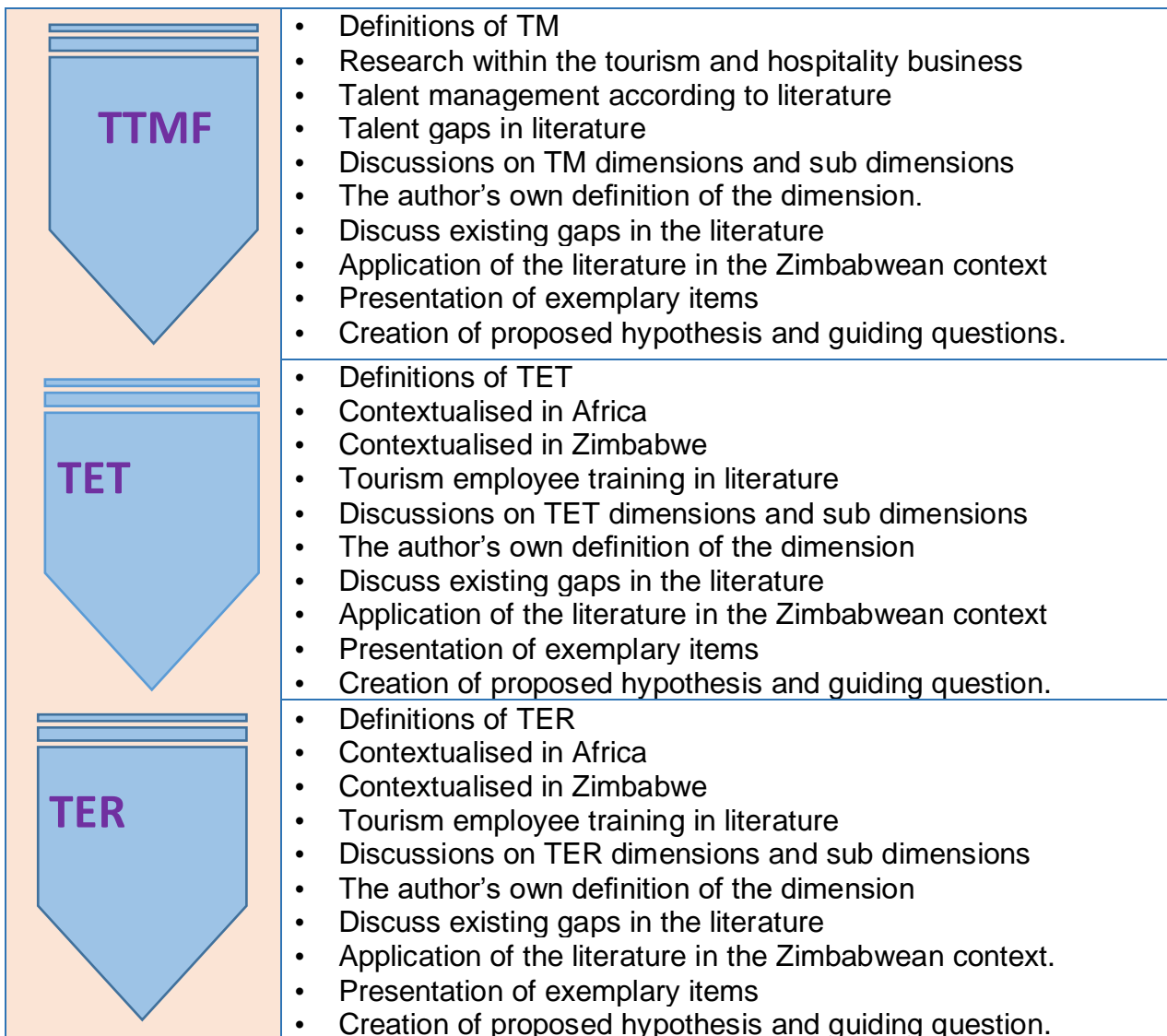


Figure 2.1 Flowchart of Literature Overview Presentation Source: (Authors’ own compilation).

Discussion of TTMF will be made from **3.2**. Although the approach selected to discuss both TET and TER is highlighted in Figure 2.1, these constructs will be addressed in **3.4** and **3.5** respectively. Literature herein, in both instances, will be discussed from an employee and employer perspective. Discussions for these constructs will be made with a view to prove if the relevant theoretical research objectives are achievable.

The design and approach to the discussions within the present chapter have been adapted in part from a similar study on tourist retention prediction by Swart (2013), and talent management by SHRM (2008), Maxwell and MacLean (2008) and Tanton (2007). Since

the importance for this study is to establish the participants' views about the structure and operation of talent management and its impact on tourism employee retention, making reference to the style and approach of these authors among others, provided the spring board on which related issues (within the selected main construct) would be investigated and formulate a path of thought necessary for this study. This specific method was used to illuminate how the various research objectives are supported by definitions of the key constructs and point to the relationships among these constructs. As a review, it is significant to know and relate as to how these research objectives are supported by literature.

2.7 SYNTHESIS

Being a literature review chapter, Chapter 2 introduced the five main TRQs of the study, and the guiding questions which are based on the theoretical framework Figure 1.2 in Chapter 1. Thereafter the TTMF environment was introduced and discussed on a global, regional, and local (Zimbabwe) scale. Challenges facing talent globally, regionally and locally were also debated upon according to various literature.

The discussions of employee segmentation details were divided into eight sub-sections (variables), namely, *gender, age, educational qualifications, hotel departments, job positions, promotion, reasons for training and province of employment* which were used to explore the characteristics of the tourism employees working at the selected hotels in Zimbabwe. As tourism employees are the subject of this study, it was vital to profile them in the given segmentation.

Lastly, the orientation of the reader to the construct chapters (3 and 4) was made so as to increase comprehension of the reader in Figure 2.1. Section **2.6** will be referred to in the next chapter.

CHAPTER 3: LITERATURE OVERVIEW: PROPOSED TOURISM EMPLOYEE TALENT MANAGEMENT FRAMEWORK MODEL

3.1 INTRODUCTION

Chapter 2 presented the environment and subjects of the study, whereas this chapter unpacks the constructs that make up the proposed TETMF model, namely TTMF, TET and TER – an integrated model of the key constructs as depicted in Figure 1.2 will be discussed. This model will be explored in part, against Fishbein and Ajzen's Behavioural Intentions Model (1975) and the theory of planned behaviour (Ajzen, 1985, 1987). Hotel employees will provide the context of this study against which the study will be conducted. Section 2.6 alluded to how the discussions in the chapter will be presented. The reviewed literature according to the first 3 TRQs of the study does as follows:

- TRQ1 Describe the TTMF with emphasis on the integration between the four viewpoints – strategic implications viewpoint; customer service delivery satisfaction viewpoint; management's viewpoint and performance management viewpoint.
- TRQ2 Describe the tourism employee training construct and its theoretical dimensions.
- TRQ3 Explore the tourism employee retention construct and the dimensions it consists of.

will be presented (while the last 2 TRQs will be addressed in the next chapter). The six guiding questions are as follows:

- CQ1; Which strategies do you regard will influence the way you manage talent in your hotel/company?
- GQ2: What aspects influence the way your managers manage the talent management process in their departments?
- GQ3: What aspects of your customer service delivery are affected by the way you manage talent?
- GQ4: Which performance management strategies will influence the way talent is managed?
- GQ5: Which training strategies influence the way you manage talent?
- GQ6: Which training strategies influence the way you retain talent?

will also be addressed as the TRQs are being presented. These research objectives are supported by definitions of the key constructs and point to the relationships between these constructs. As a review, it is significant to know and relate as to how these research objectives are supported by literature. These resultant construct discussions will therefore contribute to the formulation of the two research instruments for this study. The next extract depicts the discussion for TTMF:

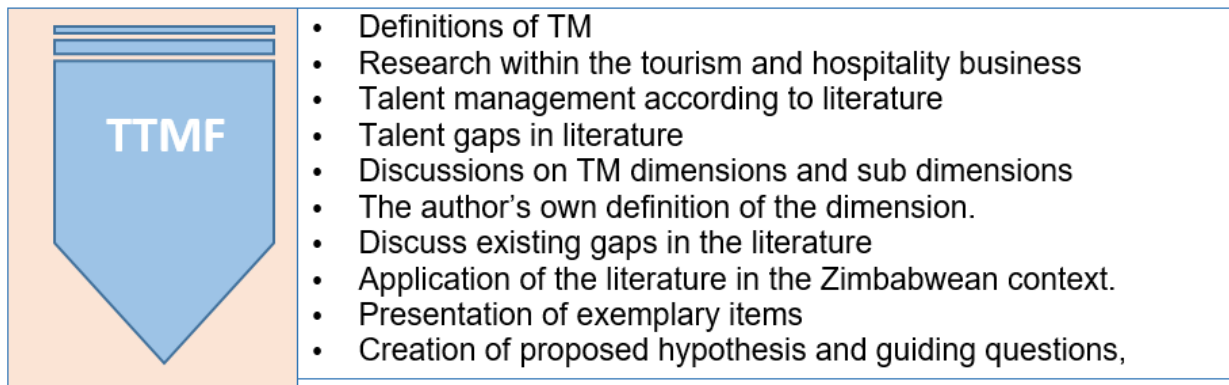


Figure 3.1 Discussions of the proposed TTMF.

3.2 TOURISM TALENT MANAGEMENT IN CONTEXT

There is no integrated model currently available for tourism businesses to embark on relationships among tourism employee framework, training strategies and tourism employee retention. It is therefore essential to develop such a model, which can then be used as a management tool by authorities in the tourism and hospitality industry. As alluded to Chapter 1, the final model of this study is named TETMF model whilst the construct is referred to as TTMF. Studies done by SHRM (2008) and Wooldridge (2007) in the field of talent management have led to a renewed interest in how this talent is organised within the hospitality environment with a view of increasing guest satisfaction and tourism employee retention. In essence, theory is used from another field and applied in a tourism context. Three common themes on talent management have been revealed: -

- 1) The focus on talent management forces hotels to become aware of—and assess—their workforce talent and current and future talent needs.
- 2) Hotels that understand the business case for talent management successfully link talent management and organisational strategy, reaping benefits in increased workplace performance and profitability (Mazumder et al., 2011).

- 3) Hotels are seeking effective ways to measure talent and determine bottom line impact (Lockwood, 2006) in terms of a constant customer loyalty base which assures hotel businesses of repeat guest businesses (Parasuraman 1988; 1994).

Exploring further, talent management has been defined in Chapter 2 as the managing of learning, performance, career and succession effectively within a hotel. It is an organisational mind-set that seeks to assure that the supply of talent is available to align the right people with the right jobs at the right time based on strategic business objectives (Baum, 2008).

3.2.1 Talent management in tourism and hospitality business

Zimbabwe's human development index as of 2011 was ranked 173 out of 187 economies with a score of 0.38 with 1 being the best (WEF, 2013). Summarily, this result means that human development within Zimbabwe falls short of the set bar and possibly requires intervention to redress it. This scenario rationalises the importance of this study in terms of managing the talent within the tourism industry with a view to satisfying guests to a point of creating loyalty thereby generating repeat businesses and profitability of the Zimbabwean tourism industry.

Numerous frameworks such have been used in the field of talent management (TM) to establish various relationships in addressing known challenges. For instance, Schuler, Jackson and Tarique, (2011) established that global talent management is carried out in the context of a dynamic environment. Their framework comprised major drivers which include: (a) globalisation, (b) changing demographics, (c) demand for workers with needed competencies and motivation, and (d) the supply of those needed competencies and motivation. While the TM has been applied in various industries, the inconsistent and often lack of support of TTMF within a tourism setting warrants further investigation.

3.2.2 Talent management according to literature

To order to explore the theoretical research objectives of this study, the following TTMF has been proposed. As far as can be determined, no cohesive model for hospitality and tourism businesses on employee training, retention strategies and tourism employee retention is available. It is therefore prudent to develop such a model which can be used as a management tool by the Zimbabwean tourism and hospitality fraternity so that leaders therein can better inform their strategies for *guest and tourism employee* retention. Studies

that have used the same or some of the named constructs in various fields depicted within this study such as Hayes (2015) and Gärtner (2013) have used service delivery standards and guest retention and deduce that poor service delivery is associated with various workplace problems. However, these studies found out that improving the way guests receive service is likely to reduce problems such as the defection of guests and turnover of employees (Hayes, 2015). Such a study comes short of addressing the effect which a well-orchestrated talent management setting will have on reducing employee turnover.

In developing the proposed TETMF model, the selection of the constructs tourism employee training (Kusluvan et al., 2010; Middleton et al., 2009; Schneider, 1985; Tarique & Schuler, 2010) and tourism employee retention (Cobb, 2012; Fishbein & Ajzen, 1975, 1991; Flick, 2009; Hardeman et al., 2002; Hornik & Woolf, 1999; McCole 2015; SHRM, 2006; Silzer & Dowell, 2010; Sledge et al., 2011; Tarique & Schuler, 2010; Taylor, 2004) in a hospitality setup, and their interrelationship within the management of talent (Heartfield, 2014; Tansley, 2011; Wilkins, 2012), still entails validation by more research. The proposed TETMF model is a broad overview of a wide variety of employee functions such as recruiting, learning and training, employee performance management and succession planning which support a particular approach to a specific objective. These serve as guidelines that can be modified as required by adding or deleting items (Leberman & Doyle, 2011; Silzer & Downen 2010; Tsaur, & Lin, 2004; Yoo, & Park 2007).

The TETMF within this study has been selected as it sought to link the conative aspects within the BI model of Fishbein and Ajzen (1975; 2010) to tourism employee retention intentions. Ajzen (1975) propounded that intentions of employees to perform behaviours of different kinds [*stay in one job*] can be predicted with high accuracy from attitudes toward the behaviour, subjective norms, and perceived behavioural control [*strategies which are then suggested to change that behaviour, such as training*]; and these intentions, together with perceptions of behavioural control, account for considerable adjustment in actual behaviour (Barrows, 1990; Hwang & Chi, 2005). Further on, Ajzen (1975) presumed that attitudes, subjective norms, and perceived behavioural control are shown to be related to appropriate sets of salient behavioural, normative, and control beliefs about the behaviour, but however, the exact nature of these relations is still uncertain.

Hence from this setting, the enquiry is whether this planned behavioural intentions model (Ajzen, 1975) for the prediction of intention, can successfully be used to predict and inform tourism employee retention and behaviour subsequently. Nevertheless, this framework is

an amalgamation of works from a number of studies (Griffin, 1989; Grobler & Diedericks, 2009; Lashley & Best, 2002; Oosthuizen & Nienaber, 2008; Phillips & Roper, 2009; Plansoongnern et al., 2011; Tansley, 2011; Tanton, 2007; Tarique & Schuler, 2010; Tichy et al., 1982). It was, therefore, the intention of the researcher to utilise empirical literature to develop a model which can then be tested for applicability to a tourism destination such as Zimbabwe.

3.2.3 Talent management gaps in the literature

There are gaps in the literature with reference to the operationalisation of, and relationships between, tourism employee training scores and tourism employee retention scores in the tourism industry (Lockwood & Jones 2017). The important aspect on which the stated pieces of research emphasise is that hotels have realised the importance and the applications of talent management and are attempting to satisfy the needs for talent management. This study proposes to address the gaps in literature by establishing relationships of the scores of the affective and conative components of this study, namely, tourism employee training and tourism employee retention. From the literature reviewed herein, there is a lack of agreement in defining the concept of talent and talent management (Collins, 2007; Deery, 2008; Heartfield, 2014; Wilkins, 2012) mainly because the field is recently developed. Despite this fact, referring to the literature of talent management shows that many viewpoints are in place in the field.

In the study of tourism too, there is an increasing tendency towards the concept of talent and talent management (Baum, 2007; Dienhart & Gregoire, 2004; Gratton & Erickson, 2007; Hasan & Subhani 2011). The domain for talent management is regarded to be HR, however, talent management within this study is examined in the realm of hospitality and tourism mainly because the service provider (waiter) is inseparable from the service delivered to the guest (Middleton et al., 2009).

3.3 TOURISM TALENT MANAGEMENT VIEWPOINTS

The following sections will discuss in depth the creation of the proposed TTMF for this study. An introduction into the talent management construct will be made in paragraph 2.4 and will conclude with a diagram of the proposed TTMF viewpoints Figure 2.3. The researcher, through empirical literature, identified 4 main viewpoints of the TTMF namely: For the basis of this study, this framework (Fig. 1.2) will be referred to as the entire process from recruitment to retention of hotel employees.

- strategic implications viewpoint;
- customer service delivery satisfaction viewpoint;
- management’s viewpoint; and
- performance management viewpoint (Baum, 2007; Cobb, 2012; Choi et al., 2000; Collins, 2007; Deery, 2008; Dienhart & Gregoire, 2004; Gratton & Erickson, 2007; Heartfield, 2014; Hughes & Rog, 2008; Kusluvan et al., 2010; Lockwood, 2006; Lok & Crawford, 2004; Hasan & Subhani 2011; Sledge et al., 2011; Tansley, 2011; Wilkins, 2012; Wilson et al., 2000).

Each of the four viewpoints will be discussed with a view to establish whether or not there is sufficient theoretical evidence for these viewpoints and their sub-dimensions to serve as perspectives of the proposed TTMF and whether they can be reliably and validly measured and be tested empirically. At the end of the discussion, it will be indicated whether the TRO1 has been achieved.

In explaining the above construct, it is necessary to apply the next Figure 3.2, which consists of the four viewpoints of the proposed TTMF.

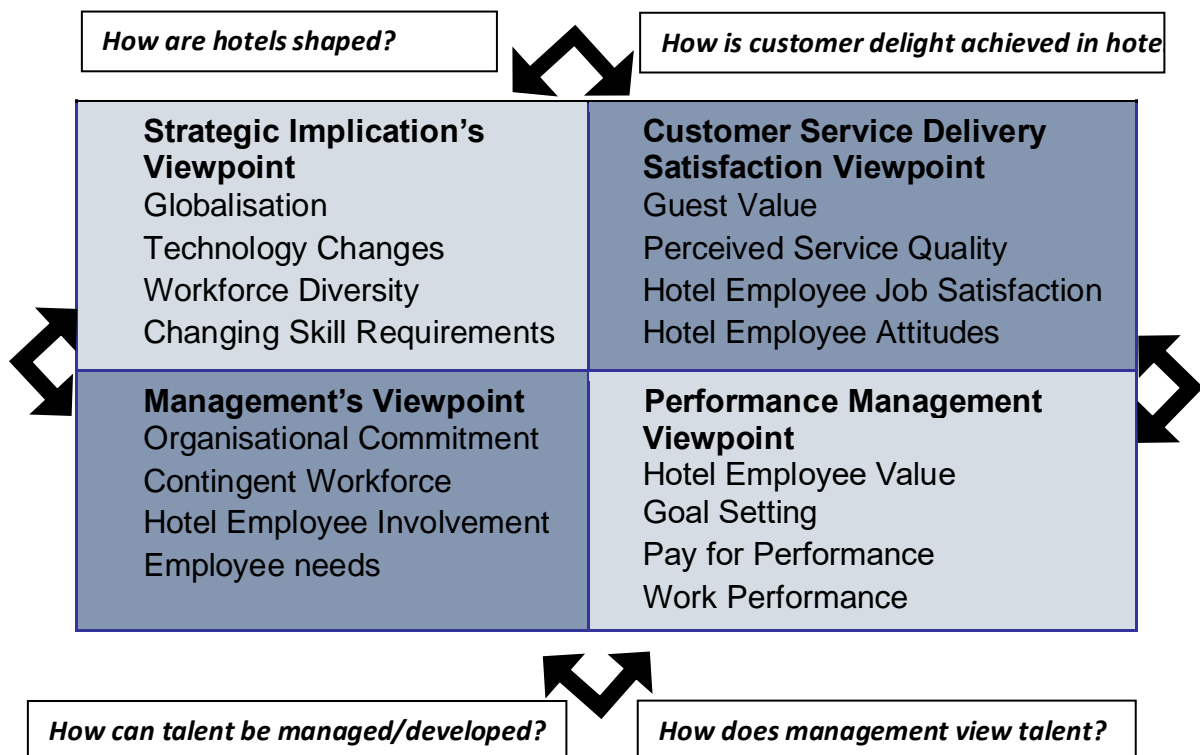


Figure 3.2 Proposed TTMF Viewpoints

Source: (Adapted from Baum, 2007; Cobb, 2012; Choi et al., 2000; Collins, 2007; Deery, 2008; Dienhart & Gregoire, 2004; Gratton & Erickson, 2007; Heartfield, 2014; Hughes &

Rog, 2008; Kusluvan et al., 2010; Lockwood, 2006; Lok & Crawford, 2004; Hasan & Subhani 2011; Sledge et al., 2011; Tansley, 2011; Wilkins, 2012; Wilson et al., 2000).

In the preceding Figure 3.2, each viewpoint is supported by different dimensions, sub-dimensions and exemplary items proposed to measure the TTMF, and these are mentioned as the study is revealed (ref **Appendix B**). Each dimension depicted in Figures 3.2 and 3.3 will be defined and a discussion, where the viewpoint is further acknowledged in general tourism and hospitality and talent management literature within the researcher's study will be made. For the purpose of this study, the TTMF is contemplated to provide a framework where new measurements are used for the selection of multiple performance progressions that augment strategic implications viewpoint, hotel management's viewpoint, performance viewpoint and customer service delivery satisfaction viewpoint. A summary of the specific TTMF approaches outline the viewpoints, their dimensions and the resulting sub-dimensions of this study are illustrated in **Appendix A**. Explorations of the nature of the various relationships in this study will be made from section 3.3. It is considered necessary to explore the possible mediating role of in the relationship of TTMF and TET.

3.3.1 Strategic Implications Viewpoint

Strategic implications²⁰ is the first viewpoint of the proposed TTMF construct as it places the TTMF into perspective by applying a holistic approach to the creation of the framework from a global front and the tactical formations of a tourism business such as a hotel. This perspective was benchmarked against strategic plans of tourism businesses as in Sledge et al. (2011) and general talent related studies by Schuler, Jackson and Tarique (2011) and Smith (2002, 2006) for use in a Zimbabwean tourism context setup. According to Sledge et al. (2011), strategic actions are the collective concrete actions chosen, mandated, or stimulated by corporate direction. In agreement, Jackson and Tarique (2011) postulate that operations strategy specifies how the tourism company will employ its operations capabilities to support the business strategy. However, regardless of the evidence of a functional relationship between operational planning and strategic focus of the tourist business, these two elements will be approached in unison of each other.

²⁰ For the purpose of this study, operational and strategic implications will be integrated and will be used to ascertain their effect on the talent management framework of tourism businesses such as hotels.

The following dimensions, namely, *globalisation* (Carra, Inkson & Thorn, 2005; Heartfield, 2014; Schuler et al., 2011; Turkman, 2010; Wilson et al., 2000), *technological changes* (Davidson et al., 2010; Deery, 2008; Tansley, 2011; Wilkins, 2012), *workforce diversity* (Agyeman & Ponniah, 2014; Shin & Park, 2013; Sledge et al., 2011), and *changing skill requirements* (Cassidy, 2006; Mallough & Kleiner, 2001; Silzer & Dowell, 2010; Tansley, 2011; Wilkins; 2012) were identified under the strategic implications viewpoint and their effects on talent management models. Therefore, it is the suggestion of this study that the proposed model will measure these different dimensions as they seek to answer the question how hotels are shaped²¹. These dimensions will be defined and applied to the Zimbabwean context as well measured against general talent management and tourism related studies to justify the development of the TTMF in a tourism and hospitality environment. Figure 3.3 shows a graphic summary of the proposed Strategic Implications Viewpoint with its proposed dimensions and sub-dimensions which will be discussed in detail herein. (For a more detailed illustration of the measurement items, refer to **Appendix B**):

²¹ The leading question “How hotels are shaped” discusses how change (demographic, technological, societal, legal, cultural or ethical amongst others) is likely to influence the industry in relation to six themes: HRM, service quality, hospitality education/training, the food service sector, strategic management and legislation (Blum, 1996)

Dimension	Sub-dimensions	Exemplary Items
Globalisation	Expansion of world trade	Zimbabwe's hotels appeal to the first world market standard in terms of its service level.
	Competition	Zimbabwean hotels are competitive in the SADC region in terms of how they management their employees
	Talent flows	Trained Zimbabweans in the diaspora will come back to undertake jobs in the hospitality.
	Dynamics of international labour	Employees within Zimbabwean hotels continually improve their skills
Technology Changes	Level of technical skills	Hotel employees have the prerequisite technical skills (such as waitering skills and culinary skills).
	Technological advances	Have access to computers at work.
	Innovation	Have innovators forums to deal with new ideas from employees
	Cost saving	Use of technology greatly reduces labour costs in Zimbabwean hotels.
Workforce Diversity	Pool of talent	Have hotel employees from different cultures.
	Team cohesion	There are well defined roles of each employee.
	Attitudes	Management creates an environment where employees' ideas are listened to.
	Continual improvement	Creates an environment where hotel employees' ideas are valued.
Changing Skill Requirements	Employability skills	Hotel formally assesses employee's skills earlier in the hiring process
	Pro-activeness of hotel aptitude	Identifying performance gaps (such as time management) in current employee competency levels
	Learning structures	Create career development plans (such as mentoring of employees to become a departmental manager) for succession within the hotel
	Flexibility	Can perform more than one task within the hotel

Figure 3.3 Proposed Strategic Implications Viewpoint

Source: (Adopted from Baum 2007; Cassidy, 2006; Agyeman & Ponniah 2014; 2010; Davidson et al., 2010; Deery, 2008; Heartfield, 2014; Mallough & Kleiner, 2001; Schuler et al., 2011; Shin & Park 2013; Sledge et al., 2011; Silzer & Dowell, 2010; Smith, 2002, 2006; Tansley, 2011; Tarique & Schuler, 2010; Wilkins, 2012).

3.3.1.1 Strategic implications viewpoint dimensions

Various other dimensions such as internal and external contingencies, namely, *organisational climate, structures, policies, processes and international environment* (Berger & Berger, 2004; Burke, 1996) could have been included in this study and would have possibly addressed some aspects of this study. However, their exclusion was based mainly on the simplistic application of the preferred four dimensions herein. Discussions for this construct will be made with a view to prove if TR01 is achievable. In discussing the above, the strategic implications perspective, the ensuing discussion will be used to highlight related literature based on a range of views and suggestions to the strategic implications of talent management in the hospitality industry (Bailetti, 2012). Strategic planning determines the entire direction of the hotel business, including what it is not doing but should be doing (Sledge et al., 2011). Other references to strategic implications from literature are:

- 1) These plans are macro and micro policies²² and procedures which have a bearing on the internal processes of hotels (Phillips & Roper, 2009). The strong links between the strategic plan and the operational plan are needed to allow the hotel to operate efficiently. Furthermore, Wilkins (2012), ascertains that operational implications are short-range objectives which are normally derived from a strategic plan which constitutes a mission and long-range objectives and determining in advance how they will be accomplished.
- 2) According to Schuler et al. (2011), both strategic and operational planning assist in analysis that help hotels determine the business' strategic direction and set strategic goals.
- 3) Strategic data also help keep marketers in tune with trends, which helps create in-demand products and appealing advertisements. Labour statistics inform senior management of general trends among employees and assists management in enduring the workforce's commitment to the company's strategic goals (Deery, 2008; Kusluvan et al., 2010; Tansley, 2011).

²² The basic differences between “micro” and “macro” policies in the hospitality industry is that macro policies include those policies that impact the business, but are external and outside the industry’s control whilst micro policies are impacted by the immediate environment which the hotel has the magnitude to adjust (Phillips & Roper, 2009).

From these studies, it is apparent that the success of a tourism business today be benchmarked against policies that brought it into being and how they are being implemented.

For the purpose of this study, strategic implications viewpoint can be defined as the consequential planning of the tourism's business growth within a tourism and hospitality context in Zimbabwe.

The challenge herein lies in the operationalisation of the strategic mandate within the hospitality industry in terms of how it affects talent management. Zimbabwe's tourism and hospitality industry is faced with a downward spiralling economy which saw the average annual percentage from 2000 – 2012 standing at a negative 4 per cent (-4%), and strategies of managing talent within such a volatile environment become key to leaders within the given industrial/tourism environment (PwC, 2014). It is in this purview that the above viewpoint has been identified as a vital component of establishing the TTMF. This will be clarified by closely observing the four dimensions, namely, globalisation, technology changes, workforce diversity and changing skill requirements.

3.3.1.1.1 Globalisation

Globalisation has changed the business dynamics in the tourism and hospitality industry, especially the strategic component of managing the business by making the strategies of the business more relevant to prevailing trends worldwide. The creation of this dimension of globalisation has been founded on work done by Heartfield (2012), Schuler et al. (2011), Turkman (2010) and Wilson et al. (2000). Globalisation is a concept that people use when referring to many different phenomena, of particular relevance to this discussion are:

- 1) Expansion of world trade, intensified competition among hospitality companies, the potential to reach many more guests around the world, and the array of individuals worldwide who now comprise a global labour market (Schuler et al., 2011).
- 2) Greenberg, Solomon and Pyszczynski (1997) note the increase in capital flows, competition, and economic inter-dependencies across countries. This notion was recently expounded on by Iles et al., (2010) when the authors justified that national economies are becoming more closely integrated with each other.
- 3) Rosewarne (2010) notes that the growing pace of economic globalisation has created more migrant workers than ever before in various industries while Wilson et al. (2000) cited knowledge gaps in contract workers in the hospitality industry.

Globalisation is certainly one of the most widely used terms in debates on economic and social development from the mid-1990s. Appreciations of the outcome of globalisation could not be more divergent, as the ILO (2013) Task Force report established that some see it as a main driving force towards new prosperity in which the poorer countries can catch up in the world economy while others fear that globalisation will have perverse effects on workers, jeopardise social rights, and aggravate social inequalities.

From the divergent views of globalisation, the following definitions from literature have been identified:

“Globalisation a process of rapid economic integration between countries” (ILO 2013:5).

Globalisation has been driven by the increasing liberalisation of international trade and foreign direct investment, and by freer capital flows (ILO, 2013). The process manifests itself mainly through an intensification of activities in areas such as international trade in goods and services; capital flows; the adoption of new technology, including information technology among others (Turkman, 2010).

While other authors argue that “globalisation describes the increased mobility of goods, labour, and technology all over the world” (Al-Busafi & Banafa, 2012:83). Expanding on their definition, globalisation is a process by which national and regional economies have become integrated. The Investor World Organisation (2012:84) offers a definition of globalisation as “the process of increasing the connectivity and interdependence of the world's markets and businesses.” Consequently, globalisation is considered as a direction or trend in global development (Morley, Scullion, Collings & Schuler 2015).

For the purpose of this study, globalisation is referred to as the process by which hotels develop international influence by operating on an international scale in terms of labour, technology, goods and services.

Majority of studies in the area of globalisation, discussed the challenges associated with talent flow (the migration of talented individuals between countries) for a variety of reasons such as to undertake advanced studies abroad. The employees then acquire foreign work experience, and subsequently return to country of origin to take advantage of economic opportunities and development (Carra et al., 2005; Michael, 2010; Tung, 2008; Docquier & Hillel 2005).

- 1) A few studies have compared talent flow to the notion of 'brain drain'²³ (Kerzner, 2010) and suggested that the latter is too restrictive and does not focus on the psychology of migration and the economic, political, cultural, family, and career forces motivating it (Carra et al., 2005; Turkman, 2010).
- 2) Studies have considered the effects of government type and the effects of government regulations on talent flow (Girón, & Correa 2009; Koh, 2003). A few studies have examined talent flow issues in countries like Singapore (Koh, 2003), New Zealand, China and Taiwan (Leng, 2002;) and Kenya (Guszcza, & Lucker, 2012).

Manpower (2008), and The Deloitte Review (2012) note that most companies worldwide regardless of size, are confronting and/or will soon confront their global challenge of talent shortage that if ignored will impact their global business strategies. So far, however, there has been little discussion about how leaders from business, government, and other authorities work collaboratively to create enabling environments that will impact their global business plans in particular, to create appropriate talent management systems that will place them on a competitive advantage (Morley et al., 2015). In elaborating the gains of globalisation within a business setup, Held, Goldblatt and Perraton (2010) amplify that globalisation can lead to improvements in efficiency and gains in economic welfare and that these gains in efficiency should bring about an improvement in economic growth and higher per capita incomes. For consumers, globalisation increases choice when buying goods and services, and there are gains from a rapid pace of innovation driving dynamic efficiency benefits (Guszcza & Lucker 2012; Hughes & Rog, 2008).

Economies must ensure that conducive environments which will attract both local and foreign talent are in existence to sustain talent within their borders (Kerzner, 2010). Wilkins (2012) notes that most industries have increased the yardstick from national or regional to global as various communication modalities such as computerisation have made the world to be more accessible to many companies than before. In agreement, Turkman (2010) indicates that tourism has one of the highest labour mobility rates globally, permitting discussion of the emergence of a truly global economic sector and a labour market with a truly global dimension. Therefore, the discussion about new occupations and future skill

²³ Brain drain – the movement of large numbers of a critical workforce from one country to another (Kerzner, 2010). An example from Zimbabwe was the massive emigration of medical personnel mainly nurses and doctors to neighbouring African countries as well as to Europe, Australia and the Americas. This scenario decapitated the performance of Zimbabwe's medical provision system and in 2014, the nation is still to recover fully from this movement.

needs for the global sector has a particular significance. The movement of talent across the boundaries in search of employment, for example, Zimbabweans crossing to neighbouring SADC countries, other African nations and to other continents, compels tourism businesses to adopt international approaches in dealing with talent (Cobb, 2012; Hughes & Rog, 2008). Hence, the impact of globalisation on a TTMF in Zimbabwe becomes key to both the academia and tourism planners' fields.

Investigating globalisation as a dimension of strategic implications for the hotel employees is vital in that the effects of globalisation on the labour market and the tourism and hospitality business have numerous impacts to the inhabitants of developing nations and especially of the poorer groups of workers, who lack ownership of any other material assets (Kerzner, 2010). It is essential then for hotel employees to know the language of talent within the hotel as postulated by Heartfield (2012). Employees need assimilation with leading role models within their area of specialisation and learn from them and their behaviour. Therefore, there is a self-need for determining the intriguing differences between a successful and a not so successful worker (Sledge et al. 2011). This means that with the expansion of trade movement of talent (also known as talent flows) is experienced which is focal within this dimension. Therefore, for the purpose of this study, globalisation focuses on the efficiency gains of talent management on a global frontier in terms of the environment that talent exists in and from the tourism talent perspective.

In justifying globalisation as a dimension of strategic implications viewpoint, sub-dimensions, namely, *expansion of world trade* (Baum, 2007; Tarique & Schuler, 2010); *competition* (Lewis & Heckman, 2006; Silzer & Dowell 2010; Walker & Walker, 2011), *talent flows* (Carra et al., 2005; Heartfield, 2014; Kerzner, 2010; Sledge et al. 2011; Tung, 2008) and *dynamics of international labour* (Janta & Ladkin, 2009; Lyon & Sulcova 2009), will be used to give further support. World trade has been expanding in favour of trade between developed and developing countries, and with this expansion pressure for business to appeal to the global becomes paramount (Baum, 2007; Tarique & Schuler, 2010). Tourists businesses compete locally, regionally and internationally for tourists and for top talent (Lewis & Heckman, 2006; Silzer & Dowell 2010; Walker & Walker, 2011).

Consequently, there is movement of talent within and across borders (Carra et al., 2005; Heartfield, 2014; Kerzner, 2010; Sledge et al. 2011; Tung, 2008). Dynamics of international labour are constantly evolving as need to be a top performer in every aspect of the employee's work becomes the game changer for most employees (Janta & Ladkin, 2009;

Lyon & Sulcova 2009). Kaplan and Norton's (1992: 2018) describes Balance Scorecard (BSC) as a conceptual framework for translating an organisation's vision into a set of performance indicators distributed among four perspectives is also referred to. The inclusion of these authors to this study especially to the dimension of globalisation will bring clarity to the leading question captured in Figure 3.2, shaped thereby paving way to their measurement. **Appendix B** and Figure 3.3 illustrate the dimensions and sub-dimensions with the respective exemplary items to support the strategic implications viewpoint and the other three viewpoints of the TTMF within this study.

3.3.1.1.2 Technology changes

The academic literature that has been applied to create this second dimension of strategic implications viewpoint, technology changes, include Davidson et al. (2010), Deery (2008), Tansley (2011) and Wilkins (2012). For tourism and hospitality organisations to remain competitive in the future, they must become more responsive to the changing needs of their employees and guests. The relationship between technological changes and management viewpoint (3.3.1.2) becomes crucial in support of gaining the competitive edge of the business. Vitez (2013), on the impact of technological change on business activity, contends that it revolutionised the way companies conduct business. Small businesses can implement business technology and level the playing field with larger organisations and use technology to develop competitive advantages in the economic marketplace. Wilkins (2012) avers that this allows business owners to create operations using the best technology available.

Technology changes are an inevitable process within any progressive business. Increased technological changes may cause management to re-evaluate the way their business is structured. Broadly, the term technological changes mean:

- 1) The advanced application of scientific knowledge for practical purposes, especially in the tourism industry (Davidson et al., 2010; Deery, 2008; Tansley, 2011).
- 2) Wilkins (2012) advocates that the future workforce will require technical skills for many job levels and classes of work. Even traditional blue colour jobs, such as bankers, have been affected by technological changes, for example automated production such as automated teller machines (ATMs) which not only displaced workers, but also requires a different set of skills to operate these machines.

- 3) The technology trends that are having the greatest impact on talent management are increased expectations, digitisation and telecommunications. Self-service vending coffee machines have become the norm for most hotels (Bailetti, 2012). Oracle (2012) predicts a 65% rise in automated service within the hospitality industry in the next 15 years, with statistics. However, Davidson et al. (2010) argue that as technology develops in parallel to tourism businesses' constantly evolving recruitment and talent needs, HR teams must come to terms with a plethora of challenges if they are to make the most of the technology available.
- 4) Tansley (2011) postulates that over the past decade, employee talent data have been digitised and integrated into broad talent profiles. Techniques such as attribute matching and recommendation technologies can be applied in talent management to find and match candidate or employee profiles that meet business needs.

Bailetti (2012:10) defines technological change as “a shared vision of change in technology which influences why, when, and how a firm creates and captures value”. The author expounds that technological change is about collaborative production decisions that a company's top management team jointly decides upon. Emphasis is placed on the importance of developing a shared view of change in technology within a tourism business.

For the purpose of this study technology changes referred to the automation of tourist business functions and processes which have a direct link to service delivery and reduces management's reliance on manual effort.

Various routes to accessing information online have enabled organisations to source and collaborate on knowledge work with any part of the world, tapping into a global talent pool (Tansley, 2011; Cobb, 2012). The digitisation of key talent data and talent transactions will transform how managers generate employee plans, recruit and hire, share and utilise talent, and create goal-aligned development plans (Campbell, 2010). Technology advances are increasing exponentially. As employees adopt new gadgets and technology in their personal lives, their expectations will increase as they expect similar tools and levels of empowerment within their professional lives. Wilkins (2012) asserts that potential and existing employers will be judged by their commitment to employee enablement. Other examples of tourism and technology which will condition the way guests interact:

- Broadband has revolutionised communication culture and boosted e-commerce. It has directly affected how tourists take holidays;

- Mobile phones are guest's personal holiday organisers; and
- Virtual holidays are fast becoming a reality (Silzer & Dowell, 2010).

Within the TTMF, technological changes then become important in determining the competences of talent and in mapping their developmental processes with a view to retaining talent. Zimbabwe's tourism industry will need to manage the technological developments within the businesses therein in line with training developmental programmes for their employees. As in other industries, the introduction of certain kinds of labour-saving and time-saving technologies in the hospitality industry has led to job losses (Oracle, 2012). While these technologies are often presented in a positive way - freeing workers from menial or physically demanding work or making labour-intensive tasks easier - the reality is that 'labour-saving' and 'time-saving' usually means reducing the number of workers employed, which has an effect on service delivery (Davidson et al., 2010). An example of such creativity is the 3D food printers introduced by Jones (2014) – Natural Machine and the use of robots as waiters and chefs in hotels and restaurants in Guiyang, capital of China's Guizhou Province and Japan. Seemingly, this is a big a step forward in hotel technology - having meals delivered to guests by cyborgs – however, as nouveau as this technology is, it has several undesirable effects, one being that they are quite impersonal (CNN.com 2015).

Against this backdrop of seemingly increasing technological changes within the tourism industry, the Zimbabwean government in its NDS 1 (2020), acknowledges its intention of capacitating the human resource through various means one of which entails the effective use of Information Communication Technologies (ICTs) within its tourism industry. The challenge arises for Zimbabwe, where the need to strike a balance in saving time and labour (cutting labour costs) can be achieved through great labour flexibility as purported by Taylor et al. (2001) in terms of cost management efforts. Sub-dimensions identified for technological change are level of *technical skills* (Campbell, 2010), *technological advances* (Davidson et al., 2010; Deery, 2008), *innovation* (Tansley, 2011; Wilkins, 2012) and *cost saving* (Silzer & Dowell, 2010).

Level of technical skills in the context of technology and of this study are the prerequisite skills tourism employees must have before performing certain tasks in their employment. This is critical in the face of changing work environs which require that tourism employees be adequately qualified so as to achieve customer success or to have the propensity to

learn new skills (Campbell, 2010). Technological advances (Davidson et al., 2010; Deery, 2008), have been found to have taken place in the tourism and hospitality industry in various spheres and it is the astute hotelier who after implementing such changes adjusts the internal processes to match the changes. Innovation saves on labour and time-saving functions and perfecting quality control within the tourism and hospitality businesses (Tansley, 2011; Wilkins, 2012). One of the primary functions of technological change is to 'save' time and labour (cost management) through greater labour flexibility; hence, cost saving (Silzer & Dowell, 2010), which becomes a critical element in justifying its inclusion as a sub-dimension of technological change. Technological changes have a bearing on Zimbabwean business as these businesses are competing on a global scale and hence require to be aware of these perennial changes. As technological change is used as a vital yardstick to indicate strategic implications viewpoint, it is therefore important to investigate technological change as a sub-dimension in the proposed TTMF as suggested by Davidson et al., (2010), Deery (2008), Tansley (2011) and Wilkins (2012) depicted in Figure 3.3.

3.3.1.1.3 Workforce diversity

Workforce diversity has been claimed to be a complex phenomenon to manage within organisations, and the tourism and hospitality industry is not an exception. The management of workforce diversity as a tool that increases organisational effectiveness cannot be underestimated, especially with effects of globalisation (Shin & Park 2013). In the last two decades, Jain and Verma (1996) argue that organisations that value diversity will definitely cultivate success and have a future in this dynamic global labour market. In contrast, Dike (2013), elaborates that workforce diversity management has become an important issue for both governments and private organisations. The author laid assurance to this statement when they stated that the importance of workforce diversity has mainly been brought about by the free movement of labour owing to globalisation and the fight for human rights by certain minority groups who feel excluded from the employment sector. However, the last aspect of human rights has not been included as a discussion item in this study.

Evidence exists in the relationship between the dimension workforce diversity and the strategic viewpoint as hotel management need to be aware that greater diversity in innovation and process decisions that can lead to better outcomes over time. Literature reference of this dimension was motivated by works done by Shin and Park (2013) and

Sledge et al. (2011). Variety within the hospitality workplace in terms of services rendered to the guests, which then results in the impartation of various skills and competences, becomes critical in the management of talent processes. Workplace and team diversity is increasing, principally fuelled by globalisation, technological changes and demographic changes (Agyeman & Ponniah 2014) ref **2.5**. The following relevant discussions to this dimension are exposed:

- 1) Sledge et al. (2011) assert that a more diverse pool of talent affords new prospects such as hiring workers who are underrepresented in the workforce of a particular country to gain competitive advantage.
- 2) Alongside the multiple benefits of diversity, tourism businesses must be aware of the underlying risks related to team cohesion, cultural bias, and initial productivity and be able to balance this diversity (Wilkins, 2012). Employers could also do more to capitalise on the knowledge and experience of contingent workers.

Shin and Park (2013) propose that tourism entities must acknowledge that diversity is not limited to only identifying employee differences based on nationality and ethnicity. Consideration of other aspects of diversity is key, so as to understand and appreciate the complexity of human capital composition. The categories as propounded by Shin and Park (2013) suggest how workforce diversity is ordered. The pool of talent is set out as follows:

- 1) demographic diversity such as age, gender, ethnicity, and nationality, (ref **2.5**).
- 2) organisational diversity such as occupation and functions of the employees, seniority in the firm, and hierarchical ranking within the organisation,
- 3) and socio-cognitive diversity which includes cultural and religious values, beliefs, knowledge level, and personality characteristics.

Shin and Park (2013) consider these to be readily detectable attributes that can be easily characterised in particular individuals. However, most of these were referred to in section **2.5**.

The concept of workforce diversity management has been hailed as an effective managerial response to the challenges of managing increasingly diverse workforces (Tansley, 2011). Responding to challenges with sound diversity management strategies and discussing the implications of diversity for managers, Sledge et al., (2011) like Shin and Park (2013), implored further that managers should become more cognizant of the

subtle attitudes and behaviours that affect relationships between different types of workers and the productivity of their work teams within the hotel. Once this is achieved, it will promote a process of recruitment, retention and development in a manner that fully recognises the diversity of talents that are required for the effective operation of their business (Deery, 2008).

In defining workforce diversity, the following have been obtained from literature, Henry and Evans (2007:73) state that workforce diversity is:

“the systematic and planned commitment by the organisations to recruits, retain, reward and promote a heterogeneous mix of employees”

For the purpose of this study, workforce diversity is referred to as the harmonising of skills from people with various traits such as gender, age, education, among others, for the benefit of the tourism and hospitality businesses.

Employees need to adjust and benefit from this diversity within their working environs as this can increase their knowledge base. Kerzner (2010) purports that there is, however, still a general and basic skills needed for hotel employees. The gap arises in respect of how Zimbabwean tourism entities manage workforce diversity in consideration of how this pool of talent is developed and the cohesion of the teams. The gap also arises regarding how to make organisations more accommodating to diverse groups of people by addressing different lifestyles, family needs and work styles (Janta & Ladkin, 2009).

In developing this dimension, identification of sub-dimensions, namely, *pool of talent* (Agyeman & Ponniah, 2014) which subdivides people in respect of the competencies and skills, origin cultures among others; *team cohesion* (Wentling & Palma-Rivas, 2010) for the efficiency in undertaking roles and tasks in the hotel that are specified from the onset; *attitudes* (Shin & Park, 2013) the assertiveness of employees within the working environ being acknowledged by their managers or supervisors; and *continual improvement* (Sledge et al., 2011), which is a quality management system (QMS) principle stating that businesses that remain relevant engage in continual improvement of its processes and systems was made. Figure 3.3 illustrates the dimensions and sub-dimensions with exemplary items for strategic implications viewpoint.

3.3.1.1.4 Changing skill requirements

Determining relevant competencies and skills for tourism and hospitality business has helped managers to improve the HR strategy of hiring and selection practices, in developing strategies to retain managers, and in career planning initiatives (Chung-Herrera, Enz, & Lankau, 2009). Globalisation, as alluded to in section 3.3.1.1.1, has resulted in labour mobility of various proportions and it is entrusted upon leaders within the tourism and hospitality businesses to ensure that employees possess the prerequisite skills in undertaking their roles. Moreover, hospitality leaders have long demanded that students graduating from higher education programmes possess appropriate management skills and competencies required to remain competitive (Chung-Herrera et al., 2009).

This emergence of the knowledge society, as Silzer and Dowell (2010) posit, entails that leadership of tourism and hospitality businesses develop organisational policies and formal education programmes that create awareness and increase social consciousness for talent and emphasise the importance of organisational culture, management responsibility and accountability. Pursuant of the same vision, Shin and Park (2013) concur that leadership needs to actively ensure the incorporation of diversity management as an integral part of the overall organisational development and change process is imbedded to their strategy so as to encourage diversity of thought and actions of staff from different socio-cultural backgrounds.

Tourism and hospitality businesses face a labour market where, despite high unemployment, managers still need to focus on attracting, developing, managing, and retaining their critical employees who have opportunities to leave for higher salaries and more varied job roles and experiences. As the economy improves, it is expected that employees with critical skills will begin to leave their employers in larger numbers based on historical turnover after recessions. Research by Deloitte indicated suggests that only 35% of global employees surveyed expect to *stay* with their current employers (Erickson, Schwartz & Ensell, 2012) while the rest seek greener pastures.

Addressing the leading question how hotels are shaped, the dimension-changing skill requirements seeks to determine how tourism employees are developed and utilised in order for businesses to achieve their targets. Hence in discussing this dimension, literature based on works by Cassidy (2006), Silzer and Dowell (2010) supported by Mallough and Kleiner (2001) has been referenced. Furthermore, Wilson and Hogarth (2013:11) define

changing skill requirements as “a derived demand changing skills requirement is dependent on the types of products and services produced, and so affected by an organisation’s product market strategy, future plans for growth and wider economic conditions”.

Reviewed literature provides a variety of classifications of changing skills requirements by categorising various skills and abilities in, for instance,

- 1) “Intellectual abilities” vs “behavioural aptitudes²⁴” (European Round Tables on Industrialists, 1997) or
- 2) In “technical skills” and “non-technical skills” (Cassidy (2006:508) refers to two skill categories, which are required in the tourism and hospitality industry, which are ‘technical skills which are content–specific knowledge... and non-technical skills which can be deemed relevant across many different jobs or professions’.
or
- 3) “Internal and external employability skills²⁵” (Mallough & Kleiner, 2001).

The most important property in both the manufacturing and service industries is now intellectual property (IP), not physical property. In addition, it is the hearts and minds of people, rather than traditional labour that are essential for growth and prosperity. Wilson and Hogarth (2013) maintain that the emergence of the knowledge society means an ever-increasing demand for a well-educated and skilled workforce across the whole economy.

For the purpose of this study, changing skills requirements is the demand for various skills which employees have that have to undertake critical roles and responsibilities in the hotel.

In the context of the Zimbabwean hospitality and tourism, the challenge for the sector is to evaluate the skills and expertise that underpin its business operations, particularly with respect to an interpretation as to what talent means in this sector context, and to consider how such talent can be most effectively developed across the hospitality and tourism

²⁴ Intellectual abilities refer to the skills required to think critically, see connections between disciplines and problem solve in new or changing situations whilst behavioural aptitudes refer to the possession of the qualities (especially mental qualities) required to do something or get something done (Agyeman & Ponniah 2014).

²⁵ Internal and employability skills refer to a person's capability for gaining and maintaining employment. Employability depends on the knowledge, skills and abilities talent possess, in addition to the way they present those assets to employers (Mallough & Kleiner, 2001).

workforce (Sledge et al., 2011). Training and development are key to the underpinning of talent management in hospitality and tourism organisations but the investment in training must be inclusive of all staff and not selectively focused on executive levels (Kerzner, 2010). In addition, Cobb (2012) ascertains that tourism and hospitality managers need to interpret talent in inclusive terms, ensuring that they view the total workforce in terms of their potential to take on additional responsibility and be promoted within their department and the wider organisation.

The gap that is seemingly evident is that companies will face more structural unemployment challenges and skills gap issues in relation to the management of emerging knowledge society within the workplace. As a result, reskilling and continuous peer-to-peer learning cultures will become increasingly necessary and the employee who would want to continue being relevant will take up the initiative to change (Sledge et al. 2011). Presently, Zimbabwean role players in the tourism and hospitality industry are seeking for a more flexible, adaptable workforce as they themselves seek to transform their businesses in response to the changing market and tourist / guest needs.

It is against this background that the relevance of changing skills as a dimension of strategic implications viewpoint be investigated. It should be further supported by the following sub-dimensions:

1. *employability skills* (Cassidy, 2006; Wilson & Hogarth, 2013), which is a group of essential abilities that involve the development of a knowledge base, expertise level and mind-set that is increasingly necessary for success in the modern workplace necessary upon hiring;
2. *pro-activeness of hotel* (Silzer & Dowell, 2010) where hotel management takes the initiative steps in identifying performance gaps and other various functions;
3. *learning structures* (Dickens, Kelly & Williams 2013; Silzer & Dowell, 2010), where planned developmental programmes are created for the tourism employees by management; and
4. *flexibility* (Mallough & Kleiner, 2001) where working was seen as an appropriate method of working and culturally acceptable, where employees can perform more than one task regardless of their personal circumstances.

The foregoing discussions on dimensions and sub-dimensions of the TTMF were identified as vital elements of the strategic viewpoint of the tourism talent management construct as shown in Figure 3.2. The literature herein supports the formulations of the guiding question

1 (GQ1), the TRO1 and the formulation of H1. The remaining viewpoints of the proposed TTMF namely, Management, Customer Service Delivery Satisfaction and Performance Management Viewpoints will be investigated in the sections to follow.

3.3.2 Management Viewpoint

Management viewpoint²⁶ is the second viewpoint of the proposed TTMF and similar to the previous viewpoint (strategic implications), it places the TTMF into perspective, though from a strategic point of view of tourism and hospitality management. This viewpoint has been benchmarked against the operational plans of general talent management studies (Schuler et al., 2011; Smith, 2002, 2006) in other industries and tourism-related businesses (Silzer, & Dowell, 2010) for application in a Zimbabwean tourism industry. The tourism and hospitality management umbrella includes numerous industry sectors and research in this area has focused on a wide range of management and business topics applied to the field. In discussing this construct, dimensions (stated in the next section), from a selection of various theoretical contexts were identified and discoursed in this section with a view to justify the development of the TTMF in a tourism and hospitality environment. As in section **3.3.1**, discussions for this construct will be made with a view to prove if TR01 is achievable.

The challenge herein lies in the strategic mandate within the tourism and hospitality industry in terms of how its management views talent and the management thereof. It is in this purview that the foregoing viewpoint has been identified as a vital component of establishing the TTMF (refer to Figure 3.2). The leading question in approaching this perspective as stated is 'how can talent be managed/developed'? This will be explained by closely observing the four dimensions, namely, *organisational commitment* (Kusluvan et al., 2010; Hasan & Subhani 2011); *the contingent workforce* (Burgess & Connell, 2006; Busquets, 2010; Dwyer, 2013), *employee involvement* (Baumruk, 2004; Campbell, 2010; Richman, 2006) and *employee needs* (Torres Singh & Robertson-Ring, 2015) and their sub-dimensions. Figure 3.4 shows a graphic summary of the proposed Management Viewpoint with its proposed four dimensions and sub-dimensions which will be discussed from sections **3.3.2** to **3.3.2.1.4**. (For a more detailed illustration of the measurement items, refer to **Appendix B**).

²⁶ Management viewpoint implies the implications of the management function within the tourism and hospitality business in view of the TETMFTTMF.

Dimension	Sub-dimensions	Exemplary Items
Organisational Commitment	Employment contract	Hotels align employees with their corporate vision.
	Empowerment	Zimbabwean hotel employees feel empowered to make decisions that impact their work.
	Involvement	Managers consistently provide ongoing developmental feedback to support employee development
	Management commitment	Committed to ensuring the running of a smooth talent management process
Contingent Workforce	Staffing levels	Part time labour is beneficial to the hotel's operations.
	Knowledge workers	Hotels have part time employees who can work with minimal supervision.
	Correct placement	Hotel employees are inducted into their roles prior to taking up a new role.
	Job attraction	General hotel work is appealing to part time hotel employees.
Hotel Employee Involvement	Employee involvement	Hotel workers are involved in doing work which leads to the success of the hotel
	Hotel culture	Understanding of hotel culture improves performance of its workers
	Cost awareness	Front line employees are aware of high-cost drivers in their section.
	Supporting environment	Employees are provided with opportunities for development (such as training to learn a new skill)?
Hotel Employee Needs	Emotional requirements	Hotel employees derive satisfaction from their work.
	Efforts in addressing needs	Hotel management addresses employees' welfare needs (such as medical assistance, full retirement packages)?
	Meets expectations	Hotel employees have control over their job descriptions.

Figure 3.4 Proposed Management Viewpoint

Source: (Adopted from Bakker et al., 2012; Burgess & Connell, 2006; Busquets, 2010; Campbell, 2010; Curran, 2010; Dwyer, 2013; Felstead et al., 2013; Kusluvan et al., 2010; Hasan & Subhani 2011; Oracle, 2012; Osman, 2012; Seo et al., 2015; Torres et al. 2015; Turkman, 2010; Wilson & Hogarth, 2013).

3.3.2.1 Management viewpoint dimensions

Although extensive research has been conducted on general management (Hughes & Rog, 2008; Rutherford, Haglund, & O'Fallon 2007), studies that adequately cover how managers at all levels are sufficiently involved in the formulation of the business's talent management in a Zimbabwean or developing country context, are still to be identified. In discussing the question, "How does management view talent", the management viewpoint will be discussed herein highlighting related literature based on a range of views and suggestions from Kusluvan et al. (2010), Schuler et al. (2011) and Smith (2002, 2006). It is in this view therefore that the above perspective has been identified as a vital component in establishing the proposed TTMF.

Tourism and hospitality managers are the core points of the service production in the respective entities; therefore, their impact on the employees is very important. If the managers are not satisfied and not committed to the organisation and to the development of their employees, their effectiveness in managing a hotel should be questioned (Chen & Lin, 2015; 2002; Lok & Crawford, 2004). One of the most important duties of managers within the tourism and hospitality industry is human resource development, which is the factor that provides the competitive advantage in terms of talent performance (Walker & Walker 2011). Other important functions within the hotel are accounts, sales and marketing and operations – including housekeeping, front office, maintenance, security, guest relations, kitchen and food and beverage departments.

References from literature regarding management viewpoint are;

1. Grönroos (1992:10) argues that hotels that apply all "management principles consider service as the organisational imperative". Later, Albrect (1998) developed a definition of management viewpoint which included the external customer stating that management is:

.... a total organisational approach the makes quality of service, as perceived by the customer, the number one driving force for the operations of the business (1998:20)

2. In a further refinement, Cooper (1999) proposed a more comprehensive definition of management viewpoint based on four shifts:

A management perspective changes the general focus of management in service firms and manufacturing firms from a product-based utility to total utility in the customer relationship (Cooper 1999:57).

3. Further on Reilly (2014) asserts that tourism and hospitality businesses with the right managers greatly increase the profitability of the business and the odds of engaging their employees as success of the business relies on their employees' achievements.

Against this background of an evolving understanding of what management means the following definition has been developed and adopted in this study:

Management viewpoint encourages integrated relationships between operational departments in the hotel and builds long-term relationships with both internal and external customers (employees and guests).

3.3.2.1.1 Organisational commitment

The dimension of organisational commitment has been benchmarked against studies by Janssen (2004), Kusluvan et al., (2010), Hasan and Subhani (2011). Both management and employees need to be committed to their end of the employment contract so as to enable mutual trust (Seo, Moon, & Lee, 2015). Organisational commitment can often be described as:

1. "An identification with the goals and values of the organisation, a desire to belong to the organisation and a willingness to display effort on behalf of the organisation". (Seo et al., 2015:3).
2. A state in which employees identify themselves by a certain organisation and its goals and they will continue to be a member of that company (Kusluvan et al., 2010; Hasan & Subhani 2011).
3. Greenberg and Baron (2000:181) further define organisational commitment as an "extent to which an individual identifies and is involved with his or her organisation or is unwilling to leave it".

Organisational commitment has been referred to by Chuang and Chen (2015) as the bond employees experience with their organisation. The authors add on that tourism and

hospitality employees who are committed to their organisation generally feel a connection with their organisation, feel that they fit in and, feel that they understand the goals of the organisation. Conclusively, the added value of such employees within the tourism and hospitality sphere is that they tend to be more determined in their work, show relatively high productivity and are more proactive in offering their support (Chuang & Chen, 2015).

For the purpose of this study, organisational commitment is described as the total commitment to both strategy and operational plans by hotel management and involvement of the same in ensuring that employees are engaged in all daily functions of the hotel.

This organisational commitment is crucial from both an employee's and organisation's (employer's) viewpoint. From the employee's point of view, commitment to their organisation and their jobs means that they would have created rapport with their organisation to potentially provide meaning to their lives, for example increasing their self-worth. In terms of the organisation's point of view, having committed employees could increase profitability since it potentially increases performance and hence reduces turnover (Kusluvan et al 2010). For the purposes of this dimension, only the organisation's commitment will from the point of view of hotels be focused on.

In general, authors (Chuang & Chen, 2015; Kusluvan et al 2010) among others, have cited various reasons why an organisation would want to increase the level of commitment among its employees. It has been argued that having a committed workforce is seen as the key factor in achieving competitive performance; hence. it is possible for organisations to influence their employees' commitment through various HRM policies and practices. However, Seo, et al., (2015) suggest that the difficulty with these policies is that they do not operate in isolation and need to be compatible with the overall business strategy. However, the authors conclude that if done effectively they can produce positive results.

Research undertaken by Finnigan (2010), indicates that perception of the organisations' values is the strongest predictor of employee commitment. This underscores the importance for organisations to display fairness across all their practices and policies. It is easy for organisations to say that people are their most important assets or the source of their competitive advantage. But it is much more difficult to provide evidence, especially at a time when downsizing is so prevalent. However, placing organisational commitment at the core of the definition of HRM is an attempt to "win the hearts and minds of the

workforce” (Finnigan 2010:97). Therefore, the way people are managed has a major impact on their commitment and on organisational performance and it is the intention of the researcher to establish this through the employment of a mixed methods approach in Chapter 5.

Advantages of gaining employee commitment have been perceived to be lower labour turnover, extra role behaviour, better product quality and employee flexibility leading to the firms’ competitive advantage. However, these advantages will not be discussed in this study. Therefore, given the contribution that a highly productive trained employee can make to organisational productivity, keeping such an employee should be a high priority to the tourism business.

Organisational commitment is critical in predicting voluntary turnover and its antithesis, employee retention (Kondratuk, et al., 2003) and it was the intention of this study to ascertain how employee and employer involvement impact on retention. The dimension is discussed in more detail in section **3.3.2.1.3**. However, the link of this sub-dimension of empowerment to the management viewpoint is that management decisions can be made by employees on the shop floor without the involvement of management; hence, it becomes another extension of management involvement. However, the focus of this section is not to dwell on conditions of empowerment as it will be discussed further as a dimension to tourism employee training.

The gap herein lies in where tourism and hospitality businesses in Zimbabwe need to have an understanding of the employee’s perspective regarding to commitment. This, in turn, aims to assist managers to interpret and understand behaviours, attitudes and decisions of individuals. Sub-dimensions identified for organisational commitment are *employment contract* (Seo et al., 2015), *empowerment* (Torres et al. 2015), *involvement* (Hasan & Subhani 2011) and *management commitment* (Kusluvan et al., 2010).

Employee contract in the context of organisational commitment is the degree to which employees in the tourism business have ownership to systems and processes of the business in terms of the terms of their engagement whether casual, temporary, or permanent (Seo et al., 2015). Empowerment (Torres et al. 2015) by tourism and hospitality leaders has been identified as one of the strengths of a competent leader as equipping of teams realigns the extent to which responsibility is shared across the organisation. Similarly, involvement of employees paves way for team dynamics to take place as

employees become part owners of the business owing to their being involved in the critical aspects of the business (Torres et al. 2015). Management commitment to strategy mandate as being alluded to earlier in this section, is critical in ensuring that employees stay engaged in their own work (Kusluvan et al 2010). As organisational commitment is a vital yardstick to indicate management viewpoint, it is therefore important to investigate the relevance of organisational commitment as a dimension of management viewpoint and being a sub-dimension TTMF as illustrated in Figure 3.2.

3.3.2.1.2 The contingent workforce

Hotel managers should play a more active role in creating cultural environments within the hotel that will optimise the benefits of flexible employment strategies. Management also need to know more about “how to operate outside of the traditional employment model and all that it assumes” (Mallon & Duberley, 2000:9). In recent decades, it has increasingly been claimed that tourism and hospitality businesses by virtue of their operations, need to introduce more flexible work methods for them to remain competitive. Dwyer (2013) posits that with the newfound reliance on contingent labour now an accepted slice of a multi-tiered business plan, some businesses have over the past few years found that the simple “fill-and-run” contingent workforce strategy of choosing candidates when or where needed is not the ideal approach to this area. Contingent labour in 2013 was perhaps the most complex supply component that the modern organisation had to leverage, manage and utilise (Dwyer, 2013).

Contingent workforce has been defined as:

1. Contingent (provisional), or non-standard employment is a workforce category that varies across countries and industries (Burgess & Connell, 2006; Busquets, 2010), but that typically includes part-time, temporary, seasonal, contract, agency, and self-employed workers.
2. More specifically, Dwyer (2013) classifies contingent work as employment that is:
 - Not permanently associated with any one employer or client;
 - Less than 35 hours per week with any one employer; and
 - Limited in duration either by contract or by the duration of a specific task or project.

3. Often, contingent work is associated with “bad” jobs, for instance, those getting a lesser deal in the exchange with minimum security, lower pay, and few, if any, benefits (Barker & Christensen, 1998; Kalleberg et al., 2000; Oracle 2012; Spalter-Roth & Hartmann, 1998). As a result, much of the literature has focused on lesser-skilled workers with little attention paid to more highly skilled workers, or the contingent knowledge worker, for instance information technology contractors or on-call nurses (David, 2005; Curran, 2010). Using Feldman’s classification, however, several professionals with challenging, high skills-related occupations are technically contingent workers.
4. ILO (2010) defines contingent workforce as “on-call, casual, temporary, seasonal and part-time employment, which is related to insecurity, comparatively low pay (frequently below the national average), job instability, limited career opportunity, a high level of subcontracting and outsourcing, and a high turnover rate.

For the basis of this study contingent workforce is defined as ‘casual or part-time hotel employees who are hired by a hotel to maintain staff to product ratio²⁷ and address or cover gaps created by movement of full-time hotel employees’.

By making use of “virtual” or “contingent” work, employers choose to limit the obligations and social costs of employing labour on traditional terms, and instead hire workers for specified tasks, at an agreed price and for a limited time (ILO, 2010). Early contingent arrangements were associated with lesser-skilled workers such as manual labourers, clerical staff, janitorial staff, but today’s workplace includes skilled professional and technical contingent knowledge workers (Hipple & Stewart 1996). While several studies have examined contingent employment issues related to knowledge workers (Busquets, 2010; Curran, 2010; David, 2005; Dwyer, 2013; Mallon & Duberly, 2000), few however, have compared the perspectives and experiences of parties on both sides of the employment relationship within the same organisation, such as managers and contingent employees (Apostolou, 2000; Dwyer, 2013).

Hotel management’s short-term solution to the reduced labour is to engage contingent workforce so as to keep hotel operations in motion (Oracle, 2012). The impact of

²⁷ Staff to product ratio — the number of employees required to effectively cover a shift without straining. There must be enough staff to perform tasks to the satisfaction of guests available in the hotel (Kusluvan et al. 2010).

contingent workforce in the hospitality industry on talent management is quite profound; hence, this dimension of management viewpoint is based on the following referenced authors Burgess and Connell (2006), Mallon and Duberley (2000), Oracle (2012). Nationally, Zimbabwe's unemployment rates might differ from data published by national sources owing to differences in coverage and/or definitions.²⁸ This includes employment by hotels, travel agents, airlines, and other passenger transportation services (excluding commuter services). It also includes, for example, the activities of the restaurant and leisure industries directly supported by tourists.

A need that has been identified from literature is that the actual percentage companies are saving in terms of engaging contingent workers and other financial implications will require further investigation. It is envisaged that this study in application to the Zimbabwean tourism and hospitality industry will address the extent to which contingency work benefits the individual hospitality businesses. Sub-dimensions which support this dimension of contingent workforce are *staffing levels* (Curran, 2010), *knowledge workers* (Dwyer, 2013), *correct placement* (Burgess & Connell, 2006; Busquets, 2010) and *job attraction* (Dwyer, 2013).

Within the tourism businesses, it is envisaged that hotel management is better positioned to maintain service delivery within their businesses by ensuring adequate staffing levels in all departments (Curran, 2010). Knowledge workers own the means of production — their brains. However, Dwyer (2013), contends that letting knowledge workers figure things out for themselves is not a good model as it is an abrogation of management responsibilities. Correct placement in tourism businesses, therefore, is vital as it allows people to either evade their duties or lose focus by paying attention to other priorities which employed contingent workers are adequately qualified for the roles they are to undertake (Burgess & Connell, 2006; Busquets, 2010). Job attraction (Dwyer, 2013) encapsulates tourism businesses' effort in making the individual positions attractive to the employees both the internal and potential employees. Contingent workforce is another vital yardstick to indicate management viewpoint. It is, therefore, important to investigate the relevance of contingent

²⁸ In particular, for 2013 and 2014, unemployment rates were estimated by the ILO in case data published by national sources. The latest official statistics as reported by the Zimbabwe Statistical Agency (ZIMSTAT) from the 2011 Labour Force Survey (LFS) are 10.7% as a broad definition and 5.4% as a strict definition of unemployment (ILO 2015). However, according to WTTC (2014) Zimbabwe's Travel & Tourism generated 43,500 jobs directly in 2013 (3.7% of total employment) and this is forecast to grow by 4.3% in 2014 to 45,500 (3.5% of total employment).

workforce as a dimension of management viewpoint and the resultant sub-dimensions as illustrated in Figure 3.4.

3.3.2.1.3 Hotel employee involvement

This dimension has been benchmarked against studies by Osman (2013), Campbell, (2010) and Bakker, Demerouti and Brummelhuis (2012). Various studies have noted that employee involvement is able to predict employee turnover intention, employee productivity, financial performance, customer satisfaction, and so forth (Osman, 2013; Richman, 2006).

1. Baumruk (2004:79) stresses the important role of employee involvement but labels this construct as the “the missing link” in relation to the factors that contribute to a hotel’s success. Saks (2006:612) also describes employee involvement as a “new and emerging area”. Once employees are involved in the daily operations and strategy of the hotel, there is more accountability to service delivery issues.
2. Abukhalifeh and Som (2013:41) explain that “employee involvement means that every employee is regarded as a unique human being, not just a cog in a machine, and each employee is involved in helping the organisation meet its goals. Each employee’s input is solicited and valued by his/her management. Employees and management recognise that each employee is involved in running the business”.

Employee involvement for the basis of this study, therefore, is described as:

The way hotel employees are espoused into the hotel’s culture which is enhanced by employees embracing the vision and mission of a hotel. Employees are involved in the entire service delivery process, and they are also accountable for poor service delivery.

Employee involvement is described as:

1. Employee control over the work environment has been acknowledged as contributing to motivation, job satisfaction and increased work performance (Bakker, et al., 2012). Hotels with a high level of employee involvement articulate their values and attributes through “signature experiences” – visible, distinctive elements of the work environment that send powerful messages about the organisation’s aspirations and about the skills, stamina, and commitment

employees will need to succeed in these organisations (Gratton & Erickson, 2007:1).

2. Management's capability to involve all strata of personnel is key in enabling retention of employees (Osman, 2013). A critical function of management is in establishing an environment that supports the employee.

It is management's responsibility to have a better understanding of employees and of the factors which affect their focus on the services they provide. Turning strategy into action is a bottom-up process which requires front line employees' involvement as shop floor staff are the owners of each work processes (Campbell, 2010). This is in line with the suggestion from Khan and Altaf (2015) that bottom-up approach is effective in executing strategies while a top-down approach is more effective in the policy deployment as instructions are always from the top. Bottom-up process requires motivation so that operational staff will suggest creative and innovative solutions for the implementation of processes.

Consequently, employee involvement has emerged as a critical element for business success and as such, the gap in involvement modalities within a tourism entity will require further investigation. Planning of cost control is a bottom-up process which requires front line employee involvement (Campbell, 2010). Input from departmental staff for proper spending of expenses will increase the effectiveness of hotel operations. However, far too little attention has been paid to with respect to the extent of employee involvement which this study is in pursuance of. This paucity relates to the fact that much of what has been written about employee involvement has come from consulting firms and from the literature by practitioners (Abukhalifeh & Som, 2013) and the observations, therefore, have their basis in practice rather in than empirical research. Clearly, then, there is a need for more empirical research that focuses on employee involvement in hospitality research (and in academic research in general).

Reference to the following sub-dimensions of management viewpoint, namely, *employee involvement* (Campbell, 2010), *hotel culture* (Osman, 2013), *cost awareness* (Bakker et al., 2012) and *supporting environment* (Osman, 2013) will be made as supporting elements to the dimension of employee involvement. Employee involvement (Campbell, 2010) denotes the direct participation of staff to help an organisation fulfil its mission and meet its objectives by applying their own ideas, expertise, and efforts towards solving problems and making decisions under management. Hotel culture (Osman, 2013) is the set of the

set of beliefs, values, and norms, together with symbols like dramatised events and personalities, that represent the unique character of a tourism business. Constant cost awareness (Bakker et al., 2012) by management is critical in achieving set targets of the business. Supporting environment (Osman, 2013) by the tourism businesses' leadership is critical as it provides a sense of comfort to the employees that management is concerned about them. As employee involvement is used as a vital benchmark to indicate management viewpoint, it is, therefore, important to investigate employee involvement (Campbell, 2010), hotel culture (Osman, 2013), cost awareness (Bakker et al., 2012) and supporting environment (Osman, 2013) as sub-dimensions in the proposed TTMF as depicted in Figure 3.4.

3.3.2.1.4 Hotel employee needs

The final dimension of management viewpoint is employee needs and this will be discussed against the backdrop of works by Ellis and Sorensen (2007), Kusluvan et al., (2010), Pepitone (2006) and Turkman (2010). This dimension will be assessed from the perspective of the employer. An important way of circumventing the intangibility of services in the hospitality industry is via performance cues provided by the personality, attitude, behaviour, and appearance of its customer-contact employees (Gambin, 2014).

Employee needs is defined by the following authors as following:

1. Mayhew (2011:7) posits that “employers have an obligation to provide their employees with a work environment free from discrimination, harassment, and unsafe conditions, but they also are responsible for meeting their employees' needs in other areas. Those areas include job satisfaction, employee recognition, financial needs, and job stability”.
2. Wilson and Hogarth, (2013:22) explain that “employee needs include taking ownership of skills in their sectors and rise to the challenge of international competition; developing career routes and progression pathways for young people and those with lower skills in particular; and collaborate with education and training providers to ensure learning provision meets employer needs”.

For the intention of this study, employee needs are referred to as;

The initial prerequisites which hotel employees require satisfaction of before they can embark on any assignment at the hotel.

Management must be one that takes in personal needs and aspirations of employees into consideration. Therefore, employees play a crucial role in services sectors like hospitality where they become a part of the service product and provide instrumental cues in projecting the image of the organisation. Furthermore, given the simultaneity of production and consumption, labour intensity in the industry can be attributed to “the irreplaceable role of personal service in service delivery” (Kusluvan, 2003:5). The people-centric nature of the industry, therefore, makes it highly dependent on its employees, who play a critical role in delivering quality service commensurate with the needs and expectations of its guests (Felstead, Gallie, Green & Inanc 2013). Pepitone (2006) asserts that employers can provide satisfaction to employee’s jobs by meeting or exceeding their emotional wants and needs they expect from their work. Therefore, hotel managers that can recognise this and understand the many different aspects as conducive environments among others that are involved in employee satisfaction will be successful at achieving the link between employee satisfaction, customer retention and added profitability (Wilson & Hogarth, 2013).

As previously stated in section **3.3.2.1.4**, the issue of employee satisfaction has a major impact on customer retention and corporate profitability. Results from research show that employees are not solely motivated by money, and employer behaviour and attitude have a great deal to do with an employee’s satisfaction (Turkman, 2010; Ellis & Sorensen, 2007; Demerouti & Bakker, 2006; Tansley, 2011). After this initial research by Hawthorne Studies, conducted by Elton Mayo from 1924 to 1932, understanding employee motivation was the focus of many other researchers, however, the most notably being Maslow, who developed the need-hierarchy theory. According to Maslow (1943), people’s needs resemble a pyramid. As basic needs are satisfied, higher levels of needs emerge and motivate the employee’s behaviour. Because of this, hotels need to provide a work environment that will motivate employees above and beyond their physiological and safety needs (Yurcu, Akinci & Kasalak 2017).

Tourism businesses that have satisfied the basic needs of their employees (namely made provisions for food, shelter and security on the job), then allow employees the freedom and latitude to be creative and innovative and are quite often times the beneficiaries of profitable results (Gambin, 2014). Companies such as Apple Computer Corporation, Ritz Carlton, International Business Machines (IBM) to mention but a few (Tansley, 2011; Turkman, 2010), have built massive global businesses on the abilities of their employees

to be creative and innovative. When borrowed by the tourism businesses, innovation by the industry's employees when nurtured can bring in various benefits.

So far, however, there has been little discussion in stipulating how needs are addressed, other than through financial means. Applying this to the Zimbabwean context, the tourism and hospitality industry leaders should actively approach their employees, find out employee needs in all relevant areas, and provide appropriate assistance to raise employees' corporate loyalty and decrease employees' complaints about the corporation, and therefore, raising job satisfaction levels (Wilson & Hogarth, 2013). Therefore, the international tourist hotels have to upgrade their employees' satisfaction before they pursue guests' satisfaction. With the satisfied employees, guests will be satisfied. As such, the international tourist hotels have to pay special attention to their employee's job satisfaction (Chien-Wen, 2008; Yurcu et al., 2017). This requires managers' deeper understanding regarding the employee needs, aspirations, attitudes, and concerns.

The foregoing discussion on employee needs as a dimension of the hotel management viewpoint will be investigated and be further supported by the following sub-dimensions namely *emotional requirements* (Kusluvan et al., 2010), *efforts in addressing needs* (Felstead et al., 2013; Turkman, 2010) and *meets expectations* (Wilson & Hogarth, 2013) as shown in. Emotional requirements of employees are not easily identifiable unless management are in constant touch with their employees as deduced by Kusluvan et al., (2010). In an effort to address the needs of both the business and the employee, the tourism business and individuals will need to take responsibility for investing in and developing skills such as job-specific and soft skills and develop the skills required by the industry (Felstead et al., 2013). Meeting expectations of employees whereby employers provide employees with the influence to obtain the education and training they need to meet and anticipate changes in their various hotels (Wilson & Hogarth, 2013). As employee needs is used as a vital benchmark to indicate management viewpoint, it is, therefore, important to investigate emotional requirements (Kusluvan et al., 2010), efforts in addressing needs (Felstead et al., 2013; Turkman, 2010) and meets expectations (Wilson & Hogarth, 2013) as sub-dimensions in the proposed TTMF as depicted in.

It was the intention of this study to investigate the dimensions of this perspective, namely, organisational commitment Kusluvan et al., (2010), Hasan and Subhani (2011); the contingent workforce Campbell, (2010), employee involvement Osman (2013) and

Richman (2006) and employee needs (Torres et al., 2015), and their sub-dimensions with a view of addressing gaps identified, specifically the involvement of managers in the talent management strategy.

The preceding discussions on management viewpoint, the dimensions, and resultant sub-dimensions, were identified as vital elements of the TTMF as shown Figure 3.2. The literature, herein, supports the formulations of the guiding question 2 (GQ2), the TRO1 and the formulation of H1. The remaining viewpoints of the proposed TTMF namely, Customer Service Delivery Satisfaction and Performance Management Viewpoints will be discussed in the sections to follow.

3.3.3 Customer Service Delivery Satisfaction Viewpoint

The third viewpoint in the discussion of the TTMF is customer service delivery satisfaction viewpoint. In placing the TTMF into perspective, the customer is referred to as guest or business or leisure tourist²⁹ who uses the services of the hotel. Owing to the symbiotic relationship that exists between service delivery process and customer delight or satisfaction (Rhee & Ryu, 2010) – the deliverer and the recipient of service – it is noteworthy to view the next viewpoint within the construct of TTMF and discuss its impact on the mentioned/said construct. Various studies (Goldstein & Ford, 2002; Heskett, Jones, Loveman, Sasser & Schlesinger 1994; Hume & M. Sullivan, 2010; Parasuraman et al. 1985: 1988; Turkman, 2010³⁰) were used as a point of reference for the development of the following dimension of the TTMF customer service delivery satisfaction viewpoint in a tourism environment.

The leading question to this viewpoint as depicted in Figure 3.2 – ‘How is customer delight achieved in hotels?’ – will be conferred. The four dimensions for this viewpoint will be discussed with a view to justify the inclusion of the customer service delivery satisfaction viewpoint as a vital perspective to the proposed TTMF. These studies laid the baseline for an investigation of the identified dimensions, namely, *guest value* (Berghman & Matthyssens, 2006; Bowman & Ambrosini 2000; Priem 2007; Rhee & Ryu, 2010; Smith 2002: 2006; Turkman, 2010), *perceived service quality* (Douglas & Fredendall, 2004; Hays & Hill, 2001; Parasuraman et al., 1988; Petersen Handfield & Ragatz, 2005), *employee job*

²⁹ The use of both terms, tourist and guest is done purposefully so as to refer to the general tourism customer – tourist as well as hotel customer – guest. These two terms will be used interchangeably.

³⁰ The use of these ever green references in the face of a changing customer satisfaction strides provides the necessary baseline from which most current references would be based on.

satisfaction (Arnett, Laverie, & Mclane 2002; Chen 2003; Yoo & Park, 2007; Zeithalm, Bitner & Gremler 2012) and hotel employee *attitudes* (Ajzen, 1975; Fishbein & Ajzen's 1975; Guest 2004; Takeuchi, Chen, & Lepak 2009) and their resultant sub-dimensions will be revealed in the following sections **3.3.3.** to **3.3.3.1.4.** Figure 3.5 overleaf shows a graphic summary of the proposed Customer Service Delivery Satisfaction Viewpoint with its proposed dimensions and sub-dimensions which will be discussed in detail. (For a more detailed illustration of the measurement items, refer to **Appendix B**).

Dimension	Sub-dimensions	Exemplary Items
Customer Value	Value for money	Guests are satisfied with the level of hotel services rendered to them.
	Responsibility	Every employee has the responsibility of ensuring guest satisfaction.
	Service delivery	Poor service delivery must be corrected.
	Quality service	Zimbabwean hotels that practice quality management systems have competitive advantage in service delivery.
Perceived Service Quality	Guest expectations	Zimbabwean hotel guests' expectations are always met by the employees.
	Guest satisfaction	On average, guests to Zimbabwean hotels find that services rendered meet their expectations.
	Employee role	Employees have an overall understanding of the skills needed to support guest satisfaction at the hotel.
	Guest feedback	Zimbabwean hotels value guest feedback as an improvement mechanism.
Hotel Employee Job Satisfaction	Employee satisfaction	Zimbabwean hotels' employees' job satisfaction determines their work performance.
	Guest loyalty	Hotel employees' joint efforts are needed to enhance guest's loyalty.
		The future of the hotel business depends on customers' loyalty to the hotel brand.
Hotel involvement	Hotel places emphasis on employee job satisfaction strategies.	
Hotel Employee Attitudes	Personal Behaviours	Employees' reactions on the workplace are a result of how much their internal environments are changed.
	Work environment	Hotels create environments where employees' ideas are considered.
	Concerns	Hotel management is attentive to employees' concerns (such as working overtime).

Figure 3.5 Proposed Customer Service Delivery Satisfaction Viewpoint

Source:(Adopted from Ajzen, 1975; Arnett et al. 2002; Fishbein & Ajzen, 1975; Berghman et al. 2006; Blomme et al. 2010; Bowman & Ambrosini 2000; Chafetz et al. 2012; Dickens et al. 2013; Hsu, 2012; Lee & Way, 2010; Petersen et al., 2005; Priem 2007; Phillips et al. 2011; Salazar et al. 2010; Takeuchi et al., 2009; Turkman 2010; White & Bryson 2013; Wilson & Hogarth 2013; Yoo & Park, 2007; Zeithalm et al., 2012; Goldstein & Ford, 2002)

3.3.3.1 Customer service delivery satisfaction viewpoint dimensions

One of the main principles of the International Organisation of Standards (ISO) 9001:2015 standard is customer focus. It is an accepted good business practice³¹ to concentrate on customers/guests as they alone are the main reason why businesses are in operation. Hence, businesses' customer focus has intensified in the past decades with management arriving at workable solutions that promote guest satisfaction (Rhee & Ryu, 2010). Various authors (Ford, Sturman & Heaton, 2012; Walls, Okumus, Wang & Kwun, 2011; Weinstein, 2011) refer to the relationship between talent management and customer service delivery satisfaction. Increasingly, companies globally are recognising that talent management strategies play a seminal role in building a customer-friendly culture (Walls et al., 2011). Throughout the business world, management is focusing efforts on improving customer satisfaction by incorporating talent management strategies to give employees the prerequisite tools and support they need to develop and nurture positive, lasting relationships with their guests. Some of these direct and indirect relationships will be discussed within this section.

To date, service quality research has focused mainly on methods for monitoring operations to ensure conformance to specifications (operations perspective) and for measuring customer satisfaction (marketing perspective) as inferred by Danaher and Mattsson (1994). Some well-known work from the latter body of research is the development of the SERVQUAL instrument, (Parasuraman et al., 1985: 1988) which measures the gap between expectations and perceptions of the service by the guest, as an indication of service quality. Although this and other work in the area invoke the disconfirmation theory³² from consumer behaviour research, there seems to be considerable debate about the relationship between the core constructs of consumer satisfaction and perceived quality and about the appropriateness of the gap approach (Danaher & Mattsson 1994). Ford et al. (2012), however, posit that a large part of achieving great guest service is keeping the employees happy. Service-quality experts say that customer service employees tend to model externally the treatment they receive from management point of view (Zeithalm et al., 2012). Therefore, an intensely top-driven, autocratic tourism and hospitality corporate

³¹ ISO 9002:2015 standard.

³² Disconfirmation theory is a cognitive theory which seeks to explain post-purchase or post-adoption satisfaction as a function of expectations, perceived performance, and disconfirmation of beliefs, developed by Richard L. Oliver in 1977:1980. Although the theory originally appeared in the psychology and marketing literatures, it has since been adopted in several other scientific fields, notably including consumer research and information systems, among others (Danaher & Mattsson, 1994).

culture with a dappled internal communication leads to tense customer relations whereas a company with a collegial atmosphere and good channels of communication will be much better at keeping its customers happy (Ford et al., 2012).

Evaluating their own contributions, Parasuraman et al. (1988) found that the usefulness of analysing the expectations and gap scores remains unresolved. However, they maintain that customer satisfaction is distinct from service quality. Satisfaction is thought to result from the comparison between predicted service and perceived service whereas service quality refers to the comparison between desired service and perceived service. This study intends to determine how hotels might benefit from the knowledge derived from the comparison stated above.

1. Nasiru, Okunola, and Yina (2009:3) define customer service delivery satisfaction as the “motivation factor that leads to loyalty of customer to a product or service. Satisfaction regarding the hospitality industry has to do with both tangible and non-tangible products and service which guarantee satisfaction and value for money”.
2. Singh (2014:7) defines it as “the outcome of purchase and use resulting from the comparison of the rewards and costs vis-à-vis customers’ expectations and actual performance of the product purchased in relation to the expected consequences”.

For the purpose of this study, customer service delivery satisfaction viewpoint is defined as the continual process of satisfying guests’ needs by a well-motivated workforce in a conducive environment.

The most popular view of customer satisfaction in academia is that customer satisfaction is the judgement borne out of the comparison of pre-purchase expectations with post-purchase evaluation of the product or service experience (Singh, 2014) from any form of industry. Since guest satisfaction refers to the appreciation of service given to the guest, hospitality managers, especially in the Zimbabwean context, must really focus on the design and delivery of their service concept to ensure that the product fits the guests’ needs (Turkman, 2010). In addition, the whole business’ activities and performance must provide guests with quality experiences to build and maintain long-term guest relationships.

3.3.3.1.1 Guest Value³³

The creation of this first dimension of *Customer Service Delivery Satisfaction Viewpoint*, guest value has been founded on work done by Berghman and Matthyssens, (2006), Bowman and Ambrosini (2000), Priem (2007), Singh, (2014), Smith (2002, 2006), Timmerman, (2013) and Turkman (2010). A guest-oriented approach of value creation replaces the product and sales-oriented strategy in marketing (Turkman, 2010). Globally, companies are pursuing closer links with their guests in view of a value-filled service. As McLaughlin (2015) enlightens, every consumer/guest has a unique set of needs and resources. Therefore, no two consumers will place the same guest value on the same product or service. Companies that have the highest-quality product or service do not always provide the highest guest value, since the benefit of each product or service rendered is measured against the cost that the guest expends in attaining that product or service. Some guests are willing to pay a high price for a quality product or a high level of service, but others will make the decision that the same benefits are not worth the price (Singh, 2014).

A hotel's competitive advantage is developed and sustained by exploring and delivering superior value to satisfy guests (Anderson, Narus & van Rossum, 2010; Flint et al., 1997; Kim & Perdue 2013; Woodruff, 1997; Zhai, Xu & Yang, 2015). Total Quality Management (TQM) methodology propounded by Deming (1986, 1993), can help hotels to achieve business excellence by improving guest satisfaction (internal and external), cost effectiveness and competitive advantage (SME Toolkit, 2011). TQM is seen as an important source of variance affecting performance both indirectly and interactively. Moreover, the individual is seen as potentially affecting the system. This methodology is useful for operations within the hospitality industry (McLaughlin, 2015)

In a hotel, any quality problem will induce guest complaints and the impact is direct and immediate without any time delay. However, historical information regarding snagging areas of the hotel, gives a limited picture of guest value, but when augmented with predictive analytics, can provide a powerful tool to predict behaviour of guests (Torres et al., 2015). Towards the creation of higher value for tourism guests, managers must

³³ Basically this dimension – guest value – makes reference to customers of various businesses however for the purpose of this study whose main focus is generally on a tourism playfield and hospitality as a specific business, the term guest will be used instead of customer.

understand how to create and to measure value. Value has been conceptualised in various ways:

1. Bowman and Ambrosini (2000) suggest value creation is either use value or exchange value. Use value is the consumer's subjective valuation of consumption benefits (for instance the maximum willingness to pay for a firm's products or services). Exchange value is the monetary amount the consumer pays in a market exchange (for instance the purchase price).
2. Value is the difference between the benefits enjoyed by a hotel's guests and the product's production and delivery costs (Bowman & Ambrosini, 2000; Priem, 2007; Turkman, 2010).
3. Berghman and Matthyssens (2006:80) consider guest value as low price, the product that guest wants, and the quality and the feedback after the guests paid. This definition of guest value is "the total evaluation after guest's paying and getting", which means when guest's cognitive value is larger than opportunity cost, the product is more valuable. Larger value gaps suggest higher perceived valuable the guest derives from the purchase.
4. Most academic literature defines guest value as a trade-off between (guest-perceived) quality and (guest-perceived) price (Desarbo, Jedidi & Sinha, 2001; Rhee & Ryu, 2010). Guest value is evaluated by cognitive value of target guests. This value is determined by individual's consumer behaviour. Understanding cognitive value helps hotels understand what guests want and predict their reactions (Kim & Perdue 2013).

Defining the concept guest value, the following references in literature have been made:

1. Timmerman (2013:12) asserts that "guest value includes the external service value, guest satisfaction, customer loyalty, revenue growth, and profitability components of the service-profit chain".
2. Defining value, McLaughlin (2015:7) attests that it is "the value the individual consumer places on a product or service becomes the guest value for that offering. This guest value is weighed against the guest values assigned for similar products and services that would provide a similar benefit".

Highlighting the last definition, when guests are deciding where to dine, do they consider, for example, Hotel A to have a higher guest value than Hotel B? Guests will typically purchase the item with the highest guest value among all offerings in the marketplace.

For the purpose of this study, guest value is defined as the total worth a guest is to the business implying that guests are the reason employees are at work and hence the tourism business is in existence because of the guest.

Approaching this perspective without referencing to the service-profit chain³⁴ as propounded by Heskett et al., (1994) will exclude the important impact which guest satisfaction has on tourism businesses' profit lines. Service-profit chain (SPC) establishes the relationships between profitability, guest loyalty and employee satisfaction, loyalty, and productivity. As vital as these elements are, no further reference to them will be made in this study as their function is to escalate relevance of the stated sub-dimensions in Figure 3.5. Similar to the preceding comparison made between desired service and perceived service, a causal relationship exists among the elements of the SPC which become a fundamental aspect within this study. The inclusion of the SPC in this study was to draw the attention of the reader to the importance of the impact that customer satisfaction has on tourism businesses' profit lines. (Heskett et al., 1994; Parasuraman et al., 1985; Turkman, 2010; Goldstein & Ford, 2002).

Guest value has been used to great lengths in the field of marketing in profiling of customers according to their worth within businesses and in their competitor analysis (Anderson et al., 2010). Guest value may affect judgment of products and service quality, product attributes, and even pricing (Berghman & Matthyssens, 2006; Timmerman, 2013). To create superior guest value, Zimbabwean hotels must increase the gap between guest perceived value and the cost of delivering the product or service Zeithalm et al. (2012). Once tourism businesses become disciplined about understanding guests, they can make smarter choices regarding allocation of scarce company resources in developing new offerings. Hence, this gap between guest value and cost of delivering service will be further investigated in the context of Zimbabwean tourism and hospitality industry.

Guests' perceived benefits or values are explained by the service they receive after a purchase (Turkman, 2010). Berghman and Matthyssens, (2006) add on that positive guest

³⁴ Service-profit chain (SPC) was developed in 1994 by Heskett, Jones, Loveman, Sasser and Schlesinger proposes an integrated approach to managing services.

experiences lead to added value produced after the product or service is consumed – resulting in an emotional bond between guest and supplier. Guest value is, therefore, interactive, comparative (individual and situational), preference-based, and experiential descriptions (Turkman 2010). It is against this background that the relevance of guest value as a dimension of customer service delivery satisfaction viewpoint be investigated and be further supported by the following items, namely, *value for money* (Berghman & Matthyssens, 2006), *responsibility* (Bowman & Ambrosini 2000), *service delivery* (Priem 2007) and *quality service* (Smith 2002: 2006; Turkman 2010).

Value for money (Berghman & Matthyssens, 2006) in the tourism industry is what guests seek to achieve and experience while they are consuming the tourism product. Among the various responsibility (Bowman & Ambrosini 2000) functions that employees have within the hotels, one of their main responsibility is that they need to ensure that guests satisfaction is achieved by the way they serve the guests. Failure to deliver a satisfactory service to guest has its own implications to staff and management in terms of achieving their targets and objectives (Priem, 2007; McLaughlin, 2015). Operating in “blue oceans” (Chan & Mauborgne 2015:69) where tourism businesses have amassed the competitive advantage by the way they handle their guests and how employees handle themselves in terms of the quality of their service. Smith (2002: 2006), Turkman (2010) and Zhai et al., (2015) noted that it sets that business apart from others that are not making efforts in this regard. The inclusion of these sub-dimensions and authors to this study especially to the guest value dimension will bring clarity to the leading question “how is customer delight achieved in hotels”, thereby paving way to their measurement. Figure 3.5 illustrates the dimensions and sub–dimensions to support the customer service delivery satisfaction viewpoint.

3.3.3.1.2 Perceived service quality

The concept of perceived service quality is one of the most researched topics of all time owing to its contribution to business competitiveness, developing satisfied and loyal customers (Phillips, Wolfe, Hodur & Leistriz, 2011). Customer’s expectations have consistently been acknowledged in the literature as the basis on which service quality and customer satisfaction judgments are formed (Crick & Spencer, 2011). Perceived service quality has been applied in various service industries and other mainstream industries such as manufacturing (Meyer & Collier, 2001). The development of this particular dimension is based on works founded by Douglas and Fredendall (2004), Hays and Hill (2001), Lee and

Way (2010), Parasuraman et al. (1988), Phillips et al. (2011), Petersen et al. (2005) and Salazar, Costa and Rita (2010). Tourism and hospitality establishments are expected to enhance their service quality such that customer satisfaction is escalated and positively affecting the financial gains. Research has shown several factors which are important for the success of these service companies. Four of the factors include:

- 1) Employees,
- 2) Perceived service quality,
- 3) Customer satisfaction, and
- 4) Financial performance (Hays & Hill, 2001; Lee & Way, 2010; Meyer & Collier, 2001; Parasuraman et al., 1988; Petersen et al., 2005; Phillips et al., 2011).

These four factors become major proponents of the said viewpoint as employees' delivery of service culminates to guest satisfaction. Inclusion of these factors in this study is relevant in discussing the dimension perceived service quality that omission of these four factors would render the discussion futile. Employees are the service provider and need to adequately address the perception of their service to the guests, thereby achieving guest satisfaction which culminates to improved financial performance of the business.

How talent is then managed around this dimension is critical as the inseparability nature of consumption and service cannot be separated from the service deliverer (waiter, bedroom hand and so on) augments (Phillips et al. 2011). In defining perceived service quality, the following has been obtained from literature:

1. Parasuraman et al (1988) define perceived quality as a form of attitude, related but not equal to satisfaction, and results from a consumption of expectations with perceptions of performance.
2. Auka, Bosire and Matern (2013:36) define "perceived service as the outcome of the consumer's view of the service dimensions, which are both technical and functional in nature".

For the purpose of this study, perceived service quality is referred to as:

The expectations guests have on their minds before they utilise the service or product within a hospitality establishment. These expectations are what the hotel strive to meet or exceed in the delivery of service.

Therefore, having a better understanding of consumers' attitudes will help know how they perceive service quality in a general customer context (Lee & Way, 2010). In dealing with perceived service quality issues, Parasuraman et al. (1985: 1988) included in their conceptualisation of service quality, a model of how service quality occurs during the service delivery process. It is one of the most widely used instruments as it aims to help tourism and hospitality leaders diagnose and improve the quality of services under their control. The model on which SERVQUAL is based proposes that customers evaluate the quality of a service. However, this concept, though pivotal to the arena of perceived quality, will not be discussed in this study. Summarily, the gap model posits the flow of the customer service encounter – with certain expectations gained from past experience – to the supplier who then delivers the service according to a generic process and upon completion, the customer develops a perception about how good or bad it was. On this basis, perceived service quality is conceived as being the gap between the perceived service quality at the end, compared with the expected service quality at the beginning.

The challenge presented from the gap in the identified literature is how hotels deal with guests' responses to service delivered to them. Methods of guest feedback such as guest questionnaires among numerous others (Lee & Way, 2010) require analysis in order for continual improvements to service be enacted (Deming, 1986, 1993). Employee training and a shared understanding are critical determinants of perceived service quality (Hays & Hill, 2001). This is because training enables employees to better understand their responsibility, monitor their work performance, and adapt work routines in response to a variety of circumstances. However, employee training is a construct on its own and will be discussed later in section 3.4 of this study. The challenge, therefore, for Zimbabwean hotels is to adequately provide quality service so as to match the expectations of the guests (Auka et al. 2013).

Phillips et al. (2011) found that the guest who has developed a heightened perception of service quality has become more demanding and less tolerant of assumed shortfalls in service quality. They identify the intangible elements (inseparability, heterogeneity and perishability) of a service as the critical determinants of service quality perceived by a guest. It is fundamental to note here that service quality is not only assessed as the end results but also on how it is delivered during service process and its ultimate effect on the guest's perceptions (Phillips et al. (2011). It is essential to understand and meet what the guests' wants and needs with service employees' abilities to deliver (Wilson et al., 2008).

Grounded in this understanding of the importance of hotel employees and the nature of their roles in the organisation, hotels should pay more attention to knowing how to differentiate from their competitors and shaping service cultures and integrating appropriate strategic human resource management into service to delivering the good customer service through people (Wilson et al., 2008; Lovelock & Wright 1999).

It is against this background that the relevance of the dimension perceived service quality of the customer service delivery satisfaction viewpoint be investigated further and be supported by the following sub-dimensions, namely, *guest expectations* (Lee & Way, 2010; Parasuraman et al., 1988; Salazar et al. 2010), *guest satisfaction* (Douglas & Fredendall, 2004; Phillips et al. 2011), *employee role* (Hays & Hill, 2001; Wilson & Hogarth 2013) and *guest feedback* (Dickens et al., 2013; Petersen et al., 2005) as illustrated in Figure 3.5.

Guest expectations as alluded to in this entire section whereby guests seek the perceived value from the purchase of a good or service, need to be met and even exceeded by hospitality service providers. If the actual experience guests have with a product exceeds the expectation, they are typically satisfied. If the actual performance falls below the guests' expectation, they are typically disappointed (Lee & Way, 2010; Parasuraman et al., 1988; Salazar et al. 2010). Guest satisfaction (Douglas & Fredendall, 2004; Phillips et al. 2011) is the emotional response that guests feel after consuming a tourist product or service. However, the more positive the level of guest satisfaction, the more likely the repeat business from that guest. The employee role in this regard is critical.

One of the main characteristics of the tourism product, inseparability, whereby the product and the producer are inseparable, enforces tourism leaders to ensure that employees function as they are meant to so as to derive at guest satisfaction (Hays & Hill, 2001; Wilson & Hogarth 2013). The final sub-dimension, guest feedback enables tourism and hospitality entities to measure their impact on the travelling public both those who have consumed and those who intend to consume their product (Dickens et al., 2013; Petersen et al., 2005). Hence, there is a need for employees to have a clear picture of the skills they should build on to support guest satisfaction. As perceived service quality is used as a vital yardstick to indicate customer service delivery satisfaction viewpoint, it is therefore important to investigate it as a sub-dimension in the proposed TTMF as depicted in Figure 3.5.

3.3.3.1.3 Hotel employee job satisfaction

Hotel employee job satisfaction as a dimension of customer service delivery satisfaction viewpoint appears first hand misaligned. However, the ensuing discussions will qualify its presence in this section. Employees who are satisfied with their jobs help produce satisfied guests. Satisfied employees are likely to assist guests with a more pleasant demeanour and a higher level of guest service thereby creating a more satisfying guest experience, increase guest loyalty and ultimately drive increased profitability (Wyse, 2013). Conversely, low employee satisfaction and overall low employee morale can negatively affect company operations greatly, causing dissatisfied guests and damage profitability. Reference to literature by Arnett et al., (2002), Chafetz, Erickson and Ensell (2012), Chen (2003), Hsu (2012), Wentling and Palma-Rivas (2010), Wyse (2013), Yoo and Park (2007) and Zeithalm et al. (2012) benchmarks the following discussions on employee satisfaction. Employee satisfaction studies have been applied to various industries which depend on employees to drive their businesses. By meeting basic requirements, employees can prevent guest complaints and dissatisfaction. Employees' joint efforts are needed to enhance guest's satisfaction. As alluded to earlier on by Petersen et al. (2005), the aspect of the inseparability nature of service – server and guest – qualifies this dimension as employee satisfaction is almost synonymous to guest satisfaction.

Various references to literature regarding the definition of employee satisfaction have been identified as following:

1. Javed, Balouch and Hassan (2014:121) define job satisfaction as “being composed of satisfaction with various features of the work and the workplace”. In this approach, the authors attributed job satisfaction value to the sum of satisfaction reported by many different characteristics of work and the workplace.
2. Locke and Latham (1979:69) posit that “employee job satisfaction is an enjoyable emotional state ensuing from appraisal of one's job and job experience”.
3. Employee satisfaction “has been usually defined as an attitudinal evaluative judgment of one's job or job experiences” (Ilies, Wilson, & Wagner 2009:102). The authors add on that “it is an inner state based on measuring the job and job-related experiences with some degree of favour or disfavour”.

For the purpose of this study defining the dimension under discussion is that:

Employees are satisfied when their perceived expectations and opportunities are achieved, and their performance improves and is recognised by the management of the hotel.

Following are findings on what the authors determine employee satisfaction to be:

1. Arnett et al. (2002) mentioned that, with a high level of job satisfaction, employees tend to devote their full efforts to the accomplishment of their tasks. Apparently, employees' job satisfaction determines their performance (Zeithaml et al., 2012).
2. All front-line personnel are the first-line representatives to serve guests, and hence employees' job satisfaction determines guests' loyalties (Claessens, Eerde, Rutte, & Roe, 2004). They are satisfied when they are able to make decisions that directly affect their job.
3. High-quality internal service contributes to employees' job satisfaction. When employees' job satisfaction is high, guests will be taken care of with high-quality service (Chafetz et al., 2012; Chen, 2003) as revealed in the background to the study in Chapter 1. In the words of Bill Marriott³⁵,
"If we take care of our people, they will take care of our guests" (Hinkin, 2007:170). This statement is apparently driving many hospitality organisations to fully implement a leadership that realises the value in the employees within their establishments. When employees' job satisfaction is high, guests will be taken care of with high-quality service (Chafetz et al., 2012; Chen, 2003).
4. Proper design and layout of the workstations are also a determinant of employee satisfaction (Tansley, 2011; Zeithalm et al. 2012). If areas are not ergonomically designed, the job is more difficult to do. By having the correct tools of trade, employees can have a better more productive work experience.

Providing guest satisfaction is typically associated with front-line employees who come into direct contact with the guest. However, to create guest loyalty (as per SPC – Heskett, et al., 1994), every part of the hotel needs to be engaged in the act of serving the needs and desires of the guest (Turkman, 2010). While job satisfaction and leadership behaviour have been extensively investigated in other fields, studies of these variables in the tourism

³⁵ For more than 40 years as CEO of his family's hotel chain, Bill Marriott practiced a famously hands-on style that he called management by walking around has been dubbed a very practical hotel manager whose fame in employee relationships has been emulated by other global leading hotels (Hinkin, 2007).

service (Chen, 2003), particularly in hotel management, are almost absent. Therefore, Zimbabwean hotels have to make their employees satisfied in the workplace before the employees can deliver satisfactory services to guests. This element for most hotels is a pipe dream as owing to the current unstable economic footing the nation is reeling under, most proprietors of the said hotels are battling to break even and hence employee satisfaction prerequisites are not placed as priorities.

The foregoing discussion on employee job satisfaction as a dimension of customer service satisfaction viewpoint will be investigated and be further supported by the following sub-dimensions, namely, *employee satisfaction* (Arnett et al., 2002; Hsu 2012), *customer loyalty* (Chafetz et al. 2012; Chen 2003) and *hotel involvement* (Yoo & Park, 2007; Zeithalm et al., 2012). Employee satisfaction which is the general behaviour employees think, and feel about their jobs (Blomme, van Rheede, & Tromp 2010) has to be managed well by managers that employees are more encouraged towards their work responsibilities and attaining overall organisational objectives (Arnett et al., 2002; Hsu 2012). Guest loyalty as alluded to earlier is heavily impacted on by employee satisfaction which also has a major impact on guest retention and corporate profitability (Chafetz et al. 2012; Chen 2003). Hotel involvement which places special emphasis on employee satisfaction strategies is ideal for a tourism business which wants to be successful in terms of managing its employees (Yoo & Park, 2007; Zeithalm et al., 2012). The inclusion of these sub-dimensions and authors to employee satisfaction as a dimension of customer service delivery satisfaction viewpoint paves way to their measurement in support of the stated viewpoint as shown in Figure 3.5.

3.3.3.1.4 Hotel employee attitudes

In as much as the preceding dimension of employee satisfaction seems misaligned to the dimension of customer service delivery satisfaction viewpoint under the construct of TTMF, employee attitudes dimension is seemingly integral in the discussion regarding the employee. This dimension is pivotal in all industries which function with people as their main driver of processes (Hsu, 2012). Works that this dimension of employee attitudes were benchmarked against are Ajzen (1975), Blomme et al. (2010), Fishbein and Ajzen's (1975), Guest (2004), Takeuchi et al., (2009). Fishbein and Ajzen's (1975) theory of reasoned action is at the heart of both the employee and the guest links between satisfaction and behaviour. The theory of reasoned action postulates that attitudes lead to intentions which lead to behaviours. The author's theory affirms that an infinite number of

variables may in some way influence behaviour, only a small number of variables need to be considered to predict, change, or reinforce a particular behaviour in a particular population (Fishbein & Ajzen, 1975, 2010). This theory has received a great deal of empirical support (Ajzen & Fishbein, 1980; Hom & Hulin, 1981), and illustrates the similarity between the psychological mechanisms underlying guest and employee retention.

References to literature in terms of what defines employees' attitudes have been obtained from the following:

1. Blomme et al. (2010:69) infer employee attitudes to "evaluations of one's job that constitute one's feelings toward, beliefs about, and attachment to one's job."
2. Saari and Judge (2004) contend that attitude refers to the way employee feels inside and is mainly triggered by job satisfaction.

Since attitude has been referred to an inward feeling, unseen by the next individual, an employee's debauched attitude might remain hidden from the team, guests and management. Seemingly, these feelings or bad attitude might show in the employee's actions as the job is being performed.

However, for the purpose of this study, attitudes are defined as the ultimate behaviours which hotel employees engage in as a result of management involvement or lack of. These behaviours then determine the retention propensity of hotel employees.

The following are contributions to the dimension of attitudes:

1. In relation to this study, high satisfaction results in an intention to remain in the economic exchange with the hotel (Oracle, 2012). Takeuchi et al. (2009) emphasise that the intention translates directly to behaviour, thereby suggesting that employees are indeed similar to guests when it comes to satisfaction and retention.
2. Attitudes of employees are not independent to the main managerial processes such as supervision, benefits, work design and work conditions among others (Tarique & Schuler, 2010). Attitude is a person's evaluation of how favourable or unfavourable his or her performing a particular behaviour would be (Tansley, 2011).

The integrative model makes clear that behaviour can be influenced through changes in behavioural skills, environmental factors and behavioural intention. Hence, how employees react on the workplace is a result of how much their internal environments are

changed either negatively or positively and will influence whether they leave or stay in employment (Hsu 2012). Guest (2004) suggests that in a professional workplace setting such as a tourism business, bad attitude can affect everyone and cause conflict among employees. Further emphasis is made where in some cases attitude problems are able to be ignored by the majority of employees, and a productive employee with a slight attitude problem is not a distraction. Moreover, Takeuchi et al. (2009) contend that a manager needs to learn how to identify escalating attitude and concern issues in the workplace to prevent them from becoming a distraction. Resultantly as summarised by Guest (2004) is that the concerns of staff be effectively addressed, and attitudes that deliberately perpetuate an exaggerated power imbalance between service users and staff be transformed. The challenge for Zimbabwean hotels therefore in achieving guest delight, is how to transform the stated power imbalance and ensuring that a 360 degree³⁶ approach to service delivery is enacted by policy makers, the hospitality businesses and the concerned employees. It is against this background that the relevance of attitudes as a dimension of customer service delivery satisfaction viewpoint will be investigated and will be further supported by the following sub-dimensions, namely, *personal behaviours* (Ajzen, 1975; Fishbein & Ajzen, 1975; Blomme et al., 2010), *work environment* (Guest, 2004; White & Bryson 2013) *employee worth* (Takeuchi et al., 2009) and *concerns* (Hsu, 2012).

While attitudes are internal, behaviours are external reactions or actions employee do in response to attitude. This response is either positive or negative, depending on how the employee views his position and the company, which is critical for continuity of business (Ajzen, 1975; Fishbein & Ajzen, 1975; Blomme et al., 2010). Work-environment that could be causal to the attitude and unruly behaviours require that management purposefully condition the work environment so that it is conducive to work under for the employees (Guest, 2004; White & Bryson 2013). Employee worth in the face of delivering guest service is synonymous with business worth as has been alluded to earlier-satisfied workers equals satisfied guests. Hence, personal and organisational worth of employee needs to be ascertained and communicated (Takeuchi et al., 2009). Finally, employee concerns whether social or physical need to be heard by management that is concerned about employee welfare and the profitability of the business (Hsu, 2012). Figure 3.5 illustrates

³⁶ 360-degree approach implies an evaluation which starts at point A, goes to point B, C, D, and so on and final ends at point A. this approach ensures that all necessary steps in the system are applied in order to make the system fully functional (Guest 2004).

the dimensions and sub-dimensions for customer service delivery satisfaction viewpoint. This dimension can be defined as a vital element of the customer service delivery satisfaction viewpoint of the TTMF construct.

The literature herein, supports the formulations of the guiding question 3 (GQ3), the TRO1 and the formulation of H1. The remaining viewpoint of the proposed TTMF namely, Performance Management Viewpoint will be investigated in the sections to follow.

3.3.4 Performance Management

This is the final viewpoint of the proposed TTMF. This performance management viewpoint was benchmarked against general talent (Cobb, 2012; Flick, 2009; Hardeman et al., 2002; Heartfield, 2014; Hornik & Woolf, 1999; Schneider, 1985; SHRM, 2006, 2014; Sledge et al., 2011; Tansley, 2011; Tarique & Schuler, 2010; Wilkins, 2012) and tourism and hospitality (Martin, Kolomitro and Lam 2013; Hurst & MacDougall 2005; Ninemeier & Perdue, 2005; Scott, McMullen & Royal, 2012; Slattery, 2002; Tarique & Schuler, 2010; Taylor, 2004) studies for use in a hospitality business environment. This viewpoint must be understood from the point of view of the hotel employees seemingly as they are the focus of this study. Dimensions from a diverse selection of theoretical contexts were identified under the performance management viewpoint and their effects on talent management models recognised.

The leading question which will guide the discussion of this dimension is “How can talent be managed and be developed?” Similar to the preceding presentations of the other dimensions, this dimension will be discussed herein. Ninemeier and Perdue (2011) postulate that performance improvement and the role of performance management is an increasingly popular topic. The intense focus on performance management they attribute to the ever-increasing business pressures and companies are now required to become even more effective and efficient, execute better on business strategy, and do more with less to remain competitive (Crick & Spencer 2011).

Therefore, it is the suggestion of this study that the proposed viewpoint will measure four different dimensions, namely, *hotel employee value* (Jones, 1999), *goal setting* (Carra et al., 2005; Sledge et al., 2011), *pay for performance* (Tansley, 2011) and *work performance* (Wilkins 2012). These dimensions will be defined, be applied to the Zimbabwean context

and be measured against studies to justify the development of the TTMF construct in a tourism and hospitality environment.

Figure 3.6 shows a graphic summary of the proposed Performance Management Viewpoint its proposed four dimensions and 14 sub-dimensions which will be discussed in detail herein from **3.3.4.1** to **3.3.4.1.4**. (For a more detailed illustration of the measurement items, refer to Appendix 1).

Dimension	Sub-dimensions	Exemplary Items
Hotel Employee Value	Employee promise	Employee recognition is an indicator of how much a hotel values its employees.
	Appreciation	Appreciation by managers makes employees feel valued.
	Recognition programmes	Presence of employee recognition programmes as an employee motivation tool.
	Self-worth	Employees have a positive regard about themselves.
Goal Setting	Contribution of goals	Personal goals of employees are aligned to the achievement of hotel goals.
	Communication	Hotel management clearly communicates ways of achieving hotel targets such as desired profitability.
	Time bound	Stated performance targets reached within the given timeframes.
	Ownership	Hotel targets become employees' targets throughout the working period.
Pay for Performance	Compensation	Competitiveness of monthly remuneration package compared to the rest of SADC.
	Rewards	Importance of monetary rewards (bonuses) than non-monetary rewards (certificates of commendation)
	Consolidation	Accuracy of performance reviews in reflecting the performance of employees.
	Fairness	Monetary compensations (bonuses) based on performance reviews as a fair way of compensation.
Work Performance	Employee control	Employees have control over working conditions.
	Employee's skills	Importance of specialised skills which are associated with the work performance of hotel employees.
		Interpersonal skills are essential component of the work performance.
Review processes	Hotel employees understand importance of how their performance is reviewed.	

Figure 3.6 Proposed Performance Management Viewpoint

Source: (Adopted from Baran, 2012; Behzad & Abbas, 2010; Cobb, 2012; Crick & Spencer 2011; Cushway 2011; Davidson et al.,2010; Demerouti & Bakker 2006; Dickens et al., 2013; Erickson & Gratton 2007; Finnigan, 2010; Haanappel et al 2011; Hardeman et al., 2002; Hill & Tande 2006; Hsu, 2012; Lee & Way 2010; Scott et al., 2012; Tansley, 2011; Vance, 2013; Porter & Kramer, 2006; Wilson & Hogarth, 2013; Yam & Raybould 2011).

3.3.4.1 Performance management viewpoint dimensions

While it is widely understood that optimal performance management is important (Stevenson, 2012), organisations often face significant internal obstacles. Perception of the entire performance process is often cringed upon by employees who undergo sessions of appraisals and managers who act as judge and jury while reconciling activities with objectives of employees (Konard 2006). However, focusing only on an annual appraisal form leads to misunderstanding and under-appreciation of the benefits of performance management. Hence, Stevenson (2012) advocates that forward thinking companies take steps to successfully address the negative view of performance management by implementing innovative solutions that ensure processes deliver real results which then improve performance.

In discussing the performance management viewpoint, the ensuing discussions will be used to highlight related literature based on a range of views and suggestions to the implications performance management has on talent management in the tourism and hospitality industry (Bailetti, 2012). References to performance management implications from literature are as follows:

- 1) Ninemeier and Perdue (2005; 2011) state that performance management system is not only a detailed description of the content of positions in the hotel, but it must also define the powers and the corresponding positions, which should bear the responsibility of making post brochures enterprise performance management as an effective basis for such enterprises strict system and it will be detailed to guide enterprise performance management. Heartfield, (2012:28) postulates further that performance is a 'set of behaviours that are relevant to the goals of the organisation'.
- 2) All members of the workforce need to work on the right goals (Hardeman et al., 2002). When employees understand how what they do will contribute to the success of the team, department and organisation, their interest, commitment, engagement level, and retention increases (Scott et al., 2012; Martin et al., 2013; Taylor, 2004). Business (hotel), department, managers and employee goals are all linked to best-practice performance management processes (Oracle, 2012; Jack & Scott 2010; Tarique & Schuler, 2010).

- 3) SHRM (2006) declares that performance management should be a process of ongoing employee evaluation and development in which employee performance, based on facts and actions, which is regularly assessed by their manager and peers in a formalised review process. Heartfield (2012) asserts that the review process should provide critical feedback on the employee's work performance and attainment of assigned objectives, and mastery of core competencies and skills associated with the position.
- 4) When the performance management process is well designed, it encourages managers and employees to talk regularly about goals and development plans that can encompass social and unstructured learning opportunities. At best, the review process seeks to foster bidirectional communication (Wilkins, 2012; Sledge et al., 2011).

In defining performance management, the authors made the following contributions:

1. A widely held definition of performance management is that it is, "a process for establishing a shared understanding about what is to be achieved and how it is to be achieved and an approach to managing people that increases the probability of achieving success (Weiss & Harte, 1997:45).
2. "a means of getting better results by understanding and managing performance within an agreed framework of planned goals, standards and competency requirements" (Armstrong, 2009:618), while,
3. Haanappel et al., (2011:3) define performance management as "the area of setting goals, responsibility accounting and monitoring/ analysing/ governing and improving the performance of ...". The authors buttress that performance measurement frameworks need to be balanced and that they should not exist in isolation of performance management techniques and improvement initiatives, but should however, reflect the requirements and goals of the organisation (Haanappel et al., 2011).

For the purpose of this study, performance management is referred to as:

A review of service performance rendered to customers by hotel employees which tallies with the strategic direction and operational objectives of the hotel as assessed by the hotel managers.

Performance management is a measurement in use by virtually any form of global business as it seeks to measure input from employees (Armstrong, 2009). Hinkin (2011) advances the notion that tourism and hospitality entities align their organisational work processes with the overall objectives together with performance management systems that are designed to reinforce the vision of that organisation. The author extends this notion by stating that employees need to know what they are doing, why they are doing it, and how it fits into the big picture. For this reason, management needs to continually remind people of their organisational goals. Tourism employees should have been given (and should be able to state) a rational explanation of why they are doing what they do (Hinkin 2011). Acknowledgement of employees' performances whether good or bad has benefits for both employee and employer (management). Failure to conduct appraisals or performance manage can be unfair to all employees – regardless of tenure, age or job level (Haanappel et al. 2011). Lack of performance management systems might result in the employees feeling that there is no opportunity to discuss their performance, improve working patterns or behaviour and advance in their careers and this exasperate the propensity to stay on the job by employees. This scenario leads employees to be unaware of employer concerns - which often could be resolved by simply talking things through before it escalates to a more severe problem.

Most service-related businesses in Zimbabwe make use of various performance management instruments to measure performance rendered to their customers. However, far too little attention has been paid to imbedding performance management into a hotel's standard operations procedures (Torrington et al., 2011). This dimension aims to investigate the fundamentals of performance management ingrained in the induction process to evaluation for promotions within Zimbabwean hotels. Expectations are that a smooth measurement system will ensue. It becomes a challenge for these businesses, therefore, to ensure that the element of measurement, tallies with the overall goals and objectives of the company. It is imperative that the individual is not assessed in isolation to the organisational goals (Tarique & Schuler, 2010).

3.3.4.1.1 Hotel employee value³⁷

The development of hotel employee value proposition (EVP) as a sub-dimension of the TTMF has been standardised on works by several researchers (Behzad & Abbas 2010; Haanappel et al 2011; Finnigan 2010; Hardeman et al, 2002; Hill & Tande 2006; Tansley, 2011). The success of a performance management system relies on numerous variables which have been alluded to earlier on in section 3.3.4.1. The current dimension of value comprises various key talent management systems (Schneider, 1985; Tansley, 2011). Investigations by this study will establish the effect of integrating the talent management processes at the workplace with benefits to both employers and the employees. Employee value is a critical pointer for the employees to know how their company values them (Behzad & Abbas 2010).

Defining employee value proposition (EVP), the following authors have made these contributions to literature:

- 1 Hill and Tande (2006:20) define EVP as “the balance of reward and benefit, work policies and practices, experienced by an employee in return for their work: it describes why the total work experience is better than at any other organisation and accordingly it may be critical in attracting and retaining quality people”.
- 2 “The full array of elements an organisation delivers to employees in return for the contribution those employees make to the organisation” defines Davenport (2013:4).

Employee value proposition for the purpose of this study is the monetary importance a hotel places on its employees in exchange for the use of the workers’ conceptual and physical skills.

These pointers are presented in various forms to the employees and the following are results from research which demonstrate employee value;

- 1) Employee promise – these are statements hotels make to demonstrate employee worth. The employee promise, affects attendance and satisfaction because if the employee understands and acknowledges that they are valued and needed, they can appreciate that without their presence, the company is not able to provide the

³⁷ EVP and employee value will be used interchangeably implying that when the term proposition has not added reference is still made to the same dimension.

level of service that is expected of our property (Hardeman et al., 2002; Wilkins, 2012; Sledge et al., 2011).

- 2) Communication – communicating with employees both positive and negative feedback, managers can increase satisfaction and performance because the employee is made aware of expectations; hence, value matrix is increased (Tansley, 2011; Heartfield, 2014; Tarique & Schuler, 2010). When managers effectively communicate to employees concerning their pay, their value to the company and what is expected of them from their job the level of satisfaction would increase.
- 3) In agreement to the pointers alluded to in the two points above, Hardeman et al. (2002) and Haanappel et al. (2011) determined that providing a climate where employees feel free and motivated to cultivate and implement constructive ideas is the challenge of talented leaders of any business. The authors single out that those managers who succeed in selling good ideas to others win financially, gain power, and assume a leadership role. Sledge et al. (2011) complements this point when the authors state that businesses are going through an age of ideas; where it is the talented person that generates, implements, and successfully markets innovative ideas will win exponentially more money, visibility and credibility.

Heartfield (2012) postulates that what every manager wants from talent is value-added contribution. Practical works by firms such as Walt Disney, Henry Ford, Bill Gates (Microsoft) and Michael Dell (Sledge et al., 2011) have demonstrated how a mixture of imagination with knowledge can lead to innovation which invariably results in increased earnings of a company. Hotels invest in the development of their employees more than recover the costs over time. By retaining employees, the value of their development increases. Brintnall (2005) observed and submits that recognition of work makes employees feel valued and appreciated as it contributes to higher employee morale and increases organisational productivity. In addition, strong recognition programmes are effective employee motivation tools.

This dimension is quite poignant for employees in the Zimbabwean industry in establishing whether worth and value of talent match (Davenport, 2013). The challenge for Zimbabwean hotels is in identifying the value proposition of its employees, cultivating it and sustaining it within the business, and it is the intention of this study to redress this

challenge. It is normal practice for businesses to align their strategies to best practices set up by their industries. Therefore, for the tourism and hospitality industry, benchmarking wages and salary (worth) of their employees to other regional and international industries, to gauge their real value (Sledge et al., 2011), would be considered a good practice.

The preceding discussion on value as a dimension of performance management viewpoint will be investigated and be further supported by the following sub-dimensions, namely, *employee promise* (Haanappel et al 2011; Hardeman et al., 2002), *appreciation* (Behzad & Abbas, 2010) Tansley, 2011), *recognition programmes* (Hill & Tande 2006) and *self-worth* (Finnigan, 2010). Employee promise as already discussed in this section are statements hotel employers/managers make to demonstrate employee worth and this has many positive effects on their teams (Haanappel et al 2011; Hardeman et al., 2002). Appreciation of employees by top management within the tourism / hotel businesses is critical for as acknowledgement raises morale of employees for the benefit of the business (Tansley, 2011; Tarique & Schuler, 2010). As pertinent as it is for deserving employees to be acknowledged for their efforts, so is it for hotel management to design specific programmes which capture how the hotel recognises its employees (Hill & Tande 2006). Self-worth which is the opinion one has about self (self-esteem) and the value one places on themselves is one of the prerequisites individuals need to internalise for them to success in any life event (Finnigan, 2010).

3.3.4.1.2 Goal setting

Goal setting as a dimension of performance management has been created against the works by several authors (Baran, 2012; Gratton & Erickson, 2007; Hsu, 2012; Oracle, 2012; Porter & Kramer, 2006; Vance, 2013; Wilson & Hogarth, 2013). The current best practice method for achieving goal alignment is the organisation-centric³⁸ method (Cobb, 2012; Tansley, 2011). Studies from Locke and Latham (1979; 1990; 2002) outline the evolution of goal setting as an important organisational tool. Locke and Latham (1979) first posit that employees were motivated by goals and feedback and later fine-tuned his perspective to include that the difficulty and specificity of the task also was a good predictor of performance (1990). In other words, if the goal to be attained was too easy; hence, the motivation was not as persuasive. Basically stated, Locke and Latham (1990) found that people become and are productive when motivated by clear goals trailed by appropriate

³⁸ Organisation-centric is when focus and drive of the business is for the benefit of the organisation (hotel) (Tansley, 2011)

feedback (PSU, 2012). However, Ordóñez, Schweitzer, Galinsky and Bazerman (2009) argue that unethical behaviour can result from motivating employees to meet specific and challenging goals which can potentially cause harm to an organisation. Locke, Smith, Erez, et al. (1994) agree with this argument when they state that a dysfunction of goal setting exists when set goals do not change even when relevant circumstances within the company change may promote undue rigidity; and goals that are set for the wrong outcome or if there is goal conflict. The authors henceforth recommend that care should be taken in applying goal setting due to the possible unintended side effects.

In goal setting, process commences at the top, setting the organisation's highest-level goals, then high level goals for departments in the hotel are set, {such increasing service quality and satisfying customer needs (Locke et al., 1994)}. Management's involvement in assisting personnel within the departments to prioritise the critical work processes in a way that departmental goals are achieved, will lead to a considerably greater focus on people as a resource and necessity to give the latter more decision-making authority in meeting customer needs and expectations (Collins, 2007; Vance, 2013).

Defining this dimension, the following delineations have been obtained from literature;

1. Locke and Latham, (1990:118) posit that “a goal is the object or aim of an action or task that a person consciously desires to achieve or obtain”. The author adds on that “goals have both an internal and an external aspect. Internally, they are ideas (desired ends); externally, they refer to the object or condition sought (e.g., a job, a sale, a certain performance level)”.
2. Vance (2013:11) refers to goal setting as a “motivational technique based on the concept that the practice of setting specific goals enhances performance, and that setting difficult goals results in higher performance than setting easier goals”.

For the purpose of this study, goal setting is defined as the laying out of set parameters for hotel employees which they are expected to achieve within an agreed timeframe.

Nevertheless, from there, every employee, regardless of their level or function in the organisation, has to set personal goals that in some way contribute to the achievement of the organisation's high-level goals. Some references from literature:

- 1) Once personal goals are set, translation of work goals is made easier as the employee develops the skill of prioritising (PSU 2012).
- 2) Oracle (2012:8) enlightens the above point by stating that “goals define the results that people aim to achieve. They are the touchstones for performance planning, appraisal and rewards”.
- 3) Porter and Kramer (2006:203), on the effects of poor communication of goal settings, agree when they state that “lack of goal setting can have drastic effects on production (service delivery) and employee relations. The impact on the utilisation of talent within a company can thus be devastating. The findings indicate that the majority of companies (more than 70%) apply good communication practices within their organisations”. This is essential in a customer-service environment such as a hotel as management will be in a position to map a path into how careers and professions develop which undoubtedly adds to the self-motivation of the hotel’s employees (Cobb, 2012).

Tourism and hospitality businesses that set goals and accurately measure the results of their efforts position themselves for growth and productivity (Oracle, 2012b). These companies set themselves up to best manage online reviews and social media. Tourism and hospitality businesses that set goals and rally around them tend to deliver better results than entities that do not set goals. Assumably, goals allow tourism and hospitality entities, specifically hotels, to come together around common objectives such as the aspect of online reviews’ impact on health of hotel (Baran, 2012). Furthermore, it is critical for hotels to continue tracking towards their goals as hotels that stop tracking their goals seem to fall down when they stop. The author augments that for hotels to be successful around goal setting, there needs to be a culture of paying attention to guest feedback and understanding that every guest has the ability to make or break their reputation with an online review. Therefore, hotel must implement strategies that show their involvement in terms of feedback and rewarding employees that excel.

The gaps which exist in the preceding literature is how tourism and hospitality businesses encapsulate personal goals of hotel employees into company-wide goals or simply stated that the goals of the business are not always the same as the goals of the employees (Vance, 2013, PSU, 2012). Therefore, this study will investigate the involvement of baseline hotel employees when developing company-wide goals which affect all talent

within the hotel. The study will also ascertain the extent of inducement that employees have to bear to take risky actions in pursuit of hotel goals, which could potentially lead to failure rather than success (PSU, 2012). Locke et al., 1994). Employees are considered as the most valuable resource and asset to an organisation (Gratton & Erickson, 2007). Cobb (2012) asserts that qualified and motivated employees create and deliver value out of other organisational resources.

In establishing goal setting as a dimension of performance management viewpoint reference to the sub-dimensions, namely, *contribution of goals* (Vance, 2013), *communication* (Porter & Kramer, 2006), *time bound* (Wilson & Hogarth, 2013) and *ownership* (Baran, 2012; Hsu, 2012) will be made. Management's involvement in involving personnel within the departments to contribute to the organisation's goals encourages buy-in from all employees (Vance, 2013). Communication strategies whether top (management) down (shop-floor employees) or bottom-up help to keep employees and managers in the loop and is beneficial to the businesses at hand (Porter & Kramer, 2006). Setting time-limits to various projects acts as a beacon of the progress underway and ensures that objectives set are based on time (Wilson & Hogarth 2013). Involving employees in critical work processes and presenting to them the benefits to both them and the company, helps to create a sense of ownership of the job in the mind of the employees and makes them to be loyal to the company (Baran, 2012; Hsu, 2012)

3.3.4.1.3 Pay for performance

Another key talent management system which displays value for employee is pay for performance which Cobb (2012) opines must be carried out for the benefit of the company. As will be elucidated in this section, pay for performance primarily refers to pay for extra or above average performance that hotel employees pursue and deliver on (Cromwell, Trisolini, Pope, Mitchell & Greenwald 2011). This dimension has been benchmarked against works by Cushway (2011), Davidson, Timo and Wang (2010), Demerouti & Bakker (2006), Dickens, Kelly and Williams, (2013), Scott et al., (2012); and Yam and Raybould (2011). In this regard, hotel managers need training on multiple levels to ensure they understand the nuances and complexities of compensation (Scott et al., 2012).

1. Cromwell et al. (2011:33) define “pay for performance (P4P³⁹) as a set of performance indicators linked to an incentive scheme. The performance indicators are the performance component of P4P, and the incentive scheme is the pay component”.
2. CIPD (2015:3) defines pay for performance as “a way of managing pay by linking salary progression to an assessment of individual performance, usually measured against pre-agreed objectives.”

For the purpose of this study, pay for performance refers to both monetary and non-monetary rewards hotel employees receive from their employers on a regular basis.

The following reference points from literature elaborate some vital facts about pay for performance:

- 1) Davidson et al. (2010) expound that data regarding hotel’s approach to compensation to the history of each employee’s performance rating, is a critical part of the compensation decision-making process which managers need to have a solid understanding.
- 2) Compensation adjustments must have timelines and that managers have the data they need to make decisions – all in sufficient time to allow thoughtful consideration (Hornik & Woolf, 1999; Tarique & Schuler, 2010).
- 3) Flick, (2009) and Cobb (2012) postulate that understanding employees’ perspectives and attitudes can help hotel managers improve their compensation management skills and ensure that employees are effectively rewarded for their performance.

Pay for performance is gaining ground in most industries. Rewards are tightly structured with the employee’s skill level or capacity to perform more than one job. Invariably those employees with higher skill levels are directly rewarded with higher percentage of variable pay (Cushway, 2011; Lawler 1995). Research suggests that service organisations have the potential to strongly benefit from competency-based pay systems since service organisations such as tourism and hospitality entities rely on their employees to take

³⁹ P4P - Synonym for pay for performance (Cromwell et al., 2011). However, the author will not make use of this synonym.

initiatives and make decisions on behalf of the company (Cromwell et al., 2011; Daim, 2010; Oladapo, 2014). Admittedly, pay for performance is not of equal importance to all hotel executives. Some employees have achieved a satisfactory level in meeting their financial needs in their workspaces. However, for others, the need is greater either for direct use of pay or simply as recognition of their importance (Cromwell et al., 2011; Demerouti & Bakker, 2006). The same notion needs to be investigated in the hotel sector in Zimbabwe.

The importance of pay in altering or reinforcing performance is strongly influenced by several factors, including background and current economic status (Cushway, 2011). For those who grew up in an affluent environment and currently have sufficient money, pay may have little impact (Tansley, 2011). Tansley (2011) maintains that for someone who did not grow up with money and still does not have it, but has high economic desires, pay is important. When developing a pay for performance structure, specifications of the objectives by hotel executives are to be clear and intended targets to be well stipulated. The following sub-dimensions, namely, *compensation* (Davidson et al., 2010), *rewards* (Demerouti & Bakker 2006; Dickens et al., 2013), *consolidation* (Scott et al., 2012) and *fairness* (Cushway 2011; Yam & Raybould 2011) will be referred and be further investigated as sub dimensions to the dimension pay for performance.

Compensation to employees (such as money) which is given or received as payment or reparation (as for a service) are normal forms of payment or reward management gives to employees (as for service rendered) in efforts of satisfying their guests (Davidson et al., 2010). Rewards either monetary or non-monetary become critical recognition factors for employees and they have to be done consistently and fairly to all employees (Demerouti & Bakker 2006; Dickens et al., 2013). Consolidation of all efforts and benefits thereof becomes key in remapping way forward for the business (Scott et al., 2012). It is imperative that pay for performance undertaken in a tourism and hospitality business be done fairly and without prejudice to parties involved (Cushway 2011; Yam & Raybould 2011).

3.3.4.1.4 Work performance

The final dimension of performance management viewpoint is work performance which has been founded on work by Cobb (2012), Crick and Spencer (2011) Erickson and Gratton (2007), Lee and Way (2010). As mentioned previously under the dimension of employee involvement in section **3.3.2.1.3**, employees' control over their work environment

has been recognised as a major contributor to the factors that drive work performance (Lee & Way, 2010; Semmer, 2002).

Definitions of work performance from literature include quotes from the following authors:

1. Conway (2011:3) defines work performance “as the extent to which an individual completes the duties that are required to occupy a given position, which s/he assumes within an organisation. Some of the most common responsibilities of supervisors are to delegate work, and to give information or advice to subordinates”.
2. Campbell (2010:24) described “work performance as an individual-level variable, or something a single person does. This differentiates it from more encompassing constructs such as organisational performance or national performance, which are higher-level variables”.

Work performance’s definition for the purpose of this study means the quality of output derived from hotel employees when given the optimum support by management in terms of tools of trade, conducive work environment and other prerequisites for work.

The importance of work performance cannot be understated within a tourism and hospitality environment. Reference from literature states that:

- 1) Several authors agree that employee’s control over the contents of their process and job is considered especially vital in the services industry such as the tourism hospitality industry since it enhances the service provider’s ability to satisfy the customer’s needs leading to customer delight (Crick & Spencer, 2011; Stewart et al., 1996).
- 2) Both technical and interpersonal skills are essential components of work performance. These skills will directly affect the quality of a hotel’s customer service (Choi et al., 2000; Kusluvan et al., 2010; Wilson et al., 2000). According to Ellis and Sorensen (2007), while hotel workers’ technical and communication skills are vital, employee’s confidence and courtesy also contribute greatly to the guest’s satisfaction.

Performance management, a perspective of the TTMF is a sure way of assessing an employee’s work performance. It is a process of ongoing employee evaluation and development in which employee performance, based on facts and actions, is regularly

assessed by their manager and peers in a formalised review process (Gratton & Erickson, 2007; Daim, 2010; Tarique & Schuler, 2010). Cobb (2012) posits that the review process should provide critical feedback on the employee's work performance and attainment of assigned objectives, and mastery of core competencies and skills associated with the position. The gap in literature identified is establishing how work performance and a performance appraisal system are well simulated within the tourism and hospitality industry.

Work performance is critical in ensuring that the tourism entity acquires its targets within the given timeframes (Tarique & Schuler, 2010). In viewing talent, management need a clear line of sight to the alignment of goals with business objectives. Managers should convey what matters by explaining how the employee's goals align with the department and organisation's goals using current data and feedback. This study by way of investigating the dimension of work performance alongside the supporting sub-dimensions namely *employee control* (Cobb 2012), *employee's skills* (Lee & Way 2010) and *review processes* (Crick & Spencer 2011; Erickson & Gratton 2007) will justify its inclusion to the proposed TTMF in Figure 1.2. Employee control over their work and processes can help to reduce stress and enhance motivation and growth for the business (Cobb, 2012). Employee's skills to undertake given roles are to be matched with the outcomes expected and interpersonal skills essential for communicating internal processes (Lee & Way 2010). Review process is an essential planning process where setting a plan of action for the next period and reviewing what has been achieved in the last period encapsulate an effective work performance programme (Crick & Spencer 2011; Erickson & Gratton 2007).

The literature supports the formulations of the guiding question 4 (GQ4), the TRO1 and the formulation of H1. The researcher proposes that the subject matters under discussion heading **3.3** namely, strategic implications, customer service delivery satisfaction, management and performance management viewpoints, have sufficient theoretical evidence to formulate the hypothesis below which is to be tested empirically:

H1. *The four TTMF viewpoints, namely, strategic implications, customer service delivery satisfaction, tourist management and performance management viewpoints including their dimensions and sub-dimensions can be reliably and validly measured.*

Conclusively, TRO1, with its respective four sections and the 4 CQs were hereby realised.

In the prior section, reference was made to the development of a TTMF construct, however, for the rest of the discussion, reference will be made to the proposed model, that is, TETMF model, by way of discussing the other major constructs of this study, namely, Tourism Employee Training and Tourism Employee Retention. **Appendix B** outlines a summary of the viewpoints/perspectives and dimensions that were investigated and discussed in the formulation of the TTMF. In the following section, the next construct in the theoretical model (refer to Figure 1.2), namely, tourism employee training (TET) will be closely explored.

3.4 TOURISM EMPLOYEE TRAINING IN CONTEXT

The next construct in the theoretical framework (ref Figure 1.2) is tourism employee training (TET) and will be investigated following the same manner implemented on the previous TTMF discussions in section 3.3. The next extract depicts the discussion for TET:

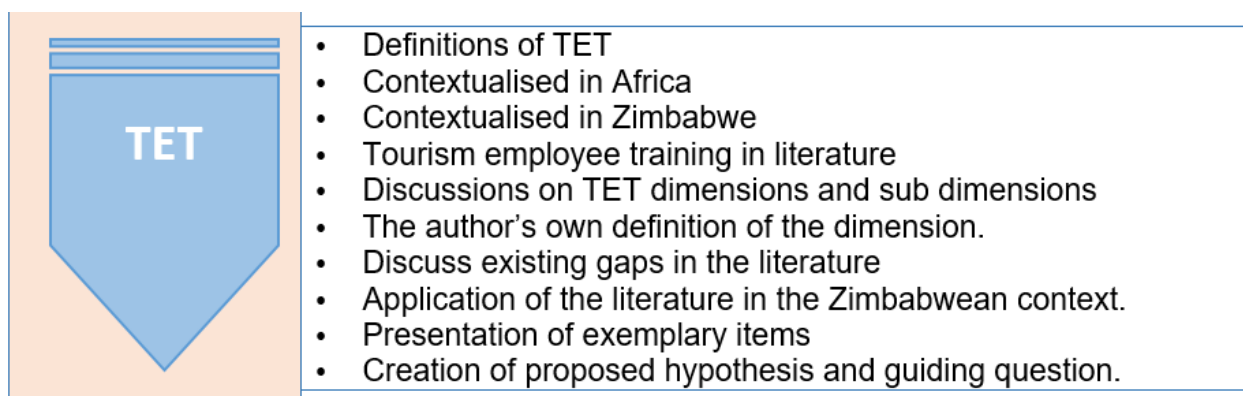


Figure 3.7 Discussion of the proposed TET

Source: (Author's own compilation)

The construct of TET and its dimensions, namely, *knowledge, tourism employee empowerment*⁴⁰, *induction procedures, job design, training outcome* – theory and practice – will be discussed in this section (Armstrong, 2012; Carrell & West 2010; Clark, 2010; Collier & Esteban 1999; Colombo 2010; Cushway, 2011; Davies et al., 2001; Dermody et al., 2004; Gambin 2014; Gilbreth & Kent, 1911; Jameson, 2000; Kanfar 2011; Leberman & Doyle, 2011; McCole, 2015; Lowry, Simon & Kimberley, 2002; Martin et al., 2013;

⁴⁰ Empowerment in 3.3.2.5 referred to general empowerment whilst employee empowerment in this section is more specific to what employees get to do with the knowledge, skills and experience amongst other self-equipping skills in undertaking their work as would have been taught on the job.

Pratten, 2003; Scott et al., 2012; Rosewarne, 2010; SHRM 2014; Sommerville, 2007; Stimpson & Farquharson 2010; Taylor 1947; Wang, 2008; Zareen, Razzaq & Mujtaba 2013).

In this study, the construct of TET is the affective component (Fishbein & Ajzen, 1975) of the TETMF model as depicted in Figure 1.1 in Chapter 1, explained as having an instinctive reaction to stimulation that occurs before the typical cognitive processes considered necessary for the formation of a more complex emotion leading to the conative component of tourism retention (Sledge et al., 2011). This, however, will be validated within this section. The foregoing explanation will, therefore, be applied in the context of this study. This approach was followed to establish if there was enough theoretical support for the formulation of the relevant hypothesis (H2). The TRO addresses the stance taken in the empirical literature. At the end of the discussion, it will be indicated whether the TRO2 has been achieved. In discussing the construct of TET in this section, reference is made to Figures 1.2 and 3.7, which depict a pictorial summation of the presentation of this section.

3.4.1 Overview of Tourism Employee Training

TET was defined as organised activity aimed at imparting information and/or instructions to improve the recipient's performance or to help him or her attain a required level of knowledge or skill (Taylor, Davies & Savery 2001; Yang et al., 2011; Yoo & Park, 2007). The following definitions of training have been obtained from various authors within the general talent management and in general business literature:

- 1 “...the part of ... education that provides the specialised professional knowledge and skills, which attribute professional adequacy to the trainee and are the focus of every ... training programme” Mortaki (2012:52).
- 2 Khanfar (2011:87) expresses that “training is a planned continual activity aims at raising individuals' capabilities. This training leads to adjust individual's data and experience and change his behaviour and attitude to improve his performance and his work quality”.

Based on the foregoing discussion, for the purpose of this study hotel employee training is referred to as regular scheduled training delivered to hotel operators by an internal or external trainer to redress service problems. This training provides employees with new experience and skills necessary to develop their work and hotel performance is produced

by providing hotel with competent individuals who are able to adjust with nature of their work as attributed to by Khanfar (2011).

3.4.2 Tourism Employee Training in Africa

WTTC (2015) speculates that within the next ten years, a projected figure of 10 million jobs in travel and tourism are at risk owing to a lack of skills training. Although the rise of travel and tourism has shown significant resilience globally, the Travel and Tourism sector still accounts for a large part of the global economy (estimated to be approximately 9% of global GDP or US\$ 7 trillion) and employment. However, the aspect of training and development of the T&T team still remains a vital element the industry needs to work on (WEF, 2015). Various other barometers (UNWTO 2015; World Bank 2014; BTI 2014; among others) mention the importance of tourism training. SSA has a large pool of young labour and more than 10 million new job seekers every year (World Bank 2010b). However, the average educational attainment is low and tourism employment mostly requires mid-level service sector skills (Mortaki 2012; Pratten, 2003).

Having an educated, skilled labour force is at the core of tourism innovation and competitiveness globally (Blomme et al. 2010). The SSA tour operator study identified service standards as a critical constraint to operations, particularly in high-cost destinations, such as Tanzania. The study identified that the chief weaknesses are in business skills, understanding visitor needs and expectations, customer service, and online communications. Hotel companies noted that low education levels, lack of prior experience, cultural differences, and poor health meant employees were less productive in many SSA countries. Another factor in SSA is that an employee's first language may not be English, French, Portuguese, or Spanish but usually a tribal language, thereby making comprehension of aspects challenging (Turkman, 2010). It is noted that tourism ministries in SSA frequently lack the expertise and leadership to implement effective training plans (World Bank 2010b.), a point widely disputed by the NDS1 proponents. In addition, disconnections often exist between tourism school curricula and the skills needed by tourism businesses. As a result, the level of service, even in developed SSA destinations such as South Africa, is often inadequate.

Training is needed in all areas and at all levels, from vocational to managerial levels. Ernst and Young (2010), in their hotel study, found that two to three foreign workers are usually employed at each full-service hotel to achieve international standards of operation and

deduced that more are needed for luxury hotels. The informal sector can also benefit from training, such as for handicrafts, which can boost the incomes of local communities—particularly when hotel managers allow them to sell their crafts within the hotel grounds.

Spenceley (2007:67) expounded that train-the-trainer courses train people to become “vocational skills consultants”. These ensure that continual improvement of service skills is attained in the workplace (Chafetz, et al. 2012; Wentling & Palma-Rivas 2010). In-house training programmes are designed to develop a *culture of tourism* among the talent. However, Catapult (2010) adds in that some tourism training institutions tend to focus on hotel management, when the critical skills gap is often at the operational level. The challenge for training schools is to ensure that tourism education is up to date, of a high standard, and in line with sector needs. Keeping up with the level of demand for tourism education is a challenge for some SSA countries. Within SSA varying numbers of students under training exists, however, the hotel study by Ernst and Young (2010) maintains that the majority of graduates trained in most of the institutes sampled are not sufficiently well trained or prepared to work in hotels.

3.4.3 Tourism Employee Training in Zimbabwe

In the 2011 Human Development Index by WEF, Zimbabwe was ranked just below Afghanistan (WEF, BTI 2014) in terms of socio-economic development. The country has not yet recovered from a decade of economic decline, which left a considerable number of the population unemployed, and 90% living below the poverty line. Nevertheless, Zimbabwe has begun a recovery, as it no longer holds the last place on the index but is ranked 124 (of a total of 137) as studied by WEF (2018) report. This sombre position has unfortunately found its way to the informal employment sector where employees are in employment in order to meet their basic daily needs rather than for developmental reasons. In contrast, employees employed formally in tourism and hospitality businesses are passionate in achieving guest delight. The inheritance of a once well-functioning schooling system supports literacy rates above 80% (WEF, BTI 2014) has enabled most tourism and hospitality business to desire to develop their employees on a regular basis by providing on-the-job training, industrial attachments/exposures among others (Khanfar 2011). The literacy level rates in existence make it possible for employees to assimilate quite easily, training and developmental programmes their employers plan for them (Catapult, 2010).

Although the Zimbabwean tourism and hospitality industry recognises that educational institutions are doing well, there are several concerns:

- 1) There are apparently too many providers who offer poor and inconsistent training and who train the wrong people just to get a training subsidy (Spenceley, 2007; Wilson & Hogarth, 2013).
- 2) Moreover, even if industry training could improve the quality of the employees, and in turn, professionalise the industry, Ernst and Young (2010) advocated that it would still not resolve the problem of recruitment and skills shortages.
- 3) Training needs to be coupled with additional retention strategies (Tansley, 2011). InterContinental Hotels Group, for instance, developed such strategies as regional succession planning, building capability within the hotels, consistency in marketing collateral and networking with territory institutions. However, while acknowledging that such initiatives help to some extent, it can be argued that an environment of low unemployment will always give rise to difficulties in recruiting and retaining good staff.

The study by Ernst and Young (2010) exposed a gap between graduates and the reality of the market. Indeed, this new generation does not have the patience to wait for promotion. In addition, even if training and education provided them with the right skills, the requisite behaviours do not necessarily follow and they often seem to lack a work ethic, attitude, motivation, willingness, passion and, as said before, realistic expectations (Catapult, 2010; Pratten, 2003). This disillusion explains the low conversion rate of the number of graduates who actually enter or remain within the industry (WEF, 2018). Training has immense benefit as derived from literature. Therefore, this literature can be used to investigate the status quo of Zimbabwean hotels. Some of the stipulated benefits are as follows:

- 1) Increased productivity while hotel employees are armed with professional knowledge, experienced skills and valid thoughts. Tourism employee training enhances the capabilities of employees and strengthens their competitive advantage⁴¹. Effective training will improve the personal characters and professional abilities. Not only will

⁴¹ Competitive advantage – the advantage one has over their competitor whether internal or external and is achieved by acquiring skill and acumen for a specific task (Cobb, 2012)

- hotel employees and management benefit from employee training, but guests benefit as well, because of the improved quality experienced in the delivery of products and services. Tourism employee training assures the competitiveness because training will bring good quality, effectiveness and loyal customers to the hotels (Yang et al., 2011).
- 2) Hotel training moves hotel employee closer to personal and organisational goals (White & Bryson 2013). Employees gain not only professional knowledge and skills during training, but tourism employee training broads employees' choices on setting career targets. More importantly, employees get the opportunity to know other positions thereby increasing the possibilities of promotions in the meantime. Regular trainings can decrease work pressures and employee turnover, as a result, less labour cost will be spent and better service can be achieved (Peña & Villasalero, 2010; SHRM, 2008).
 - 3) Assists in evaluating employee performance. People who are responsible for training will discover during training, employees who are quick learners; who have better knowledge and skills so that different methods of training can be chosen, therefore, better results will be acquired (White & Bryson 2013). TET aims to lead to improved profitability, owing to the growth of productivity and better services to guests after training, it is almost guaranteed that the hotel is poised to have more profits in return (Chiang et al., 2005), hence reliability of this construct will be tested. It is, therefore, the intention of this study to establish how Zimbabwean hotels can benefit from the benefits of TET.

3.4.4 Tourism Employee Training in Literature

Over a decade ago, Salas and Cannon-Bowers, (2001) revealed that workplace learning and continuous improvement were considered essential elements for an organisation to remain competitive. This assertion was supported by Kraiger (2003) when he proposed that successful hotels invest more in training and development than unsuccessful ones. ROI on training is achieved over a specified period as a result of investing in various training programmes basing on Kraiger's (2003) assumption that benefits will continue to accrue sometime after the training up to date this notion has been supported many authors, namely, White and Bryson, (2013), Chafetz et al., (2012), Blomme et al., (2010) among others.

Human resources (employees) have become an important source of competitive advantage in a world that is moving towards a knowledge-based economy (Peña & Villasalero, 2010). Such arguments acquire even more relevance among service sector firms such as tourism and hospitality entities. In this respect, Blomme et al. (2010) argue that service organisations need intangible knowledge-based resources – that is human capital – to achieve a sustainable competitive advantage within an industry characterised by its customers' ever-changing needs and expectations. They further assumed that only well-trained, knowledgeable employees can allow hotels to offer superior guest experiences. More importantly, human capital (knowledge, skills and behaviour) strengthens the importance of people-related competences that are ultimately connected to the hotel's success (Altinay & Altinay, 2006; Wentling & Palma-Rivas 2010). Therefore, effective HRM and training can be regarded as a new competitiveness area for small service firms. While the authors stated in this discussion allude to the general importance of training within the hospitality industry, a gap still exists as to the reasons which make training obligatory for hotels.

However, criticism of training often stems from its vision as trendy and excessively expensive that does not transfer to the specific job or improve the bottom line (Reilly 2014). Training is also viewed as a cost centre that needs to be controlled or downsized during off peak periods during lean times (Middleton et al., 2009; Kusluvan et al., 2010; Tarique & Schuler, 2010). Another downside of employee training within the hotels is that most of the trainers are not from the tourism and hospitality industry (Stimpson & Farquharson 2010). Assessment of students who pass with lower standards is not properly done by the trainers (Ellis & Sorensen 2007).

External factors such as globalisation or technological development have impacted the industry by giving it an international dimension (Middleton et al., 2009; Tansley, 2011). It is, however, commonly accepted that food and beverage (F&B) supervision, front office (FO) and rooms division supervision are basic skills required for the hospitality industry. However, more advanced (cognitive) skills are required on middle and top hotel management levels. Therefore, education should then focus on providing trainees the competencies and skills that will give them added value. Globalisation, culture diversity and experience needs to be addressed and appropriate learning and reflection tools to develop intercultural competencies (Tansley, 2011).

3.4.5 Tourism employee training dimensions

Five dimensions were identified for the measurement of TET construct, namely, *knowledge* (Allen & Meyer 1990; Leberman & Doyle 2011; Tansley 2011), *tourism employee empowerment*, (Clark 2010; Colombo 2010; Reilly, 2014; Sommerville 2007; Wang 2008), *induction procedures* (Cushway, 2011; Leberman & Doyle, 2011; McCole, 2015; Martin et al., 2013; Bowen & Lawler, 1995; Stimpson & Farquharson, 2010), *job design* (Dermody et al., 2004; Gilbreth & Kent, 1911; Scott et al., 2012; Taylor, 1947) and *training outcome* (Armstrong 2012; Carrell & West 2010; Davies et al. 2001; Jameson 2000; Lowry et al. 2002). Figure 3.8 overleaf shows a graphic summary of the proposed TET construct with its proposed dimensions and sub-dimensions which will be discussed in detail herein. (For a more detailed illustration of the measurement items, refer to **Appendix C**).

Dimension	Sub-dimensions	Exemplary Items
Knowledge	Conducive environment	Creating an environment where employees' can innovate
	Reservoir of successors	Hotel has a consistent succession plan for every management level.
	Knowledge organisations	Zimbabwean hotels are good grounds for gaining knowledge about the tourism industry.
Zimbabwean hotels respond to guests' requests swiftly.		
Tourism Employee Empowerment	Decision making	Zimbabwean hotel employees are empowered to make decisions that impact their work.
	Opportunities	Hotels provide employees with opportunities for career development
	Succession planning	Most hotels adequately prepares supervisory and middle management to advance to senior leadership positions.
	Power centric	Most managers empower employees because they fear relinquishing power.
Induction Procedures	Assessments	New hotel employees are formally assessed against industry qualifications required to be successful in that position.
	Alignment inductions	Importance of the induction process with every new role.
	Mentorship	Most hotels have a mentorship (or similar) program in place for employees
Job Design	Structure	Hotel work has standard operating instructions?
	Specialisation	Job specialisation motivates hotel workers
		Every hotel related job satisfies company requirements
Skills sufficiency	Confidence with knowledge and skills to perform work.	
Training Outcome	Gap analysis	Sufficient skilled employees to manage the different departments in your hotel.
		Training addresses identified service gaps.
	Development program	Hotel has a career development initiative in place for employees.
Financial assistance	Importance of hotels in providing financial assistance to employees to upgrade their skills.	

Figure 3.8 Proposed Tourism Employee Training Construct

Source: (Adopted from Armstrong, 2012; Carrell & West 2010; Clark, 2010; Collier & Esteban 1999; Colombo 2010; Cushway, 2011; Davies et al., 2001; Dermody et al., 2004; Gambin 2014; Gilbreth, 1911; Jameson, 2000; Kanfar 2011; Leberman & Doyle, 2011; McCole, 2015; Lowry et al., 2002; Martin et al., 2013; Pratten, 2003; Scott et al., 2012; Rosewarne 2010; SHRM 2014; Sommerville, 2007; Stimpson & Farquharson, 2010; Taylor 1947; Wang, 2008; Zareen et al., 2013).

3.4.5.1 Knowledge

The first dimension under TET construct is knowledge. Development of this dimension has been benchmarked on studies by Allen and Meyer (1990), Leberman and Doyle (2011) and Tansley (2011). A critical requirement in training is the aspect of learning and performance management. Learning organisations are growing organisations; hence, it is vital for hotel managers to take their employees through a process of learning on the job. Being a learning organisation enables the promotion of employee, employee retention and professional growth and the succession planning be achieved much easier. The transition to a knowledge economy has transformed the way companies are valued. Talent is now a required strategic asset (Tansley, 2011). Key changes in the future include a continued blurring of the line between inside and outside talent that will result in an expansion of the talent management scope (Allen & Meyer, 1990; Leberman & Doyle, 2011). Satisfied employees are not only an ethical consideration for hotels, but satisfied employees are also necessary for increased productivity, customer service delivery and the ability of the hotel to exist as an economic entity (Kaplan & Norton 2018). In defining knowledge, the following definitions have been obtained from literature:

1. "Knowledge is ...the most important property in the organisation and knowledge management is generally known as a discipline for identification, collection, organisation, storage, sharing and application of knowledge" stated (Akhavan, Hosnavi & Sanjaghi 2009:14).
2. "Knowledge is information that has been worked on to become more valuable" (Ahenkorah-Marfo 2012:35).
3. "a human capacity that consists of understanding, insights, meaning, intuition, creativity, judgment, and the ability to anticipate the outcome of our actions". (Lambe 2011:11). There is considerable precedent for linking knowledge and action consistent with the emergence of the field of Knowledge Management as a business management approach in the early 1990's driven by computing, consultants, conferences and commerce (Lambe, 2011).

For the purpose of this study, knowledge is information gained through training - either self-taught or hotel initiated training.

Most hotels are realising that the common denominator between product or service delivery and corporate profitability is the guest. Because of this, hotels are redesigning their current business strategies around the customer-centric philosophy (Leberman & Doyle, 2011). Employee training becomes a pivotal process in these strategies. The knowledge and skills possessed by an organisation's workforce are becoming increasingly important to its performance competitiveness (Kraiger, 2003).

Managing knowledge in business involves the process of capturing, developing, transferring and effectively using organisational knowledge (Reilly, 2014). It refers to a multi-disciplined approach to achieving organisational objectives by making the best use of knowledge. An established discipline since 1991 (Nonaka 1991), knowledge management includes courses taught in various fields such as business administration, information systems, management, and library and information sciences. More recently, other fields have started contributing to knowledge research. These include information and media, computer science, public health, and public policy. Gambin (2014) elaborates further that many large companies, public institutions and non-profit organisations have resources dedicated to internal knowledge efforts, often as a part of their business strategy, information technology, or human resource management departments.

Learning organisations are swiftly becoming grounds for innovation and subsequently profitable. Mention is made of social media platforms such as Google and Facebook among others (Serenko, Bontis, Booker, Sadeddin, & Hardie 2010). Knowledge management efforts typically focus on organisational objectives such as improved performance, competitive advantage, innovation, the sharing of lessons learned, integration and continuous improvement of the organisation. Serenko et al. (2010) conclude by stating that knowledge is an enabler of organisational learning and a strategic asset as it encourages the sharing of knowledge.

From the reviewed literature, areas for further investigation include the identification and development of a knowledge process within hotels of particular talent (Stimpson & Farquharson 2010). Tourism entities are best advised to retain this critical resource (Leberman & Doyle, 2011), which can also be applied to hotels in Zimbabwe. The main objective of knowledge organisations is to manage and maximise the intangible assets of their organisations. Hotels are recognising that just like employees, inventory, or cash, guests are a valuable asset that should be managed accordingly (Ellis and Sorensen

(2007). Not only do guests generate revenue for an organisation, what guests say and how guests feel can influence future revenue of the business. Customer-centric organisations listen to their customers and react accordingly. They view their business strategy from the point of view of the customer, and therefore, reduce expenditures on unwanted processes, and at the same time create new business opportunities as a result of customer feedback. It is against this background that the relevance of knowledge as a dimension of the TET construct will be investigated and will be further supported by the following sub-dimensions, namely, *conducive environment* (Lambe, 2011), *reservoir of successors* (Allen & Meyer 1990; Leberman & Doyle, 2011) and *knowledge organisations* (Tansley 2011) as illustrated in Figure 3.8.

In ascertaining that a conducive environment is in existence, hotel departmental managers find themselves making regular quality work environment checks and giving feedback (Lambe, 2011). This enables an environment where employees' can innovate. Having aptly qualified workers is always a good strategy to employ in terms of continuity of objectives, tasks, culture among others and keeping a reservoir of successors at every level (Allen & Meyer 1990; Leberman & Doyle, 2011) within the various hotel departments is critical in ensuring continuity happens. Finally, knowledge organisations as discussed by Tansley (2011) encourage growth of both the individual and the company as there are various stages of learning which the hotel goes through and identifiable growth is certain. The dimension of knowledge can, therefore, be defined as a vital element of the TET construct. Its relevance to the Zimbabwean hotel industry is critical in its quest of seeking a level global playing field (NTP, 2015).

3.4.5.2 Tourism employee empowerment

Empowerment in the workplace is an often-misunderstood concept and its application as purported by Colombo (2010). The formulation of empowerment as a possible dimension of TET is based on studies by Clark (2010), Colombo (2010), Stimpson and Farquharson (2010) and Wang (2008). It is a psychological concept represented by four dimensions, namely, self-determination, meaning, competence, and impact regarding the individual's role in the organisation (Clark, 2010). However, for this particular study, the individual is not the focus as these dimensions will not be further discussed. Empirical literature posits that excessive fear is embalmed in the word empowerment and makes its application a tall order for most managers. The following definitions of empowerment are attributed to the following:

1. "...the ability of individuals to gain control socially, politically, economically, and psychologically through access to information, knowledge and skills, decision-making, individual self-efficacy, community participation, and perceived control" (Zimmerman & Rappaport, 1988:725).
2. "...the process of shifting authority and responsibility to employees at lower level in the organisational hierarchy. It is a transfer of power from the managers to their subordinates. It occurs that when a person works for some years he develops a thorough idea, knowledge, skill, ability over the job and gets everything into his grip" (Ghosh 2013:95).
3. "as any process that provides greater autonomy through the sharing of relevant information and the provision of control over factors affecting job performance" opine Newstrom and Davis (1998) as cited in Ghosh (2013:96).

For the purpose of this study, empowerment is described herein as;

Enabling a lower ranking employee (such as a head waiter) to undertake the role of their immediate supervisor and make supervisory/managerial decisions where necessary, while basically acting a role which normally is not theirs.

Employee empowerment has been described and defined in many ways but is generally accepted as the process of enabling an employee to think, behave, act, react, and control their work in more autonomous ways, as to be in control of one's own destiny (Yang et al., 2011). Effective employee empowerment not only has positive implications for employee satisfaction, but also many other business facets, such as customer service and retention (Smith, Webber & White 2011).

Managers fear that by empowering, they relinquish the responsibility to lead and control the organisation (Clark, 2010; Pepitone, 2006). Cobb (2012) argues that empowering employees is actually a culmination of many of the ideas and tenets of employee satisfaction and that management must trust and communicate with employees. Poor service delivery is another myth managers fear will result when employees are empowered (Holtz 2009). However, Colombo (2010) refutes this assertion and justifies the presence of clear cut communication structures as it engenders a feeling in employees as active participants in the success of the company.

Employee empowerment requires a strong and lasting commitment from an organisation's management (Blanchard 1996; Conger & Kanungo 1988). Furthermore, employee empowerment comes from the individual and is personal to the person being empowered (Ahenkorah-Marfo 2012). Butcher (2006:17) propounds further that companies that seek to empower employees "demand stronger leadership and accountability". Colombo (2010) pronounces that employee and organisational benefits of employee empowerment can be examined through the guests of the hotel.

Tourism and hospitality businesses can realise many benefits from learning how to properly empower their employees not all of which are strictly monetary (Carrell & West 2010). These benefits allow a business to become more competitive, profitable and innovative. Empowered employees can have many positive effects on an organisation's performance as a result of the innovation that comes with empowerment;

1. Empowered employees tend to be more creative and innovative, thereby benefiting the organisation in possible other ways (Wang, 2008). Traditional top down management tends to stifle worker productivity, create barriers to innovative solutions and adversely affect employee satisfaction.
2. Hayes (2015) enhances the preceding point by stating that empowering employees gives them the ability to use all the skills that they already possess and gain new skills and experiences. Personal growth and development of hotel employees is thereby achieved. Structures that empower employees allow employees the opportunity to build on their current skills set. Smith et al. (2011) aver that when encouraged and managed properly, empowerment can be a great solution for many organisational problems since it avails sources to quick decision making across the hotel. However, once organisations and employees are able to understand and practice employee empowerment, they can then begin to recognise personal and corporate growth that results from the empowerment initiative (Shin & Park 2013).
3. Research by Clark (2010) has shown that empowered employees improve organisational performance and possess higher rates of satisfaction. A major competitive advantage that stems from an organisation empowering its employees is the universal understanding and support of the organisation's goals and corporate strategy (Smith et al., 2011). The downside to this benefit as alluded to by Clark (2010) is that employees that are not empowered by their organisation feel

underutilised, micro-managed and helpless to make positive changes and these feelings and attitudes not only adversely affect the employee, but also the organisational performance.

A good lens by which to examine the employee and organisational benefits of employee empowerment is through the customers of the business. This empowerment is exhibited by employees who are able to make on the spot decisions for the benefit of customer service delivery (Shin & Park 2013). Breaking down spheres of influences in organisations is becoming more pronounced as doughnut structures strategies⁴² are being formed in most service industries (Wang, 2008). Empowerment is practised in basically every industry which seeks to achieve growth in all business spheres. Because employee empowerment leads to more satisfied and motivated employees, hotels are able to deliver higher quality, lasting customer service (Kim & Jogaratnam 2010). Empowering employees in tourism businesses to make customer service related decisions is imperative to business success. Therefore, it is necessary for customer service employees to exercise a higher level of personal judgment than their manufacturing counterparts because of their proximity to the customer service delivery experience (Lambe, 2011). Using this reasoning, one can easily see that empowering employees to make customer service related decisions will result in the satisfaction of the customer, employee and subsequently, the business.

Tourism employee empowerment as a dimension of TET will be investigated and be further supported by the following sub-dimensions, namely, *decision making* (Clark 2010), *opportunities* (Stimpson & Farquharson 2010), *succession planning* (Colombo 2010) and *power centric* (Wang 2008). Most businesses now are making use of the factual approach to decision-making whereby before certain decisions are made management require data/information with which to make these informed decisions (ISO 9001:2015 Standard; Clark 2010). Therefore, employees feel empowered to make decisions that impact their work. When employees make an analysis of their current workplaces, opportunities either for growth or development have to be ascertained to determine retention (Stimpson & Farquharson 2010). Succession planning is a good way that hotels adequately prepare junior or mid-level employees to step into senior leadership positions (Colombo 2010). It

⁴² Doughnut structures – multitasking strategy where a large number of employees are able to undertake one or more roles within the hotel. This strategy counteracts the effects of retrenchment and shortage of talent within a company (RTG, 2013)

is a process filled with a lot of possibilities for both employee and employer. The power centric manager desires to keep his power, authority with him and does not want willingly to shift his power to his immediate subordinate (Wang 2008). Such a power addicted manager creates hurdle for effective working of empowerment process (Ghosh, 2013). Illustration in Figure 3.8 depicts discussions around TET may be investigated. This dimension too, can therefore be defined as a vital element of the TET construct.

3.4.5.3 Induction procedures

The development of induction procedures dimension is supported by general talent management and tourism-related studies (Collier & Esteban 1999; Cushway, 2011; Khanfar 2011; Leberman & Doyle, 2011; McCole, 2015; Martin et al., 2013). These studies were used as the foundation for the further development of induction procedures and its application in a tourism and hospitality context. The following definitions as obtained from literature are stated next:

- 1 Cushway (2011:32) opines that “induction ... is systematic training initiated before commencing work by new recruit. The systematic model supplements natural learning with a systematic intervention that relates to the organisations objectives.”
- 2 Ingersoll and Strong (2011:2) refer to induction as “the kind of support, guidance and orientation programmes for new employees — collectively known as induction”. They add on theoretically that induction is intended for those who have already completed basic pre-employment education and preparation.

Therefore, basing on the foregoing discussion, the following definition of induction procedures is made:

Within this study, induction procedures mean the indoctrination of a new employee to the hotels’ culture, standard operating procedures and its relationship to its immediate environment.

Collier and Esteban (1999) advocated that the entire talent management process of a tourism and hospitality business has to be founded on a solid base such as that of induction which in no doubt is critically important in the first few weeks on the job. This idea is supported by empirical research (Allen & Meyer, 1990; McCole, 2015; among others) that has shown that poorly handled tourism and hospitality businesses’ entry processes will result in higher levels of employee turnover within the first several months of employment (DeMicco & Giridharan 1987). This in turn will bring about an imbalance to the “service-

profit chain"⁴³ (Heskett et al., 1994; McCole 2015), which acknowledges and postulates that happy employees are not only an indication of a conducive working environment, but serve as a barometer to guest retention and thereby profitability of the hotel (Colombo 2010). Induction training is an important aspect as it enables a new recruit to become productive as quickly as possible. Clark (2010) justifies this comment by adding that induction processes can avoid costly mistakes by recruits not knowing the procedures or techniques of their new jobs. The length of induction training, however, will vary from job to job and will depend on the complexity of the job, the size of the business and the level or position of the job within the business.

Among the other procedures necessary for an effective induction process, the following areas as considered by Martin et al., (2013) and Cushway (2011) shape the induction process:

- 1) Training is part of the organisations overall planning process and is in line with its goals.
- 2) The organisation has a training strategy which informs the approach to employee development.
- 3) Skills are planned for and addressed systematically through formal training.
- 4) There is a continuous cycle of training analysis, activity and evaluation.
- 5) Employees learn about the duties of the job.
- 6) Learning the values and aims of the business.

Hotel management design these procedures to help employees learn how to measure the motivational potential of jobs and to evaluate the extent that jobs should be further enriched (Martin et al., 2013; Tarique & Schuler, 2010). Employee's perception of training is a that process provides the acceptance of new employees into the hotel, acquaint one-self with company's goals mission and vision statement as well to know the 0 al culture of that hotel. Work procedures are elucidated during this stage which becomes critical to the delivery of efficient service processes and outcomes (Collier & Esteban 1999; Collins, 2007; Bowen & Lawler 1995).

Employee's perception of participating in an induction or orientation process is regarded as a benchmark for advancement opportunities (Leberman & Doyle, 2011). Mentors and

⁴³ Service profit chain - The three main components of the service profit chain theory are employees, customers, and profitability. Reference to this theory has been made in **3.3.3.1.1** and will be alluded to later on as the researcher further investigates the relationship of talent management and tourism employee retention (Heskett et al., 1994).

co-workers may influence retention by provision of support and encouragement to help their colleagues to adjust to the work environment, thereby facilitating attachment to the hotel. Many researchers have illustrated that job satisfaction will lead to employee retention while the job dissatisfaction forces turnover intention. Whether the turnover was voluntary or involuntary, a turnover crisis will influence the tourism employee retention affecting the service quality and customer loyalty (Cho et al., 2006; Katou & Budhwar 2007; Tsaur & Lin 2004). Therefore, the sub-dimensions which will support the induction procedures dimension are *assessments* (Collier & Esteban 1999), *alignment inductions* (Khanfar 2011; Leberman & Doyle, 2011) and *mentorship* (Cushway, 2011; McCole, 2015; Martin et al., 2013) as illustrated in Figure 3.8.

Regular and effective assessments (Collier & Esteban 1999) during the induction period must be instituted by assigned personnel so as to ensure that the new candidate is acclimatised to the organisation. This is where the new employees are formally assessed against qualifications required to be successful in that position. Consistent qualified mentoring is critical to include during the induction period (Cushway, 2011; McCole, 2015; Martin et al., 2013). Alignment inductions are necessitated by various position shifts or changes within the company and employees are expected to be inducted/trained prior to taking up the new role. (Khanfar 2011; Leberman & Doyle, 2011). These sub-dimensions will be used to further support the investigation of the dimension of TET, induction procedure.

3.4.5.4 Job design

This dimension encapsulates the processes and outcomes of how work is structured, organised, experienced and enacted (Dermody et al., 2004; Gilbreth & Kent, 1911; Scott et al., 2012; Taylor, 1947). The formulation of job design as a possible dimension of TET is based on studies by Dermody et al. (2004), Gambin (2014) Gilbreth and Kent (1911), Scott et al., (2012); Rosewarne (2010), SHRM 2014; Taylor (1947) and Zareen et al., (2013). Job design and its approaches are usually considered to have begun with scientific management in 1900 (Taylor, 1947; Gilbreth & Kent, 1911) where jobs were systematically examined with various techniques such as job rotation, job enlargement, job enrichment among others. Various job designs were later created by the likes of Herzberg, Mausner and Snyderman, (1959) and Hackman and Oldham, (1976) which all sought to make jobs that much manageable for employees.

The design selected for this study is job design as it is aptly geared towards how the nature of a person's job affects their attitudes and behaviour at work, particularly relating to characteristics such as skill variety and autonomy (Turkman, 2010) in a hospitality context. Currently, jobs are still being designed in support of service satisfaction of hotel guests. SHRM (2014) deduces that job design can enhance engagement as employees are more motivated to explore work that incite curiosity and inspiration. Given that many individuals spend much of their waking hours on the job, employees may have more interest in their work and their organisations than their employers think. Rather than mundane, repetitive tasks, employees often prefer working on topics that inspire and energise them; double bonus if employees are given the freedom to decide what, how and/or when their projects are completed (SHRM 2014). The following are definitions of job design obtained from literature:

- 1 Knapp and Mujtaba, (2010:65) define job design “as changing the content and processes of a job to increase an employee’s satisfaction, motivation and productivity”.
- 2 Zareen et al. (2013:46) outline it as “a measure of the degree to which the employee is involved in his tasks and assignments”. The authors elaborate that a well-designed job, according to psychological perception and attitude of employees, motivate workers towards task performance, and such employees become highly productive and loyal to the organisation.

For the purpose of this study, job design is the process of handing over variations of tasks to a specific job and the relationship of these tasks to other jobs in the hotel with a view of enhancing the service experience for both guests and employees.

Scott et al., (2012) refer to job design as work design or task design and advocates that it is the specification of contents, methods and relationship of jobs to satisfy technological and organisational requirements and the social and personal requirements of the job holder. Smith (2002; 2006) adds in that the aim of a job design is to improve job satisfaction, (which also links with TTMF) to improve through-put, to improve quality and to reduce employee problems (such as grievances, absenteeism).

Job specialisation subdivides work into separate jobs for different people. This increases work efficiency because employees master the tasks quickly (making use of accounting

package – ACCPAC – OPERA and MICROS⁴⁴ in the accounts, front office and food and beverage departments respectively), spend less time changing tasks (handover processes within departments), require less training, and can be matched more closely with the jobs best suited to their skills (Turkman, 2010). However, job specialisation may reduce work motivation, create mental health problems, lower product or service quality, and increase costs through discontentment pay, absenteeism, and turnover amplifies stipulated by Rosewarne (2010). In investigating the dimension of TET job design, support of the following sub-dimensions, namely, *structure* (Gambin 2014), *specialisation* (Rosewarne 2010; SHRM 2014) and *skills sufficiency* (Zareen et al., 2013) will be referred as illustrated in Figure 3.8.

Unstructured work brews confusion among employees and jeopardises productivity; hence the importance of structuring hotel work structured into workable and achievable tasks (Gambin 2014). In designing jobs for employees' opportunities for specialisation become available as job specialisation motivates hotel workers (Rosewarne 2010; SHRM 2014). It is critical to ensure that the relevant skills needed to undertake the various jobs whether technical or intellectual are existing within the hotel (Zareen et al., 2013).

3.4.5.5 Training Outcome

The fifth and final dimension of the TET construct is training outcome, and this has been bench-marked against general talent management and tourism-related studies such as Armstrong (2012), Carrell and West (2010), Davies et al. (2001), Jameson (2000), Lowry et al. (2002). Transfer rate of learning - perception of training delivery - increase of workers' capabilities in terms of delivering quality service and to understand their guests. Although most hospitality organisations train employees to behave appropriately with guests (Gilbert, Guerrier & Guy 1998; Weinberg, Hashimoto, & Fleisher, 2009), the industry as identified in 3.4.2 and 3.4.3 has a poor reputation for training (Maxwell, Watson & Quail, 2004; Pratten, 2003), although this is not well supported empirically. Managers may be reluctant to invest in training in case staff subsequently leave (Davies et al., 2001; Jameson, 2000; Loe, Ferrell & Mansfield 2000; Lowry et al., 2002), or because their time is already fully occupied with recruitment and selection. Defining training outcome, the following have been obtained from literature:

⁴⁴ OPERA and MICROS – property management systems which provides the tools to help hotels achieve a greater level of productivity and profitability (Turkman, 2010).

- 1 Kanfar (2011:87) refers to training outcome as “the adjustment of an individual's data and experience and change his behaviour and attitude to improve his performance and his work quality”.
- 2 Ahammad (2013:4) mentions that training outcome “is the collection, analysis and presentation of information to establish the improvement in performance that results from this [training]. This stage will help those who evaluate learning programmes, or who respond to developments in learning, or plan and introduce improvements in learning interventions”.

Therefore, the foregoing discussion has enabled a definition for the purpose of this study, to be referred to as the subsequent positive consequence which will be derived by both employees and employers after a training programme has been delivered.

Consumer perceptions about the quality of their experiences are paramount to success. Inattention to visitor needs, poor infrastructure, lack of cooperation between businesses and between local government and non-government can all contribute to declines in quality. Such declines can alienate the potential for future growth because dissatisfied tourists will turn to alternative activities (Ahammad 2013). Interaction with employees is key in determining the quality of the tourism experience as emphasised in the literature. Employee training needs when identified will be redressed with a seemingly effective training programme. Such training may be especially important because tourism entrepreneurs may overestimate the quality of services that they provide (Carrell & West 2010). Baldwin and Ford (1988:63) define the positive transfer of training "as the degree to which trainees effectively apply the knowledge, skills and attitudes gained in a training context to the job".

Transference can be facilitated when the trainee employee has the opportunity to practice new learnt skills back on the job (AlSagheer 2011). This can depend on supervisory support and assistance. One suggestion of increasing skills back on the job as suggested by Silzer and Downen (2010), as yet untested, is to form support groups among trainee employees following a training experience. These groups as per researcher's view, would speedily facilitate the assimilation of the training. Given the stakes involved, it becomes very important to understand the dynamics of application of knowledge gained during training to look for ways to minimise transfer losses while improving the yield from any training programme (Leberman & Doyle, 2011). However, how hotels train and develop

personnel to enhance their work performance to enhance company performance has become a daunting task for most hotel managers (Frolick & Ariyachandra, 2006).

As alluded to earlier in **3.4.2** and **3.4.3**, training within hospitality establishments (especially in Zimbabwe), is still to be regarded as providing value to both the employee and the organisation. Application of the taught usually takes a long time to become a reality within most tourism and hospitality establishments owing to some of the following reasons:

1. Poor definition of initial training needs, training objectives versus the hotel's goals. It is vital that identified training gaps be met with an accurate training programme (Yang et al., 2011; Yoo & Park, 2007).
2. Lack of supportive supervisory behaviours – such as helping set goals for applying the training, providing assistance when trying the new behaviours, and feedback on task performance – (Silzer & Downen 2010); and
3. Leberman and Doyle (2011) posits that failure to match of trainee employee's skills with work duties can be attributed to poor transference taking place.

Various industries both service and non-service oriented, that make use of training interventions, value training outcomes and ensure that evaluations of trainings are done and that transference is achieved. Empirical literature, however, speculates that training outcome is an integral component of modelling work behaviours and must be planned for prior and after delivery of training (Armstrong, 2012). Training outcome as a dimension of TET will be investigated and be further supported by the following sub-dimensions, namely, *gap analysis* (Carrell & West 2010; Kanfar 2011), *development programme* (Armstrong 2012) and *financial assistance* (Davies et al. 2001; Michael 2010) as illustrated in **Appendix C**.

Gap analysis is an analysis between the requirements of work represented by knowledge and skills, and the actual qualifications of workers or the level of required performance and the actual level of performance. Training is, therefore, often used to address the identified service gaps (Carrell & West 2010; Kanfar 2011). Development programmes are critical to a tourism and hospitality business. Its goals include teaching and training attitudes and procedures with the aim to enhancing the knowledge, skills and behavioural values of trainees (Armstrong, 2012). Financial assistance as always is needed if one needs to further develop the self and organisations that provide the financial assistance to employees encourage engagement and productivity (Davies et al., 2001; Michael, 2010).

This dimension of training outcome can therefore be defined as a vital element of the TET construct. With reference to the preceding discussions, the researcher proposes that the construct TET under discussion has sufficient theoretical evidence to formulate the hypothesis below which is to be tested empirically:

H2: Tourism employee training *and its dimensions*, namely, knowledge, tourism employee empowerment, induction procedures, job design *and training outcome and its sub dimensions can be reliably and validly measured.*

Conclusively, TRO2, with its respective five sections and guiding question 5 namely, GQ5: Which training strategies influence the way you manage talent? was hereby realised.

3.5 TOURISM EMPLOYEE RETENTION IN CONTEXT

Similar to the discussions of the preceding sections on TTMF and TET, Figure 3.9 outlines the flow of the discussion of TER. Firstly, general employee retention is defined, contextualised in Africa and then in Zimbabwe, followed by research undertaken on this construct in general business and in the tourism and hospitality industry. Possible gaps in the current body of knowledge regarding tourism employee retention will be investigated. The dimensions herein will be discussed with reference to the employee retention research followed by an explanation of how these dimensions are applied in the tourism and hospitality industry specifically that of Zimbabwe. Literature herein will be discussed from an employee and employer perspective. The following extract depicts the discussion for TER:

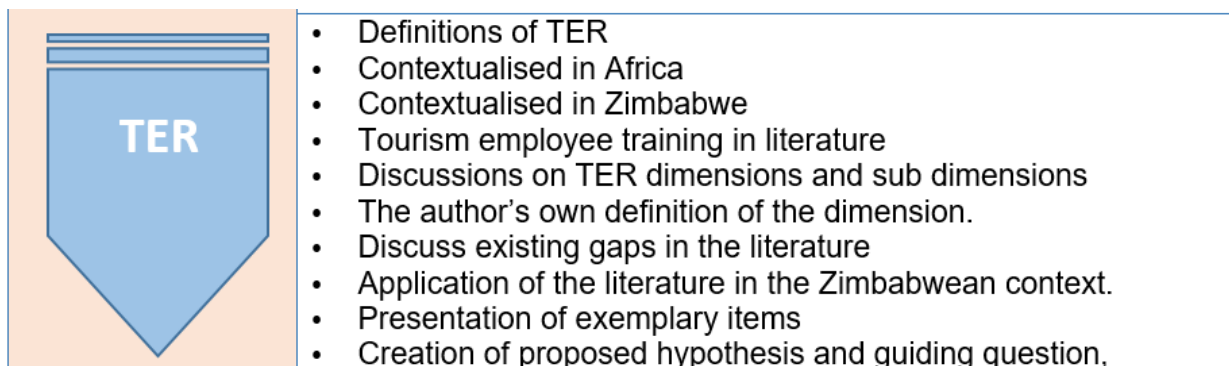


Figure 3.9 Discussion of the proposed TER

Source: (Author's own compilation)

The dimensions herein will be discussed with reference to the tourism employee retention research followed by an explanation of how these dimensions are applied in the tourism and hospitality industry specifically that of Zimbabwe. This approach was followed to establish if there was enough theoretical support for the formulation of the relevant hypothesis (H3). The TRO addresses the stance taken in the empirical literature. At the end of the discussion, it will be indicated whether the TRO3 has been achieved and the formulation of GQ6.

3.5.1 Overview of Tourism Retention

The third and final construct and its proposed dimensions are expounded herein. Each dimension is linked to the tourism employee retention (TER) construct and the discussion regarding the linkages is discussed herein. The TER construct and its dimensions, namely, *turnover intention*, *retention strategies* and *employee surveys* will be discussed in this section (Collins, 2007; Ghiselli, La Lopa & Bai 2001; Kuria, Alice & Wanderi, 2012; Leberman & Doyle, 2011; Lub, Bijvank, Bal, Blomme & Schalk, 2012; Yam & Raybould, 2012; Medina 2012; Melia, 2010; Morgeson & Humphrey, 2008; Ashton & Morton, 2005; Ohly & Fritz, 2010; Parker, Parker & Wall, 1998; Scarlett 2011; Taylor & Finley, 2009; Yam & Raybould, 2011; Zhao et al., 2007). While TET has been referred to as the affective component, TER will be referred to as the conative component (ref Figure 1.1). According to Fishbein and Ajzen (1975), this conative variable is possibly the resultant of how one acts on the given affective component (TET) and those thoughts and feelings which conceivably thereby leads to retention or the lack of it.

TER was defined as the degree to which the current employees of a hotel business remain with the hotel over a given time period (Leberman & Doyle, 2011; Tucker et al., 2005; Tsaur, & Lin, 2004). Definitions for employee retention as derived from literature are as follows:

1. Das and Baruah (2013:8) define employee retention as “a process in which the employees are encouraged to remain with the organisation for the maximum period of time or until the completion of the project”.
2. Fox (2012:8) posits that employee retention “refers to the ability of an organisation to retain its employees”.

3. Stauss et al., (2001:4) as cited in Das and Baruah (2013:8) has defined retention as “customer liking, identification, commitment, trust, readiness to recommend, and repurchase intentions, with the first four being emotional-cognitive retention constructs, and the last two being behavioural intentions”.

For the purpose of this study, tourism employee retention is the capacity a tourism and hospitality entity has in retaining its talent for longer periods of employment and reduce voluntary turnover of employees.

Issues pertaining to retention can be traced back to previous decades of employees' working history. People preferred working in government or semi-government organisations, as it provided job security and quality of work life. People who entered the job market remained with one employer for a very long time, sometimes for the duration of their working life. If they changed jobs, it was usually a major career and life decision and someone who made many and frequent job changes was looked at as an incompetent person not able to survive anywhere, struggling to make both ends meet (Sachikonye, 1985). In the latter part of 1980s and later, external mobility increased dramatically posing a great threat to the organisations. The managers of the organisations found themselves with a new phenomenon to consider, the employee turnover.

3.5.2 Tourism Employee Retention in Africa

The Hay Group News release (2015) suggests that the global trend toward accelerated turnover is expected to continue. Average employee turnover rates over the next five years are predicted to rise to 23.4% from 20.6% in Africa. The publication adds further that in 2018, the number of workers departing from companies is predicted to stand at 192 million worldwide, while globally, 161.7 million workers are expected to depart from companies in 2014/15, a 12.9% increase from the number of departing workers in 2012 in search of better options. The African continent faces a huge challenge in terms of skilled human resource capacity, which has a sapping effect on its ability to make strides in the areas of socio-economic and political development (Busquets 2010). While various efforts have been made to address the problem, there seems to be little progress owing to a variety of reasons, particularly, the inadequate investment in education and staff development training programmes. Therefore, while the World Bank, for example, has made significant investments in capacity building initiatives in several countries during the 1990s, these initiatives have not generated sustained human capital benefits for the countries (World

Bank, 2013). Exasperatedly, even the narrow high skill base that exists is being eroded at a very fast rate by the outflow of professionals to more developed countries of the world (Ndulu, 2004).

An appropriate and critical starting point for addressing the issue of human resource capacity building and, by extension, socio-economic development, is through education. As Evenson (2004:174) surmises,

The escape route from the mass poverty now endemic in most African countries is improved income. This means invention and reinvention, innovation, and reverse engineering. Such processes require skills that can be produced only in higher education programmes.

As globalisation continues to make significant strides, it is becoming abundantly clear that full, effective and beneficial participation in the world economy will depend on the ability of societies to build and take advantage of their human resource capabilities in all industries (Vasquez, 2014). Absenteeism of such capabilities, African countries cannot expect to compete at any significant level with their counterparts, not only in the industrialised world, but also from other developing areas which have made the investment and developed the relevant capacities (Fox, 2012). A well-developed human capacity base is not only an asset that enables countries to promote forward-looking ideas, initiate and guide action, and build on successes; it also makes those countries attractive destinations for investment and intellectual collaboration, both of which, if managed appropriately, will lead to positive returns. Evenson (2004) asserts that a solid higher education base is crucial for such transformation to take place.

3.5.3 Tourism Employee Retention in Zimbabwe

In the era of Rhodesia (now Zimbabwe), the scenario within the employment sector was completely different from that which exists now in terms of stability of workforce as opportunities were very few at that time comparatively. In the early 1980s, there were more government organisations/semi-government organisations and a few private players (ZTA 2013). Moreover, voluntary turnover has now increased drastically as the Zimbabwean market is opened to foreign players as well. Besides this, the government is also encouraging entrepreneurship. Hence, there are many domestic players also entering the Zimbabwean tourism market. This situation has resulted in stiff competition for the

competent workforce. Poaching and job-hopping has become the order of the day. As the companies began to feel the impact of the rise of voluntary employee turnover, tourism employee retention strategies emerged (ZTA, 2013).

As alluded to earlier in section 3.3.3 within the customer service delivery satisfaction viewpoint, employee retention is synonymous to guest retention, hence the capacity of a nation to retain customers has been examined. Zimbabwe as a nation is still to provide a conducive work environment which will ensure that talent is retained (Munyeza, 2019). Various strategies to retaining employees within the tourism and hospitality industry such as top performer profiling - performance reviews, morale boosting, competitive compensation and non-monetary reward and recognition tend to increase the individual value of employees (Yam & Raybould, 2011) have been considered herein in this study.

3.5.4 Tourism Employee Retention in Literature

Retaining top talent remains a primary concern for many hotels today (Hausknecht, Rodda & Howard, 2008). Researchers in the employee retention construct have suggested to an impending shortage of highly skilled employees who possess the requisite knowledge and ability to perform at high levels, meaning that hotels failing to retain high performers will be left with an understaffed and less qualified workforce that ultimately hinders their ability to remain competitive (Fox 2012; Robertson & Cooper 2011; Rappaport, Bancroft, & Okum, 2003; Yang et al., 2011; Zulkarnain, 2013).

Employee retention refers to the ability of an organisation to retain its employees (Lee & Way, 2010). Employee retention can be represented by a simple statistic (for example, a retention rate of 80% usually indicates that an organisation kept 80% of its employees in a given period). However, many consider employee retention as relating to the efforts by which employers attempt to retain employees in their workforce. In this sense, retention becomes the strategy rather than the outcome (Lub et al., 2012).

Lub et al. (2012) established that in a business setting, the goal of employers is usually to decrease employee turnover, thereby decreasing training costs, recruitment costs and loss of talent and organisational knowledge. By implementing lessons learned from key organisational behaviour concepts, employers can improve retention rates and decrease the associated costs of high turnover. However, Lee and Way (2010:46) point out that this

is not always the case as employers can seek "positive turnover" whereby they aim to maintain only those employees whom they consider to be high performers.

Despite the vast literature available on employee turnover, which is aimed at identifying factors that cause employees to quit (Lub et al.,2012), much less is known about the factors that compel employees to stay (Robertson & Cooper 2011). For example, Maertz and Campion (1998:65) noted that;

relatively less turnover research has focused specifically on how an employee decides to remain with an organisation and what determines this attachment...retention processes should be studied along with quitting processes.

In contrast, Steel, Griffeth, and Hom (2002:52) assert that "the fact is often overlooked, but the reasons people stay are not always the same as the reasons people leave".

The generalisability of much published research on this issue is seemingly problematic as in the past five decades, numerous organisational attachment theories and constructs have been developed to understand employee retention and turnover, such as job satisfaction (Lee & Way, 2010; Kim & Jogaratnam, 2010); the unfolding model and the effect of shock (Holtom & Inderrieden, 2006; Holtom, Mitchell, Lee & Inderrieden, 2005); organisational commitment (Blomme et al; 2010); perceived organisational support (Cho, Johanson & Guchait, 2009) and leader-member exchange (Jansson & Van Yperen, 2004; Wayne, Shore, Bommer & Tetrick, 2002) among other constructs. As pertinent as these constructs are, further mention of them will, however, not be made to within this study as this would cause a divergence from the initial discussion and additional work needs to be done to understand this construct further. Added consideration of these issues will be alluded to in Chapter 8.

Studies from Kim and Jogaratnam (2010) and others have shown that the cost related to directly replacing an employee can be as high as 50–60% of the employee's annual salary, while the total cost of turnover can reach as high as 90–200% of the employee's annual salary. These costs include, among others, candidate views, new hire training, the recruiter's salary, separation processing, job errors, lost sales, reduced morale and a number of other costs to the organisation. Turnover also affects organisational performance. Replacing workers in high-turnover industries such as retailing, food services, call centres and sales among others is less expensive than in other, more stable, employment fields but costs can still reach over US\$500 per employee (Lee & Way, 2010).

Earlier studies on retention mostly focused on analysing the causes for employees leaving their jobs (Carey, 1999; Gilbert et al., 1998; Harrison, 1997), aiming at controlling attrition, and it was found that the causes varied from one company to the other. Later studies on employee retention focused on factors that influenced the employees to stay in the company to concentrate on those factors that hold back the employees (Kim & Jogaratnam 2010; Lockwood, 2006; Pollitt, 2008). Further on, studies on attitude/behavioural changes of employees towards work and work relationships took prominence, as it was believed to predict turnover (Fishbein & Ajzen, 2010; Leberman & Doyle, 2011; Wooldridge, 2007). Last but not the least, employees' expectations from the company on priority basis cannot be ignored (Kusluvan et al., 2010). The current study on tourism employee retention is a holistic approach that is grounded in theory and past research (Leberman & Doyle, 2011; Kusluvan et al., 2010; Peña & Villasalero, 2010 among others), based on talent management and involving training to understand whether the strategies differ with respect to the background of the hotel they are associated with. The intention of this study was to develop a model of tourism employee retention and then test it with a sample of hospitality employees in Zimbabwe.

3.5.5 Tourism employee retention dimensions

Reference is made where the above construct was defined in reference to the current study. Three dimensions were identified for the measurement of tourism employee retention construct, namely, *turnover intention* (Collins, 2007; Kuria et al., 2012; Leberman & Doyle, 2011; Medina 2012; Ashton & Morton, 2005), *retention strategies* (Ghiselli et al., 2001; Lub et al., 2012; Ashton & Morton, 2005; Melia, 2010; Ohly & Fritz, 2010; Zhao et al., 2007) and *employee surveys* (Morgeson & Humphrey, 2008; Parker et al., 1998; Scarlett 2011; Taylor & Finley, 2009; Yam & Raybould, 2011) (ref **Appendix D**). The identified dimensions are shown graphically in Figure 3.10.

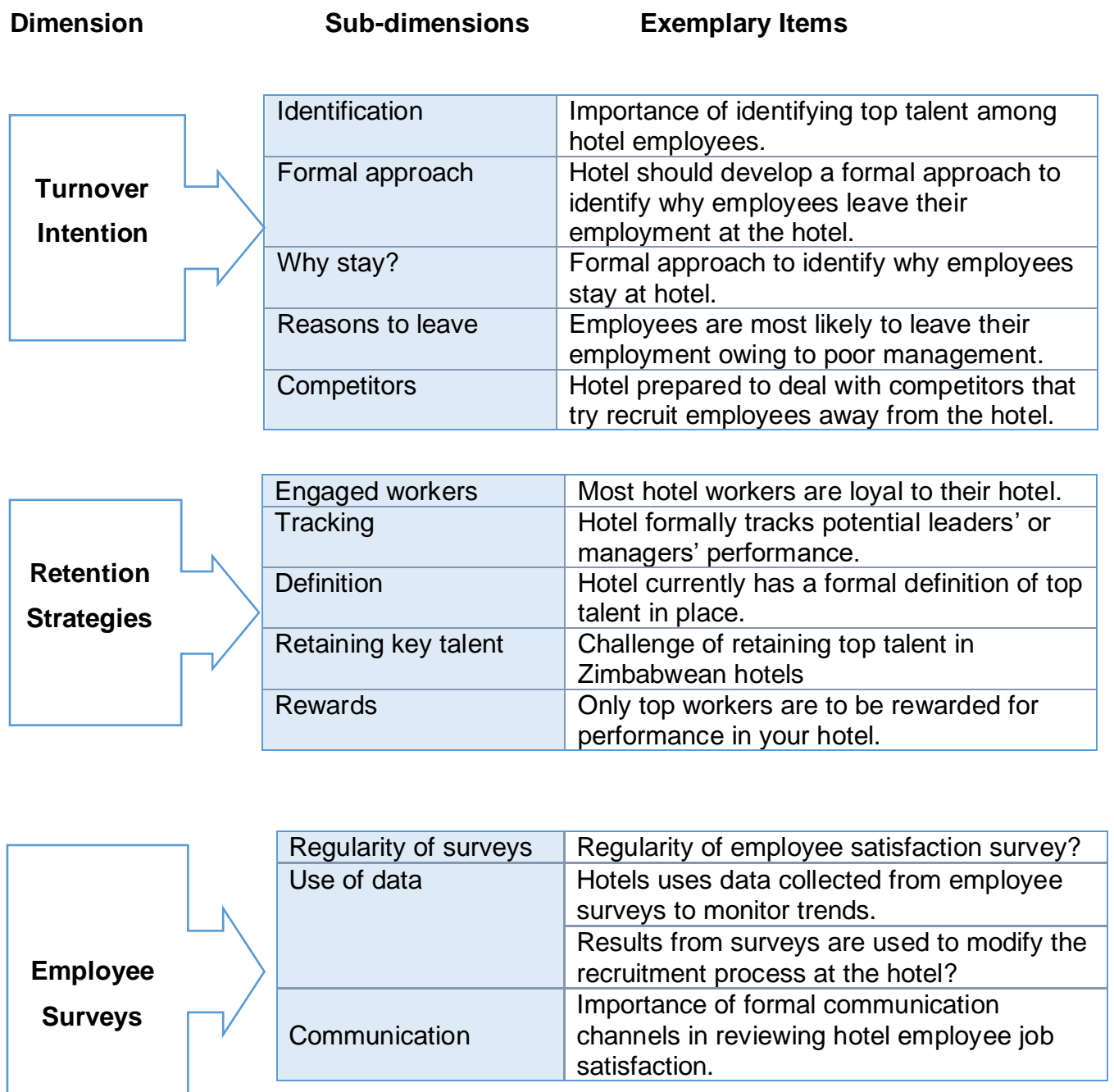


Figure 3.10 Proposed Tourism Employee Retention Construct

Source: (Adopted from Collins, 2007; Ghiselli et al., 2001; Kuria et al., 2012; Leberman & Doyle 2011; Lub et al., 2012; Medina 2012; Melia, 2010; Morgeson & Humphrey, 2008; Ashton & Morton, 2005; Ohly & Fritz, 2010; Parker et al., 1998; Scarlett 2011; Taylor & Finley, 2009; Yam & Raybould, 2011; Zhao et al., 2007).

3.5.5.1 Turnover Intention

The development of turnover intention as a dimension of employee retention in tourism and hospitality context and general talent management studies, was benchmarked against several studies (Collins, 2007; Kuria et al., 2012; Leberman & Doyle, 2011; Medina 2012; Ashton & Morton, 2005). An application of these studies will be discussed next.

Turnover intention is the crucial stage before the actual turnover occurs (Cho et al., 2009). Unmet expectations can lead to turnover intentions which force the employee to ultimately quit. According to Bigliardi, Petroni and Dormio. (2005), employees with the intention to quit from their current job, do so after individuals start thinking about staying or to leave; though in the short term, employees could have high intentions to quit. Leaving the organisation is much easier than the intention to leave (Blau & Kahn, 2000). Voluntary or involuntary turnover will be the final decision of the employee. Voluntary turnover is the termination of the official and the psychological contract between the employee and the organisation (Collins, 2007; Rousseau, 1995). Turnover intention as per literature has been defined as follows:

1. Bothma and Roodt (2013:11) postulate that “turnover intention can therefore be described as an individual’s behavioural intention or conation, in Fishbein and Ajzen’s (1975) framework of planned behaviour, to leave the employ of the organisation”.
2. Additionally, Medina (2012), asserts that turnover intention is an employee’s intent to find new employment with another company within the next year. Further assertion by Medina is that “... it is accepted that job satisfaction and employee turnover intention are inversely related” (2012:34).

For the purpose of this study, turnover intention is the decision taken by a hotel employee to quit their job and in the process, an employee becomes disengaged⁴⁵ from their job.

As has previously been alluded to within this section, employee turnover has become a critical problem for the hospitality industry mainly because of its dependency on the “human factor” (Leberman & Doyle, 2011:59). Therefore, because of the financial and

⁴⁵ Disengagement is the state employees reach when they become detached, disconnected from their present employment (Lam & Ozorio, 2012).

moral effects on hospitality organisations, many researchers have focused on these issues in the last few decades. Researchers such as Kuria et al. (2012) studied the internal and external causes of employee turnover in Kenyan hotels located in Nairobi. This study was singled out mainly because of the extenuating variables cited as been causes of staff turnover by having similar resemblance to this particular study. In this study, the authors directed attention to the work umbrage, unfavourable working conditions, stress, long working hours with minimal wages, and poor training programmes as causes for turnover.

Kim and Jogaratnam (2010) propose that a distinction should be drawn between low-performing employees and top performers, while efforts to retain employees should be targeted at those employees that are seemingly valuable and contributing employees. Blomme et al. (2010), however, established that employee turnover is a symptom of deeper issues that have not been resolved, which may include low employee morale, absence of a clear career path, lack of recognition, poor employee-manager relationships or many other issues. A lack of satisfaction and commitment to the organisation can also cause an employee to withdraw and begin looking for other opportunities. Therefore, pay does not always play as large a role in inducing turnover as is typically believed (Mitra, Gupta & Shaw, 2011).

Measures to curb turnover intention exist in virtually all businesses concerned about retaining the critical resource of talent. According to Ongori (2007) Kivela and Go (1996) and Shaw (2011), the inadmissible, high labour turnover rate content may shape the relationship between turnover rates and performance reduction in human capital. Other practitioners, (Lam & Zhang, 2003; MacIntosh & Doherty, 2010), argued that the intention to quit begins when the employee has received an unfavourable situation and starts thinking about another job. Other authorities postulate that poor management, low wages, bad working environment, and paucity of job opportunities could be the highest causes of turnover (Haven-Tang & Jones, 2012; Kusluvan et al., 2010). Moreover, there is still a high turnover rate in the hotel industry (Lub et al., 2012). However, how hotels train and develop personnel and retaining talent, and to enhance their work performance, further to enhance company performance, has become a daunting task for most hotel managers (Frolick & Ariyachandra, 2006).

Employees with turnover intention, Thomas and Lucas (2004) and Magnini, Lee and Kim (2011) infer that they impede the quality of customer service, have low morale, send

negative signals to their co-workers concerning the nature of their jobs and the hotel, and weaken business reputation. However, empirical research (Crick & Spencer, 2011) about the reaction of hotel leadership, after realisation of turnover intention by their employees is still to be investigated. Involuntary turnover inescapably leads to direct negative results such as job insecurity, work difficulty and status fluctuation (Lub et al., 2012). A suggestion outlined by Lam and Ozorio (2012) regarding how to turn round the intention to quit employment by workers by reinventing both the job and packages with an effort to retain employees can be applied to Zimbabwe's tourism and hospitality leadership as they address the challenge of turnover. Nonetheless, this can seem expensive and unsustainable for many local tourism and hospitality entities. Sub-dimensions to support turnover intention investigation as a dimension of TER, namely, *identification* (Kuria et al., 2012), *formal approach* (Collins, 2007; Leberman & Doyle, 2011), *why stay* (Medina 2012), *reasons to leave* (Medina 2012, Ashton & Morton, 2005) and *competitors* (Magnini et al., 2011) are inferred as illustrated by Figure 2.10.

Accurate identification of hotel's top talent has to be performed procedurally such that employees are not compromised either way (Kuria et al., 2012). Once identification and consequently communication has been done, a formal approach to identify turnover of hotel employees has to be employed (Collins, 2007; Leberman & Doyle, 2011). Reasons why hotel employees stay or leave are copious and vary from individual to individual. One of the reasons why employees leave their employment is mainly attributed to poor management. (Medina 2012; Ashton & Morton, 2005). Finally, competitors (other competing hotel groups/single hotels have a part play in terms of turnover intention as workers (Magnini et al., 2011) as they can influence recruitment of staff in. This, dimension, turnover intention can therefore be defined as a vital element of the TER construct and through this study which will be applied to the Zimbabwean context.

3.5.5.2 Retention strategies

The next dimension of TER, retention strategies, will be discussed within this section. Various studies have been conducted on employee turnover and retention, but further investigation is needed on talent retention strategies in the tourism and hospitality industry (Lub et al., 2012). This dimension is correlated to the construct of retention and its development has been benchmarked against a number of studies (Ghiselli et al., 2001; Lub et al., 2012; Ashton & Morton, 2005; Melia, 2010; Ohly & Fritz, 2010; Zhao et al., 2007). Engaged workers contribute to the bottom line (Bakker & Bal, 2010) because

employees who have high levels of energy will feel dedicated, and are often fully immersed in their work have positive outcomes, such as job performance, organisational commitment, and job satisfaction (Bakker & Demerouti, 2008). Therefore, retention of engaged employees in frontline service jobs is critical for organisational success and survival (Karatepe & Olugbade, 2009; Magnini et al., 2011). Definitions from literature regarding retention strategies have been identified as follows:

1. “Efforts by a business to maintain a working environment which supports current staff in remaining with the company” (Ohly & Fritz, 2010:34). The authors magnify the simple statement by stating that many employee retention policies are aimed at addressing the various needs of employees to enhance their job satisfaction and reduce the substantial costs involved in hiring and training new staff (Ohly & Fritz, 2010).
2. Jepngetich and Njue (2013:2) explain retention strategies as “the specific strategies that the hotels have adopted in order to retain their valuable employees”.

For the purposes of this study retention strategies are systemic plans implemented by hotel management in order to promote the retention of critical personnel.

Before turnover intention becomes a critical area of focus by the hotel, corporate strategy should incorporate retention strategies for its high performing talent. Cobb (2012) states that some of these tactics include top performer profiling - performance reviews, morale boosting, competitive compensation and non-monetary reward and recognition tend to increase the individual value of employees (Yam & Raybould, 2011). Employees are sensitive to receiving fair rewards for their efforts and may leave when opportunities to receive greater rewards exist elsewhere (Cob, 2012).

A key aspect from the literature reviewed, is the relationship between employee satisfaction, training and retention. As previously stated in section **3.3.3**, the issue of employee satisfaction has a major impact on customer retention and corporate profitability. The findings suggest that training quality was positively related to training satisfaction, job satisfaction and intention to stay (Chiang et al., 2005). Many researchers have illustrated that job satisfaction will lead to employee retention while the job dissatisfaction forces employees to leave their jobs (Jepngetich & Njue 2013). Another area that has most recently been a focus for examination regarding the retention of staff is balancing working and family life (WLB) and the role it has in turnover decisions. Research by Leberman and

Doyle (2011) and Maxwell et al., (2004) provide insights into the link between the work-life conflict and employee turnover. Maxwell et al., (2004) suggest that managers are key to the initiation and implementation of WLB policies with some of those policies being the introduction of flexible working hours and arrangements, providing better training, breaks from work and better work support (Kusluvan et al., 2010; Leberman & Doyle 2011).

Lub et al., (2012) posit that many tourism managers have grown arrogant because the last few years of high unemployment guaranteed that most employees would have to take whatever they dished out. Over 75% of firms have no distinct retention strategies and those with plans have let them fall into neglect (Lub et al. 2012). In the words of Bill Pollock, CEO of Drake International,

“The first step to solving the employee turnover problem is to recognize that we indeed have a turnover problem” (Drake 2012:18).

Yam and Raybould (2011) augment this statement by stating that when seeking to resolve the problems associated with high turnover, companies must first investigate the underlying causes. There is need to ruminate an appropriate level of attrition by setting benchmarks against similar organisations and taking into account the entire cost of turnover to the company.

Studies on retention strategies have demonstrated a positive relationship with various work-related outcomes and organisational performance, such as low turnover (Jepngetich & Njue 2013), better employee productivity, financial performance, organisational commitment and customer satisfaction (Richman, 2006; Saks, 2006). The authors suggest that retention approaches be approached proactively, as a strategic issue. Among the recommendations made by the authors in terms of implementing a proactive retention plan:

1. Employment of retainable employees – tourism employee segmentation alludes to some of the traits that identify retainable employees. Porter and Steers (1973) suggested that employees are more likely to stay as they build longer tenure with the organisation (because of seniority related perks or other valued outcomes), a notion that is labelled as investments by Abelson (1987). Peterson (2004) suggests that managers must work with top performers to identify the backgrounds, skills or personality characteristics which retainable employees have in common.

2. Retention strategies must be tailor-made to every individual (Lub et al., 2012). Wilkins (2012) purports that monetary incentives are among the bottom of the list of responses which employees make a view justified in part by Bliss (2007) who states that employees who possess longevity⁴⁶ (staying power) and who will ensure a competitive advantage in the future, understand that money, power, status and possessions mean little without true passion for their job. However, Deloitte (2015) construes that for millennials, the most influential factors are opportunities for promotion, job advancement and additional compensation. Wilkins (2012) adds further that “A” players are more concerned with challenging work, personal and professional growth opportunities, work/life balance, and workplace flexibility a notion previously suggested to by Cotton and Tuttle, (1986); Hom and Griffeth, (1995); Mowday et al., (1982); Muchinsky and Tuttle, (1979) among others.

“Best-practice organisations⁴⁷ work to help employees plan to stay with the organisation to plan their careers with the organisation.” (Tucker 2013:7).

Hotels benefit greatly when the employees are guided in mapping out how career goals can be attained within their workplace (Porter & Steers 1973).

3. Underperformance of hotel employees must be scrutinized by immediate supervisors to curb negative effects of underperformance. Frank and Taylor (2004) and Sledge et al., (2011) advocate that lack of relevant personal skills and competencies of hotel workers can be addressed with coaching and training, rather replacing an employee. Other personal issues such as divorce, health issues, mortgage issues to name a few, can distract employees from their work and affect their ability to deliver. Silzer and Dowell, (2010) suggest that wellness programmes be introduced at the workplace to address some of these issues.

Inopportunately, the perceived depressed economic cycle Zimbabwe is currently under, makes it almost impossible for hospitality entities to engage on full scale retention strategies. These include top performer profiling, career pathing, employee engagement and competitive compensation as suggested by Cobb (2012) and Lub et al. (2012), all of which require financial injection at a large scale. Contrary to this statement, downsizing

⁴⁶ Duration of time an employee spends on the job usually at the same company (Tucker 2013).

⁴⁷ Best-practice organizations organisations can also be likened to as successful organisations as both have systems in place which bring about success (Drake 2012).

strategies such as retrenchments have featured in most hospitality board meetings agenda (RTG, 2013). Nonetheless certain programmes such as employee surveys, top performer profiling - performance reviews, morale boosting and competitive compensation are implemented to retain critical employees for the benefit of the industry (Jepngetich & Njue 2013).

The sub-dimensions supporting the investigating of retention strategies as a possible dimension for TER, namely, *engaged workers* (Ghiselli et al., 2001; Lub et al., 2012), *tracking* (Ohly & Fritz, 2010), *definition, retaining key talent* and *rewards* (Ashton & Morton, 2005; Melia, 2010; Zhao et al., 2007) will be discussed herein. Engaged workers stay longer in their chosen professions and they constitute more than 75% of the total talent within the hotel. Furthermore, engaged workers are more productive than disengaged workers (Ghiselli et al., 2001; Lub et al., 2012). An effective performance management system is a sure way of tracking potential leaders' performance within the hotel (Ohly & Fritz, 2010). Working with clear objectives, workers are able to achieve their personal goals in the workplace and they will be prepared to render outputs that lead to the attainment of the organisation's goals hence defining top talent, making strides to retain talent and rewarding employees become pivotal leadership aspects for today's hotelier (Ashton & Morton, 2005; Melia, 2010; Zhao et al., 2007). This dimension retention strategies can therefore be defined as a vital element of the TER construct.

3.5.5.3 Employee surveys

The last dimension of TER employee surveys has been benchmarked on general talent management (Parker et al, 1998; Taylor & Finley, 2009) and tourism-related studies (Morgeson & Humphrey, 2008; Scarlett 2011; Yam & Raybould, 2011). Employee surveys are used to propel retention efforts by organisations as they serve to identify the current disposition of employees in terms of their employment at any particular time (Yam & Raybould, 2011). The following definitions have been derived from literature to explain employee surveys as following:

1. 2011 WERS (2011:18) in defining employee surveys "... when manager is using a variety of methods that can enhance levels of employee engagement. There has been growth, since 2004, in methods that focus on communication and the provision of information."

2. Scarlett (2011:3) refers to employee survey as “meaningful engagement measurement ... derived from attitude classification psychometrics and collected via survey responses to a complete inventory of questions about employee feelings and experiences towards verified engagement drivers”.

Basing on the foregoing discussions, the definition for employee surveys, for the purpose of this study, is the review by an appointed party of hotel employees' sentiments and feelings which they may have regarding their employment with a view to advise the hotel management of areas to focus on.

Educational background, working conditions and corporate environment shape the occupational identity of employees. An ever-increasing pace of change means organisations will face more structural unemployment challenges and skill gap issues (Morgeson & Humphrey, 2008). As a result, reskilling and continuous peer-to-peer learning cultures will become increasingly important, as will the ability to rapidly and accurately identify current skills and talent in the organisation. Measurement of competencies and satisfaction indices of hotel's employees – the use of an independent third party to undertake survey usually removes bias. Survey responses and associated actions let employees know they are being heard and that their issues are being addressed - objective evaluations that encourage candid responses as submitted by Rappaport et al. (2003) and Griffeth, Steel, Allen, and Bryan (2005).

Employee surveys can be conducted face-to-face, be in the form of a written survey (hard-copy or electronic), or held over the phone. Yam and Raybould (2011) suggest that face-to-face and telephone interviews allow the interviewer to explore responses and gain even more insight. The authors add in that starting with friendly discussion and then easing into the more probing questions will put the candidate at ease. Implementing regular employee surveys permit employers to assess the temperature of employees and gauge a company's culture and mood. Taylor and Finley (2009) highlight that the results of the gauge will allow organisational leaders to anticipate issues in advance of turnover. The authors itemise few vital steps of undertaking surveys, namely;

- a) Collecting survey data and understanding concerns as the first step. Managers need to craft and implement policies that meet employee concerns head-on.

- b) Secondly, organise company-wide communication sessions that feedback survey responses and associated actions, this enables employees to know that they are being heard and that their issues are being addressed.
- c) Employee surveys are best delivered by a third party consultative company which can deliver an objective evaluation and encourage candid responses.

Nevertheless, the foregoing steps have not escaped criticism from authorities and academics. The downside as propounded by Morgeson and Humphrey (2008) is that if the organisation is large enough to have an HR department, then those personnel would typically hold the exit interview. Otherwise, the supervisor of the exiting employee would conduct the interview. Through the implementation of both employee attitude and customer satisfaction research, Collins (2007) affirms that the results from these surveys has led to the establishment of brand standards for both service and operational measures for hotels under review. Leberman and Doyle (2011) further suggest that research tools used are part of a range of methods developed to measure the performance of the business. The profit and loss account measures the financial health of the company (Branham, 2005; Tucker et al., 2005). However, in a service industry, a wider range of soft performance measures are essential. A balanced approach of both tangible financial data with softer levels of customer satisfaction ensures that the productivity of the business is measured, and the satisfaction of customers.

The investigation of employee surveys will be further supported by these sub-dimensions, namely, *regularity of surveys* (Yam & Raybould, 2011), *use of data* (Morgeson & Humphrey, 2008; Parker et al., 1998) and *communication* (Scarlett 2011; Taylor & Finley, 2009) as illustrated in Figure 3.9 and **Appendix D**. Implementing strategically scheduled employee surveys within the hotel assists the hotel leadership to gauge the current disposition of its employees and will have a factual approach to making decisions basing on results of the survey (Yam & Raybould, 2011). How data are collected during the survey and its interpretation is critical as it points to the current disposition of hotel employees (Morgeson & Humphrey, 2008; Parker et al., 1998). Feedback resultant from the surveys needs to be communicated to all leadership structures for corrective measures to be implemented. Formally communicated, this helps to check on employee job satisfaction at work (Scarlett 2011; Taylor & Finley, 2009). Making factual based decisions by

Zimbabwean hospitality management is a subsequent process emanating from such actions. This dimension can therefore be defined as a vital element of the TER construct.

Based on the foregoing discussion, turnover intention, retention strategies and employee surveys can be defined as vital elements of the TER construct. Therefore, the researcher proposes that the subject under discussion has sufficient theoretical evidence to formulate the hypothesis below which is to be tested empirically:

H₃: Tourism employee retention *and its dimensions*, namely, turnover intention, retention strategies *and employee surveys can be reliably and validly measured.*

Conclusively, TRO3, with its respective three sections and guiding question 6 (GQ6) namely Which training strategies influence the way you retain talent? was hereby realised.

In Chapter 4, the relationships between the constructs of this study within the theoretical model (refer to Figure 1.2) will be closely explored.

3.6 SYNTHESIS

The highlights of Chapter 3 were to provide a review of literature of the specific concepts of the proposed model. The key concepts of this study, namely TTMF, TET and TER were defined and expounded upon. The theoretical research questions and guiding questions of the study were posed to the reader. Thereafter, an overview of the tourism and hospitality industry globally, in Africa and then in Zimbabwe was discussed here in Chapter 3.

The first section 3.3 until 3.3.4.1.4 dealt with the formulation of the TET framework which comprised of the following sub-dimensions, namely, *strategic implication viewpoint, management viewpoint, customer service delivery satisfaction viewpoint and lastly performance management.* After discussing each viewpoint, H1 was formed. A summary of the TTMF viewpoints dimensions and sub-dimensions was illustrated on **Appendix B.** Conclusively, the discussions formulated in section 3.3 brought out sufficient theoretical evidence to formulate hypothesis H1 which was to be tested empirically and a theoretical research question (TOR1) and GQs 1-4.

The second section **3.4** to **3.4.5.5**, presented the construct tourism employee training whereby the following dimensions were presented *knowledge, tourism employee empowerment, induction procedures, job design and training outcome*. In discoursing this construct, TET, definitions and application of TET in Africa and then in Zimbabwe were made and in literature. This section concluded with the formulated hypothesis (H2) and a theoretical research objective (TRO2) and GQ5 for the construct.

Thirdly, section **3.5** to **3.5.5.3**. deliberated on the tourism employee retention construct. Herein the following dimensions were presented, namely, *turnover intention, retention strategies and employee surveys*. The same way that section **3.3** was presented is also the same way that this section was delivered. Conclusively, the discussion provided the formulated hypothesis (H3) and a theoretical research objective (TRO3) and GQ6 for the construct.

The next chapter will explore the intricate relationships between the constructs of this study with a view to formulate H4 and H5.

4.1 INTRODUCTION

The last part of the literature overview of this study will discuss the intricate relationships amongst the identified constructs of this study. Discussions in sections 4.2 to 4.6, have been referenced to in Figure 1.2 of Chapter 1, where the proposed TETMF model was introduced. In order to formulate the stated research hypothesis (*H4*) namely, the theoretically hypothesised framework (TETMF model) has a good fit with the empirically manifested model, various empirical literature (Ahammad 2013; Auka et al., 2013; Govaerts et al. 2011; Heartfield 2012; Leberman & Doyle, 2011; Mortaki 2012; Pratten, 2003; Singh 2014) have been used to establish the nature of the hypothesis and whether the relationship is directional, and or non-directional.

These relationships are also embedded in the theories of Fishbein and Ajzen (1975, 1991). Against the antecedents of Fishbein and Ajzen's (1975) Behavioural Intentions Model (Cognition → Affect → Intention → Behaviour), (Swart 2013; Swart & Roodt, 2012) this study investigates how scores on a TTMF model (cognition) are related to Retention (intention) scores, and how this relationship is mediated by Training (affect). Thereby ultimately ensuing in a Tourism Employee Talent Management Framework Model as depicted in Figure 1.2. Therefore, the TRO4 addresses the stance taken in the empirical literature. The literature from the relationships in this chapter, will be used to inform the development of H4 and H5.

4.2 THE RELATIONSHIP BETWEEN TOURISM TALENT MANAGEMENT AND TOURISM EMPLOYEE TRAINING

The last part of the literature overview of this study will discuss the intricate relationships among the identified constructs of this study. Discussions in this and subsequent sections, namely, 4.1 to 4.5, have been referenced to in Figure 1.2 of Chapter 1, where the proposed TETMF was introduced. To formulate the stated research hypothesis (*H4*), namely, the theoretically hypothesised framework (TETMF2011; Heartfield 2012; Leberman & Doyle, 2011; Mortaki 2012; Pratten, 2003; Singh 2014) have been used to establish the nature of the hypothesis and whether the relationship is directional or non-directional.

These relationships are also embedded in the theories of Fishbein and Ajzen (1975; 1991). Against the antecedents of Fishbein and Ajzen's (1975) Behavioural Intentions Model (Cognition → Affect → Intention → Behaviour), (Swart 2013; Swart & Roodt, 2012) this study investigates how scores on a TETMF (cognition) are related to retention (intention) scores, and how this relationship is mediated by training (affect), thereby, ultimately ensuing in a TETMF as depicted in Figure 1.2. Therefore, the TRO4 addresses the stance taken in the empirical literature. At the end of this discussion, it will be specified whether the TRO4 has been achieved.

Research by Chiang et al. (2005) examined the relationship between training and job satisfaction in the hospitality industry. In discussing this statement further, Faulkner and Patiar (1997) purport that training and development reduce stress and affect organisational commitment (Auka et al, 2013; Leberman & Doyle 2011; Mortaki 2012; Ubeda-García, Marco-Lajara, Sabater-Sempere & García-Lillo, 2013) which affects job satisfaction and resultantly form the talent management process. In the following discussions, the variables associated with the identified constructs will be used to justify the relationships between the constructs.

The particularly strong relationships between under-staffing (where contingent labour is essential), poor training, and unfair dismissals, suggest that if tourism staff were better trained they would stay longer, and be treated more fairly (Mortaki 2012). In contrast, poorly trained staff are likely to behave in an ad hoc manner⁴⁸. In agreement, Heartfield (2012) argues that when hotels want to retain their employees, it is important to pay attention to the learning of hotel employees, particularly the contingent workers who are temporarily bound by organisational philosophies as switching jobs is one key feature of contingent work.

As part of the TTMF, organisational commitment and job satisfaction have significant impacts on job burnout. Peng, Li, Zhang, et al. (2014) attribute job satisfaction and organisational commitment to a sense of belonging and an obligation to the organisation owing to personal attitudes. As training impacts skills, attitudes are personal attributes that determine retention of one on the job. Studies by Pratten (2003); Singh, (2014); Smith, (2002) allude to the aspect of whether training quality within the hospitality industry is

⁴⁸ Ad hoc manner – non procedural activities which are most likely of a truant behaviour due to the lack of systemic training (Mortaki, 2012).

positively related to training satisfaction, job satisfaction and intention to stay which resultantly impede on talent management of a hotel. Closely related to this concept of training is that there is a link between training and a performance management system as purported by Ubeda-García et al., (2013).

Seemingly, competency aspects of performance management assessment are addressed by an effective training programme thereby establishing this link. However, Lam and Zhang (2003) indicate that attitudes of employees are not easily corrected by training alone but require further HRM interventions. Smith (2002; 2006) maintains that the aim of a job design is to improve job satisfaction, (which also links with TTMF) to improve through-put, to improve quality and to reduce employee problems (such as grievances, absenteeism).

Table 4.1 culminates the important relationships between dimensions/ variables associated with TET management and TER. Conversely, no statistical evidence could be found to indicate between TEMF and retention, creating the prospect for further investigations of this relationship. Table 4.1 will thereby illustrate the vital and non-vital relationships evident in the some of the studies cited in the previous section.

Table 4.1: Summary of research findings on the relationships between dimensions associated with TTMF and TET⁴⁹

Variable associated with TET	Correlation/ Regression	Variable associated with TTMF	Researcher
General employee related studies			
Training	$r = .33$ ($n = 210, \rho \leq 0.00$)	Employee job satisfaction	(Mortaki 2012)
Training	$r = .89$ ($n = 389, \rho < 0.00$)	Job satisfaction	(Ahammad 2013)
Job design	$r = .70$ ($n = 310, \rho < 0.01$)	Job satisfaction	(Auka et al., 2013, Peng et al., 2014)
Training outcome	$r = .75$ ($n = 235, \rho < 0.00$)	Contingent workforce	(Heartfield 2012)
Training outcome	$r = .55$ ($n = 175, \rho < 0.00$)	Training satisfaction	(Govaerts et al. 2011 Singh 2014)
Tourist related studies			
Job satisfaction	$r = .38$ ($n = 206, \rho < 0.00$)	Organisational commitment	(Leberman & Doyle, 2011)
Job satisfaction	$r = .42$ ($n = 420, \rho < 0.00$)	Service quality	(Mortaki 2012)
Induction procedures	$r = .79$ ($n = 500, \rho < 0.00$)	Changing skills requirements	(Auka et al, 2013)
Induction procedures	$r = .65$ ($n = 320, \rho < 0.00$)	Work performance	(Pratten, 2003; Smith, 2002)

From the foregoing summative Table 4.1, there is a significant positive relationship between training and some of the talent management variables, such as job satisfaction, found in the tourism-related studies (Ahammad 2013; Auka et al., 2013; Govaerts et al. 2011; Mortaki 2012; Singh 2014) and service quality (Mortaki 2012). Significant studies (Chiang et al., 2005; Ubeda-García et al., 2013), however, related to the service industry found out that there is a direct relationship between variables of talent management, such as training satisfaction and job satisfaction.

Although the aforementioned studies and others have proved the importance of training when it comes to a hotel's performance, the link from training to performance remains unresolved because it is not yet possible to know which training strategy variables cause the strongest impact on business outcomes especially in the tourism and hospitality industry. Previous studies have not investigated the relationship of the two constructs

⁴⁹ In this table, only those studies where articles had complete statistics were included.

(TTMF and TET) with their unique combination of variables / dimensions in this specific hospitality context in Zimbabwe and in a developing country perspective. It is, therefore, the intention of this study to investigate these relationships further and thereby making a contribution into the current study, and to achieve TRO4.

From the findings of the identified literature, it is clear that there is a positive relationship between variables identified for tourism talent management and tourism employee training. No theoretical evidence, however, could be found that related to the TTMF and TET in a tourism and hospitality industry context. Therefore, the present study addressed this gap in the research by investigating the relationship between TTMF and TET.

Basing on the foregoing discussion, the researcher proposes that the subject under discussion has sufficient theoretical evidence to inform the development of H4, as stated in section 4.5.

In the next section, the relationship between TTMF and TER will be closely investigated

4.3 THE RELATIONSHIP BETWEEN TOURISM TALENT MANAGEMENT AND TOURISM EMPLOYEE RETENTION

Relationships are evident among the identified variables (Linz, 2003; Coyles & Gokey 2009; Govaerts et al. 2011; Pratten, 2003; Chieh Lu & Gursoy 2013; Lee-Kelley, Blackman and Hurst, 2007; Kennedy & Diam 2010; Medina 2012; Ashton & Morton, 2005; Zhao et al., 2007; Ghiselli et al., 2001; Lub et al., 2012) and dimensions from talent management such as training and tourism employee retention (Hughes & Rog, 2008; Farley, 2005; Oosthuizen, & Nienaber 2010; Silva, 2006; Rose & Gordon 2010; Coyles & Gokey 2009) These relationships between the dimensions are supported by empirical literature, which is shown in general talent management and tourism and hospitality related studies. These studies were used to inform if there was enough support for the formulation of the relevant hypothesis (*H4*). At the end of this discussion, it will be indicated whether the TRO4 has been achieved.

Research from (Chen, 2006; Feinstein & Vondrasek, 2001; McDonald & Makin, 2000; Silva, 2006) has focused on job satisfaction and link this concept to other variables such as organisational commitment, behaviours, stress and burnout, empowerment, organisational performance, motivation, turnover intention, and sometimes employee segmentation variables such as demographic and personal characteristics. The work has

also addressed the satisfaction and commitment level of the employees with a view of retaining employees at the workplace, but only a few of the identified research has considered managers' viewpoints.

Numerous other studies have attempted to explain the foregoing relationships. For example, Lee-Kelley et al. (2007) and Kennedy and Diam (2010) provided empirical evidence of a relationship between the tourism business and increased retention of knowledge/talented workers. Bhatnagar (2007) has suggested several HR interventions for encouraging retention of employees: such as a continuous positive employee relationship, a stronger psychological contract, creating peer partners and mentors, and treating employees as wealth co-creators. In contrast, Deery (2008) analysed the literature on the influence of work-life balance on employee retention by concluding that organisations should provide a more holistic experience for employees while focusing on creating a balance between their work environment and their home life.

Moncarz, Zhao and Kay (2009) conducted a study which showed that organisational mission, goals and direction, employee recognition, rewards and compensation were found to reduce non-management employee turnover. The authors emphasise that corporate culture, hiring and promotions, and training practices influence non-management employee retention. On the contrary, the study by Coyles and Gokey (2009) sought to examine the issue of TER in a highly competitive labour market. Herein the authors suggested that organisations should focus on identifying the underlying causes of employee attrition which produce undesirable effects and construct current and future reality trees to analyse and work on the problem.

The variables – employee retention and talent management have been widely used in various industries ardent in retaining their employees and tourism and hospitality industry is not an exception. This is because most businesses now face the challenge of replacing millions of experienced and talented workers over the coming decades as the Baby Boomer generation (Chieh Lu & Gursoy 2013) retires. The underlying gap herein is how executive management will develop stable, long-term talent management strategies to attract, hire, develop, and retain talent. The following summative Table 4.2 outlines results from literature.

Table 4.2 Summary of research findings on the relationships between dimensions associated with TTMF and TER.⁵⁰

Variable associated with TTMF	Correlation/Regression	Variable associated with TER	Researcher
General employee related studies			
Management	$r = .49$ ($N = 440, \rho \leq .05$)	Retention	(Linz, 2003; Coyles & Gokey 2009)
Attitudes	$r = .72$ ($n = 212, \rho < 0.00$)	Behavioural intention	(Rose & Gordon 2010)
Learning organisation	$r = .70$ ($n = 110, \rho < 0.00$)	Retention	(Govaerts et al. 2011; Pratten, 2003)
Empowerment		Engaged workers	(Chieh Lu & Gursoy 2013)
Learning organisation	$r = .78$ ($n = 302, \rho < 0.00$)	Behavioural intention	(Lee-Kelley et al. 2007; Kennedy & Diam 2010)
	$r = .59$ ($n = 565, \rho < 0.00$)		
Tourist related studies			
Job satisfaction	$r = .58$ ($n = 196, \rho < .01$)	Why stay	(Medina 2012),
Job satisfaction	$r = .62$ ($n = 370, \rho < .05$)	Rewards	(Ashton & Morton, 2005; Melia, 2010; Zhao et al., 2007)
Job satisfaction	$r = .79$ ($n = 674, \rho < 0.01$)	Engaged workers	(Ghiselli et al., 2001; Lub et al., 2012)
Continuous training	$r = .69$ ($n = 570, \rho < .01$)	Reduced turnover	(Govaerts et al. 2011)

The preceding Table 4.2 highlights the variables / dimensions associated with relationship between TTMF and TER within a general talent management context and in tourism and hospitality context. The study by Linz (2003), was the only evidence found of retention that supports a significant relationship on the dimensions associated with TTMF in the tourism industry. This study sought to understand the challenges and successes of talent management programmes/programs and the reasons why some companies choose not to have a programme/program. The study also tested the power of a talent management framework on retention rates. According to Christensen Hughes and Rog (2008), retaining employees (especially in the tourism and hospitality industry) becomes quite focal in terms of how these business strategies impact on the global talent management (this will be pursued within the confines of Zimbabwe).

It is, therefore, the intention of the researcher that TRO4 will be achieved through the foregoing discussion on the empirical findings with regard to the relationship which exists

⁵⁰ In this table, only those studies where articles had complete statistics were included.

between the two constructs. Following through on the preceding discussion, there is sufficient theoretical evidence to inform the formulation of H4 as indicated in section 4.4.

In the next section, the relationship between TET and TER will be closely investigated.

4.4 THE RELATIONSHIP BETWEEN TOURISM EMPLOYEE TRAINING AND TOURISM EMPLOYEE RETENTION

The relationship between employee training and employee retention is investigated in the same way as the preceding sections namely, 4.2 and 4.3. The relationship between TET and TER is supported by empirical literature, where comprehensive discussions on general talent management and tourism-related studies are conducted. These studies were used to establish if there was enough theoretical support for the formulation of the relevant research hypothesis (*H4*). The empirical literature will establish the nature of the relationship between employee training and employee retention whether it is causal or not. This was used to formulate the stated research hypothesis, namely, there is a positive relationship between TET and TER. At the end of the discussion, it will be indicated whether the TRO4 has been achieved.

Performing a task publicly with insufficient skill jeopardises service quality, and can demean and embarrass employees, yet anecdotal evidence overwhelmingly suggests that if training is poor then employees are disciplined for their inability to perform. Consequently, Oladapo (2014) reveals that retention levels diminish resultantly from an environment void of learning. Various industries make use of training as a wedge to achieving success in their functions. Hotels that provide inadequate training exacerbate staff turnover (Lashley & Best, 2002), and threaten quality standards and profit, and consequently, those that provide adequate training and effective evaluations (empowerment) reduce staff turnover and increase staff morale leading to increased customer delight and profits (Govaerts et al. 2011; Kim & Jogaratnam 2010).

Dhar (2015) analysed tourism employees' perception of training opportunities and the impact of such training on the service provided to guests. An integrated framework was developed by the author, emphasising the relationship between perceived accessibility to training, perceived support for training, perceived benefits from training, and the implications of training on service quality which impedes on retention. There is evidence of a link between training and behavioural intention or retention, in tourism studies

(Govaerts et al. 2011; Lashley & Best, 2002; Maxwell et al., 2004; Oladapo, 2014; Pratten, 2003; Smith, 2002). Tansley (2011) attributed knowledge from working in a learning organisation, enables the rapid achievement of promotion of employee, retention, professional growth and the succession planning.

Job design has been established to be a precursor to retention in various industries. Varying work to comfortable degrees, enables employees to achieve their personal goals in the workplace as they will be prepared to render necessary outputs that lead to the attainment of the organisation's goals (Ashton & Morton, 2005; Melia, 2010). Deery and Jago (2015) maintain the importance of earlier works by Deery (2008) as being key indicators of retention such as organisation commitment amongamongst other personal dimensions. However, no significant links have been established between job design and behavioural intention in the tourism industry. These studies are captured in Table 4.3 indicating the intrinsic relationships between these variables associated with TET and TER.

Table 4.3 Summary of research findings on the relationships between dimensions associated with TET and TER.⁵¹

Variable associated with TET	Correlation/Regression	Variable associated with TER	Researcher
General employee related studies			
Employee empowerment	$r = .49 (n = 440, \rho \leq .05)$	Retention	(Kim & Jogaratnam 2010; Oladapo, 2014)
Knowledge	$r = .72 (n = 212, \rho < .001)$	Behavioural intention	(Lashley & Best, 2002; Tansley 2011)
Employee empowerment	$r = .70 (n = 110, \rho < .01)$	Retention	(Govaerts et al. 2011; Pratten, 2003)
Job design	$r = .59 (n = 565, \rho < .001)$	Behavioural intention	(Ashton & Morton, 2005; Melia, 2010)
Tourist related studies			
Job design	$r = .58 (n = 196, \rho < .01)$	Turnover intention	(Kuria et al., 2012)
Knowledge	$r = .62 (n = 370, \rho < .05)$	Retaining key talent	(Oladapo, 2014)
Knowledge	$r = .79 (n = 674, \rho < 0.01)$	Retention strategies	(Leberman & Doyle, 2011,)
Induction procedures	$r = .69 (n = 570, \rho < .01)$	Why stay	(Govaerts et al. 2011)
		Employee surveys	(Scarlett 2011)

⁵¹ In this table, only those studies where articles had complete statistics were included.

Training outcome	r = .69 (n = 570, $\rho < .01$)		
-------------------------	----------------------------------	--	--

The foregoing Table 4.3 shows the substantial relationships between variables associated with training and retention/ behavioural intention within a general employee-related context. Gilbert et al. (1998) argue that although most hospitality organisations train employees to behave appropriately with guests, the industry has a poor reputation for training (Maxwell et al., 2004; Pratten, 2003), although this is not well supported empirically. Managers may be reluctant to invest in training in case staff subsequently leave (Davies et al., 2001; Jameson, 2000; Loe et al., 2000; Lowry et al., 2002), or because their time is already fully occupied with recruitment and selection. These actions have a bearing on staff retention within the hospitality industry. The provision of “little or no personal development, boring work and limited recognition” within the hotels, will ensure that the levels of staff turnover that the industry still views as inevitable, will continue (Baron, 2008:12).

From the foregoing studies, it is evident that TET plays a major role in employee development which will likely result in their staying in their employment for longer. Tourism employees are engaged in various learning and development programmes/programs, although empirically not yet determined that TET can contribute towards TER among tourism employees in Zimbabwe. Seemingly, the apparent gap in this literature is the intensity of the training intervention at hotels, since any technique that bears the potential of lessening this retention problem should be taken seriously by the immediate hotel management. The summary of research evidence in Table in 4.3 brings clarity to a positive relationship between TET and TER. Therefore, TRO4 will be achieved through the above discussion on the empirical findings with regard to the relationship which exists between the two constructs.

Following through on the above discussion, there is sufficient theoretical evidence to formulate H4 in section **4.5**.

In the next section, the theoretical model of tourism employee retention and TRO4 will be closely investigated.

4.5 A MODEL OF TOURISM EMPLOYEE RETENTION

Tourism employee retention is an increasingly serious concern in many hotels. Understanding which factors cause employees to leave and which actions retain them is an important Business Intelligence application (Bliss 2007; Purcell & Quinn, 1995; Velde & Cooper, 2000). This study had intended to demonstrate methodical methods to address this problem. Data mining and predictive modelling can be used to improve retention of critical employees. According to Bliss (2007), the predictive modelling approach yields two valuable outputs that can be used to gain insight into this problem:

- 1) A retention score for each employee, which measures the probability that an employee will leave over a given time period (for example, in the next year).
- 2) A statistical model that quantifies the relationship of the input data to the probability of retention.

Hotel management can use the retention analysis to generate reports that show how the loss of critical skills would affect an organisation (Preacher & Kelley, 2011; Twining-Ward, 2010a; Wilson & Hogarth, 2013). Reports identify job groups, geographical regions, or organisational areas that have higher risk for employee voluntary termination. Additionally, the influential drivers to high-risk groups are identified to suggest the best course of action to reduce the risk. Management gain insight and knowledge about talent dynamics through these reports, which leads to better human-capital management and less risk of losing critical talent. This method nonetheless entails that every employee is tagged and monitored using a variety of information to predict or inform retention/turnover.

However, another method of predicting retention is Fishbein and Ajzen's 1975 behavioural intention model which apparently has become one of the most widely used and significant BI prediction models (Fishbein & Ajzen, 1975; Burnkrant, Thomas & Page 1982). Since it is the resultant behaviour of hotel employees to remain at the job, which is pivotal to this research, borrowing insights from this model could determine a retention model of hotel employees. Talent management encapsulates various developmental and retention strategies (Schuler et al., 2011) and that provision of training avoids the complications and consequences of negative behaviours that are derivative of a demoralised workforce.

Training has been used as a predictor of retention and in Arnold (2005), effective training, and opportunities to learning and development were found to enhance TER. It is, therefore, the intention of this study to investigate this gap further and thereby contributing into the

current study; and to achieve TRO4 to this study. The main constructs, namely TTMF, TET, and TER variables have not been acknowledged in any of the investigated literature as playing a big role in the retention of employees in hotels and the tourism industry at large.

Based on the preceding discussion, there is enough theoretical evidence to formulate the following hypothesis, which is;

H4: The theoretically hypothesised framework (TETMF model) has a good fit with the empirically manifested model.

TRO4, with its respective three sections, was hereby achieved.

The final part of the literature discussion, TER as a possible mediator in the relationship between TET and TER will be closely investigated.

4.6 TOURISM EMPLOYEE TRAINING AS A POSSIBLE MEDIATOR IN THE RELATIONSHIP BETWEEN TOURISM TALENT MANAGEMENT AND TOURISM EMPLOYEE RETENTION

This section explored TET as a possible mediator in the relationship between TTMF and TER (referred to in Figure 1.2). As with the preceding sections, this mediating effect is supported by empirical literature, with a discussion of general talent management and tourism and hospitality related studies. These studies were used to establish if there was enough theoretical evidence for the formulation of the applicable hypothesis (*H5*). In so doing, the nature of mediating relationship herein will be established whether it is fully or partially mediated. This was used to formulate the stated research hypothesis, namely, employee training as a possible mediator in the relationship between talent management and employee retention. At the end of the discussion, it will be indicated whether the TRO5 has been achieved.

In explaining mediating variable, Baron and Kenny (1986) expounded that it may generally be said to function as a mediator to the extent that it “accounts for the relation between the predictor and the criterion” (pg. 1176). The authors maintain that mediators explain how “external physical events take on internal psychological significance” (pg. 1176). Preacher, Zyphur and Zhang (2010) emphasise further that a mediating variable is a variable that describes *how*, rather than *when*, effects will occur by accounting for the relationship

between the independent- and dependent variables. A mediating relationship is one in which the path relating A to C is mediated by a third variable (B) (James & Brett 1984). In application to this study, therefore, it is proposed that TET (B) is the possible mediator in the relationship between TTMF (A) and TER (C).

Preacher and Kelley (2011) in accounting for observed relationships, state that mediation can be either full or partial. Full mediation would occur if inclusion of the mediation variable drops the relationship between the independent variable and dependent variable to zero, while partial mediation maintains that the mediating variable accounts for some, but not all, of the relationship between the independent variable and dependent variable (MacKinnon 2008). Mediating variables are often contrasted with moderating variables, which pinpoint the conditions under which an independent variable exerts its effects on a dependent variable. However, for either full or partial mediation to be established, the reduction in variance explained by the independent variable must be significant as determined by several tests, such as the Sobel test (Sobel, 1982).

Given that TTMF (within this study) is expected to promote TET, and TET is expected to inform TER, it is logical to anticipate that employee engagement (propensity to stay) can mediate the relationship between tourism involvement and job satisfaction. Figure 1.2 illustrates the mediating role of TET between the independent variable (TTMF) and the dependent variable (TER). Indeed, this accords with a number of management and tourism studies in which training mediates the relationship between antecedent and resultant variables (Boxall & Steeneveld 1999; Walsh et al., 2011).

Previous studies, however, have correspondingly indicated that there are significant relationships between precursors of employee training and employee retention (Clifford, 2010; Leung et al., 2011). Furthermore, employee training has been researched and found as a mediating variable in previous studies (Ram & Prabhakar, 2011; Saks, 2006). However, few empirical studies on employee training as a mediator on the relationship between talent management and employee retention makes it particularly valuable to extend the body of evidence in this study (Bhatnagar, 2007; Kamil et al., 2011). Therefore, this study sought to analyse whether TET mediates the relationship between TTMF and TER. These studies have been captured in the following Table 4.4 indicating the intrinsic relationships between these variables.

Table 4.4 Summary of research findings on variables associated with TET as a mediator between variables associated with TTMF and TER⁵²

Variable	Correlation/ Regression	Variable	Researcher
General employee related studies			
Work engagement	r = .49 (n = 440, $\rho \leq .05$)	Retention	(Rich et al., 2010; Saks, 2006)
Employee involvement	r = .72 (n = 212, $\rho < .001$)	Behavioural intention	(Clifford, 2010)
Employee involvement	r = .70 (n = 110, $\rho < .01$)	Why stay	(Heartfield, 2014)
Perceived service quality	r = .59 (n = 565, $\rho < .001$)	Behavioural intention	(Leung et al., 2011)
Tourist related studies			
Training Outcome	r = .58 (n = 196, $\rho < .01$)	Work engagement	(Rich et al., 2010; Wilkins, 2012)
Training quality	r = .62 (n = 370, $\rho < .05$)	Behavioural retention	(Hughes & Rog, 2008)
Job satisfaction	r = .79 (n = 674, $\rho < 0.01$)	Employee involvement	(Rich et al., 2010)

The foregoing results in Table 4.4, indicate that in general, employee related studies and, training directly influences the retention intention through talent management. However, operating from the paradigm that training is a service; a rigorous scale development process will need to be initiated to discover the dimensions of perceived quality of training within the hospitality industry, a new construct within the realm of training evaluation based upon trainees' impressions of training and how it relates to the propensity to stay on the job by employees (Collins, 2007; Heartfield, 2014; Hughes & Rog, 2008; Wilkins, 2012). The general test for mediation in this study is to examine the relation between TTMF and TER, and how this relationship is mediated by TET.

From the studies above, it is evident that TET plays a major role in employee development which will likely result in their staying in their employment for longer. The summary of research evidence in Table 4.4 paves way for the researcher to be able to test the mediating relationship between TET and TER. Therefore, TRO5 will be achieved through

⁵² In this table, only those studies where articles had complete statistics were included.

the preceding discussion on the empirical findings with regard to the relationship stated herein and this will be proven in the results Chapter 6.

Following through on the foregoing discussion, there is sufficient theoretical evidence to formulate the hypothesis below which is to be tested empirically:

H5: Tourism employee training as a possible mediator in the relationship between TTMF and tourism employee retention.

This concludes the proposed review of related literature pertaining to the three main constructs of this study which the research will make further examination on. Similar to the preceding comparison made between desired service and perceived service, a causal relationship exists among the elements of the SPC which become a fundamental aspect within this study. However, for the stipulation of this proposal, the researcher has briefly articulated discussions surrounding the constructs of TTMF, TET and TER while revealing the dimensions of the constructs and their sub-dimension with given examples of each; relating to the various relationships of these variables with the TET as the mediator.

4.7 SYNTHESIS

The highlights of Chapter 4 were to provide a review of literature of the specific concepts of the retention model. The relationships of the presented constructs were researched according to literature and analysed to measure the degree of the relationships. These were presented from section 4.2 until 4.6. Findings from literature were presented on tables.

Each of the foregoing relationships concluded with the stated hypothesis and theoretical objective. The reviewed literature confirmed the likelihood of the aforementioned relationships. Thereafter, in section 4.5, a TTMF model in relation to Training and Retention was constructed which led to the formulation of the stated hypothesis H4 and TRO4.

Section 4.6 followed the discussion of the relationships where *tourism employee training* was investigated as *a possible mediator in the relationship between TTMF and tourism*

employee retention. This discussion was concluded with the stated hypothesis H5 and TRO5.

The ensuing Chapter 5 describes this study's research design.

CHAPTER 5: RESEARCH METHODOLOGY

5.1 INTRODUCTION

The preceding chapters have irradiated the importance of talent management within Zimbabwe's hospitality industry (Tarique & Schuler, 2010; Zinser 2003). Chapters 2, 3 and 4 dwelt on the theoretical discussion in addressing talent management issues not only in Zimbabwe, but regionally and globally. This chapter, will, therefore, describe and validate methods chosen to conduct the research that examines the TETMF model for selected hotels in Zimbabwe, and ascertain the development of a theoretical framework applicable to the tourism and hospitality industry. In determining the research aim and research questions, the mixed methods paradigm (Hesse-Biber, 2011; Onwuegbuzie & Combs 2010) will be used as this will enable a holistic approach to the study to be made. The rationale of selecting the specific hotels for this study, is outlined in the sampling section of the presentation within this chapter. It is intended to riposte the main research aim and the following 2 objectives:

Aim: To investigate human resources practices amongst hotel employees by determining which elements of tourism employee talent management and tourism employee training aim at enhancing tourism employee retention in Zimbabwe.

1. Quantitative research objective: To determine if scores on a TTMF are related to tourism employee retention scores and how this relationship is mediated by TET scores.
2. Qualitative research objective: To test the additional variables that can influence the relevance of the identified constructs related to tourism human resources behaviour (such as a talent management framework, tourism employee training and tourism employee retention) for the retention of tourism employees.

Further on, this chapter suggests the testing of the probable mediating effect of TET on the relationship between the TTMF and TER and the final framework model, once all the factors influencing the constructs have been considered in the quantitative phase of the study. Additionally, the testing of the additional variables that can influence the relevance

of the identified constructs related to tourism human resources behaviour will also be suggested for the qualitative phase of the study.

The mixed method study is presented herein and it covers the main approach, design and method of this study. Figure 5.1 below demonstrates a graphical illustration of how this chapter is ordered. The mixed method QUAN (qual) will be clarified later in sections 5.2.3 and 5.3. The formulation of the various data collection instruments of this study, their use; and justifications for their usage; research procedure and the statistical data analysis will also be discussed. Research ethics will be presented in this particular chapter of the study.

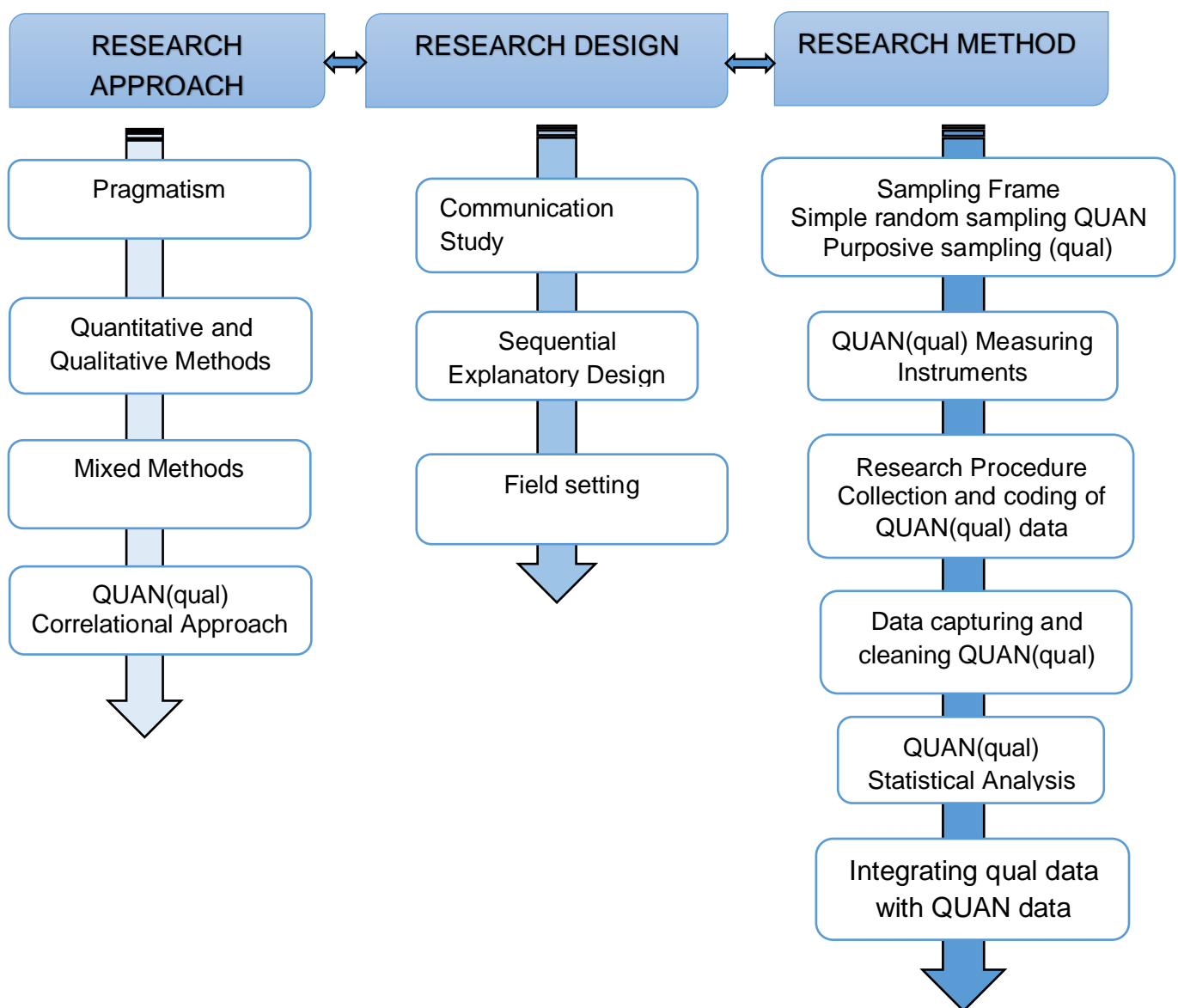


Figure 5.1 Steps in the Research Approach, Research Design and Research Methodology.

Source: (Author's own compilation)

5.2 RESEARCH APPROACH

The approach to the study is empirical in nature as the researcher tested the subjective variables of hotel employees against the objective truth of Zimbabwe's talent management environment with a view of proposing a theoretical framework model of retention and test the additional variables that can influence the relevance of the identified constructs related to tourism human resources behaviour. Survey design research is based on pragmatic paradigm, where trends in tourism employee empowerment will be investigated. Hence, the use of empirical research in this present study conforms to the prerequisites of such studies (Leedy & Ormorod, 2005; Vital & Jansen, 2010).

Scientific evidence in this regard serves to either support or counter hypothesis (quantitative) identified within this study and confirm the results through the answering of the qualitative research questions. Within this pragmatic worldview, Tashakkori and Teddlie (2010), propounded that there is a concern with applications—what works—and solutions to problems (Brewer, Campbell & Crano, 1970). Researchers adopt a deterministic philosophy in which causes probably determine effects or outcomes and knowledge production is achieved through careful observation and measurement of the objective “reality that exists – out there in the world...” (Creswell, 2009:7). According to Creswell and Plano-Clark (2007), pragmatism employs both quantitative and qualitative approaches. This method is practical as it provides for multiple viewpoints and addresses both the biased and unbiased findings resulting in achieving of subjective and objective results as recommended by Creswell (2009).

In this survey study, primary data has been gathered through the use of self-administered questionnaires (quantitative), which were distributed at point of employment of all respondents, namely, hotel employees (ref section 5.4.3.1). Conversely, interviews (qualitative) were conducted physically by the researcher (ref section 5.4.3.2). Data for the study the QUAN(qual) data collection happened sequentially. The purpose is to integrate both the quantitative (QUAN) and qualitative (qual) component “weighting” (Creswell 2009:82) into the study (ref section 5.2.1). Major emphasis is on determining the relationships to find an answer to the initial question in a suitable manner using the pragmatism worldview in the mixed methods (quantitative and qualitative research) paradigms (Leedy & Ormorod, 2005; Carrol & Rothe 2010), that arises out of actions, situations, and consequences rather than antecedent conditions (Coles, Duval & Shaw 2013; Leedy & Ormorod 2005; Carrol & Rothe 2010).

5.2.1 Quantitative Research

Golafshani (2003) instigates that quantitative research enables the researcher to get familiarised with the problem to be studied, and generate hypotheses to be tested. Furthermore, quantitative research seeks to quantify the collected data for analysis, and find a final course of the action. Quantitative data is any data that is in numerical form such as statistics, percentages (Creswell, 2009; 2018). This helps to ascertain the boundaries of the study at hand – it is based on statistics, where the objects under study are large (number of respondents) and it is structured. The weighting of the quantitative/ qualitative (QUAN /qual) will be unequal and that the QUAN will be most dominant in this study (Creswell & Plano Clark, 2007).

The research design of this study was aimed at enabling the researcher to identify which factors influence the three selected constructs, TTMF, TET and TER, compare and break up those numbers to arrive at valid interpretations and outcomes. In concurrence with the preceding views expressed, Leedy and Ormrod (2005:94) maintain that quantitative research is used to answer questions about relationships among measured constructs to “explain, predict, and control phenomena hence quantitative researchers make use of methods that allow them to objectively measure the variable(s)” of interest. This view is also supported by Bian (2012) and Tashakkori and Teddlie (2010).

In the QUAN part of the study, information of the hotel employees from the selected hotels in Zimbabwe regarding aspects concerned with TM in order to determine the drivers that make them stay within their employment will be gathered. Critical within this research is to determine whether scores on a TTMF are related to retentionTER scores and whether this relationship is mediated by TET scores. Hotel employees (respondents) were asked a set of rating questions and their responses were tabulated on a psychometric 7-point Likert scale (ref **Appendix F**), with seven ordered response levels whose options are anchored at the extreme poles, has being used to operationalise the theoretical variables in this study (Burnkrant et al., 1982; Hunter & Erin, 2008; Jackson, 2009; Vital & Jansen, 2010).

The 7-point Likert scales’ (interval scales), differences are interpreted in the distance along the scale unlike ordinal scales which allow the researcher to interpret gross order (Vital & Jansen, 2010). It is the most widely used approach to scaling responses in survey research where data are analysed with the help of statistics yielding an unbiased result that can be generalised to some larger population (Yin, 1989; Swart, 2013). This enabled a clear and

scientific view on the opinions of the respondents on questionnaires and analysing these opinions (Ali & Yusof 2012). The process of measurement is central to quantitative research as it provides the fundamental connection between empirical observation and mathematical expression of quantitative relationships (Diriwächter & Valsiner 2006).

This QUAN part of the study is also statistical in nature with the intention of capturing the vital facets of the constructs mentioned within this study. Consequently, the responses obtained from this mixed method data analysis will be compared with theoretical results obtained in the literature which will also be verified qualitatively as discussed in Chapters 3 and 4 (Creswell & Plano Clark, 2007; Zikmund, Babin, Carr & Griffin 2022). The relationships among the constructs identified within this study will be investigated to arrive to a decisive position. Social facts, separate from feelings, on the nature and application of talent management practices are obtained from different management levels of participants through 7-point Likert type intensity scale questionnaire items. In highlighting the limitations of quantitative research,

1. Creswell and Plano-Clark (2007) argue that a shortcoming of quantitative research is its weakness in understanding the context or setting in which people talk, therefore, rendering the voices of participants to be silent.
2. It is further noted that the personal biases and interpretations of quantitative researchers are seldom discussed as they are in the background, hence these are not captured (Palinkas, Horwitz, Green, Wisdom, Duan, & Hoagwood, 2015).
3. Cooper and Schindler (2022) expose another limitation of quantitative research by stating that it is limited by the opportunity it has to deeply question respondents and the quality of the original data collection instrument it uses.

To reduce these weaknesses and limitations of quantitative research, Coles et al. (2013) suggest the use of qualitative research together with quantitative research in undertaking research studies (Creswell, 2014).

5.2.2 Qualitative Research

This methodology generally involves listening to the participants' voice and subjecting the data to analytic induction (namely, finding common themes). The research design here is ethological and unlike quantitative methodology, qualitative is more exploratory in nature (Creswell, 2012). The following, as reiterated by Creswell (2012), are examples of data

collection methods used in qualitative research; interviews, open-ended questionnaires, observations, content analysis and focus groups. For the purpose of this study, interviews using open-ended questions have been utilised for hotel leadership (ref Table 5.1, **Appendix G** and section **5.4.1.2**). Within this research study, the researcher sought to establish which additional variables can influence the relevance of the identified constructs related to tourism human resources behaviour [such as a talent management framework, TET and TER (ref the qualitative objective in chapter 1).

In this part of the study, information from the leadership⁵³ of selected hotels in Zimbabwe regarding the importance of various aspects regarding TM was sought for, to cogitate the importance of having a talent management framework. Initially, quantitative data results are explained further with the qualitative data. Creswell (2015) asserts that the sequential use of data, here is that either quantitative or qualitative data is integrated within a larger design and the data sources play a supporting role in the overall design. However, to interview one or some of the employees about their thoughts does not necessarily represent all employees' opinions. Here, qualitative methods often rely on precedents for determining number of participants based on type of analysis proposed as suggested by Palinkas et al., (2015). Moreover, it is not possible to interview every hotel employee individually, hence, the determination of specific participants as per section **5.4.1.2**.

In this study, the sample (see **5.4.1.2**), executives and senior management were asked a total of six semi-structured questions over a period of 20 minutes solely by the researcher (ref section **5.4**). Hence, no structured questions were asked as these tend to produce quantitative data (Coles, et al 2013). The interview questions asked were obtained from the various empirical literature related to the selected constructs, TTMF, TET and TER, already gathered within this study in Chapters 2, 3 and 4 (ref **Appendices A, B, C, D and E**). The sole purpose was to establish which additional factors can influence the outcome of the selected dimensions or sub-dimensions of the three constructs (Creswell, 2014). Secondary, it was necessary to establish whether such a framework would be necessary to be implemented in their various hotels and establish the preparedness of the hotels in terms of motivating retention among their employees.

Lincoln et al. (2011), propounds that some known disadvantages of qualitative research are that;

⁵³ Hotel leadership refers to Senior Managers and Executives (such as Directors)

1. Knowledge produced might not generalise to other people or other settings (is not transferable - findings might be unique to the relatively few people included in the research study).
2. It is difficult to make qualitative predictions and it generally takes more time to collect the data when compared to quantitative research.

One of the advantages of qualitative research lie in its data analysis, as researchers can generate an emerging understanding about the research questions (Lincoln, Lynham & Guba 2011).

This iterative process of data collection and analysis eventually leads to a point in the data collection where no new categories or themes emerge. This is referred to as saturation, signalling that data collection is complete (Creswell, 2012). Creswell (2014) and Guest, et al. (2006) buttress that a suitable sample size of 5 and 12 participants underpin the number of suppliers interviewed/ focus grouped. Although there are no concrete rules guiding sample size in qualitative inquiry (Patton, 2002), the midpoint of eight interviews can be used as guidance to reach an adequate sample size. It is important to note, however, that the sample size for this study was determined by the emergence and saturation of data i.e. when no new information was forthcoming; hence only five interviews were held.

Data were analysed using thematic analysis (Creswell, 2014; Braun & Clarke 2006; Fereday & Muir-Cochrane, 2006). Transcripts were analysed with codes, then emerging themes were the basis of the findings. Thematic analysis is biased in favour of qualitative aspects of the materials analysed. In undertaking thematic analysis, two main methods are used to interpret raw qualitative data, namely, inductive and deductive thematic analysis (Fereday & Muir-Cochrane, 2006; Braun & Clarke 2006). The methodological approach integrated data-driven codes (inductive coding) with theory-driven ones (deductive coding) that are based on the tenets of social phenomenology (see **5.6.5**). The authors present a detailed prototype of the staged process of data coding and identification of themes. This process demonstrates how analysis of the raw data from interview transcripts progressed toward the identification of overarching themes that captured the phenomenon of employee talent management as described by interviewees in this study.

Deductive themes (ref **Appendix H**) allow the researcher to reproduce, extend or refute prior discoveries (Yin, 2010), whereas inductive themes are often useful in new areas of research as they are based on results of the data. Joffe and Yardley (2004) note that no

theme can be purely inductive or data-driven since the writer's knowledge and preconceptions come into play and affect the identification of themes. Accordingly, this study used the deductive theme approach as it sought to enhance the QUAN results of this research. It was the researcher's intention that bias from the resultant qualitative approach be totally removed by the use of two main data collection instruments, namely, questionnaires and interviews, to address the research aim.

5.2.3 Mixed Methods Research

The mixed methods approach, has been selected owing to the following dimensions that were noted by several authors among them Creswell and Plano Clarke (2007); Clark (2011) and Fraenkel and Wallen (2006), chiefly the level of interaction between the quantitative and qualitative strands; priority of the strands under study, timing of the strands and as well as how to mix the strands. Use and motivation of mixed method data will be further elaborated in section 5.4, while methods of analysing this data will be captured from section 5.6. This method utilises both quantitative and qualitative data collection methodologies, namely, questionnaires and interviews (Creswell, 2012), that took place sequentially.

Creswell and Plano-Clark (2011) identified four main types of mixed methods namely;

- (i) triangulation design used when there is need to compare and contrast QUAN results with (qual) findings or to validate QUAN results with (qual) data;
- (ii) embedded design useful in embedding a qualitative component within a quantitative design (correlational or experimental);
- (iii) explanatory design where two different (QUAN-qual) sequential phases are used for either follow-up explanations (QUAN) emphasised or participant selection (qual); and
- (iv) exploratory design where two different (QUAN-qual) sequential phases are used for instrument development.

This study is based on sequential explanatory design whereby a single data set (QUAN or qual) is not enough to address the study's aim. Here two types of data answer related research questions (see 5.1) and collection and analysis of the second data set may occur before, concurrently or after the first data collection (Creswell, 2015; 2018). Therefore, the researcher used this method which consists of two distinct stages quantitative and qualitative, where QUAN and qual data were collected and analysed sequentially so as to

explain, or elaborate on, the quantitative results obtained in **Step 4**. The qualitative step builds on the quantitative step, and the two steps are connected in the intermediate stages in the study (Creswell, 2015). Creswell and Plano-Clark (2007:7) also referred to the “mixing of the data - integration” option where the collection of the quantitative and qualitative data happened sequentially which will be used for this research. Ostensibly, medical research has in recent years embarked on this method of research in facilitating the integration of scientific findings in policy implementation and health systems strengthening (Ghaffa, Langlois, Rasanathan, Peterson, Adedokun & Tran, 2017; Palinkas et al., 2015). However, few resources are available to support this approach in tourism and human resources studies.

5.2.3.1 Strengths and weaknesses of mixed method research

As already explained, mixed methods is research whereby the two paradigms qualitative and quantitative methods are performed (Stevenson & Mahmut, 2013). The priority is given to the quantitative qualitative aspect of the study, and the findings are integrated during the interpretation phase of the study. According to Golafshani (2003), Stevenson and Mahmut (2013) and Hesse-Biber (2011), two main strengths of mixed methods are that mixed methods are easy to implement because the steps fall into clear, separate stages and that the design is easy to describe and results are easy to report. However, Bian (2012) points out two weaknesses of mixed methods, that there is little guidance in the literature to assist researchers with implementing mixed methods in a transformative way and that a researcher needs to have expertise in theoretical foundations of the study. Singh (2014) added on by stating that the method requires a substantial length of time to complete all data collection given the two separate phases. Therefore, how to circumvent the weaknesses mentioned herein, become principal for the researcher in Chapters 6 and 7.

5.2.4 The Relationship between Quantitative and Qualitative Research

Different scholars (Coles et al. 2013; Sekaran, 2003; Given, 2008, among others), have identified some vital differences between qualitative and quantitative research:

1. One of the key issues differentiating between qualitative and quantitative research approaches is the nature of data. In quantitative, it is hard, objective and standardised but in qualitative, it is soft, rich and deep [depth vs. superficiality] (Sekaran, 2003). Given, (2008) and Singh (2014) added the interactivity to these features of qualitative

research. In this research, the nature of data needed was rich and deep to be able to accommodate the researcher's aim.

This richness of information was necessary to identify the current talent management practices of hoteliers and efforts by management which will be reflected in designing an applicable talent management framework model.

2. Creswell (2009) demonstrates that qualitative research is open and interactive and observation precedes theory, whereas quantitative research is structured and theory precedes observation. However, Sekaran, (2003) and Given (2008) highlight the influence of adopting a qualitative approach on all phases of research design, while Lincoln et al. (2011) disagreed with them and narrowed these differences to the level of methods. In this study, QUAN(qual) will be relevant to Steps 1 – 8, while Step 9 will only be relevant to the qualitative data (ref Figure 5.2 in section 5.4)
3. Creswell (2012), in outlining the characteristics of quantitative and qualitative research and how these are structured in mixed methods research, demonstrates that whereas the questionnaire is pre-determined and interview is an emerging method, when applied in mixed methods both questionnaire and interview mutually become predetermined and emerging methods. Fundamentally, one result is obtained from the use of two different methods.

By mixing the methods, the researcher makes inferences across both the quantitative and qualitative databases. For this study, once QUAN data has been obtained, obtained qual data refines the end result of the study. In summation of this section on the relationships between quantitative and qualitative research, both quantitative and qualitative data are collected, analysed, and interpreted and further discussions to the methods are made in sections 5.5 and 5.6.

5.2.5 Motivation for Selecting Mixed Methods Research

Creswell (2015: 2018), in determining the rationale in mixed methods, pronounces that “when there is need for different, multiple perspectives, or more complete understandings, mixed methods becomes the preferred method to use”. In qualifying the use of mixed methods, Ali and Yusof (2012) allege that a mixed method design is useful when the quantitative or qualitative approach, is inadequate to best understand a research problem. The authors further purport that the strengths of both quantitative and qualitative research (and its data) can provide the best understanding. For example, a researcher may want to

both simplify the findings to a population, and develop a comprehensive view of the meaning of a phenomenon or concept for individuals.

In this current research, the researcher first explored generally, to learn what variables to study and then studied those variables with a large sample of individuals (Ali & Yusof 2012). Alternatively, researchers may first survey a large number of individuals and then follow up with a few participants to obtain their specific views and their voices about the topic. Use of the sequential explanatory design within this study – collecting both closed-ended quantitative data and open-ended qualitative data – proved to be advantageous (refer to Chapter 8 elucidates the advantages of this design).

Another motivator leading to the selection of mixed methods, is the researcher's own personal training and experiences which influences choice of approach (Coles et al. 2013; Lincoln et al., 2011). A researcher who is trained in technical, scientific writing, statistics, and computer statistical programmes/programs and familiar with quantitative journals in the library would, as Creswell (2012) asserts, be most likely to choose the quantitative design. On the contrary, those who enjoy writing in a literary way or conducting personal interviews or making up-close observations may gravitate to the qualitative approach. In this instance, the mixed methods researcher is an individual familiar with both quantitative and qualitative research. There are, however, inadequate time and resources available to the researcher to collect both quantitative and qualitative data (Creswell, 2012). In comparison, however, time taken to undertake mixed methods will take extra time because of the need to collect and analyse both quantitative and qualitative data than would quantitative or qualitative methods on their own.

Working from the pragmatist paradigm, researchers undertaking mixed methods, accept the idea that qualitative and quantitative methods are indeed compatible (Singh, 2014). These researchers do not choose between qualitative and quantitative methods, instead they determine how both these methods will answer their research questions. However, pragmatism will be used for this study as discussed in **5.2** as empirical observation and measurement will be done together with theory corroboration (Creswell & Plano-Clark, 2011).

Henceforth, mixed method design is considered suitable for this study in examining the talent management framework within hotels for the following reasons:

1. when both quantitative and qualitative data, together, provide a better understanding of the research problem than either type by itself (Williams, Hall & Lewis 2014);
2. when one type of research (quantitative or qualitative) is not adequate to address the research problem, or to answer the research questions (Coles et al., 2013; Creswell, 2012);
3. when one needs to use one method to inform another method. For instance, when little is known about a topic and it is necessary to first learn about what variables to study through quantitative research, and then study those variables with a small sample of individuals using qualitative research or vice versa; and
4. when one wants to continuously look at a research question from different angles, and clarify unexpected findings and/or potential contradictions.

The mixed method approach has been selected for its benefits which include the following as propounded by Greene, Caracelli and Graham (1989):

- a) *Triangulation*—using different sets of data and methodology to test hypotheses and consistency of findings. The researcher is making use of questionnaires for middle to lower management and interviews for senior management and executives. However, this study will not make use of triangulation.
- b) *Complementarity*—confirming the validity of the results from one study by employing a different research method. One method complements the other in terms of enhancing clarity and covering all possible aspects that require to be addressed. For the benefit of this study, QUAN results will be elaborated with the findings of the (qual) results.
- c) *Development*—applying the results from one method in the design of further research. For this study, the results of the QUAN help to develop the use of (qual) for further research.
- d) *Expansion*—developing methods to explore them further and garner additional detail thereby increasing the scope of the enquiry. The use of the two methods QUAN(qual) in this study has extended the breadth and range of inquiry.

Using a mixture of both qualitative and quantitative methods provides the most reliable insights and research findings (Greene et al., 1989), and will therefore be applied in this study.

A final motivating consideration for the selection of mixed methods is the audience which will read and accept this particular thesis (Lincoln et al. 2011). Experiences of the audiences with quantitative, qualitative, or mixed methods studies most often can shape the decision made about the researcher's choice of design. The selected approach (mixed methods) is based on bringing together a worldview or assumptions about research, a specific design, and research methods as outlined in section 5.4 overleaf. Decisions about choice of an approach were further influenced by the research aim (as stipulated in section 1.3) issues being studied, the personal experiences of the researcher, and the audience for whom the researcher writes.

The use of mixed methods design is not without its own challenges as cited by Creswell and Plano-Clark (2011), Driscoll, Appiah-Yeboah, Salib and Ruppert, (2007), Tashakkori and Teddlie (2010) and Williams et al., (2014),); such as integration of quantitative and qualitative data during analysis and interpretation. Both methods symbolise separate and dissenting paradigms thereby making their application problematic, as they present two different and conflicting ways of worldviews, and how information is collected. Combining the two methodologies can be time consuming and requires substantial experience in both quantitative and qualitative methods. Many researchers cite the difficulty in presenting results of mixed methods study as a barrier to undertaking this type of research. Besides the identified challenges attributed to the use of mixed methods, this approach provides the researcher with a wider range of tools to answer a question thereby resulting in enriched understanding (Driscoll et al., 2007).

The credibility or trustworthiness is involved in establishing that the results of the research are trustworthy and believable (Yin 2010). Hence, the quality of information gathered is critical rather than the amount of data gathered. However, Cooper and Schindler, (2011; 2018) stipulate that in reality, the participants or readers are the only ones who can reasonably judge the credibility of the research.

5.3 RESEARCH DESIGN

Cooper and Schindler (2011:139) highlight that a research design “constitutes the blueprint for the collection, measurement and analysis of data”, while Hesse-Biber and Leavy (2011:65) explain the function of a research design as ensuring that the evidence obtained “enables us to answer the initial question as unambiguously as possible”. Cooper and Schindler (2011:139) acknowledged several descriptors of the research design that give

the prerequisites of a research design such as, “power of researcher, method of data collection, purpose of the study, time frame, scope and research environment and participants perception”. In any research, it is significant to adopt a design that is applicable and suitable. In this communication study, the sequential explanatory design was applied, whereby primary data was gathered in a field setting through the use of self-administered questionnaires and interviews (**Appendices F and G**). These instruments were distributed/handled at the point of employment of all respondents (namely hotel employees) for the study and their discourse is detailed in section **5.4.2**.

To study the factors behind TTMF, TET, TER, constructs and framework potential, and test the additional variables that can influence the relevance of the identified constructs related to tourism human resources behaviour, the researcher made use of the sequential explanatory study, which was executed sequentially (Creswell & Plano-Clark, 2011). This study is part stastical (QUAN) as well as descriptive (qual) in nature with the intention of capturing the vital facets of the constructs mentioned herein. Creswell, (2018) and Miles, Huberman and Saldaña (2013), in explaining sequential explanatory design, concur that it consists of the collection of quantitative data and the collection qualitative data to help elaborate on the quantitative results while conducting a mixed method study. The secondary strand can be done concurrent or sequential. In this study, the QUAN component is more prevalent than the (qual) in application as the (qual) is a concurrent enhancement (ref Figure 5.2). The intention is to use qualitative results to assist the findings of a quantitative study. These components are further discussed in the following section **5.4**.

The population for the study as depicted from the database on Table 5.1 are hotel employees, namely, Corporate Executives (Director level) and Senior Management (Unit Managers/Specialist Subjects) with whom interviews will be held and Middle Management (Head of Department) Supervisory Level and General Staff to whom questionnaires will be distributed to, while the sampling frame has been identified later on in section **5.4.1**. The selection of the sample being on the basis of simple random sampling for QUAN data and purposive sampling for (qual) data from the same database. Responses consequently obtained, have been subjected to quantitative analysis using International Business Machines (IBM) Statistical Package for the Social Sciences (SPSS) Version 28.0 and AMOS V28 and the results deduced from the data analysis will be compared with theoretical results obtained in the literature discussed in Chapters 2, 3 and 4 (Zikmund et

al., 2022; Cooper & Schindler 2022; Griffith 2007). Qualitative analysis results were obtained by use of QSR NVivo v11. The research method and steps followed in the study are introduced next.

5.4 RESEARCH METHOD

This section is discussed under the following headings; (i) research population, (ii) sample and sampling procedure, (iii) research instruments, (iv) fieldwork, (v) data coding and (vi) data capturing and cleaning. In presenting this section, QUAN(qual) will be discoursed in the following nine steps proposed for the research method from **5.4.1** to **5.6.8** as illustrated in Figure 5.2.

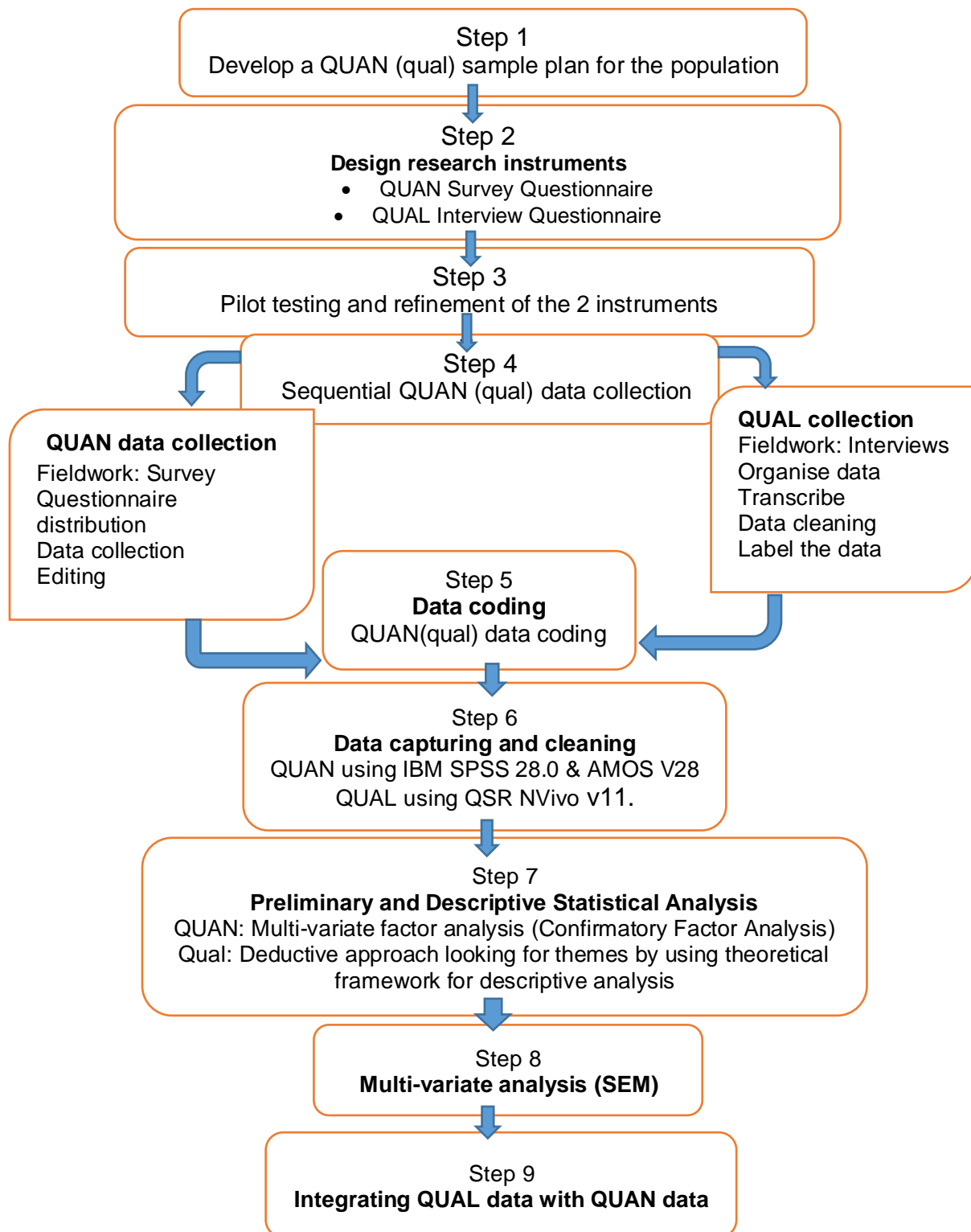


Figure 5.2 The Research Method

Source: (Adapted from Creswell & Plano-Clark, 2007).

The preceding Figure 5.2 illustrates certain explicit research steps followed in this study. These steps can be followed in any research study that deals with mixed methods such as QUAN(qual). The foregoing steps will be discussed in this chapter as they are applied

within this present study, whilewhilst the last three steps (Steps 7 to 9) and results thereof will be discussed in detail in the next Chapter 6.

5.4.1 Step 1: Develop a QUAN(qual) sample plan for the population

In discussing the steps as laid out by Creswell and Plano-Clark, (2007) in Figurefigure 5.1, the step under discussion will be shaded/highlighted as below. This will be replicated until the steps have been deliberated to up to Step 6. Steps 7, 8 and 9 discussed in 5.6 will be modified as per figure 6.1 in section 6.1.

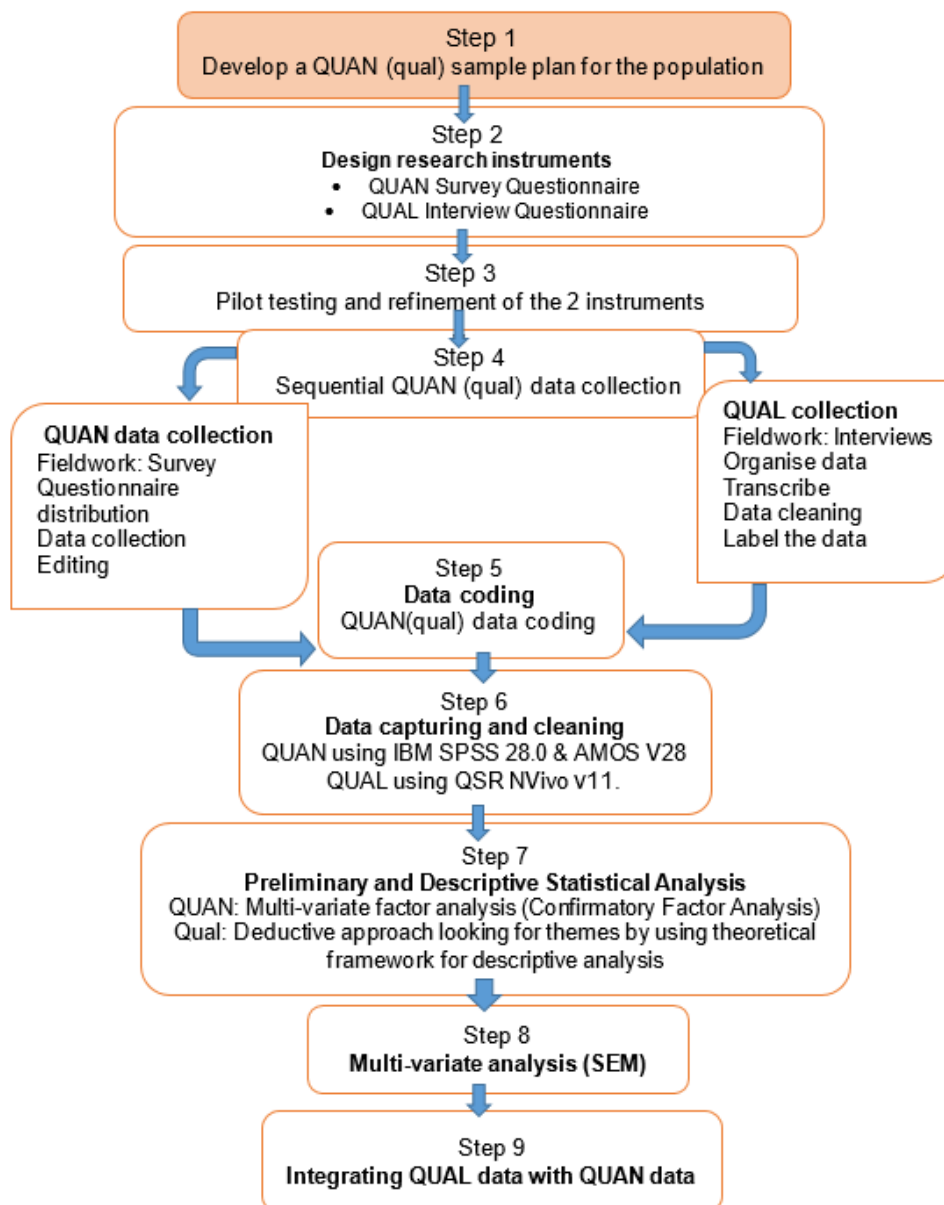


Figure 5.3 Step 1- Developing a QUAN(qual) Sample for the Population.

Source: (Adapted from Creswell & Plano-Clark, 2007).

The design within this study allowed detailed description and analysis of the variables under study; by describing and presenting their characteristics and explaining their connections without manipulation as supported by Ali and Yusof (2012). Cooper and Schindler (2011:364) define population as "... the total collection of elements about which we wish to make some inferences".

The study proposed the following to constitute its population to enable the QUAN(qual) sample: middle to lower management (quantitative) and senior management and executives (qualitative). Cooper and Schindler (2012:364) further divide this population into a "... population element which is the individual participant or object on which the measurement is taken. It is the unit of study ... which may be a person or anything else".

5.4.1.1 Research Population – QUAN

Henceforth this QUAN study was conducted on a population of hotel employees including middle to lower management (comprises first line staff and supervisors) and senior management and executives (comprises of HoDs/GMs and hotel executives), mainly because the study of talent management in hotels cannot be made without the inclusion of these employees (Melia, 2010; Roberts, et al., 2014). As revealed earlier (section 5.1), the focus of this study was to establish the extent to which talent management practices are utilised within the hospitality and tourism industry of Zimbabwe with a view of informing retention. The largest component of the tourism industry, and one with the highest people concentration, namely, the accommodation sector specifically hotels, is the element of focus. This targeted population has been selected as it will be the most suitable group to assist in answering the research questions. As far as could be determined, such a study in this specific context has not been investigated in Zimbabwe before.

To have representative survey results, it was imperative that a large number of randomly selected respondents be used for the quantitative study (ref. 5.4.1.2). For a 99% confidence level for example, (which means that there is a 5% margin of error from the true population average), a good estimate of the margin of error (or confidence interval) is given by $1/\sqrt{N}$, where N is the number of respondents or sample size (Niles, 2006). The researcher intends to obtain a large number of respondents so that margin of error is narrowed greatly (Jackson 2009; Hunter & Erin, 2008).

The global population of this research is made up of 329 hotels (excluding lodges and other hospitality establishments) as registered on ZTA's database ranging from one star to five star across Zimbabwe's ten provinces (ZTA, 2014)⁵⁴ namely, Bulawayo, Harare, Mashonaland Central, Manicaland, Mashonaland East, Mashonaland West, Masvingo, Matebeleland North, Matebeleland South and Midlands (ZimStats 2013). However, to achieve the 99% confidence level and a margin of error at 5%, this has been narrowed down to 25 hotels (refer to previous foot note 3) and the sample for the study are hotels which range between 2-star to 5-star in rating situated around Zimbabwe where the population element is estimated to be 11 500. For sample determination, inferential statistics will be used, such that the sample size meets the requirements for the analyses. For every 1 question in the measurement scale (questionnaire) at least five respondents are required (Hair, Hult, Ringle, Sarstedt, Hopkins and Kuppelwieser, 2014). Therefore, the following as obtained from the measuring scale 88 items x 5 respondents = 440 which is the minimum number of responses required to have reliable inferential data.

5.4.1.2 Research Population – (qual)

A sampling frame is where the research derives its sample of the subjects under study. Cooper and Schindler (2022) state that a sampling frame is a listing of all population elements in this case hotel employees from which the sample will be drawn. Further discussions on samples and sampling procedure are made in section 5.4.2. To determine a sample size for the qualitative research, saturation as referred to in 5.3.2 is used as a guiding principle during data collection. Generally, samples for qualitative studies are smaller than those used in quantitative studies, as large numbers tend to be repetitive (Mason 2010).

In their study, Guest, Bunce and Johnson (2006) found only seven literature sources that provided guidelines for actual sample sizes and these ranged from five being the smallest to 60 being the largest. However, basing on works by Mason (2010) who stated that as few as ten informants were needed to reliably establish a consensus, the number of senior managers interviewed for this study is the minimal five (comprises of HoDs/GMs and hotel executives). With reference to saturation, adding more than five informants will not result in additional perspective or information (Glaser & Strauss, 1967). Ritchie, Lewis and Elam

⁵⁴ Note that most hotels outside Harare are part of the 4 major hotel groups in Zimbabwe namely ASL, RTG, Africa Albida and Cresta Hospitality which together comprise a third of hotels nationwide (own source).

(2003) attribute this to a point of diminishing return to a qualitative sample. Carrol and Rothe (2010) elaborate that as there are no specific rules when determining an appropriate sample size, qualitative sample size may best be determined by time allotted, resources available and study objectives. Creswell (2009) recommends that for phenomenological studies, five to 25 interviews are ideal (Roberts, Johanson & Shea, 2014). This is because qualitative research is mainly concerned about meaning and not speculation of hypothesis (Crouch & McKenzie, 2006).

In summary, therefore, the QUAN study covers all categories of employees; front-line employees such as bedroom-hands, porters, waiters, chefs, back office personnel, supervisors and managers and are stratified as follows: junior management and senior management; while (qual) covers senior management and executives (5.4.1.2). The present study, however, does not claim to have drawn a representative sample of the population under discussion, as drawing from the discussion points above, the experience of the researcher at a particular point in time, will determine the sample. The samples herein are not prescriptive and henceforth can be modified dependent on the angle of research.

5.4.2 Sample and Sampling Procedure

Sampling is the process of selecting a number of study subjects from a defined study population – that is the population being investigated (Yin, 2010). The main purpose of sampling in quantitative and qualitative research is so that researchers can generalise about the population⁵⁵. In most research projects, it is not possible to include all the study population in the research design. Besides looking at a sample of hotels who will give the necessary information that can be applied to virtually any study within the population, the researcher will also enlist specialists in the subject of the survey to choose what they believe to be the best sample size for the study (Miles et al. 2013). These will not be selected for the interview as their role is to test the research instruments which will be used in this study (ref footnote 58). For the purpose of this study in the context of the Zimbabwean hospitality industry,

a sample is a representation (selected employees in the selected hotels) of a population [all hotel employees in all hotels in Zimbabwe (ref. Table 5.1)].

⁵⁵ For the purpose of the study, the terms *respondents* will be used for QUAN whilst *participants* will be used for QUAL.

Typically, the population of the hotels is very large, making a complete enumeration of all the values in the population impractical or impossible. The sample represents a subset of manageable size (Creswell, 2013; Hofstee 2006; Welman & Kruger, 2007). Therefore, samples are collected and statistics are calculated from the samples so that one can make inferences or extrapolations from the sample to the population. Further agreeing with Cooper and Schindler (2022) within this section, Freedman, Pisani and Purves, (2007) expand additionally, that this process of collecting information from a sample is referred to as sampling. The data sample may be drawn from a population without replacement, in which case it is a subset of a population; or with replacement, in which case it is a multi-subset.

5.4.2.1 Quantitative (qualitative) sampling

The soundness validity of both instruments (quantitative and qualitative) was ensured through a qualitative exploratory investigation before the finalisation of the questionnaire was made, where a panel⁵⁶ of specialists in tourism, education and talent management assessed the instruments and made comments. The researcher's reserved judgement that the specialists selected were and are experts on the subject and that they consequently provided the appropriate required information. This ensured that balance of group sizes existed when multiple groups were selected. The purposive sampling method was therefore used within this research for the (qual) part of the study, where the researcher selected a sample based on their experience of the population which was sampled (Denzin & Lincoln, 2005; Cooper & Schindler, 2022). For the QUAN study, the non-probability sampling was applied mainly because of the following reasons:

- 1) The TETMF model needs to be tested;
- 2) The hotel employee population is often too busy or restricted; and
- 3) Hotels are little kingdoms with own rules which require compliance (Booyesen, 2007; Coles et al., 2013; De Vos, 2005; Hofstee, 2006).

Non-probability sampling was suitable to assist the researcher in answering the research questions QUAN and is also known to be a quick and moderately more affordable approach than probability sampling to achieving a large number of completed

⁵⁶ Panel of specialists includes: 2 people from Ministry of Tourism and Hospitality; 1 ZTA; 2 (Institute of Personnel Management of Zimbabwe) IPMZ; 2 University of Zimbabwe Lecturers; 2 Hospitality Senior Managers; 3 Personal friends; 1 Graduate Trainee and 2 HR Consultants.

questionnaires (Cooper and Schindler, 2011). It is “... not random” Cooper and Schindler (2011:387) implying that chances of hotel employees being included in the sample are not equal.

For the QUAN study, the researcher made use of simple random sampling (Cooper & Schindler, 2022), where population elements were selected on the basis of their availability (for example the researcher anticipated that hotel employees would volunteer). The consequence is that an unknown portion of the population was excluded (those who did not volunteer). Therefore, the researcher used whatever individuals were available rather than selecting from the entire population. However, because some members of the population had no chance of being sampled, the extent to which a convenience sample – regardless of its size – actually represented the entire population cannot be known (Cooper & Schindler, 2022).

To fulfil the requirements of this study, the researcher needed the involvement and permission (ref **Appendix I**) for the following personnel to undertake in this study (qual) – operations and human resource directors and hotel managers within the hotels identified in Table 5.1. This purposive sampling sought to meet the talent management aspects in the hotels which make retention plausible or not. This concept is supported by Carrol and Rothe (2010) who argue that in purposive sampling, the researcher chooses respondents and demands from the population it represents, the topic of interest, on the basis of his or her knowledge of the population and a judgement is made as to which participant should be selected. There are, however, shortcomings to using this approach. The possibility of having biased samples may be unrepresentative and generalising the data beyond the sample may not be possible (Hofstee, 2006; Roberts et al., 2014). Section **5.4.2.2** elaborates further how this bias has been addressed and prevented in this study.

5.4.2.2 Disadvantages of Sampling for QUAN(qual)

The main disadvantage of sampling for both QUAN(qual) is that it can mostly be biased and in some cases, can choose people/units that are inappropriate for the study. Oftentimes, samples are not easily defensible as being representative of populations owing due to potential subjectivity of the researcher (Black, 1999, Singh, 2014). It also tends to generalise its results. The researcher ensured as much as is possible, that bias and subjectivity were not achieved so that the actual state of affairs can be revealed, by among others:

- a) Ensuring criterion selected is relevant to the hotel employees for both research methods [QUAN(qual)];
- b) Elimination of distortions in the questionnaires in the case of QUAN research;
- c) Enhancing clarity in the interview questions in the case of (qual) research;
- d) Eliminating physical bias of the researcher while undertaking research on both paradigms – QUAN (qual) – (Creswell & Plano-Clark, 2007).

The researcher approached other hotels groups as an independent researcher rather than as an employee of one of the largest hotel groups in Zimbabwe (Cooper & Schindler, 2022; Coles et al., 2013; Creswell, 2009).

Table 5.1 illustrates the sampling frame that is applied and referred to. No specific template was used in selecting or excluding identified hotels for this research, as those hotels that registered willingness to participate in this research were chosen and those that had reservations in participating were excluded from the study.

Table 5.1 Sample of Zimbabwean Hotels (With kind permission courtesy of ZTA Operators Database 2014)

HOTEL	ADDRESS	*57	HOTEL	ADDRESS	*
Cresta Churchill Hotel	146 Matopos Rd Hillside Bulawayo.	3	Anjin Golden Peacock Villa Hotel	Junc. Feruka Rd/off Jeff Rd Mutare	1
The Selborne Hotel	Box 527 Bulawayo	2	Christmas Pass Hotel	P O Box 841, Mutare	1
Bulawayo Rainbow Hotel	10th Ave /J. Tongogara St Byo	3	Rhodes Nyanga Hotel	Ngwenya P. Bag 2056, Nyanga	1
The Grey's Inn	75 R.Mugabe/L. Takawira Ave Byo	2	Pine Tree Inn	Susurumba Road, Juliasdale	1
Holiday Inn Bulawayo	P O Box AC 88 Ascot	3	Montclair Casino Hotel	P O Box 10, Juliasdale	3
Nesbitt Castle	Percy Avenue Bulawayo	3	The Village Inn	238 Fishermans Loop, Nyanga	1
The N1 Hotel	114 Main Street, Bulawayo	1	Troutbeck Inn	P O Box 1 Troutbeck, Nyanga	3
Flamboyant Hotel	Beitbridge Rd Masvingo	2	White Horse Inn	Laurenceville Mutare	1
Great Zimbabwe Hotel	P Bag 9082, Masvingo	3	Inn on the Vumba	Fernhill Road, Bvumba, Mutare	2
Cresta Lodge	Cnr Sam Machel/ R. Mugabe Harare	3	Bumi Hills Safari Lodge	Kariba P O Box 66293 Kopje Hre	
Meikles Hotel	J. Moyo Avenue/3rd Street Harare	5	Caribbea Bay	P O Box 120-Kariba.	3
Crowne Plaza	Zimsun - 54 Parklane -Hre	4	Cutty Sark Hotel	Nzou Drive- P O Box 80, Kariba	2
Holiday Inn Harare	Samora Machel Ave /5th Street. Hre	3	Zambezi Valley Hotel	Box 105 Kariba	1
Bronte Hotel	132 Baines Avenue, Harare	3	Victoria Falls Hotel	P O Box 10, Victoria Falls	5
Selous Hotel	Cnr Selous Avenue/6th St, Harare.	1	The Kingdom At Victoria Falls	1 Mullet Drive - Victoria Falls	4
The Rainbow Towers	1 Pennefather Avenue Harare	4	Spray View Hotel	Reynard Rd/Livingstone Way. Falls	2
Pandhari Hotel	16 Gainsville Rd Glenlorne, Harare	1	Elephant Hills Inter Continental	328 Parkway drive Victoria Falls	4
Cresta Jameson Hotel	S Machel Ave \ Park St - Harare	3	A'Zambezi River Lodge	308 Parkway Drive Victoria Falls	4
Courtney Hotel	8th St \ Selous Ave Harare	2	Ilala Lodge	411 Livingstone Way, P O Box 18	3
Shamwari Hotel	P O Box 659, Kwekwe	1	Victoria Falls Safari Lodge	471 Squire Cummings Road	4
Golden Mile Motel	359 Mopani Drive Kwekwe	2	Hwange Safari Lodge	P Bag 5792, Dete	3
Wise Owl Motel	Old Pass Rd, Fairbridge Park,	2	Nesbit Arms Hotel	238 Marula Drive Bulawayo.	2
Balmoral	21 'C' Avenue - P O Box 393,	1	Mazvikadei Leisure Resort	P.O Box 145, Banket	2
Leopard Rock Hotel	Bvumba Road Mutare	4	Beitbridge Inn	P.O.Box 82, Beitbridge	1
Mountview Hotel	Cnr Second Street/7th Avenue Mutare	2	Beitbridge Express Hotel	Stand 583, Beitbridge- P O Box 371	2
			Rainbow Beitbridge Hotel	1454-1509 Beitbridge Township	3

⁵⁷ Star ratings of hotels 1 – 5 star indicating size and level of service to be expected.

5.4.3 Step 2: Designing Research Measuring Instruments

Step 1 detailed the development of a QUAN(qual) sample plan for the population, which is the first step of the research process out of a series of nine steps. The first step covered the research population QUAN(qual), sample and sampling procedure, QUAN(qual) instruments and disadvantages of sampling for QUAN (qual). Step 2 entailed the design of the research instrument. Below is an illustrated view of the discussion underway, with Step 2 highlighted for emphasis.

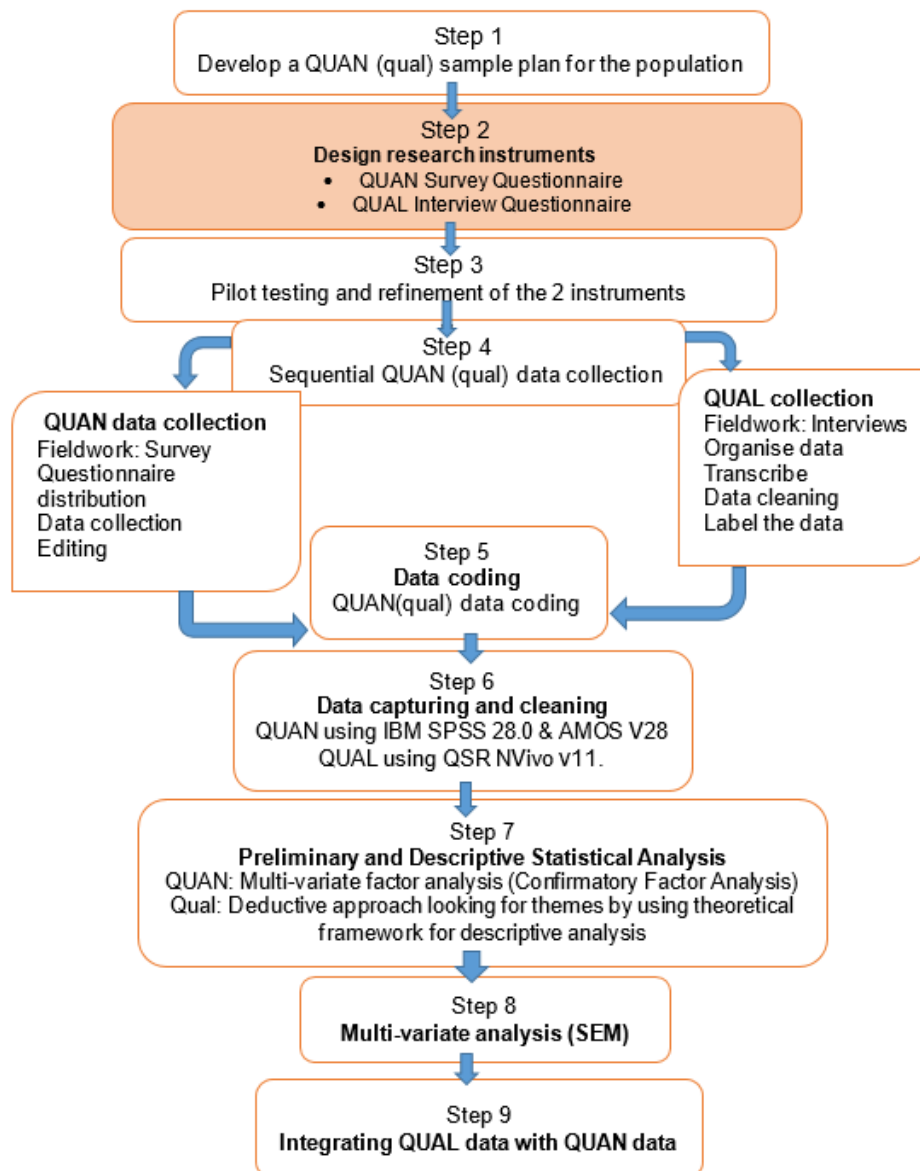


Figure 5.4 Step 2 - Designing Research Measuring Instruments.

Source: (Adapted from Creswell & Plano-Clark, 2007).

Quantitative methodology normally involves collecting numerical data that can be subjected to statistical analysis. The following is an example of data collection

methodologies which have been used in this study and data collected is often referred to as hard data;

Questionnaires (with closed-ended questions or open-ended but transferred to QUAN data) Creswell (2012).)

Qualitative methodology, on the other hand, involves collecting information that is not in numerical form. Qualitative data is typically descriptive data and as such is harder to analyse than quantitative data. For example, diary accounts, questionnaires, interviews and observations (Zikmund et al. 2022). The recordings obtained from the interviews are transcribed into words, which would then be analysed by using the techniques of qualitative data analysis. During the qualitative data analysis, the researcher aims to identify categories that describe what happened, and general themes appearing again and again in the data (Singh, 2014).

For the purpose of this study, the two main measuring instruments that will be used are questionnaires and interviews (**Appendices F and G**). The researcher selected these approaches after consideration of the method adopted by Booysen (2007) which focused on a similar topic of study (employee retention), and borrowing from the SHRM 2006 Talent Management Survey (SHRM, 2019) which have both being considered by the researcher to be optimal manners in which to achieve the two main objectives of this research as stated in **5.1**.

5.4.3.1 QUAN Survey – Questionnaire

The data derived from the stated respondents herein, took the following communication approach obtained from Cooper and Schindler (2022) in the form of a self-administered survey. Questionnaires are an example of self-administered survey and are the most popular and easiest method used to obtain information. This tool was used to collect data, to gather responses determining the attitudes and perceptions of the sample population to various aspects of the three main constructs, TTMF, TET and TER, using a 7-point Likert intensity scale. These measuring instruments (TTMF, TET and TER) have further been supported by a discussion on the content of each instrument presented in the study, its reliability and validity and the rationale for its inclusion in the final TETMF model. This resultant questionnaire, was presented mainly in hard copy version to enable participants to fill in questionnaires as they pleased.

The questionnaire design in **5.4.3.** to **5.4.3.1.1**, has been based on a review of related literature (Meyer & Collier, 2001; Smith, 2006; Turkman 2010 among others), as discussed in Chapters 2, 3, 4 and **Appendix F**. The questionnaire consisted of six sections (basing on the various constructs discussed therein) to ensure a clear differentiation between the different measuring instruments under investigation. The differentiation between the six sections in the questionnaires were aimed to motivate the respondents to complete all the questions, therefore resulting in a higher response rate. These sections are as follows:

5.4.3.1.1 *Screening Questions – Section A*

Cooper and Schindler (2011:325) explain that screening questions or filtering questions “qualify the participants’ knowledge about the target questions of interest or experience necessary to participate.” These screening questions were placed at the beginning of the survey to determine whether respondents have certain characteristics that would make them eligible to take part in the study. Legibility for participants for this survey as set by the researcher was number of years worked at the hotel. If a participant had worked less than three years, then number 3 was the differentiating question for this questionnaire, as it was necessary for the researcher to ascertain TER as one of the instruments of this study.

However, participants deemed ineligible by this question are then terminated from the survey. In support of Cooper and Schindler (2022), Zikmund et al., (2022), who state that when used correctly, screening questions allow the researcher to have a survey sample, including only respondents that provide helpful information to the study’s research objectives. This section comprised of 1 key question which sought to establish and ascertain the number of years’ employees worked in the hotel. Hofstee (2006) explains the benefits of screening questions to survey studies in many ways such as their effects on a survey’s fieldwork costs, data analysis and level of bias.

5.4.3.1.2 *Employee Segmentation Questions – Section B.*

This section was made of nine specific questions formulated to obtain relevant data about the respondents which dwelt on dimensions such as; *Age, Gender, Educational qualifications, Department, Job position, Promotion, Training attended, Reasons for training* and *Province of work* as discussed in section **2.5 (Appendix E)**.

5.4.3.1.3 TTMF Questions

A considerable amount of literature has been published on the construct of talent management as has been demonstrated in Chapters 2, 3 and 4. The four viewpoints, their dimensions and sub-dimensions encapsulate *Section C* of the questionnaire. The intention here is to ensure that the proposed TETMF model informs retention. In total, the four viewpoints of the TTMF, consists of 61 items, distributed as follows; strategic implications viewpoint (16 items), customer service delivery satisfaction viewpoint (15 items), management viewpoint (15 items); and performance management viewpoint (15 items) ref to Table 2.3 and **Appendices A** and **B** for the 7-point Likert scale questions. In Section C and D, E and F, the respondent gave responses by way of selection of options presented on the questionnaire.

Referring to Fig 1.1 in Chapter 1, it is proposed that TTMF should be the exogenous variable of the proposed framework, where its scores will be used to inform retention (Choi et al. 2000; Heartfield 2012; Wilkins 2012). This first construct being the cognitive role, was embedded in the Behavioural Intention Theory by Fishbein and Ajzen (1975) and the Theory of Planned Behaviour (Ajzen, 1985, 1987). The mediating and the dependent variables conclude the measuring instrument and these were discussed in sections **5.4.3.1.4** and **5.4.3.1.5** respectively.

Given (2008), postulates that features in research studies try to capture psychographics and construct behavioural or satisfaction segments by asking respondent to rate a list of statements using different rating scales. In addition, the descriptive analysis was done to explain the profile of the hotel employees. This method has been applied to sections D, E and F of the questionnaire (ref **Appendix B**). The descriptive statistics will be reported in Chapter 6.

5.4.3.1.4 Tourism Employee Training Questions

The second main construct of the study TET and is found in *Section D* and has been developed through literature as captured in Chapters 3 and 4, consists of 18 questions, each with a typical 7-point Likert type intensity response scale (**Appendix C**). Dimensions which have been subjected to measurement within this study, are *Knowledge, Employee empowerment, Induction procedures, Job design and Training outcome*. TET is the mediating variable in the relationship between TTMF and TER constructs. TET's intention in this particular study serves to clarify the nature of the

relationship between the (TTMF) exogenous and (TER) endogenous variables. TER being the affective role as embedded in the Behavioural Intention Theory by Fishbein and Ajzen (1975) and the Theory of Planned Behaviour (Ajzen, 1985, 1987). Creswell (2010) propounds that mediating relationships occur when a third variable plays an important role in governing the relationship between the other two variables. It is in pursuant of this statement that the instrument will be tested in order for clarity to be completed.

5.4.3.1.5 *Tourism Employee Retention Questions*

The last instrument which is *Section E* of the questionnaire are questions from the endogenous variable which is TER. This section is made up of 14 items which, like all the other sections, comprises of typical 7-point Likert-type intensity response scale questions (**Appendix D**). TER dimensions which have been subjected to measurement in this study are *Turnover intention, Retention strategies* and *Employee surveys*. This TET construct being the conative role as embedded in the Behavioural Intention Theory by Fishbein and Ajzen (1975) and the Theory of Planned Behaviour (Ajzen, 1985, 1987).

5.4.3.2 Qual Survey – Interviews

Qualitative interviews have been categorised in a variety of ways, with many contemporary texts loosely differentiating qualitative interviews as unstructured, semi-structured and structured (Kajornboon, 2005). Structured interviews are standardised while, semi-structured interviews are non-standardised, and are frequently used in qualitative analysis. The researcher made use of open-ended questions as captured in **Appendix K**. In this instance, the interviewer [researcher] does not do the research to test a specific hypothesis (David, & Sutton, 2004). However, the researcher has a list of key themes, issues, and questions to be covered (ref **Appendix G**). Hence, in this type of interview, the order of the questions can be changed depending on the direction of the interview where an interview guide will be used. Allowance for additional questions will not be permissible as this has the potential to derail the interview and then end up cluttering the data.

Referencing Sekaran, (2003), the interviewer selected the order in which the various constructs were dealt with and wording of the questions was left to interviewer's discretion. The interviewer was free to conduct the conversation as fit; by asking

questions deemed fit and appropriate; give explanation and ask for clarification if answer is not clear, to prompt the participant to elucidate further if necessary, and to establish own style of conversation while control was retained by the interviewer. Development of rapport and dialogue is essential in unstructured interviews (Sekaran, 2003).

5.4.4 Validity of QUAN and Qual Instruments

5.4.4.1 Questionnaires – QUAN

Jackson (2009) defines construct validity as the extent to which operationalisations of a construct (i.e. practical tests developed from a theory) do actually measure what the theory says they do. Iles et al., (2010:97) refer to the following example which complements the preceding definition of construct validity by asking “to what extent is a questionnaire actually measuring intelligence?”. Construct validity evidence of the three main constructs of this study TTMF, TET and TER, involves the empirical and theoretical support for the interpretation of the construct (Hunter & Erin 2008), as discussed in Chapters 2, 3 and 4. The authors add further that such lines of evidence (ref to **Appendix F**) include statistical analyses of the internal structure of the test, including the relationships between responses to different test items.

These evidence also include relationships between the test and measures of other constructs used within the study. Within this study construct, validity is not distinct from the support for the substantive theory of the construct that the test is designed to measure (as was investigated in Chapter 3). As such, surveys intended to disclose characteristics of the causal role of the construct also contribute to construct validity evidence. It is the intention of the researcher to test the causal relationship of the various constructs under study and in Chapter 6, these aspects will be revealed.

5.4.5 Interviews – (qual)

In an interview, what is being assessed are skills, abilities, personality, motivation and knowledge, (Dayan, Fox & Kasten 2008) and these concepts can have a different association with an individual’s job performance. This infers that any examination of the validity of interviews needs to take these differences into account. Creswell (2010) avers that this is why meta-analyses have been an important source of information about the factors that influence the validity of interviews. Large meta-analyses

(combination of findings from independent studies) tend to reveal modest validity coefficients for selection interviews (Iles et al., 2010).

Robertson and Smith (2001) provide a thought-provoking line of thought about an interview specifically designed to examine job-related competencies in an organised and methodical way. The authors state that it has a better chance of predicting future performance than if it is conducted in a haphazard fashion. While Denzin and Lincoln (2005) also established that the way data are collected and evaluated had a significant impact on the validity of the interview. In this study, the researcher has provided for this concern by ensuring that fieldworkers undertaking interviews are trained in the appropriate way which interviews are to be held, and how data will be recorded and compiled. The authors (Denzin & Lincoln, 2005) concluded by stating that predictive validity was improved by certain design characteristics of the actual interview script.

Generally, validity is the amount of systematic or built-in error in measurement (Strauss & Smith 2009). In quantitative data, validity might be improved through careful sampling, appropriate instrumentation and appropriate statistical treatments of data. As is prerequisite for construct validity, most researchers test the construct validity before the main research. In this study, questionnaire, interview and pilot group responses will be compared to provide some evidence of validity (Fraenkel & Wallen, 2006). This allows this particular study to establish the strength of the research and allow the researcher to make any adjustments. Therefore, establishing validity can present challenges for qualitative researchers (Cho & Trent, 2006). However, experts (Konradsen, Kirkevold, & Olson, 2013) agree on the need to assure validity, legitimacy, trustworthiness and credibility in qualitative studies to justify the validity of the instrument / construct.

5.4.6 Construct Validity

In 1995, Hinkin alluded that construct or content validity is used to identify and delete theoretically disjointed items, thereby ensuring that items in a scale establish content adequacy. Cronbach and Meehl (1955:290), elaborated on the various methods to determine construct validity. The authors stipulated that for a construct to be scientifically acceptable, it had to be located in a 'nomological network', made up of laws that are either statistical or deterministic. In this study, the three main constructs namely TTMF, TET and TER have been derived from literature and the questionnaire

and interviews created herein, will be used as measurements in the tourism and hospitality industry of Zimbabwe. It is the intention of this study to establish how well a test or tool measures the constructs.

Furthermore, Messick, (1995) adds on that construct validity is concerned with the effectiveness of a test to gauge the knowledge of the respondent about the relevant topics under study. The author stresses that the test must be relevant, appropriate and utilised correctly, with the focal point being the integration of evidence that produces inferences about assessment results. Therefore, the overall testing of the TETMF model was to determine the retention levels of the tourism and hospitality employees across the ten different provinces of Zimbabwe (Chapter 1).

It was essential to establish that the items used in the instruments are familiar to all participating employees, implying that most of the items used in the instruments of this study must have been observed by the employees at some time or another in their past (Hinkin, 2011). For the instruments to have a high level of construct validity, all the items that need to be identified by all employees have to perform the same across all the various management levels. However, if this is not the case, this study will provide suggestions as to how the level of construct validity can be increased. Strauss and Smith, (2009) propound that meaningful, accurate and justifiable inferences can only be achieved through a high level of construct validity.

5.4.7 Reliability of Instruments of QUAN(qual) Instruments

5.4.7.1 Questionnaires – QUAN

Joppe (2000:1) defines reliability as the extent to which "... results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable". Hence, before administration of the questionnaire a pre-testing of the instrument by way of a pilot-test was proposed and subjected to reliability tests using Cronbach Alpha which was intended to result in a reliability coefficient digit (Alwin, 2010; Santos & Reynolds, 1999; Zikmund et al., 2022).

Reliability refers to accuracy and precision of a measurement instrument. The researcher measured the reliability of the study tool using the Cronbach's alpha and Composite reliability (CR) scale. Hair et al., (2021) recommended a minimum value of

0.6. A factor loading is the degree to which every variable correlates with a factor. Loading variables with poor factor loadings reduces reliability (measured by Cronbach' alpha and CR). The researcher deleted items with poor factor loadings, below 0.3. When the factor loading is very high (above 0.6), then the relevant variable describes that factor quite well.

No reliability information was available on the newly constructed TTMF (Heartfield 2012; Kusluvan et al., 2010; Hasan & Subhani 2011; Middleton, 2009; Wilkins 2012; Parasuraman et al., 1985; Sledge et al 2011, among others) instrument and the other instruments. This is mainly because their measurement was developed based on dimensions and sub-dimensions identified from a comprehensive literature study, and were subjected to reliability analyses within this study. However, the reliability of the constructs TTMF, TET and TER will be benchmarked against the reliabilities of related constructs from these studies (6.4.3).

5.4.7.2 Interviews – Qual

In establishing dependability for the qualitative research, the researcher provided the participants a copy of the transcribed notes from the audio recordings which enabled participants to review detailed interview responses [member checking], and verify the interpretive accuracy. Miles et al., (2013) envisage that this method increases reliability of the instrument that is being used. Verifying participants' responses, response uniformity, and within method triangulation (Casey & Murphy, 2009) provides a construct to test instrument reliability related to the interview questions. This will be further elucidated in 5.5.4.1. Furthermore, resemblance in responses among the participants throughout the interview, corroborates the research instrument and the accuracy of responses (Stevenson & Mahmut, 2013).

Harvey (2014) suggest a continuous member-checking loop⁵⁸ as part of the reliability process in qualitative research. Herein this study, respondents were given a copy of the transcribed notes from audio recordings which then enabled them to review their responses and check interpretive accuracy. Providing the transcribed notes ensured that elements identified in Chapters 2, 3 and 4 have been addressed in the script and

⁵⁸ Verifying participants' responses by asking probing questions.

enables the remodelling of the next phase of the instrumentation – the questionnaire – thereby enhancing reliability.

5.5 RESEARCH PROCEDURE - QUAN(qual)

The research procedure section is discussed in terms of (1) questionnaire and interview question formation; (2) pilot study; (3) obtaining permission to undertake research including the ethical clearance; (4) Fieldwork – data collection and presentation; (5) data coding; (6) data capturing and cleaning (7) editing and analysis of the data.

5.5.1 Questionnaire Formation – QUAN

The self-administered questionnaire was designed to collect empirical data for this study. Review of the related literature obtained in the previous chapter laid out the design of the questionnaire (Cohen, Manion & Morrison, 2007; Cooper & Schindler, 2022; Leedy et al., 2005; Yin, 2010; Zikmund et al., 2022). The intention of the researcher was that the questionnaire be composed of five sections in relation to the different measurement instruments under scrutiny. The objective of the variety in the sections is to encourage respondents to complete all questions on the questionnaire so that a higher response rate is achieved. The sections were discussed in detail in **5.4.2.2** and Chapters 2, 3 and 4 under research instruments and are as follows:

- (1) Section A - Screening questions.
- (2) Section B - Tourism employee segmentation questions.
- (3) Section C - TTMF viewpoints namely, Strategic implications; Customer service delivery satisfaction; Management and Performance Management questions.
- (4) Section D - TET questions.
- (5) Section E - TER questions.

The majority of the questions in this questionnaire were formal and standardised (Hesse–Biber & Leavy, 2011) as the researcher was looking to test and quantify hypotheses and data to be analysed statistically. Most questions used a 7-point Likert scale which will be anchored at the extreme poles, while some had the option of selecting Yes or No, and others required respondents to select the appropriate words

and/or statements. In total, the items on the questionnaire were 88 and time expected to fill it in ranged from 45 minutes to 1 hour (ref **Appendix F**).

5.5.2 Interview Questions – Qual

The semi-structured interview selected for this study comprised of questions derived from the main constructs of this study guided by various literature (such as Bakker et al., 2012; Blomme et al. 2010; Burgess & Connell 2006; Busquets 2010; Silzer & Dowell, 2010; Smith, 2002, 2006, among others). It is made up wholly of open-ended questions. The researcher asked a range of questions as appended on **Appendix K**. Session recordings were designed to take no more than 20 minutes per interview. However, the researcher gave latitude to various interviewees who had running talent management strategies in their companies and who felt the need to demonstrate the successes of their management interventions in attaining retention. A total of five interviews were held as discussed in **5.4.3.2**. The researcher developed and made use of an interview guide comprising six questions (ref **Appendix G**). This is a list of questions that needed to be covered during the conversation, usually in a particular order (Creswell, 2010). The interviewer [researcher] followed the guide but was able to follow topical trajectories in the conversation that may stray from the guide when this is appropriate.

5.5.3 Step 3: Pilot Testing and refinement of the QUAN (qual) research measurement instruments

Step 2 dealt with designing research measuring instruments, namely QUAN questionnaire (see **Appendix F**) and the (qual) interview question (see **Appendix G**). Each instrument was discussed in depth. Thereafter, validity of QUAN and (qual) instruments was debated on, and construct validity and reliability of both QUAN(qual) instruments. Step 3 enlists pilot testing and refinement of the two instruments as highlighted in the following figure 5.5:

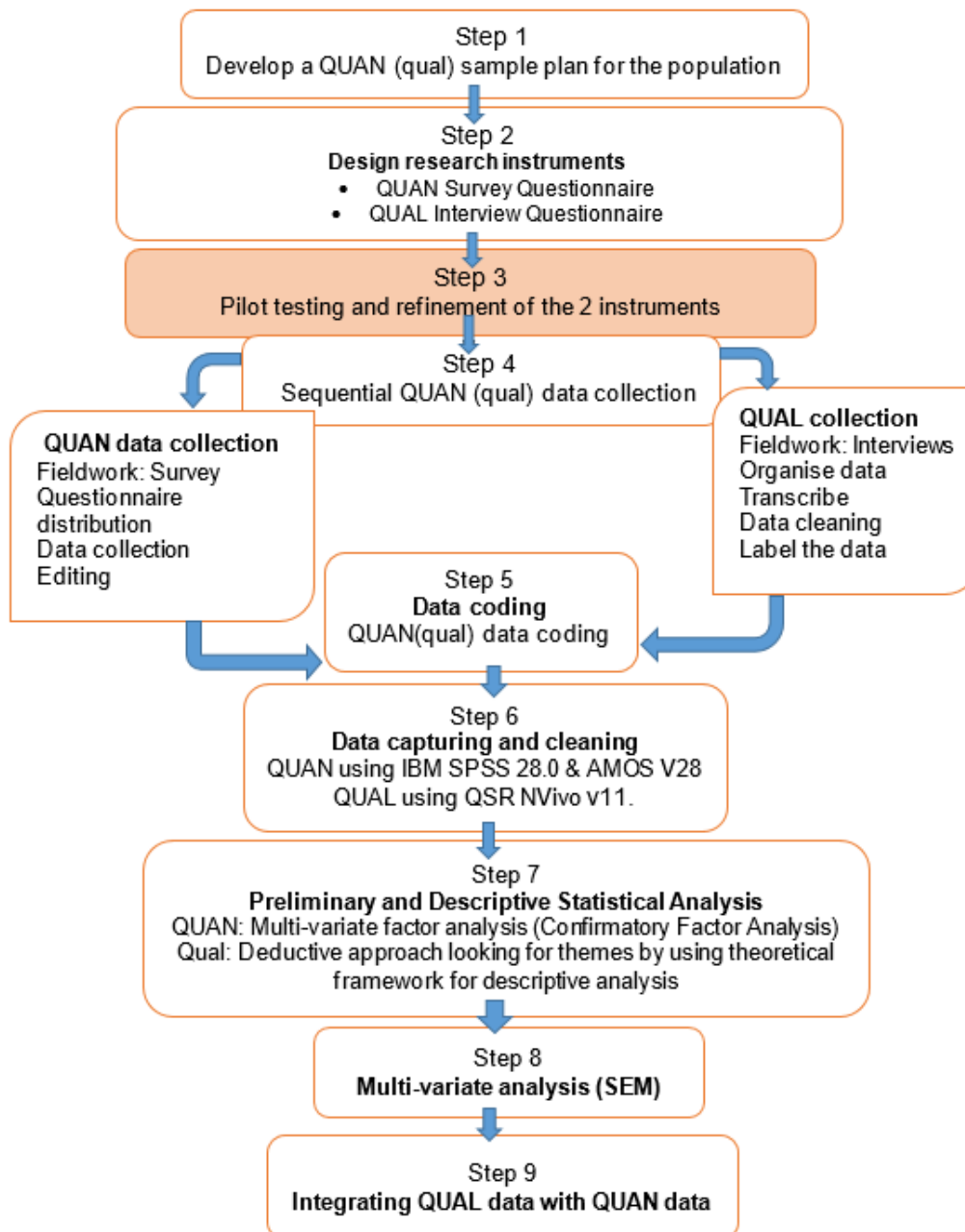


Figure 5.5 Step 3 - Pilot Testing and refinement of the QUAN (qual) research measure instruments.

Source: (Adapted from Creswell & Plano-Clark, 2007).

Before conducting the actual study, Esposito (2002) underscores the importance of pre-testing or piloting a research instrument such as a questionnaire. As referred to earlier on in 5.1, a qualitative exploratory investigation was done. The author, expounds that the purpose of the pilot-test is to check that the design of the questionnaire works in practice and to identify and amend problematic questions and

refine the questionnaire. Any problems relating to the content, wording, layout, length, instructions, or the coding can be uncovered in the pilot study and should be amended accordingly. Finally, a pilot study may uncover issues relating to the sample size (variability), non-response rate and more practical issues, such as cost of administering. A pilot schedule was designed by the research to direct the refinement process (see **Appendix J**).

Pre-test of the questionnaire and interview was undertaken on a population of 15 people who were representative of the sample participants, so as to allow a high degree of response rate. In inspecting the quality of the interview questions, the participants sought to see if each question could measure the desired objective; if there were any misunderstanding of the questions; if interviewees would feel comfortable answering the questions and measure the amount of time that was required for the interview (Creswell, 2009).

Participants used for the test varied from academia, hoteliers, administrators, colleagues and friends, with expertise in the field under investigation in the stated management levels. These people, in the researcher's view, would give the most candid and constructive feedback (ref **Appendix K**). Opportunity for reworking the new questionnaire, and re-piloting if needed (especially if substantial amendments were made after the first pilot), were presented to the researcher.

5.5.3.1 Permission

The researcher sought permission to undertake the research from both HAZ and the Ministry of Tourism and Hospitality from the which was granted to her as appended in **Appendices L** and **M**. Fellow researchers from Zimbabwe also obtained the blanket letter giving them permission to approach any tourism entity mainly for their research work. Rainbow Tourism Group (from where the researcher is part of the management team), is a fully subscribed member of the HAZ and the identified sampling frame and therefore the researcher's movement from one hotel to the other will be within the confines of the subscriptions. Permission in this regard has been granted (see **Appendices L** and **M**).

5.5.3.2 Ethical Clearance

MacMillan and Schumacher (2006:333) caution that

“research is intrusive and further identify the following ethical guidelines: informed consent, deception, confidentiality, anonymity, harm to subjects and privacy”. This research involved the compilation of information derived from the direct and indirect participation of human participants and institutions such as hotels; the researcher is obligated to abide to UNISA’s Policy on Research Ethics (2012) – namely, part 1 section 2, by first seeking clearance to undertake the above field work from the Senate Research and Innovation Committee (SENRIC). This also ensures the privacy and dignity of individuals and their workplaces is upheld, and the researcher is obligated to protect these rights and to uphold this vital aspect of ethics. A clearance certificate [2016_CEMS_ESTTL_001] certifying that ethical clearance issued 03 May 2016 and amended 29 November 2022, was granted to undertake study is appended on **Appendix N**. The researcher has by all means possible, maintained the processes as outlined in the application, however, where necessary digressions from the stated have been made, these will be explained and justified.

Besides the ethical clearance, the researcher sought consent of the individual respondents so that they complied with the requirements of this study. The requirement of informed consent was achieved by the researcher by first explaining the intent to research in writing explaining the purpose of the study and the participants’ requirements. Participants signed their consent in partaking in both surveys. Participation in the research was on a voluntary basis and privacy of participants was enforced by questionnaires being anonymous.

5.5.4 Step 4: Sequential QUAN(qual) data collection

The next step, Step 4 deals with sequential QUAN(qual) data collection process. Whereas Step 3 dealt with pilot testing and refinement of the two instruments, Step 4 highlighted in Figure 5.6 clearly outlines the data collection process of this study which is two-fold;

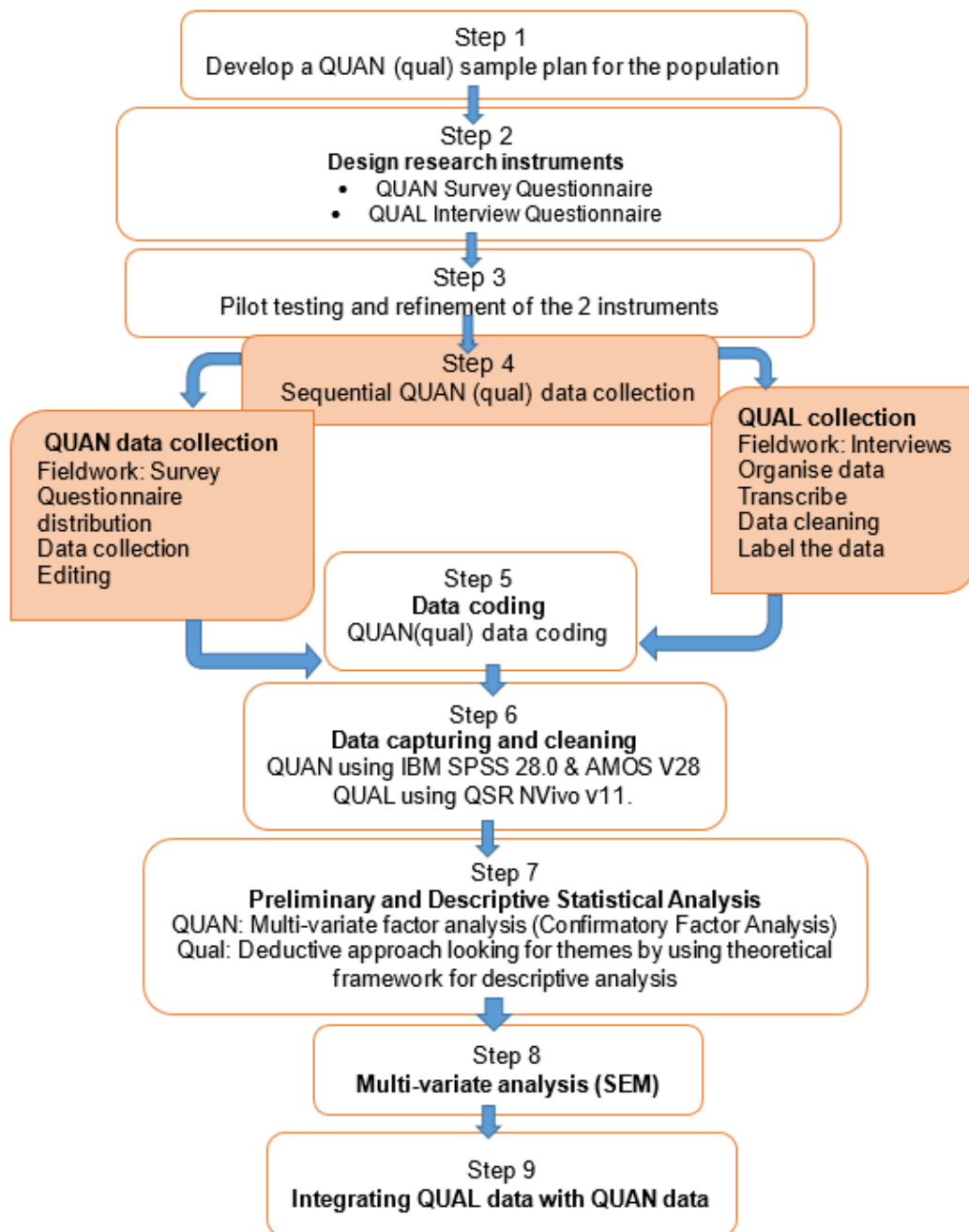


Figure 5.6 Step 4 - Sequential QUAN(qual) Data Collection

Source: (Adapted from Creswell & Plano-Clark, 2007).

5.5.4.1 QUAN data collection

Fieldwork which involved the distribution of questionnaires, was done by five fieldworkers who were selected from the pool of 18 students on attachment of the hotels (Rainbow Towers, Bulawayo Rainbow Hotel, Holiday Inn Mutare and Flamboyant Hotel) located in Harare, Bulawayo, Mutare and Masvingo respectively.

Other areas under study where no fieldworkers were sent to, the researcher personally distributed the questionnaires to hotel employees on her routine quality checks on the groups' hotels properties. The time initially proposed by the researcher for filling the questionnaire was a maximum of 1 hour. However, owing to work commitments of the respondents, where immediate completion could not be achieved, the researcher proposed a 48-hour window collection period. The timeframe for data collection was from the period November 2016 till February 2017. The final lattice of fieldworkers is captured in the next **Table 5.2**.

Table 5.2 *Complement of Fieldworkers*

Region ⁵⁹	Instrument	Fieldworker	Qualifications of fieldworker
Harare Province	Questionnaire	Q1 – Student on WRL⁶⁰	3rd year University student
	Interview	Researcher	
Eastern Region	Questionnaire	Q2 – Student on WRL	3rd year University student
	Interview	Researcher	
Bulawayo Province	Questionnaire	Q3 – Student on WRL	3rd year University student
	Interview	Researcher	
Matebeleland North	Questionnaire	Q4 – Student on WRL	3rd year University student
	Interview	Researcher	
Lowveld Region	Questionnaire	Q5 – Student on WRL	3rd year University student
	Interview	Researcher	

Advertisement for fieldworkers was done through a small advertisement displayed on the staff notice board in the canteen and in the HR's office in hotels within the sample grid (ref. Table 5.1). Upon receipt of potential fieldworkers, the researcher interviewed and made a final selection of the five fieldworkers. These five were trained for eight hours in one day at a venue selected by the researcher and an experienced academia from the University of Zimbabwe. The fieldworkers were given their terms of engagement, signed their confidentiality agreement form ref **Appendix O** and given the scripts for the various instruments they were responsible for. Deployment was an easy task as fieldworkers were already assigned in the regions under study. Hence, the researcher made transport payments to and from the venue for the workers, accommodation costs for the five workers and food costs for the entire team. Fieldworkers were paid an estimated US\$100 per 100 completed questionnaires.

⁵⁹ Zimbabwe is made up of 10 provincial regions however for the purpose of this study, the regions have been combined to facilitate easy identification of hotel location and are not meant to be the new structure of Zimbabwe's political zoning regions.

⁶⁰ Student on WRL – student on work related learning/attachment at the various hotels.

Instrument distribution and completion were done over a period of three weeks and scripts were collected centrally by the researcher, where void scripts were disqualified and completed scripts taken in for data preparation. However, period for data collection and analysis was from November 2016 to February 2017. The data for the present study were edited during the fieldwork. Editing is referred to as the process of scrutinising the raw data for any errors made by either the interviewer or the interviewee (Hair, Sarstedt, Hopkins & Kuppelwieser, 2014). The field edit checked the interviewers' work by means of monitoring and validation procedures which sought to ascertain whether interviews had actually been conducted as specified or not (Creswell 2010). Once the filled-in instrument were collected, the researcher commenced on the data preparation process which included coding and data entry. This process is done to ensure that "... the accuracy of the data and their conversion from raw data to reduced and classified forms that are more appropriate for analysis ..." is ensured (Cooper & Schindler 2011:402).

Once the conversion was done, the fieldworkers were relieved of their duties and were thanked and paid for the work done. As has been alluded to earlier, the questionnaires and interviews consisted of different sections to facilitate the processing of the data using a computer.

5.5.4.2 Qual data collection

A total of six key questions were designed for the interview and as stated in **5.5.2**, the interviewer had the discretion to add or omit questions from the script as fit in keeping with the discussion. The researcher undertook all the five interviews personally. While it was possible to jot notes to capture respondents' answers, it was proven difficult to focus on conducting an interview and jotting notes. The potential of attaining poor results from this approach and causing distractions for the development of rapport between interviewer and interviewee, led the researcher to use a portable digital audio recorder. Apportioning of respondents was done inclusive of the researcher who handled the interviews with all HR directors in the hotels sampling frame. The researcher transcribed the collected data ref **Appendix Q**.

Recording of the conversational data was done using both a portable digital audio recorder for general capturing of the conversation and a notepad for recalling of statements made and for emphasis. Permission was sought from the respondents

(see **Appendix P**) and strict ethical codes were observed and adhered to during the question and answer session as propounded by Cooper and Schindler (2022), no breach of confidence was made for the interviewer to get maximum participation from the participant.

Issues such as purpose of the inquiry to the respondent; what the respondent will gain through participating in interview; risk issues (in terms of stress, legal liabilities, ostracism or political repercussion); confidentiality issues; data access and ownership; and data collection boundaries in terms of how hard interviewer pushed for data among others, were critical observational compliance issues considered by the researcher (Cooper & Schindler 2022; Sekaran, 2003; Kajornboon, 2005; Zikmund et al. 2022). These compliance concerns were observed by the researcher in undertaking the current study. Further discourse on ethical clearance are made in **5.6.2**.

5.5.5 Step 5: Data coding - QUAN (qual)

Data coding for the QUAN (qual) instruments will be discussed in the highlighted Step 5 as in figure 5.7. This next Step 5 dealt with data coding of the 2 instruments of this study namely the questionnaire and interviews.

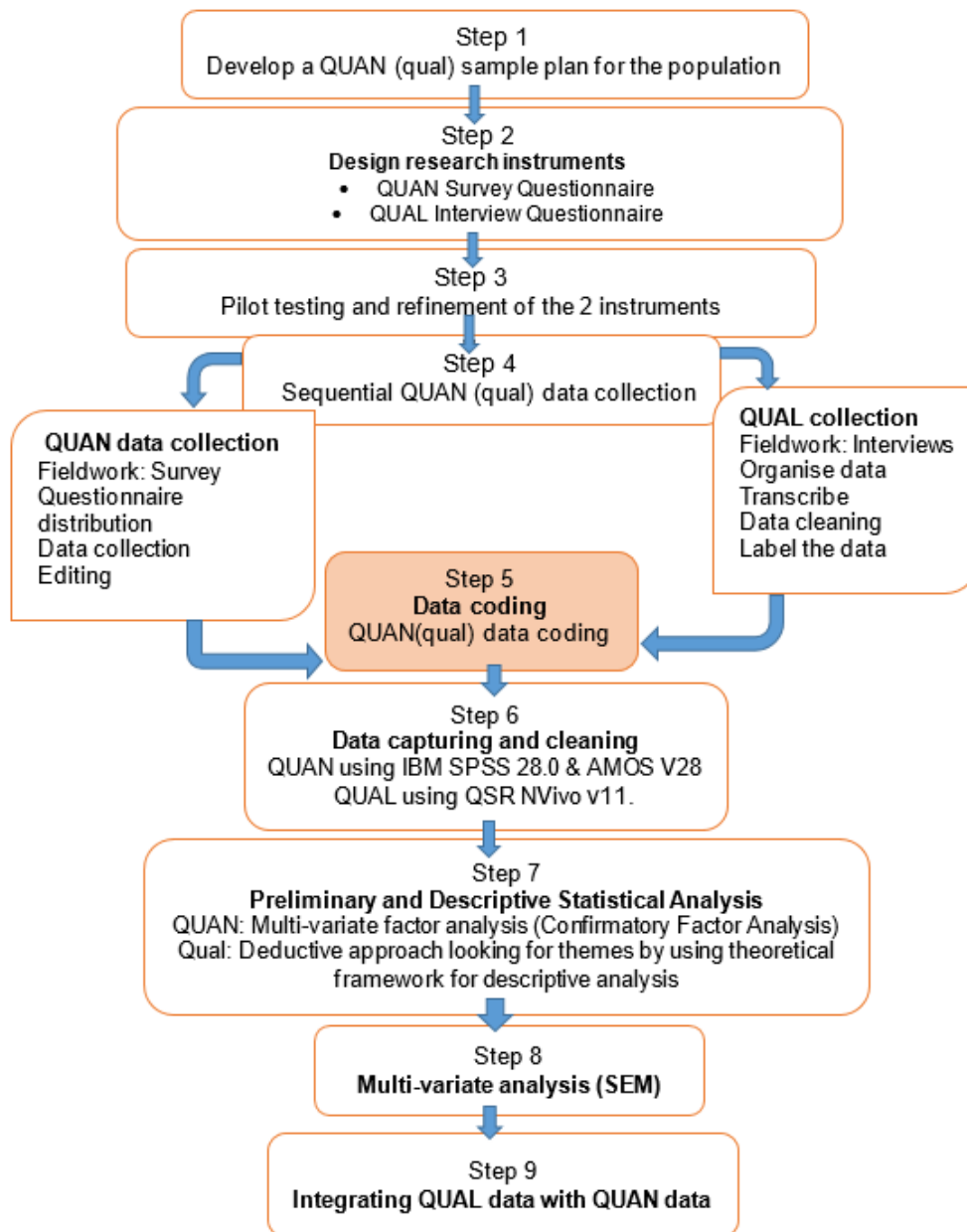


Figure 5.7 Step 5 - Data Coding - QUAN (qual).

Source: (Adapted from Creswell & Plano-Clark, 2007).

5.5.5.1 QUAN Data Coding

Data coding is the initial step to analysing data. Quantitative data coding is the process of categorising the collected non-numerical information into groups and assigning the numerical codes to these groups so that the data is converted and enables the ease of measurement among comparisons (Sekaran, 2003). In agreement, data coding, according to Cooper and Schindler (2022), encompasses the assignment of numbers or other known symbols to answers such that the required responses are then grouped

into a restricted number of classifications⁶¹. Each question with a typical 7-point Likert type intensity response scale already had a number assigned, hence making their coding easier.

5.5.5.2 Qual Data Coding

In qualitative research, data are either obtained from observations, interviews or from questionnaires. Coding is seen as a way of indexing or categorising the text to establish a framework of thematic ideas about it (Crouch & McKenzie 2006). The authors state further that qualitative coding is defining what the data being analysed refers. Coding is a progression of identifying data items in the text, searching and identifying concepts and finding the relationships between them. Yin (2010) amplifies that a code in a qualitative enquiry is most often a word or short phrase.

In this study, key themes (final codes) were obtained from the preliminary codes that were obtained from raw interview data and formed a coding template (ref **Appendix R**). QSR NVivo v11 was used for the (qual) coding process. Mouton (2001) explains that the purpose of data coding is to bring out the importance and meaning of data received from respondents. The author enhances the need to filter and refine the preliminary codes so that more accurate and concise codes are obtained. Further on in evaluating data, the researcher will assign values, percentages and other numerical quantities to these codes so as to draw inferences (Cooper & Schindler, 2022) that would be easier to relate to.

5.5.6 Step 6: Data Capturing and Cleaning - QUAN (qual)

After coding data of the 2 instruments, the next process, namely, capturing and cleaning will be discussed under Step 6 as shown in Figure 5.8.

⁶¹ Examples of coding in this study Section A, question 1 will be coded as “A1” and the answer options as 1,2,3,4,5,6,7. Section B, question 1 What is your gender Answer options is Male and Female

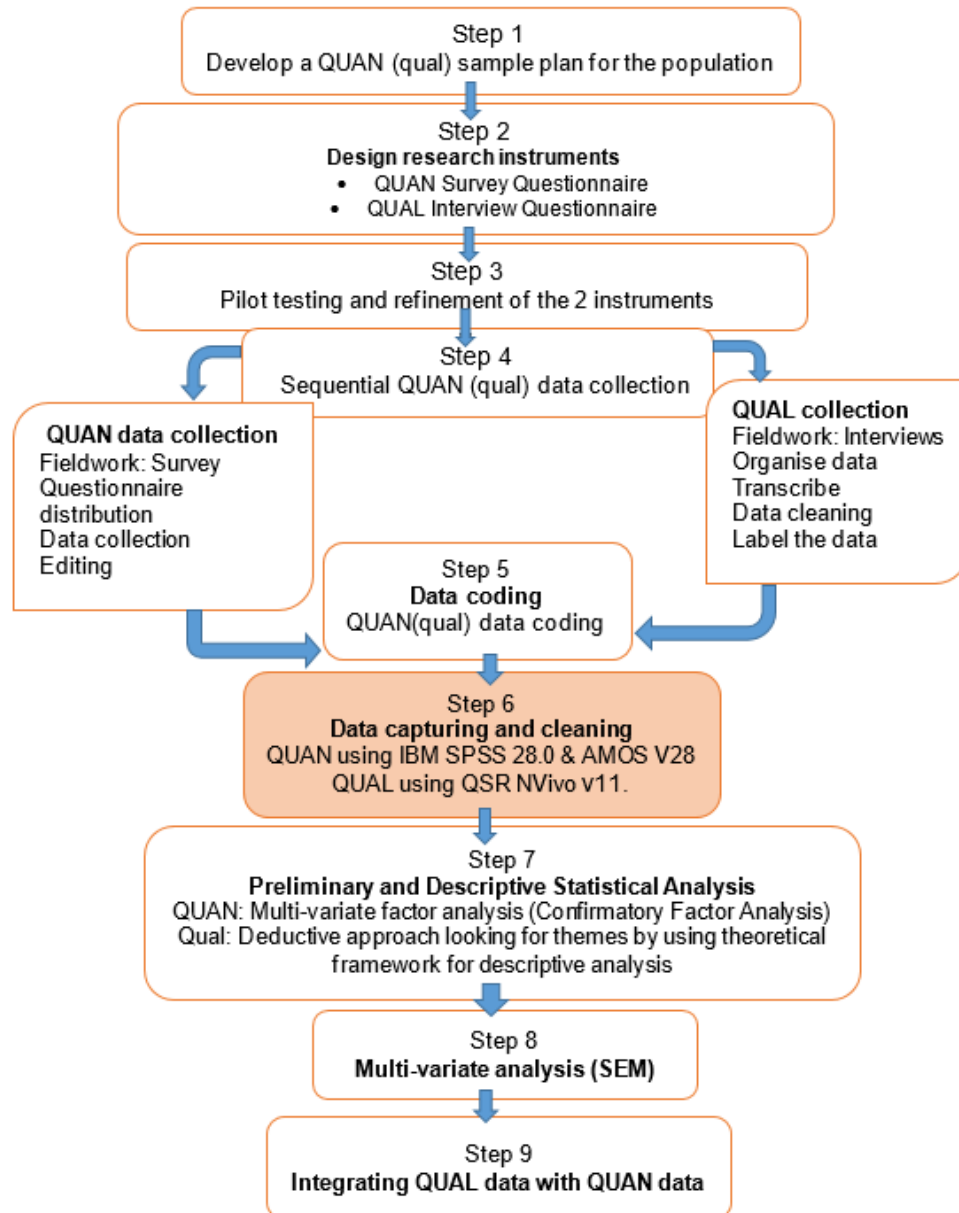


Figure 5.8 Step 6 - Data Capturing and Cleaning - QUAN (qual).

Source: (Adapted from Creswell & Plano-Clark, 2007).

Data capturing and cleaning concluded the data-capturing process in order for data to be made ready for analysis by the statisticians. Data capturing for QUAN data was first done on Microsoft Excel Version 2010 spreadsheet and then transferred to IBM SPSS software V28., by the researcher for all the items on the questionnaire. Manual entry of responses from the questionnaires and of the interviews were done by the researcher. Coding of the questionnaires enabled data to be captured first in MS Excel and then transferred to IBM SPSS V28 and AMOS V28. Once the data were coded in

digital form, the data-set can be indexed in a database and can be consulted quickly than questionnaire data on paper (Field, 2013).

Cleaning of the data is done in a multitude of ways and tested for consistency to improve data quality (Mouton 2001). Consistency checks by way of descriptive statistics (5.6.1.1), were done by use of IBM SPSS software V28 and AMOS V28, to check consistency of presentations that could not be identified during questionnaire review or data capture (Yin, 2010). This was done so as to inspect the data to determine whether the data are conducive for further analyses. Assaker, Huang and Hallak (2012) assert that any missing values in the data are to be replaced with the variable's mean score. In this study, questionnaires that had two or less missing values were used for the data analysis (descriptive statistics – ref **Appendix S**). From this background, it can be concluded that this study's data were accurately captured and cleansed for analysis.

5.6 ANALYSIS OF DATA

The statistical processing of the study's data comprised of three steps from Steps 7 to 9 as depicted in Figure 5.9. The process began with the preliminary descriptive analysis where screening of all cases and variables were done to ensure that data were accurate before statistical analysis used. Next, the selected sample features in terms of the respondents personal (gender, age, educational qualifications) and work-related (hotel department, job positions, promotion, reasons for training and province of employment) characteristics.

The next step was the inferential statistical analysis where assessment for suitability of the three construct scale measures by way of CFA was done (H1, H2 H3). SEM ensured that a good model fit of the constructs was achieved (H4). Thereafter, multivariate statistical analysis was done for TER as a mediation variable (H5). Thereafter, Step 9 encompassing the sequential explanatory (qual) analysis was reported. Integration of both QUAN(qual) is the final process of the analysis. These data analysis processes have been aptly captured in Figure 5.9.

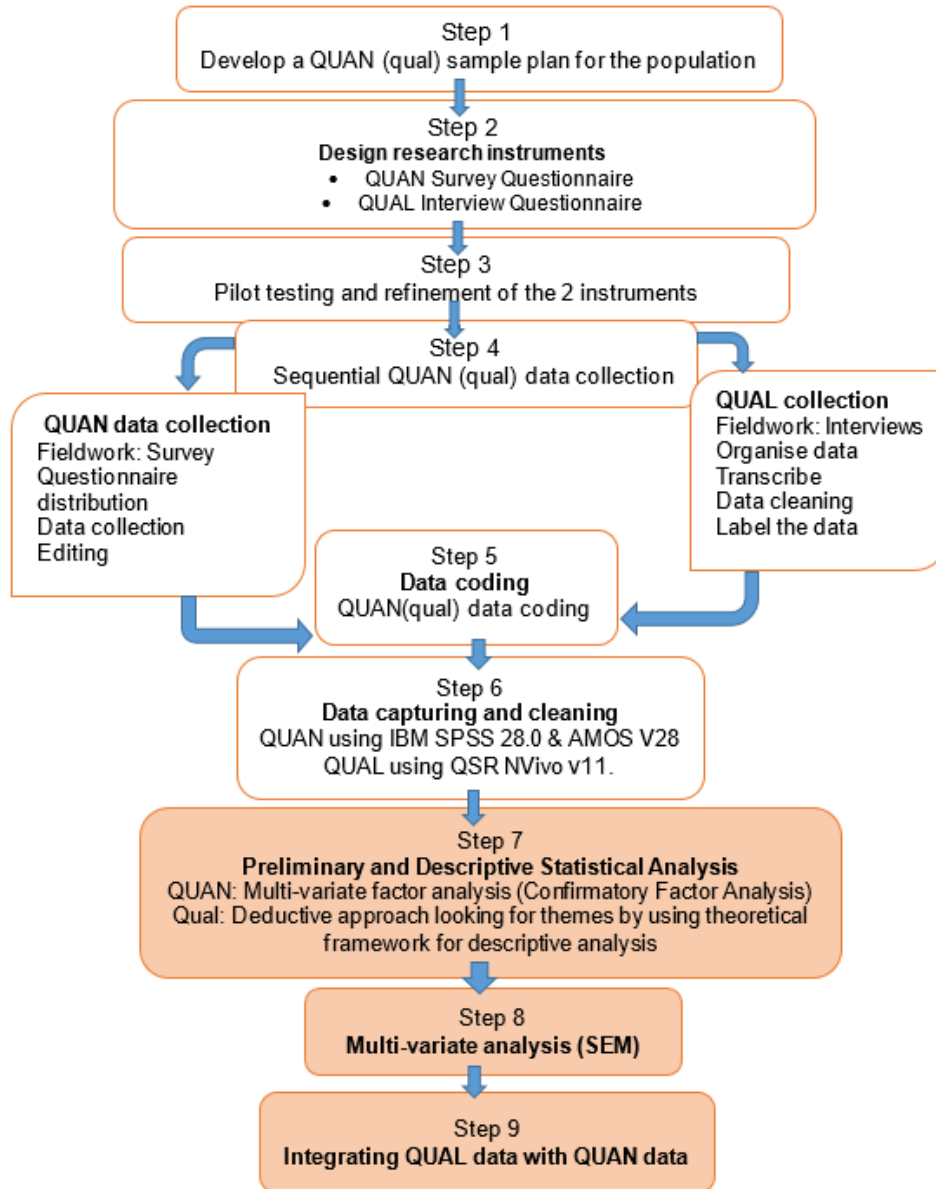


Figure 5.9 Steps 7 - 9 Data Analysis and Statistical Procedures.

Source: (Adapted from Creswell & Plano-Clark, 2007).

Additionally, with reference to Figure 5.9, the data analysis process and statistical procedures of Steps 7, 8 and 9 have been refined for Chapter 6 and are highlighted in Figure 6.1. IBM SPSS version 28 was used for QUAN data analysis. This package enabled the editing of data as discussed in 5.6. Dr Dion van Zyl a qualified statistician performed the quantitative statistical analysis, while Mr Gary Ngara and Ms Monique Kock qualified statisticians performed the qualitative statistical analysis. Use of QSR NVivo v11 was used to perform the QUAL analysis. Sections 5.6 to 5.6.8 outlined the sequential explanatory data analysis which this study was subjected to. The multi-

variate data analysis procedure is proposed to illustrate the Confirmatory Factor Analyses (CFA) procedure.

5.6.1 Step 7: Preliminary and descriptive statistical analysis

5.6.1.1 Descriptive analysis

Step 7 is presented in two parts; namely preliminary and descriptive statistical analysis which presents the descriptive statistics and the CFA results while inferential statistics will address the SEM. Basic descriptive analysis was done and presented in form of graphs mainly on demographic and employee segmentation variables. The researcher used robust variance estimation during structural modelling to adjust for any potential deviation from normality apart of the huge sample size of 443 which assume normal distribution. The output data was presented using tables, graphs, charts and testing of hypothesis to enable easy comparison and clear projection of the situation.

In descriptive analysis (**ref Appendix S**), the frequency distribution, percentages, mean, and standard deviation were calculated. The frequency distribution was utilised to determine the participants' current socio-demographic information by providing frequency, percentage, valid percentage, and cumulative data. The mean and standard deviations were used to describe the data collected with regard to each item or measurement or question rating. Basing upon the scale of 1 to 7, the mean scores can be explained as:

- a mean score that is less than 3 is rated as low;
- a mean score between 3 to 5 is rated as average; and
- a mean score of greater than 5 is rated as high (Tabachnick & Fidell, 2007).

Descriptive statistics (QUAN) were also used together with the hierarchical charts (qual) to bring out the comparisons of both QUAN(qual) results, looking at the integrated data at the end of the next chapter.

5.6.2 QUAN: Inferential Data Analysis

5.6.2.1 Confirmatory Factor Analyses

CFA and Exploratory Factor Analysis (EFA) are similar tools used in research, but in EFA data is simply explored and vital information regarding number of factors required to represent the data is also provided (Jung 2013). Hair, Black, Babin and Anderson

(2018), purport that in EFA, all measured variables are related to every latent variable. However, CFA avails researchers the opportunity to specify the number of factors required in the data, and the resultant relationships of measured variable and latent variable (ref **Appendix T**). Furthermore, CFA is a set of techniques used in the later stages of the research process to test (confirm) specific hypotheses or theories concerning the structure underlying a set of variables (Assaker et al, 2012). Therefore, the purpose of the running the CFA for this particular study, was to confirm that the three emerged models (TTMF, TET and TER), met the overall model fit. Additionally, CFA was performed to address research hypothesis (H1, H2 and H3) which are measurement models, as all the emerged models (TTMF, TET, and TER) were identified following an extensive literature review.

Reliability test is to check whether a group of items consistently mirrored the construct that it is measuring (Field, 2005) as discussed in **5.4.6**. Further explained, this means that the ability of a measure to produce consistent results when the same entities are measured under different conditions must be present. Internal consistency of the scale (Hair et al., 2018; 2013) is the most common measure of reliability. In this study, Cronbach's Coefficient alpha (α) was calculated to examine the internal consistency of the scales. Cronbach's alpha coefficient can range from 0.0 to 1.0 (Hair et al., 2018).

The researcher used structural equation modelling (SEM) to represent, estimate, and to test a theory derived network of relationships between variables (measured variables and latent constructs). However, the researcher had to confirm each construct using CFA. The purpose of CFA is to establish whether a network of relationships derived from theory fits closely the sample data by checking the difference between sample and model predicted covariance. Structural Equation Modelling (SEM) was applied to confirm each measurement model, using AMOS IBM SPSS V28 (Griffith 2007). Latent variables are required to measure the observed variables efficiently and the loadings of a single observed variable may not be significant with other latent variables to satisfy the measurement model (Hair et al., 2021; Kline, 2011).

The researcher moderated the effect of multivariate non-normality, by using the maximum likelihood (ML) estimation with robust variance against departures from multivariate normality even in a small manner (Hair et al., 2018; Tabachnick & Fidell 2009), was applied. Goodness of fit (GOF) for each constructs were checked using

Comparative Fit Index (CFI) and Tucker Lewis Index (TLI) and Root Mean Square Error of Approximation (RMSEA). This indicates how well the model fits the population as well and not only the data. Literature recommends CFI and TFI >0.9 and small RMSEA \leq 0.05 and 0.08 (Hair et al., 2014:114). In agreement, Blunch (2008,) supports the following situations: CFA, the following goodness-of-fit requirements were followed: A CFI (comparative fit index) closer to 1, RMSEA (root mean square error of approximation) closer to 0 (preferably \leq 0.08), and a relative/normed chi-square (X^2/df , i.e., the chi-square index divided by its degrees of freedom) between 2.0 and 5.0 mean a good fit for a model.

5.6.3 Structural Equation Modelling

To answer hypothesis 4 (H4), SEM was applied to examine the relationship between the exogenous variable and endogenous variable. SEM is also known as the linear structural relationship model, covariance structure analysis, latent variable analysis, and CFA, which is a statistical method for measuring multivariate analysis (Hair, 2021). The most significant difference between the SEM and other multivariate techniques is that the SEM estimates a series independent, and multiple regression equation simultaneously by specifying a structural model (Hair et al., 2018).

In the past two decades, this dominant statistical technique has gradually become a major tool for theory testing and modelling in many different disciplines (for example, in social, psychological, and behavioural science research). A number of tourism researchers have also applied this technique (Swart, 2013). SEM provides greater flexibility for the interplay between theory and data than when first generation techniques such as principal component analysis (PCA), factor analysis, and regression are needed (Chin, 1998).

SEM is a comprehensive statistical approach to testing hypotheses about relations among observed and latent variables (Hoyle and Kenny 1999). It is a methodology for representing, estimating, and testing a theoretical network of (mostly) linear relations between variables (Assaker et al, 2012). Tests hypothesised patterns of directional and non-directional relationships among a set of observed (measured) and unobserved (latent) variables (Tabachnick & Fidell 2009).

SEM involves three different scenarios in relation to models or parameters: “under-identified”, “just-identified”, and “over-identified”. An “under-identified” model’s number

of parameters is more than the number of variances and covariances. In this case, the model cannot be interpreted (Henseler, Ringle & Sarstedt 2014; Macho & Ledermann 2011). A “just-identified” model’s number of known parameters equals the number of unknown parameters, having 0 degree of freedom and always fitting perfectly to the data (Wong & Fong 2012). One factor solution with these indicators is the just-identified model, meaning the evaluation of goodness-of-fit cannot be calculated. However, the factor loading can still be evaluated (Brown, 2006; Henseler et al., 2014). Although this model is not scientifically interesting, as the hypothesised model always fits the sample data, it is still applicable to estimate the values of the coefficients for the paths and hypothesis testing (Hair et al., 2018). An “over-identified” model, contrary to the “under-identified” model, has a number of variances and covariances greater than the number of parameters (Macho & Ledermann 2011).

The advantage of applying SEM is that it allows examination of the correlations between several endogenous and exogenous variables simultaneously, and the determination of the factor structure of different populations (Hair et al., 2018). Cohen, Cohen, West and Aiken (2013) suggest the following guidelines to interpret the correlation coefficient values between 0 and 1: small effect: $r_s = 0.10-0.29$; medium effect: $r_s = 0.30-0.49$; and large effect: $r_s = 0.50-1.00$. The SEM technique is also a powerful tool in assessing and modifying a proposed theoretical model for further theoretical development (Anderson & Gerbing, 1988). Generally speaking, a complete SEM model contains two parts: a structural model conceptualisation (baseline model), and a measurement model conceptualisation. The structural model conceptualisation relates latent variables to one another. The measurement model relates measured variables to latent variables

In SEM, the measurement model needs to be specified prior to testing the relationship between constructs in the structural model. The procedure of specifying the measurement model is known as a CFA (Anderson & Gerbing, 1988). The primary function of the CFA is to explore the relationship between the latent variables and the observed variables. The CFA, on the other hand, regards each (latent) variable as an indicator and highlights their correlation with observed variables (Assaker, et al. 2012).

All items with a factor loading less than 0.4 were considered as contributing to a factor (Burns & Bush 2014). Any item cross loading on two factors with a factor loading greater than 0.4 was categorised in the factor where interpretability was best. The

reliability of the identified factors, reliability coefficients (Cronbach's alpha) and inter-item correlations were calculated. All factors with a reliability coefficient above 0.6 were considered acceptable for this study. The average inter-item correlations were also computed as another measure of reliability: these, according to Cohen (1988), should lie between 0.15 and 0.55. Factor scores were calculated as the average of all items contributing to a particular factor to interpret them on the original seven-point Likert scales.

An appropriate measurement model has to satisfy two criteria. The first is that each of the observed variables can effectively measure the latent variables. Secondly, the structured loading of a single observed variable is not allowed to be significant with other latent variables (Macho & Ledermann 2011). In other words, the factor loading between the latent variable and observed variable should be between 0.30 and 0.95. The composite reliability (CR) should be at least above 0.60 (Fornell, 1981; Hair et al., 2021) and the average of the variance extracted (AVE) should also be above 0.5 to ensure the convergent validity of the latent variables (Assaker et al, 2012).

Conducting SEM involves many different procedures. Kline (2011), suggest four stages - (i) model specification, (ii) model identification, (iii) model estimation and (iv) model testing and modification. However, this study follows the seven stages model for the use of SEM developed by Hair et al., (2021), including developing a theoretically based model, constructing a path diagram of the casual relationship, converting the path diagram into a set of structural and measurement models, choosing the input matrix type and estimating the proposed model, evaluating good-of-fit-criteria, interpreting and modifying the model. An example of the stages in structural equation modelling is demonstrated in Figure 5.10 overleaf.

The evaluation of structural equation models should not only focus on the significance of the casual paths. It should also be examined through the application of many different stages and criteria. According to Bagozzi and Yi (1988), the assessment of structural equation models should come from several different perspectives. This involves the normality of input data, preliminary evaluation criteria, global measure of fit, and assessment of fit of the internal structure of the model.

5.6.3.1 Structural Equation Modelling Processes

The following seven steps of SEM as outlined in Figure 5.10, will be discussed entirely according to Hair et al., (2021).

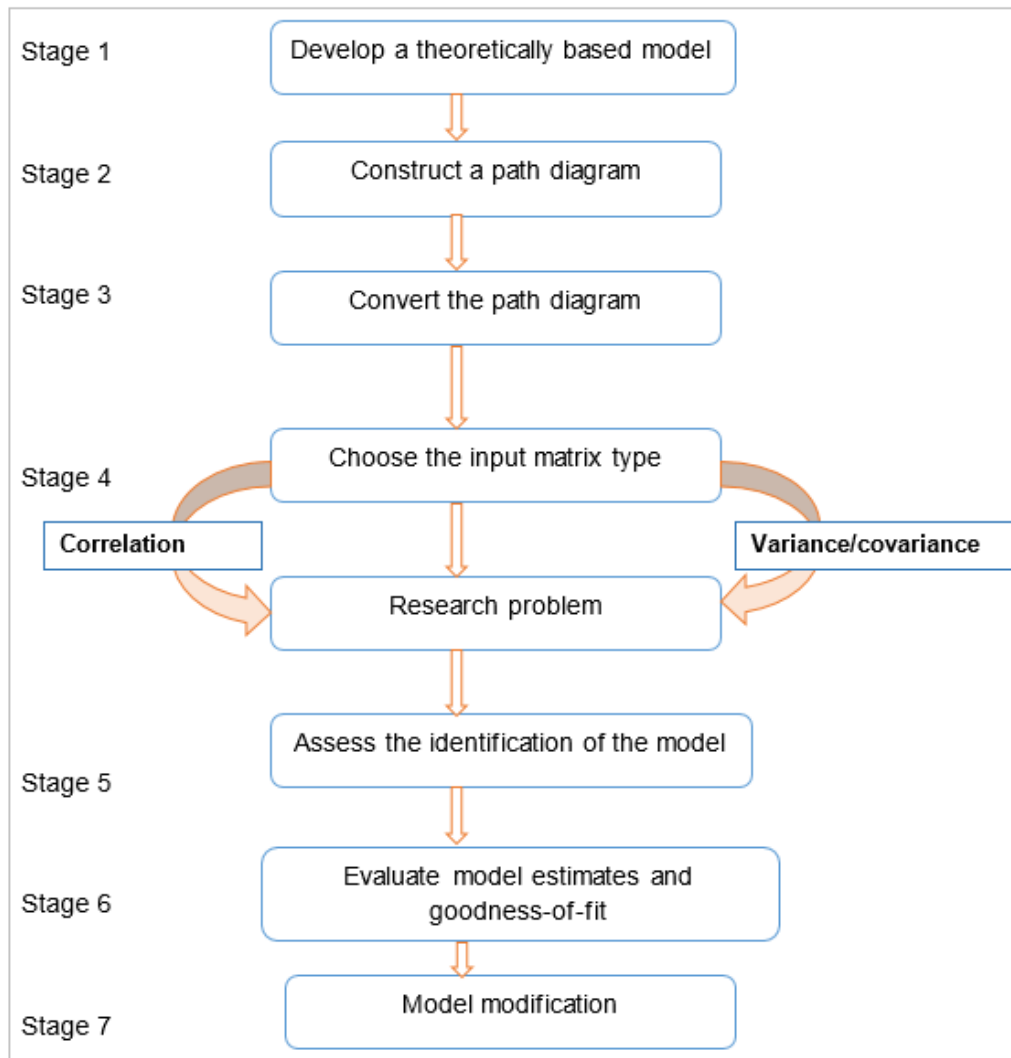


Figure 5.10 Seven-stage processes for structural equation modelling. Adapted from Hair et al., (2018)

5.6.3.1.1 Developing a Theoretically Based Model

According to Hair et al., (2021), this process begins by selecting the specific constructs that represent the theoretical framework to be tested and included in the analysis. The researcher will develop constructs (TTMF, TET and TER) specifically for this study. The constructs and their dimensions that will be used for the model are outlined in Chapters 3 and 4. Herein the researcher translates the theoretical definition of the construct into a set of specific measured variables. CFA makes the selection process

easier as each item will have various scales apportioned to them making them either acceptable or unacceptable for analysis.

5.6.3.1.2 *Construct a Path Diagram*

Once the above process has been specified, the researcher must consider how all of the individual constructs will come together to form an overall measurement framework. While the various relationships among the constructs must be defined, the nature of each construct must be specified (reflective versus formative). In constructing the various paths, all constructs must be allowed to correlate with all other constructs without labelling them either independent or otherwise. Measures items must load on only one construct each (refer Figure 5.20 and other SEM models in Chapter 6). Moreover, error items (those excluded) are not permitted to relate to any other measured variables.

5.6.3.1.3 *Convert the Path Diagram*

The third step involves designing a study that will produce confirmatory results. The researcher's measurement theory (covered in Chapters 3 and 4) will be tested. Here, all the standard rules and procedures that produce valid descriptive research apply [such as sample size and model specifications (Hair, Ringle & Sarstedt 2011)]. If all goes well with the measurement model (CFA – testing H1, H2 and H3), the same sample will be used to test the structural model (SEM); – testing H4), however, if it does not, then a split sample will be created using a random selection of half respondents (this was not deemed necessary in this study). Initial data analysis procedures should first be performed to identify any problems in the data, including issues such as data input errors. After conducting these preliminary analyses, the researcher must make some key decisions on designing the CFA model. It is important to note that this process will be followed for the TTMF (H1), TET (H2) and TER (H3).

5.6.3.1.4 *Model Specification*

Step 4 requires that the researcher examines results of testing this measurement theory by comparing the theoretical measurement model against reality. Both the overall model fit and the criteria for construct validity must be examined. CFA will be used to test the measurement models (TTMF, TET and TER). Overall fit values will be presented in this step and all possible fit indices to provide some assessment. SEM

programmes – AMOS V28 – contain the key values such as the X^2 statistic, the CFI, and the RMSEA and these will be used to evaluate the model's fit in this study.

5.6.3.1.5 Model Identification

Once the measurement model is specified, the researcher will revisit the issues relating to model identification. The overall model is in of concern in this step. It becomes vital for the researcher to identify the variety of problems and data eccentricities that can manifest themselves in error messages, thereby suggesting a lack of convergence or a lack of identification. In addition to evaluating goodness-of-fit statistics, the researcher will also check a number of model diagnostics. The following diagnostic measures from CFA should be checked: path estimates, standardised residuals, and modification indices (Hair et al, 2011). The authors also stipulate that models can be under-identified; just identified or over-identified.

5.6.3.1.6 Model Estimation

SEM models may result in estimation of parameters that are logically impossible even with no identification problems. Most SEM programmes will complete the estimation process in spite of these issues rather than not provide results. It then becomes the responsibility of the researcher to identify the illogical results and correct the model to obtain acceptable results (Hair et al, 2011). Estimation can also be reported by investigating parameter estimates, standard errors, parameter estimate correlations, and multiple correlation coefficients (Boomsma, 2000).

5.6.3.1.7 Model Testing and Modification

The final rung deals with testing and enhancement of the model. A SEM model is estimated to provide an empirical measure of the relationships among variables and constructs represented by the measurement theory. These results enable the comparison of theory against reality as represented by the sample data to be made. Modifications do provide important diagnostic information about the potential cross-loadings that could exist if specified. As such, they assist the researcher in assessing the extent of model misspecification without estimating a large number of new models. Modification indices are estimated for all non-estimated parameters, so they are also generally provided for diagnosing error term correlations and also correlational relationships between constructs that may not be initially specified in the CFA model (Hair et al, 2011).

5.6.4 Step 8: Multi-variate data analyses

The last QUAN data analyses to be discussed is the multivariate data analysis and mediation will be the main focus. Baron and Kenny (1986) describe a mediator as any variable (qualitative or quantitative) that influences the weight and/or direction of the relationship between an independent and dependent variable. Mediation for this study was conducted to address research hypothesis 5 (H5).

5.6.4.1 Testing for Mediation

As indicated to previously in Chapter 4, Baron and Kenny (1986) with fellow associates, developed a method for testing mediation in psychology research. Herein an intermediate variable, called the mediator, makes the explanation how or why an exogenous variable influences an endogenous (“...an X to Y relationship when it accounts for the causal relationship between X and Y” (Aguinis 2004:5). A mediational model is a causal model where the mediator is presumed to cause the outcome (Vander Weele, 2015). However, if the presumed causal model is not correct, the results from the mediational analysis are likely to be of little value.

In this study, it becomes imperative to identify, comprehend and study the mechanisms by which the exogenous variable (X) i.e. TTMF causes the endogenous variable (Y) i.e. TER an intervention to achieve its effect (Baron & Kenny 1986; Kenny & Judd 2014). A path diagram will be referenced to as it assumes a three-variable system for describing the causal link between X and Y. Figure 5.11 illustrates the four different paths in mediation for this study.

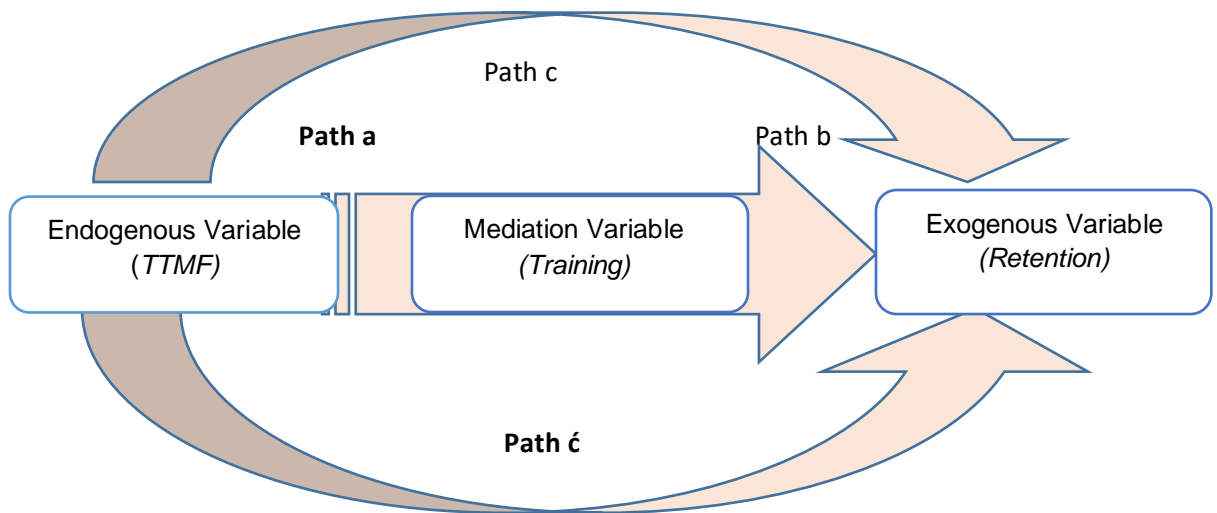


Figure 5.11 Diagram of Paths in the Mediation Model

Source: (Adopted from Baron & Kenny 1986; Kenny & Judd 2014; Hayes 2018).

Figure 5.11 illustrates the paths of mediation as follows;

- 1) Path *a* is the effect of the endogenous variable (i.e. the TTMF) on the assumed mediator (i.e. Training), whereby differences in *TTMF* levels are assumed to significantly account for variations in *Training*.
- 2) Path *b* is the effect of the mediating variable (i.e. Training) on *Y* (the exogenous Retention), presumptuously that changes in *Training* account for significant changes in *Retention*.
- 3) Path *c* is the overall effect of the endogenous variable (i.e. TTMF) on *Y* (the exogenous Retention). Here it is assumed that when Paths *a* and *b* are controlled, then relations between *Retention* and *Training* are no longer significant, although the strongest demonstration of mediation (Training) occurs when Path *c* is zero; and
- 4) Path *c'* is the effect of the endogenous variable (i.e. TTMF) on *Y* (the exogenous Retention) controlling for mediation (i.e. Training). Several scenarios are presented here where complete mediation occurs when relations between *TTMF* and *Retention* will not differ from zero after *Training* is added in the model. Whereas partial mediation occurs when the same relationships (*TTMF* and *Retention*) is significantly smaller when *Training* is included but will be greater than zero (Baron & Kenny 1986; Kenny & Judd 2014; Pearl, 2011; Hayes, 2018a).

5.6.5 Qual: Deductive approach to explore the data

This research, being a mixed-methods study, entailed the need to use qualitative content analysis approaches for the extraction of the themes. Cohen et al., (2007) and Yin (2010) all confirm the thematic extraction process as a form of organising common phenomena and discourses from the data collected. In this research, which focused on the talent management process within the hospitality industry, the data were collected from the key informants, who were the operations and human resource directors and hotel managers. The data were collected through interviews (see **Appendix G**), and as guided by Ali and Yusof (2012), computational data handling tools were used to help with ensuring the objectivity of the thematic extraction process. In this study, QSR NVivo v11 was used, owing to its multifarious advantages, over other systems such as Atlas ti., ease of use, breath of features and the intuitiveness of use being among them (Henning, 2005).

To help with the extraction of themes, Yin (2010) suggests three possible approaches, and these are, the directed approach, the conventional approach and the summative approach. The conventional approach is mainly data driven, and themes emerge from the data provided, while for the directed approach, the themes are identified within the contextual reference to the literature (Yin, 2010). This study was driven by the *deductive* logic reasoning, and on this basis, grounded approach and phenomenological enquiry related theme extraction procedures such as the conventional approach and summative approach were ruled out. An advantage of the deductive approach is that it is an efficient way to do QUAL as it is informed by literature. It is useful where probable responses are known. While its disadvantage is that there is possibility of biases, it can limit theme and theory development (Barnes & Atfield 2014). Therefore, the directed approach was opted for, which Henning (2005) refers to as the template analysis.

Basing on the foregoing, a template was developed informed by the literature, which identified the most recurrent themes from literature for each and every general question asked in the research, and their context (Bryman & Bell, 2015). The exhaustive list of the template is presented in **Appendix R**. Having coded the transcriptions, QSR NVivo v11 was used to help with the visualisation of the themes. The key analyses computed were in the form of visualisation, the thematic map, which presented the logical presentation of the themes, its main significance being the ability

to distinctly illustrate the hyper themes, along with their corresponding sub-themes as noted by Yin, (2010). The second form of presentation used was the hierarchical thematic presentation, whose main role was to help quantify the significance of the themes extracted (QSR, 2017).

In explaining the deductive approach to exploring QUAL data, Barnes and Atfield (2014) assert that it is a predetermined framework whereby theory is used from the beginning of the study – Chapter 1. This theory is then developed and tested systematically so as to include a wide variety of cases which shows patterns and not on dominant theme. Testing the viability of concepts and revise dimensions of the concepts may, however, discard some in favour of others.

Creswell, Plano-Clark, Gutmann and Hanson (2003) propounded the data transformation model which involves the separate collection and analysis of quantitative and qualitative data sets. In this study, however, after the initial analysis of both QUAN(qual), the researcher then compared one data type to the other data type (descriptive statistics and hierarchical charts) (Tashakkori & Teddlie, 1998). This transformation allowed the data to be mixed during the analysis stage and facilitates the comparison, interrelation, and further analysis of the two data sets. In a study by Pagano, Hirsch, Deutsch, and McAdams (2002), the authors extracted qualitative themes from the qualitative data and then scored those themes dichotomously as present or not present for each respondent. These quantified scores were then analysed with the quantitative data, using correlations to identify relationships between dimensions.

5.6.6 Step 9: Integrating qual data with the QUAN data

In this QUAN(qual) sequential explanatory mixed methods design (Creswell et al. 2003; Creswell, 2012; Hanson, Creswell, Plano-Clark, Petska & Creswell, 2005; Kadushin, Hecht, Sasson & Saxe 2008), integration constitutes the final stage of the analysis (ref 5.3.6). According to Creamer (2018), the integration process involves the collaborating of both QUAN and qual approaches so that they mutually inform each other throughout the research process. The use of sequential explanatory design is entirely to improve the QUAN scores with supplementary data and to expand the scope or breadth of research so as to offset the weaknesses of either approach alone (Blake 1989; Greene et al.,1989, Rossman & Wilson 1991). Although sequential

explanatory contributes directly to the analysis of the phenomenon being measured, it also serves as an element for incorporating (qual) data. Herein this study, the (qual) is examined to further confirm and develop the analysis of the QUAN findings. Sequential explanatory design (part of mixed methods research design) aimed not only to assess the results from the preceding merges, but also sought to build theory [Hanson et al. 2005) refer to Chapter 7]. Consequently, qualitative comparison of the quantitative suggested explanations for the deviations in the ratings of different scores that might otherwise have been missed.

Here the analysis of the QUAN are compared with the (qual) by comparing the indicators and the concepts derived from the 2 sets of data (5.6.7). The comparison is qualitative, in that intention is not to find a statistical correlation; but rather, to assess the basic picture or storyline regarding each theme (executives' viewpoint). In addition to further corroborating the QUAN results, this enables the researcher to develop hypotheses about possible reasons for the key score associations in the QUAN data. Therefore, the study's (qual) component facilitated development of explanatory theory, that is, the meaning of the quantitative findings, albeit from one viewpoint that of the executive. According to Creswell et al., (2003), this process is a good use of sequential mixed methods. Consequently, this allows the researcher to take full advantage of the mixed methods approach.

5.6.7 Merging the data sets

In presenting the results of this mixed method, Figure 1.2 illustrated how and when the qualitative aspect will be employed. Qualitative guiding questions were posed against the three hypothesis of the constructs of the study namely TTMF, TET and TER. The following, therefore, are the specific data (scenarios) which are under investigation:

Scenario 1:

H1 *The four TTMF viewpoints namely (i) strategic implications, (ii) customer service delivery satisfaction, (iii) tourist management and (iv) performance management viewpoints including their dimensions and sub dimensions can be reliably and validly measured.*

GQ1: Which strategies do you regard will influence the way you manage talent in your hotel/company?

GQ2: What aspects influence the way your managers manage the talent management process in their departments?

GQ3: What aspects of your customer service delivery are affected by the way you manage talent?

GQ4: Which performance management strategies will influence the way talent is managed?

Scenario 2:

H2: TET *and its dimensions*, namely, knowledge, tourism employee empowerment, induction procedures, job design *and* training outcome *and its sub dimensions can be reliably and validly measured.*

GQ5: Which training strategies influence the way you manage talent?

Scenario 3:

H3: Tourism employee retention *and its dimensions*, namely, turnover intention, retention strategies *and* employee surveys *can be reliably and validly measured.*

GQ6: What mechanisms do you feel will influence the retention of talent in your hotel?

5.6.8 Joint display presenting QUAN(qual) results

The last step of the mixed methods analysis looked at how guiding questions from the interview script are integrated and correlated with hypothesis H1 to H5, by way of an illustration aptly named joint displays. Fetters (2020), cited in McCrudden, Marchard and Schutz (2021), describes joint displays as tables or figures which are used for organising mixed data collection and analysis. The author goes further to say that joint displays are used to show how QUAN(qual) strands were mixed, aiding decisions about data collection and analysis. In this study, the researcher made use of joint displays in presenting the mixed method results (see figure 6.20), to refine QUAN results. In presenting the joint displays, the mean scores of the dominant items obtained from the QUAN study will be presented alongside extracted themes from the (qual). Therefore, extracted themes were analysed and reported on whilewhilst those that were not extracted were excluded from the report. A resultant of various factors can be attributed to why some themes not being extracted, such as hotel culture, not

part of hotel strategy, among others (however these will not be dwelt on in this particular study, paving way for further study as alluded to in Chapter 8). Thereafter, the researcher interpreted the resultant themes and scores from QUAN(qual) data. In interpreting the results of both QUAN and (qual), use of both the descriptive reports and as well as the hierarchical charts will be made as they will be compared against each other to check for correlations and significance. The presented section on statistical data analyses that were conducted in this study, concluded the Chapter 5 and paved way for the analysis chapter.

5.7 SYNTHESIS

This chapter outlined the research approach whereby the pragmatic view was adopted, while emphasising the research design and research methods used. Mixed methods approach was used to facilitate construction of the research instruments, namely, the quantitative and the qualitative [QUAN(qual)]. This was done by following the sequential explanatory design of mixed methods with QUAN being the dominant and (qual) being secondary. This approach sought to address the limitations of the use of either qualitative or quantitative methods on their own in addressing the 2 research objectives of this study. A 9-step approach derived from Creswell and Plano-Clark (2011) was applied in carrying out the research method as depicted by Figure 5.2 in 5.4.

Snapshots of the population about which data are gathered from were used to generate data for this study. The population, sampling frame, measuring instruments, research procedure and the statistical analyses discussions were explained in this chapter. The study was conducted on all management levels of hotel employees in selected hotels in Zimbabwe. Prior to the study, a pilot test was run on authorities whom the researcher felt were knowledgeable enough to relate to 1) the research instruments; 2) the tourism and hospitality industry 3) and talent management scenarios. Selection of the respondents was done by purposive sampling as it addressed the empirical nature of the study.

Permission to undertake the study was sought and granted by the respective authority in HAZ. Thereafter, an ethical clearance certificate number [2016_CEMS_ESTTL_001] (amended 29 November) ref **Appendix N** was granted to the researcher by SENRIC paving the way for the field work to commence. The various

strategies of data collection for both QUAN(qual) were outlined. Furthermore, clarifications of data coding and capturing and as well as cleaning to enable accuracy of capturing were outlined.

Both quantitative and qualitative data analysis processes were delineated. Processes addressed herein for the QUAN include univariate factors analysis, descriptive analysis, confirmatory factor analyses, multi-variate data analyses and inferential analysis. Testing for mediation was done. The (qual) deductive approach to explore the data was outlined ending with the integration of the qualitative data with the quantitative data so as to interpret the QUAN. Basing on the various approaches, procedures and methodologies underlined in Chapter 5, Chapter 6 contains the findings of the present study.

CHAPTER 6: RESEARCH RESULTS

6.1 INTRODUCTION

The preceding Chapter 5 presented the research design of the study. This was inclusive of the research approach and the research method. Herein Chapter 6, the results of this empirical study are presented in terms of the various quantitative research questions and research hypotheses together with the results from the qualitative data, as proposed in Chapters 2, 3 and 4. As illustrated in Figure 6.1, the discussion of this chapter will follow the research method steps as a parameter in reporting the results of this study.

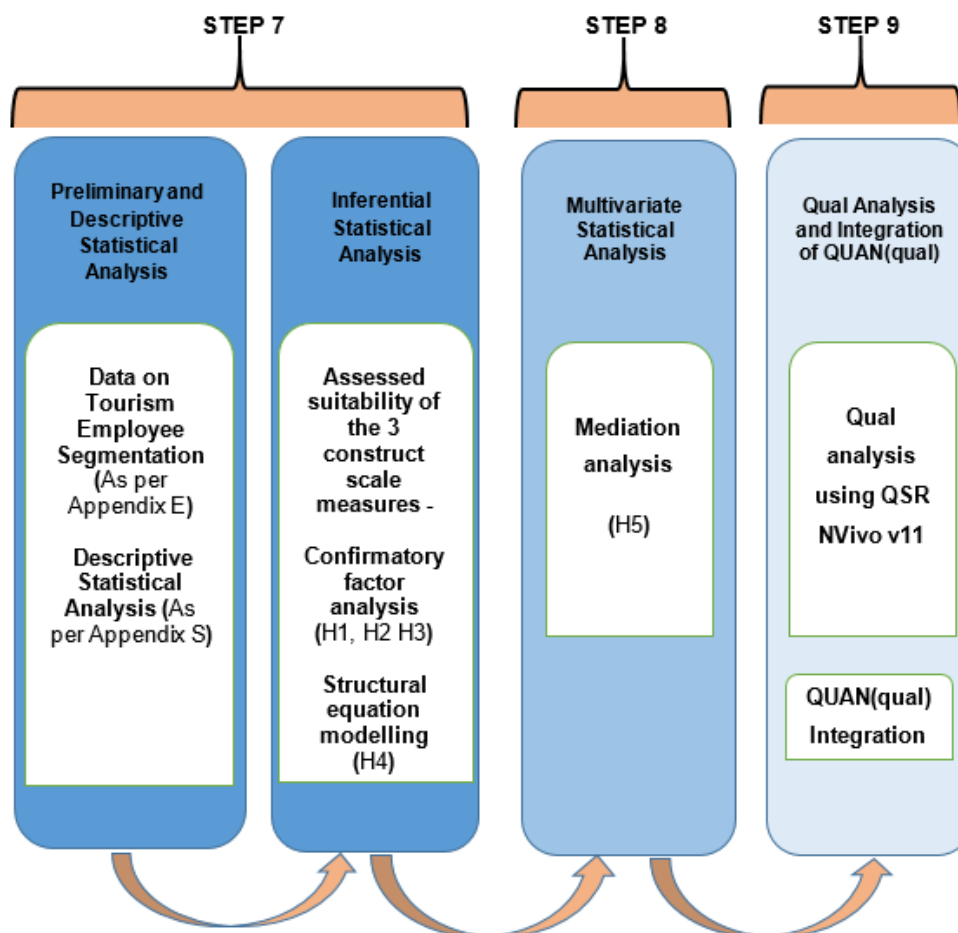


Figure 6.1 The three research steps.

Source: (Adopted from Jacobs, 2005; Strydom 2006).

Each of the research steps will be discussed in separate sections within this chapter.

6.2 EMPIRICAL RESEARCH OBJECTIVES OF THE STUDY

6.2.1 Quantitative Research objectives

In lieu of this study, a theoretical model was presented in Chapter 1 (Figure 1.2) from which the quantitative objectives of this study were derived. The nature of the relationships between the sets of major dimensions within this figure, and research hypotheses consequent to the literature (Chapter 2) formed the basis for the formation of the following Empirical Objectives (EO). Descriptive statistics (percentages) were used to establish and compare the extent of tourism segmentation, while CFA and SEM were used to determine if scores on a TTMF are related to TER scores and how this relationship is mediated by TET scores.

6.2.2 Qualitative Research Question

Drawing from Figure 1.2, the following (qual) question will be discussed herein and the 6 guiding questions as in **Appendix G**. The formulated qualitative research question is:

Which variables can influence the relevance of the identified constructs related to tourism human resources behaviour (such as a TTMF, TET and TER) for the retention of hotel employees?

6.3 PRELIMINARY AND DESCRIPTIVE STATISTICAL ANALYSIS

6.3.1 Step 7 - Item descriptive statistics for screening question, tourism employee segmentation

In discussing the following sections, the area shaded in orange in the following diagram (as introduced and covered in Chapter 5) will be addressed first. This same process will be used in presenting all the analysis in this chapter.

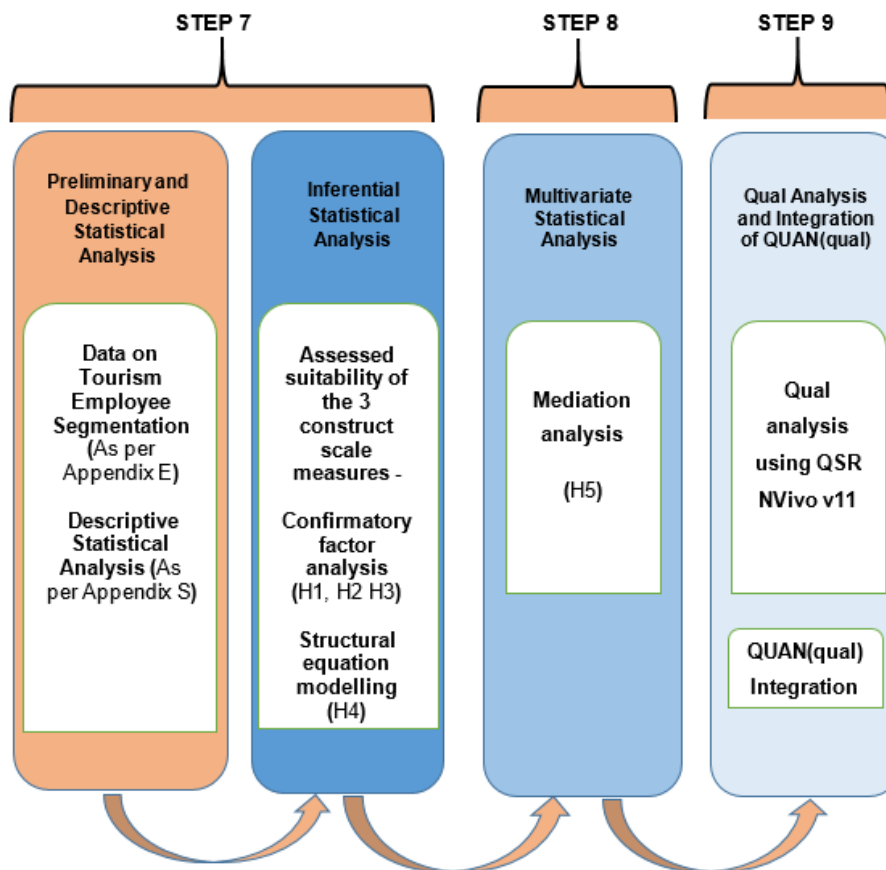


Figure 6.2 Step 7: Item descriptive statistics for tourism employee segmentation.

Source: (Adopted from Jacobs, 2005; Strydom, 2006).

6.3.2 Frequencies for screening question

Basic frequencies were done and presented in the form of graphs mainly on demographic and employee segmentation variables. The researcher used robust variance estimation during SEM to adjust for any potential deviation from normality apart of the huge sample size of 443 which assume normal distribution. The output data were presented using tables, graphs, charts and testing of hypothesis to enable easy comparison and clear projection of the situation. Before the data were analysed, the final sample was established where a total of 443 out of a possible 475 responses from the questionnaire were received; however, for a response to be valid, it had to meet this criterion namely:

As stated in 5.4.3.1.1., all participants would have had to answer YES to the question “Have you worked at this hotel/same group for more than 3 years?” (Question 1 in Section A Ref. **Appendix F**)

As alluded to above, the final total number of 443 respondents were realised and used in the data analysis, showing that all 443 respondents have worked in the hospitality industry for a period more than three years. This question assisted the researcher with a further conceptualisation of the demographic profile of the employee segmentation of the hotels under study.

6.3.3 Descriptive statistics (frequencies) for demographic profile

6.3.3.1 Gender

Gender among other social classifications as purported by Kane-Sellers (2009) has become an important employee factor in the prediction of employee retention. It is also one of the most frequently used variable as discussed in 2.5.1.1. Figure 6.3 illustrates the gender distribution of the respondents in this study.

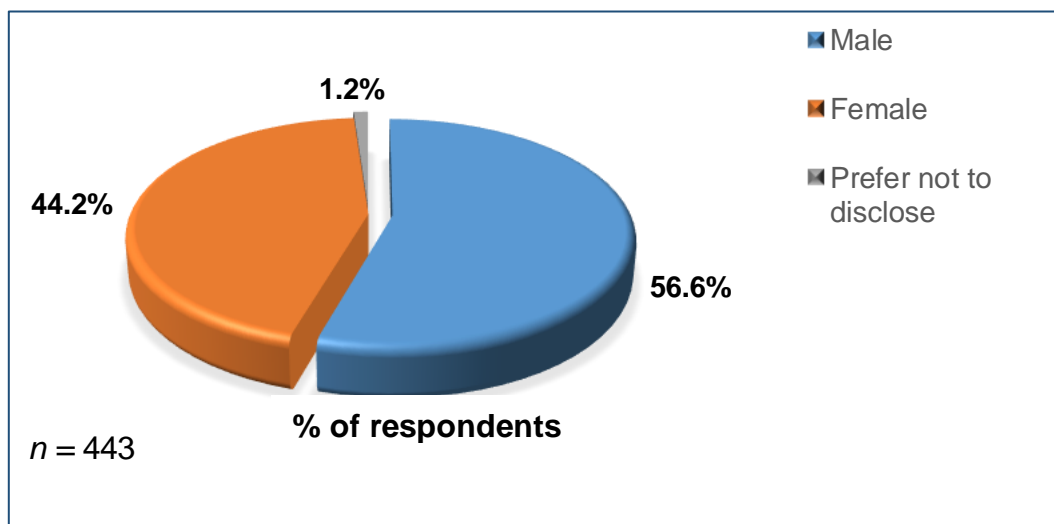


Figure 6.3 Percentage distribution of gender

The female to male ratio of the study participants was 1:1.2, there was a statistically significant difference ($p = 0.03$) between males 242 (56.6%) and females 196 (44.2%). Five respondents (1.2%) preferred not to disclose their gender status owing to one reason or the other. All respondents disclosed their gender and there were no missing values.

6.3.3.2 Age of respondents

Age was categorised into five categories as discussed in 2.5.1.2 specifically;

- Builders*: 1925-1945 (66 years and above)
- Baby Boomers*: 1946-1964 (52-65 years)

- c) *Generation X*: 1965-1979 (37 - 51)
- d) *Generation Y*: 1980-1994 (22-36 years)
- e) *Generation Z*: 1995-2010 (below 21 years). (Dolot, 2018).

The following are results derived from the study in terms of the age of respondents and this is depicted on Figure 6.4:

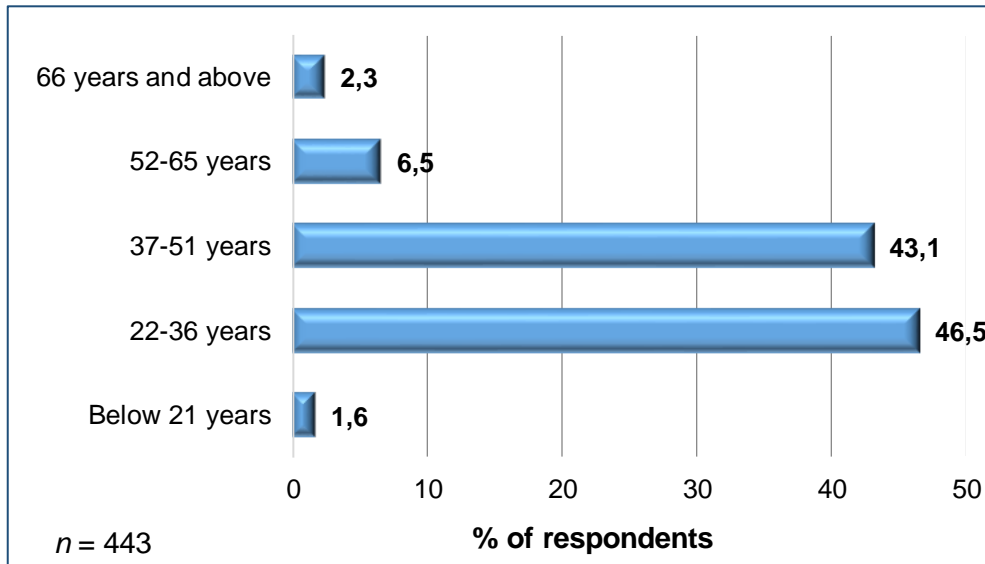


Figure 6.4 Age categories

The most common age categories were those of 22-36 at 46.5% and 37-51 years at 43.1% (Generations X and Y respectively), while those below 21 (Generation Z) are the least group of respondents with 1.6%. The upper age categories from 52 years are fewer compared to the other age groups from the sample studied. All respondents indicated their ages and there were no missing values.

6.3.3.3 Highest educational qualification

Smeaton and Mckay (2003) attest that employees that have furthered their education have a greater propensity to retention than those employees that did not pursue further their education. Below is a graphical illustration of the results.

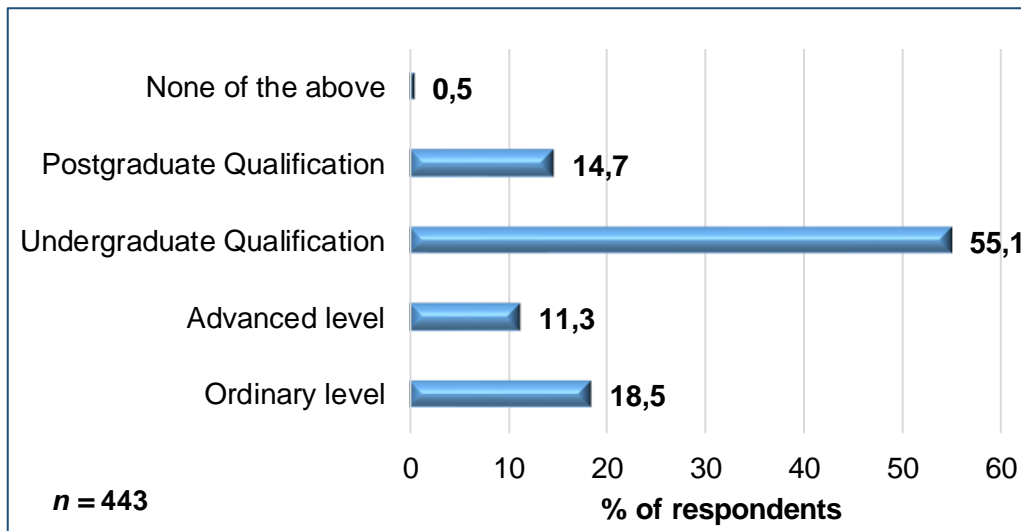


Figure 6.5 Highest education qualification

From the preceding figure, 55.1% of the respondents have attained tertiary education relevant to their work showing a vibrant inclination to employ employees with undergraduate qualifications. Respondents with ordinary level qualifications constituted 18.5% and those with postgraduate qualification were 14.7%. While 11.3% of the respondents who have an advanced level qualification, (0.5%) do not have any of the prerequisite qualifications stipulated earlier.

6.3.3.4 Hotel departments

The operational and administrative departments of the hotel exist and function as essential elements of each other within the hotel. 2.5.1.4 discussed in detail and the following Figure 6.6 illustrates the main operational departments and others⁶².

⁶²Other departments have been captured in the chart and comprises of Accounts, Administration, Estates, Human Resources, Information Technology, Loss Control, Nurse, Quality Assurance and Sales.

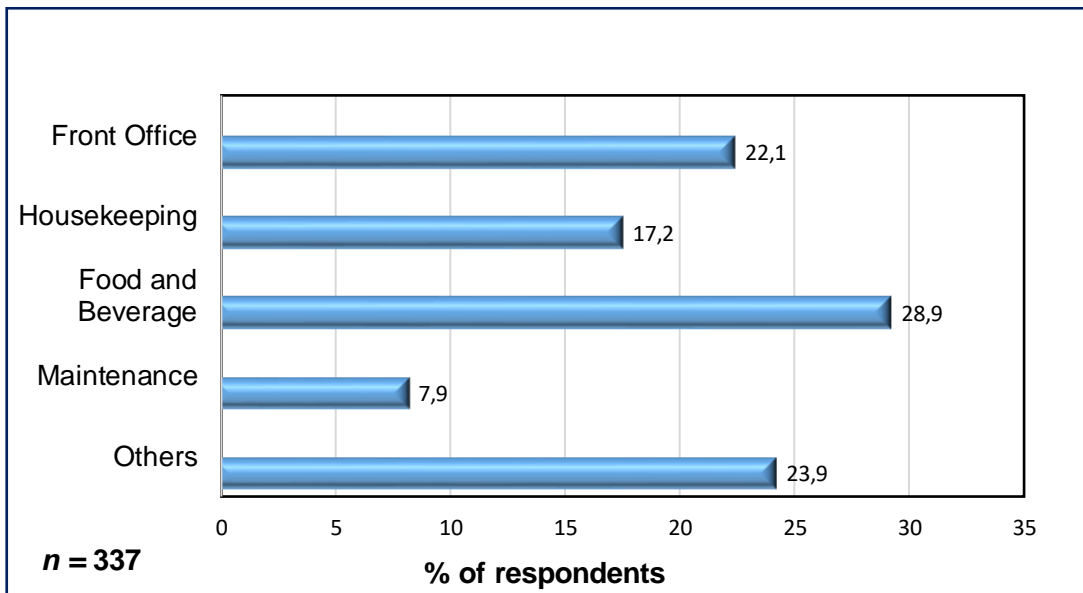


Figure 6.6 Hotel department you are currently working in

The bulk of the 337 respondents as per Figure 6.6 were from food and beverage at 28.9% while fewer respondents emanated from the maintenance department at 8%. Front Office respondents had 22.1% of the respondents, housekeeping had 17.2% while others had 23.9%. All 337 respondents gave a response to this question and resultantly, there were no missing values.

6.3.3.5 Other hotel departments

The administrative departments are referred to as *Other* department and these are inclusive of various hotel functions (see footnote 61). Figure 6.7 illustrates the Other Hotel departments.

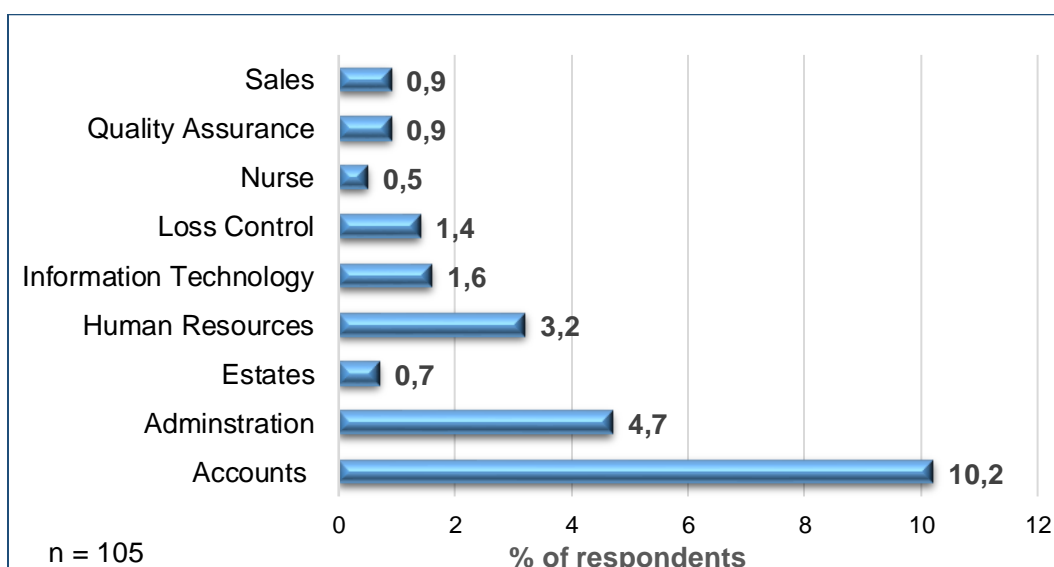


Figure 6.7 Other departments

As illustrated in Figure 6.7, 106 respondents cited *Other Hotel departments* which they work in and from response obtained, 10.2% of the respondents hailed from accounts department. Interestingly, a 5.5% variance exists between accounts and administration which had the next highest respondents. Fewer respondents were obtained from the nurse (0.5%), estates (0.7%) and sales and quality assurance both at 0.9%. Both Figure 6.5 and 6.6 are constituted of operational departments that are typically found in a hotel. In both instances, all respondents answered the two questions hence there are no missing data.

6.3.3.6 Job Positions

Cushway (2011) mentioned in 2.5.1.5 purports that job positions as outlined within a hotel's chain of command have the obligation of providing information and advice to employees in line positions. Figure 6.8 depicts responses regarding management levels that the sample is engaged in within the various hotels.

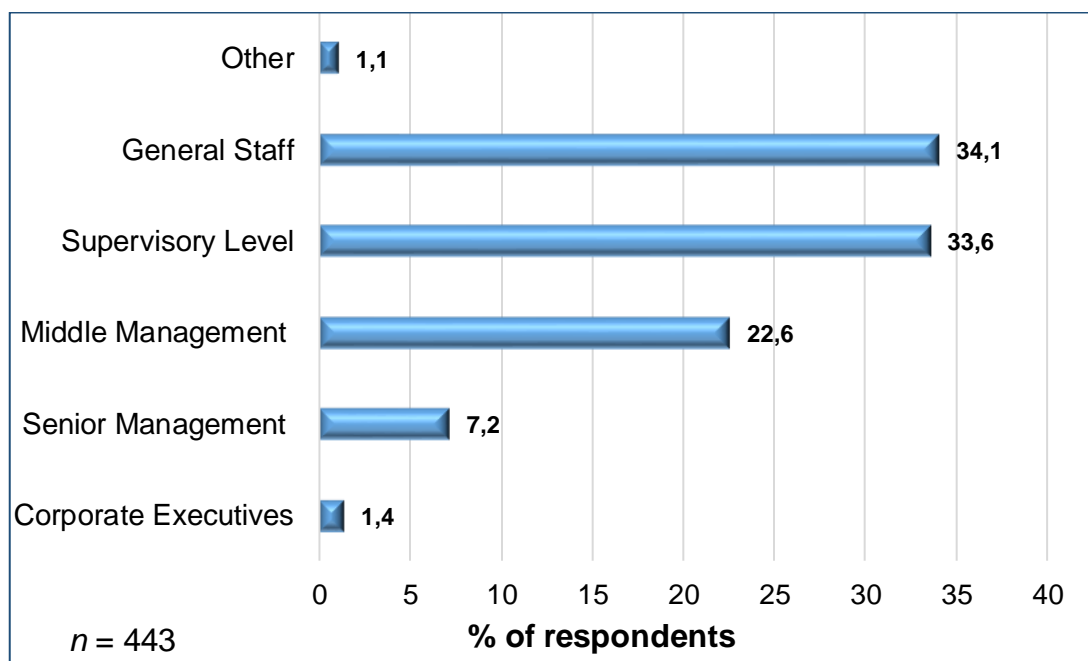


Figure 6.8 Management levels

Discussions from Hattrup (1993), reveal the span of control for supervisors to be either narrow or wide, within the range of 5-6 subordinates per supervisor. However, in this study, a disproportionate % of both supervisory and general staff exists, constituting the greatest response group with 33.6% and 34.1% respectively⁶³. Middle

⁶³ The disproportion can be attributed to more supervisors than subordinates filled in the questionnaires, possibility of sampling bias.

management was made up by 22.6% and senior management was made up of 7.2% while 1.4% was of corporate executives. The 1.1% other represents other levels of management that are not covered by the five levels. This one percent has been made up of management trainees that are recruited on various programmes within the hotels.

6.3.3.7 Have you ever been promoted since you started working at this hotel?

Respondents were questioned on their promotion status since taking up employment at their various places of work. Figure 6.9 presents the responses graphically.

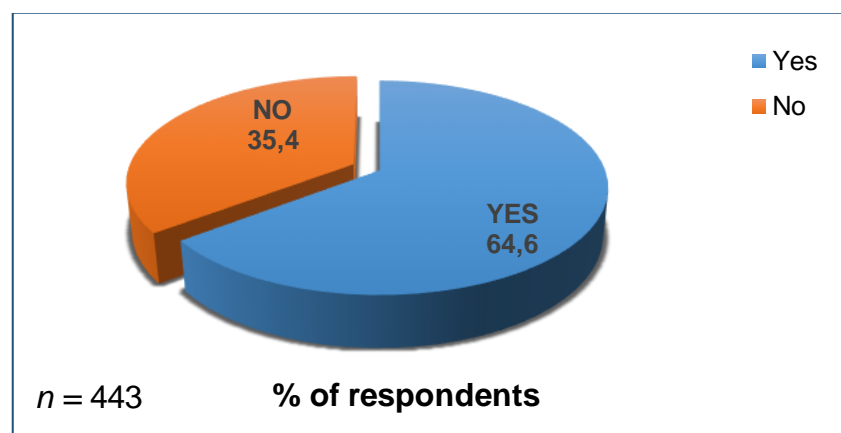


Figure 6.9 Have you ever been promoted since you started working at this hotel?

Figure 6.9 illustrates that 64.6% of 443 which translates to 286 respondents, stated that they have been promoted whilewhilst 35.4% have not yet been promoted. All respondents gave a response to this question; therefore, there are no missing values.

6.3.3.8 Have you attended training in the past five years?

Training for employees is initiated and planned for within any business setup specifically a tourism related business with the main objective of improving service and profitability of the business (Timmerman 2013). Figure 6.10 displays the number of respondents that attended some form of training in the last five years.

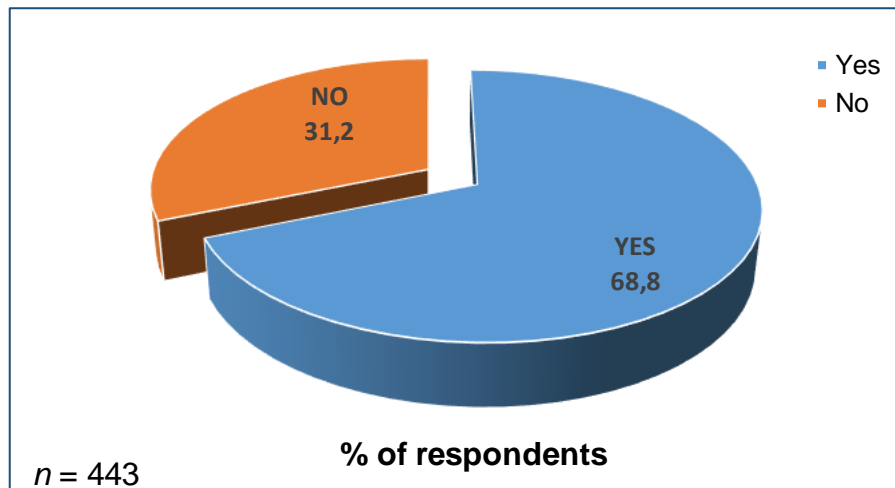


Figure 6.10 Training attendance in the past 5 years?

In responding to this question, 68,8% (305) respondents reacted positively to while 31.2% (138) respondents gave a negative response. All respondents answered this question and there were no missing values (see Figure 6.10). Those that were trained went further to establish the courses that they were trained.

In further discussing this element, Table 6.1 outlines the type of courses that respondents were trained. Evidently, courses that were trained had different names from each other though similar in nature. Therefore, for the purpose of this study, the various training programmes have been grouped together to enable ease of reading. Footnote 63 further expounds the various trainings that were highlighted.

Table 6.1 *List of courses*

Courses	Frequency	Valid Percent
	277	62.5
Finance Packages⁶⁴	13	3
Basic First Aid	14	2.9
Sales Training	14	3.2
Bed-making techniques	2	.5
Food and Beverage Service	12	2.8
Computer appreciation course	13	2.9
Customer Service	32	7.3
Front Office operations	21	4.8
Grooming & etiquette, online bookings training	2	.4
In-house training	6	1.4
Management Trainings	33	7.5
Operate laundry machines	4	.9
Total	443	100.0

Table 6.1 shows that Management trainings at 7.5% (33 respondents) and customer service 7.3% (32 respondents) were the most mentioned of courses that are being trained in the sample hotels. Interestingly, grooming and etiquette (0.4%) and bed-making techniques (0.5%) were the least courses to be trained.

6.3.3.9 How are hotel trainings usually initiated?

Where trainings are taking place, they are scheduled owing to the influence of the identified factors as indicated in Figure 6.11 below.

⁶⁴ Expanded list of courses:

- Finance Packages - ACCPAC, Advanced excel training and Advanced financial& Excel reporting.
- Customer Service -Customer care (Zimhost & Zimcare), Hospitality, Service excellence, Social dialogue, Customer care, suggestive selling, menu presentation and customer service.
- Sales Training - Brand standard training, Revenue generation management & Sales Conversions.
- Food and Beverage Service includes: Cocktail and Barista course & wine tasting, Functions training course, Waiter care and Wine tasting
- Front Office operations - Micros POS, Opera PMS, HTI - plus point central, POS training & Porter skills
- Management Training - Duty Management, General Management, Result based management, Supervision, Tourism & Hospitality Management and Yield Management.

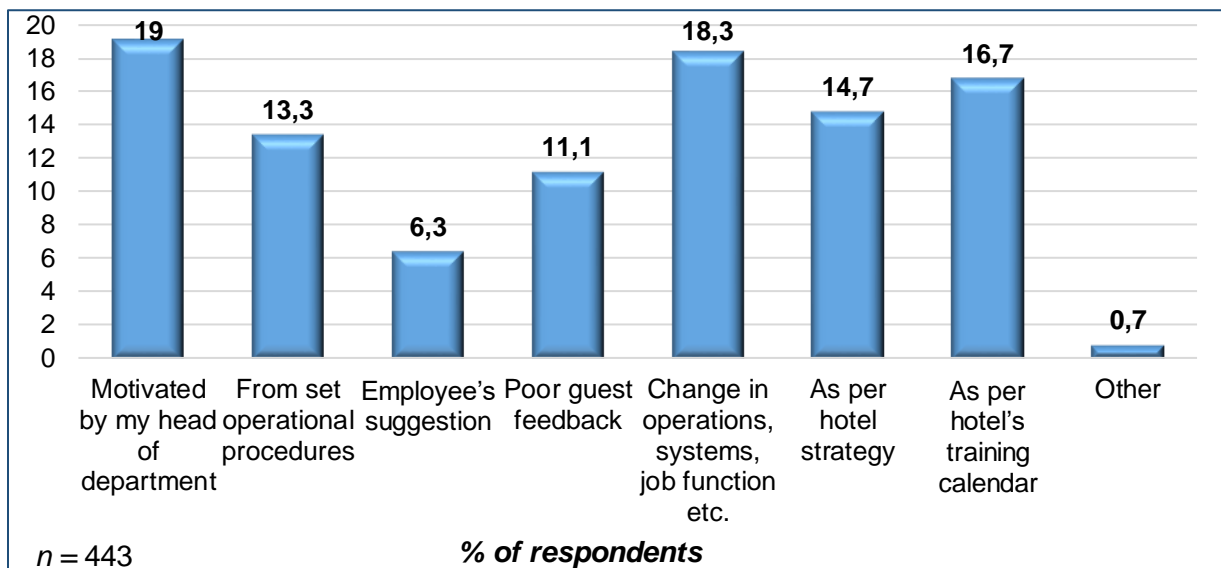


Figure 6.11 Initiators of training

In response to the preceding question, (i) 19% of the respondents stated that trainings are motivated by head of department closely followed by (ii) change in operation, systems, job function etc. at 18.3%, (iii) as per hotel's training calendar (16.7%), (iv) hotel strategy (14.7%); (v) set procedures (13.3) and (vi) poor guest feedback (11.1%) are other moderately considered instigators (see Figure 6.11). However, employee's suggestion was reported not to influence training that much being only 6.3% of the responses received which translates to 28 respondents.

6.3.3.10 Other – Training Initiators

Other instigators of training were mentioned by the respondents, and these were illustrated on Figure 4.12. 0.7% of the respondents responded that they have other initiators besides the ones identified by the researcher, and these are illustrated on the said Figure 6.12.

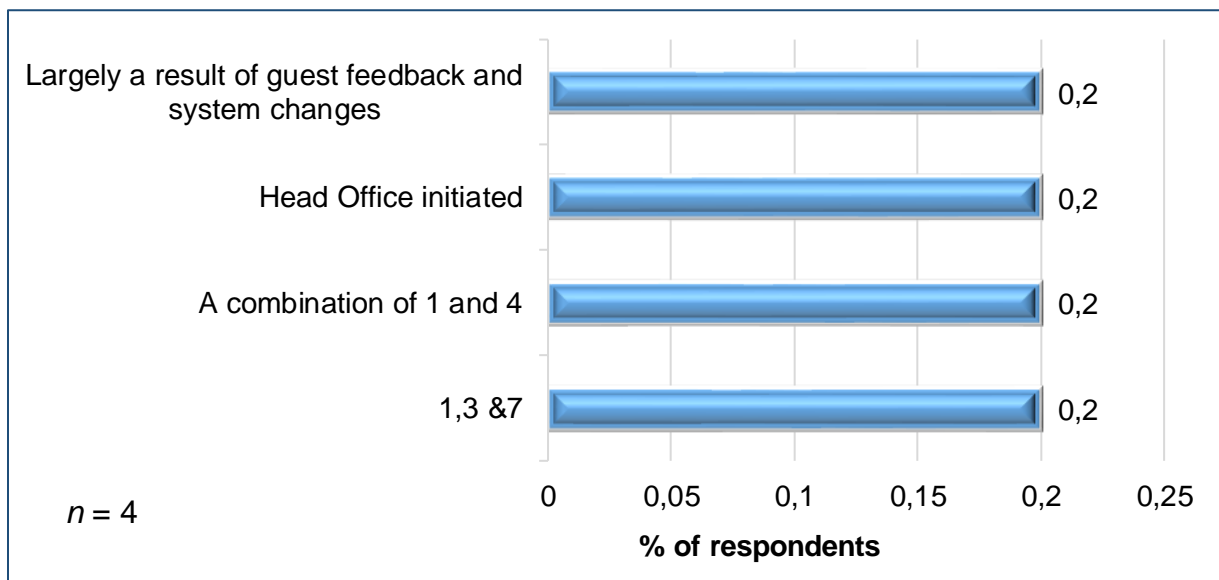


Figure 6.12 Other - Training initiators.

Respondents that gave the above answers (see Figure 6.12) felt that a mixture of choices given, aptly identifies how trainings are initiated at the various hotels. The foregoing responses all at 0.2% were answered by 4 respondents. The identified combinations include motivated by my head of department and poor guest feedback (combination of 1 and 4) and motivated by my head of department, employee’s suggestion and per hotel’s training calendar (combination of 1, 3 and 7). For hotels that belong to part of a group or chain, trainings are often initiated from the head office while those that have guest feedback systems, will rely on feedback and system changes.

6.3.3.11 Province of Zimbabwe you work

The final demographic profile as discussed in 2.5.1.8 is province of work in Zimbabwe. Zimbabwe is divided into ten provincial provinces. For the purpose of the present study, respondents’ place of work was investigated in terms of province of employment 28.4% of the respondents hail from Zimbabwe. Bulawayo 18.9% and Midlands province 12.4% have the next highest respondents. Mashonaland Central has the least number of respondent at 0.7% followed by Matebeland South with 0.9%. Figure 6.13 illustrates the origin of the respondents of this study.

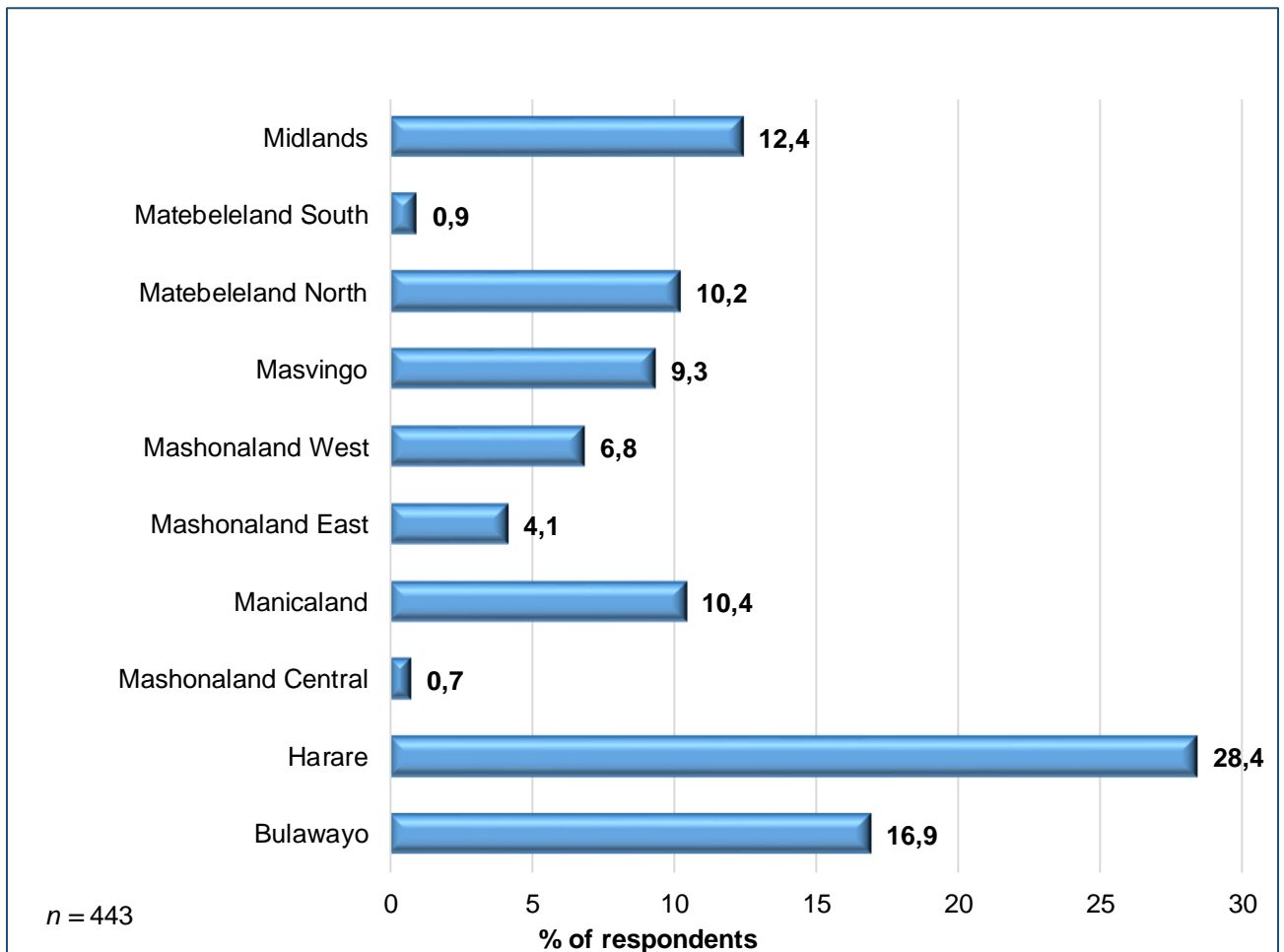


Figure 6.13 Provinces of Zimbabwe.

About 28.4% of the respondents hail from Zimbabwe. Bulawayo at 18.9% and Midlands Province 12.4% have the next highest respondents. Mashonaland Central has the least number of respondents at 0.7% followed by Matebeleland South with 0.9%.

6.4 INFERENCE STATISTICAL ANALYSIS

The discussion in this section is with reference to Step 7 of the methodology discussion in Chapter 5. Sections 6.4 to 6.4.2.2.12 discusses the CFA results while 6.8 will look at the SEM results. Figure 6.14 is a pictorial guide of the quantitative process under discussion.

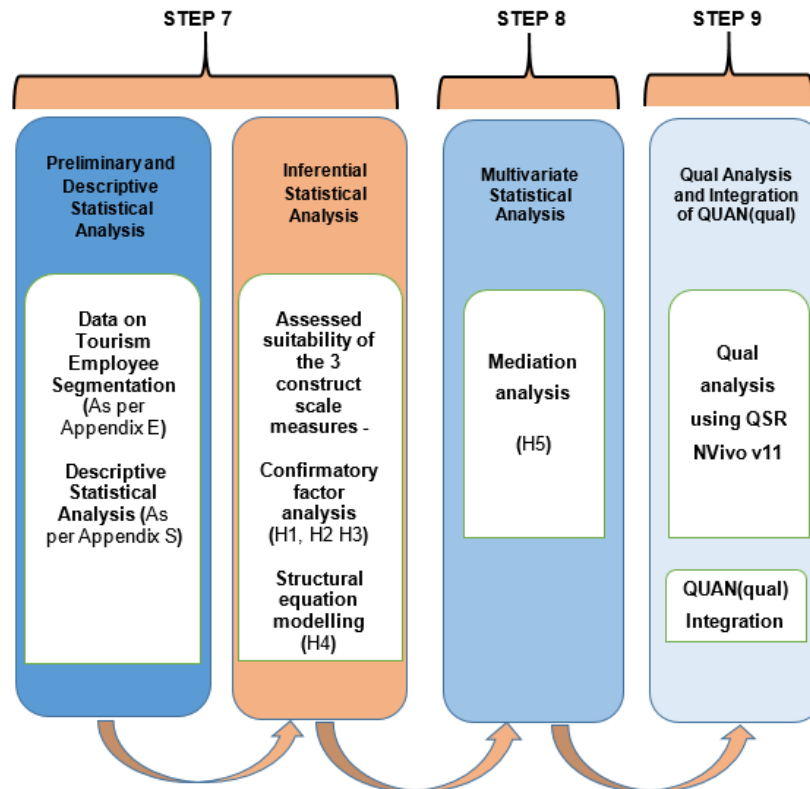


Figure 6.14 Step 7: Descriptive statistics and factor analyses. Source: (Adopted from Jacobs, 2005; Strydom 2006)

6.4.1 Formulation of the Research Hypothesis

The following statistical hypotheses were developed to answer the QUAN research question and to make decisions on how to use the data as indicated in this chapter. These hypotheses were based on the quantitative objective of this study as illustrated in Figure 1.2 (and discussed in section 1.5) and resulting from the research hypotheses stated in Chapters 3 and 4. The model indicated in Figure 1.2 outlines various relationships among the constructs of this study that have been used in developing the TETMF model to inform for retention of the tourism employee population. Based on the proposed theoretical model in Chapter 1 and the empirical motivation in Chapters 3 and 4, the following QUAN research hypotheses are summarised in Table 6.2;

Table 6.2 Formulation of research hypotheses

Empirical research aim	Research Objectives	Theoretical Research Objectives	Research hypothesis	Qualitative Guiding questions	Statistical procedure
To investigate human resources practices amongst hotel employees by determining which elements of tourism employee talent management and tourism employee training aim at enhancing tourism employee retention in Zimbabwe.	RO1: Whether the four TTMF viewpoints (Strategic Implications, Tourism Management, Customer Service Delivery Satisfaction and Performance Management) and their dimensions and sub-dimensions can be integrated into a Tourism Employee Talent Management Framework to be reliably and validly measured.	TRO1: Describe the TTMF with emphasis on the integration between the four viewpoints – strategic implications viewpoint; customer service delivery satisfaction viewpoint; management’s viewpoint and performance management viewpoint.	H1: <i>The four TTMF viewpoints (Strategic Implications, Tourism Management, Customer Service Delivery Satisfaction and Performance Management) and their dimensions and sub-dimensions integrated into a Tourism Talent Management Framework can be reliably and validly measured.</i>	GQ1: Which strategies do you regard will influence the way you manage talent in your hotel/company? GQ2: What aspects influence the way your managers manage the talent management process in their departments? GQ3: What aspects of your customer service delivery are affected by the way you manage talent? GQ4: Which performance management strategies will influence the way talent is managed?	Item Descriptive Statistics CFA
	RO2: Whether TET and its dimensions, namely knowledge, tourism employee empowerment, induction procedures, job design, and training outcome can be reliably and validly measured?	TRO2: Describe the TET construct and its theoretical dimensions.	H2: <i>TET and its dimensions, namely knowledge, tourism employee empowerment, induction procedures, job design, and training outcome can be reliably and validly measured.</i>	GQ5: Which training strategies influence the way you manage talent?	Item Descriptive Statistics CFA
	RO3: Whether TER and its dimensions namely turnover intention, retention strategies and	TRO3: Explore the TER construct and the dimensions it consists of.	H3: <i>TER and its dimensions namely turnover intention, retention strategies and</i>	GQ6: Which training strategies influence the way you retain talent?	Item Descriptive Statistics CFA

	employee surveys can be reliably and validly measured?		employee surveys <i>can be reliably and validly measured.</i>		
	RO4: Whether the theoretically TER hypothesized framework has a good fit with the empirically manifested model.	TRO4: Investigate if the theoretically TER hypothesized framework has a good fit with the empirically manifested model.	H4: The theoretically TER hypothesized framework has a good fit with the empirically manifested model.		Structural equation modelling
	RO5: Whether TET <i>significantly mediates the relationship between TTMF and TER.</i>	TRO5: Explore if TET significantly mediates the relationship between TTMF and TER.	H5: TET <i>significantly mediates the relationship between TTMF and TER.</i>		Mediation analyses using Structural equation modelling

6.4.2 QUAN: Statistical Hypotheses data analyses: Uni-variate Factor analyses (confirmatory factor analysis)

This section reports on the descriptive statistics, CFA and SEM methods used to report results for H1, H2, H3, H4 and H5. These statistical hypotheses will be discussed in the following sections.

6.4.2.1 Item Descriptive Statistics

In Chapter 5, (5.6.1.1) outlined the statistical analyses applied to the descriptive statistics. **Appendix S** summarises the results of the descriptive analysis. An inspection of the TTMF, TET and TER indicated that most item distributions have fairly normal to normal distributions as the modes, means and medians were relatively within close proximity to each other. Tests for normality of distributions are presented herein for each construct. All factors presented were negatively skewed. Where identified, attention was given to missing values by indicating the mean score. It was established that the items' values were suitable for use for further statistical analysis (Assaker et al, 2012). Accordingly, the mode, mean and median have the same values, consequently, 50% of the scores are either below or above the value. The majority of the items in all the six dimensions are slightly negatively skewed. **Appendix S** depicts the values of the normal distribution on Tables S1, S2 and S4 respectively.

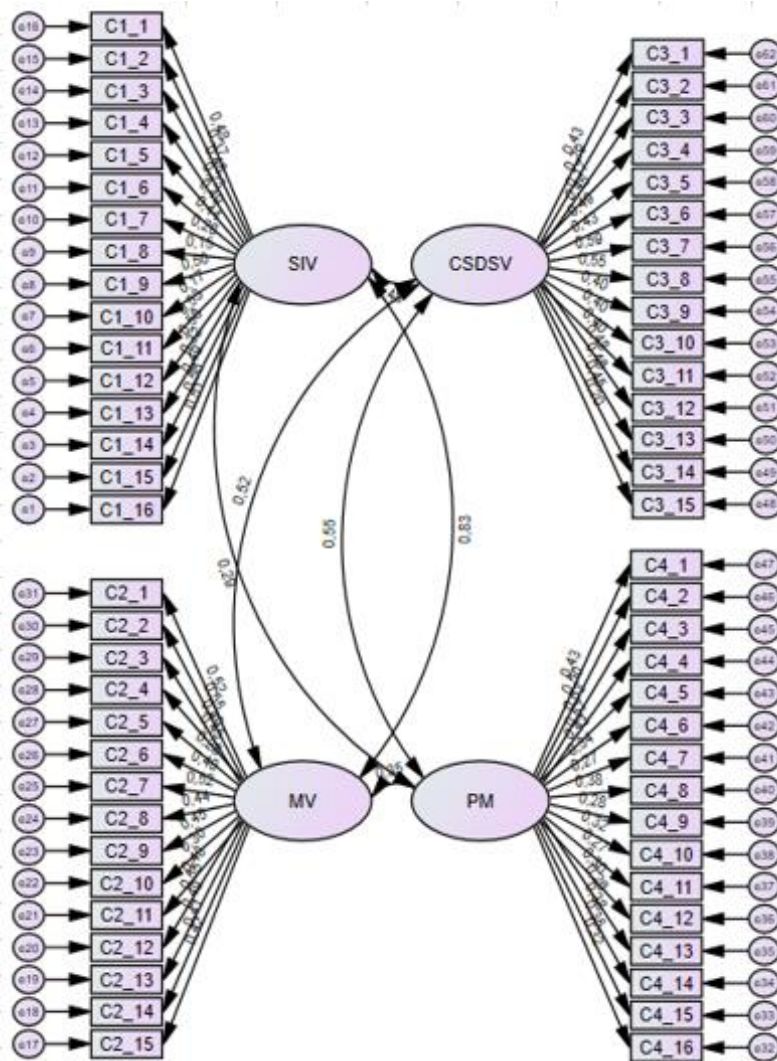
6.4.2.2 Confirmatory Factor Analysis

The following statistical hypotheses were developed to answer the QUAN research question as well as to make decisions on how to use the data as indicated in this chapter. One factor analytical approach will be used to examine the inter-relationships of the factors in the measure, namely CFA. CFA has been used instead of EFA mainly because EFA is used for model development whilst CFA is used for model fit, as applied in this study (Jung, 2013; Assaker et al, 2012) (refer to 5.6.3.1.6). Furthermore, Hair et al., (2018) support the use of a CFA for the testing of a model fit following a detailed and rigorous literature investigation (as was done in Chapters 2 and 3). This section looks at the descriptive statistics and CFA method used to report results for H1, H2 and H3. For H1, where baseline, first order CFA and 2nd order CFA results are presented; H2 has baseline and first order CFA results, and H3 presents baseline and first order CFA results. In discussing the following sections below, the results for the baseline model will be discussed first, followed by the 1st order CFA to investigate the

model fit of the items on the construct, and finally the 2nd order CFA (where necessary). The results of the CFA of the three constructs, namely the Tourist Talent Management Framework (hereafter mostly referred to as TTMF), Tourism Employee Training (hereafter mostly referred to as Training) and Tourism Employee Retention (hereafter mostly referred to as Retention) are discussed herein as outlined in **6.3**.

6.4.2.2.1 Baseline – 1st order CFA TTMF model

CFA was done to assess the model fit of the TTMF scale and to test for common method bias. It was further conducted to investigate the probability of a unidimensional model by including all the items of the TTMF in a factor analysis (Model 1). CFA was also conducted to evaluate the extent to which additional models (as guided by the theoretical conceptualisation) fitted the data. The baseline model showed a poor model fit with the following (CMIN/df = 2.88; $p = 0.00$; GFI = 0.67; AGFI = 0.65; NFI = 0.39; TLI = 0.47; CFI = 0.49; RMSEA = 0.07; SRMR = 0.08), as reflected in Figure 1 in **Appendix T** and was therefore retained for subsequent analysis and model modification. According to Bollen and Stine (1990) and Moss (2016), these measures are only a guideline, as models that generate a CFI of 0.70 represent progress and should therefore be considered as acceptable, as discussed under section **5.6.2.1**. Figure 6.15 illustrates the scale measures of global fit for the TTFM CFA baseline model:



Notes: n=443; standardised coefficients: SIV = strategic implications viewpoint; MV = management viewpoint; CSDSV = customer service delivery satisfaction viewpoint; PM = performance management.

Figure 6.15 TTMF scale measures of global fit for TTMF model 1.

The four dimensions (SIV, MV, PM and CSDSV) were loaded each outside the standardised loadings (>0.50). The CR's are bigger than 0.70 for all four dimensions, (standard being bigger than 0.70) (Fornell & Larcker, 1981, Hair et al., 2018:760). However, the AVE's are below 0.50 (Fornell & Larcker, 1981; Hair et al., 2018), suggesting model modification to adhere to the convergent validity for the TTMF to be acceptable. Results from figure 1 (**Appendix T**) indicate high correlations between the items which support TTMF as a single construct. The standardised regression weights for TTMF factor loadings are reported in Table 6.3.

Table 6.3 *Standardised regression weights for the TTMF model 1.*

Items		Viewpoints	Standardised Estimate (β)
C1_16: How confident are employees in performing various tasks within the hotel?	<---	SIV	0.51
C1_15: How often are career development plans (such as mentoring of employees to become a departmental manager) created for succession planning within your hotel?	<---	SIV	0.56
C1_14: Can you easily identify performance gaps (such as time management) in the current employee competency levels?	<---	SIV	0.49
C1_13: In your view, is it necessary to formally assess employees' skills earlier in the recruiting process?	<---	SIV	0.32
C1_12: Does your hotel create an environment where employees' ideas are valued?	<---	SIV	0.56
C1_11: How often does the management of your hotel create an environment where employees' ideas are listened to?	<---	SIV	0.54
C1_10: How important is it to have well defined roles for each employee in the hotel?	<---	SIV	0.17
C1_9: Do you agree that your hotel employs people of different cultures?	<---	SIV	0.50
C1_8: Are you in agreement that the use of technology reduces labour costs in Zimbabwean hotels?	<---	SIV	0.15
C1_7: In your view, how important it is to have employee forums to address new fresh service ideas?	<---	SIV	0.28
C1_6: How accessible are computers at your workplace (such as point of sale systems for waiters)?	<---	SIV	0.44
C1_5: Do you agree that hotel employees have the prerequisite technical skills needed (such as waitering skills and culinary skills)?	<---	SIV	0.49
C1_4: Do you agree that employees within Zimbabwean hotels should continually improve their skills?	<---	SIV	0.23
C1_3: Once received training, how likely are hospitality trained Zimbabweans in the diaspora, to undertake work in the hospitality industry upon their return to Zimbabwe?	<---	SIV	0.49
C1_2: To what extend do you agree that Zimbabwean hotels are competitive in the Southern African Development Community (SADC) region in terms of how they manage their employees?	<---	SIV	0.37
C1_1 C1_1: Do you agree that Zimbabwe's hotels appeal to the first world market standard in terms of its service level?	<---	SIV	0.48
C2_15: Do you agree that hotel employees have control over their job descriptions?	<---	MV	0.42
C2_14: Do you agree that the management of your hotel addresses employees' welfare needs (such as medical assistance, full retirement packages)?	<---	MV	0.41
C2_13: To what degree do hotel employees derive satisfaction from their work?	<---	MV	0.49

Items		Viewpoints	Standardised Estimate (β)
C2_12: Do you agree that employees are provided with opportunities for development (such as training to learn a new skill)?	<---	MV	0.55
C2_11: Front line employees are aware of high cost drivers in their section.	<---	MV	0.48
C2_10: In your opinion does an understanding of hotel culture improve the performance of its workers?	<---	MV	0.30
C2_9: To what extent are hotel workers involved in doing work that leads to the success of their departments?	<---	MV	0.45
C2_8: In your opinion, is general hotel work appealing to part time hotel employees?	<---	MV	0.44
C2_7: Do you agree that hotel employees are well inducted into their roles prior to taking up a new role?	<---	MV	0.52
C2_6: Do you agree that part time hotel employees can work with minimal supervision?	<---	MV	0.40
C2_5: Is part time employment beneficial to the hotel's operations?	<---	MV	0.28
C2_4: How committed is the hotel in ensuring the running of a smooth talent management process?	<---	MV	0.45
C2_3: How consistent are managers in providing ongoing developmental feedback that supports employee development?	<---	MV	0.49
C2_2: Do Zimbabwean hotel employees feel empowered to make decisions at the respective post level, that impact their work?	<---	MV	0.55
C2_1: Do you agree that Zimbabwean hotels align employees with their corporate vision?	<---	MV	0.52
C4_16: How important is it for hotel employees to understand how their work performance is reviewed?	<---	PM	0.32
C4_15: How important are interpersonal skills (such as communication) as an essential component of your work performance at the hotel?	<---	PM	0.35
C4_14: How important are specialised skills, associated with the position, in the work performance of hotel employees?	<---	PM	0.38
C4_13: How much control do hotel employees have over their working conditions?	<---	PM	0.26
C4_12: Are monetary compensations (such as bonuses) based on performance reviews a fair way of compensation?	<---	PM	0.30
C4_11: Do performance reviews accurately reflect your performance?	<---	PM	0.27
C4_10: Are monetary rewards (such as bonuses) more important to you than non-monetary rewards (certificates of commendation)?	<---	PM	0.32

Items		Viewpoints	Standardised Estimate (β)
C4_9: How competitive is your monthly remuneration package compared with the rest of the SADC region?	<---	PM	0.28
C4_8: Do you agree that organisational goals become employees' goals throughout the working period?	<---	PM	0.38
C4_7: Are the stated performance targets reached within the given timeframes set by hotel management?	<---	PM	0.27
C4_6: How important is it that the hotel management clearly communicate ways of achieving hotel targets such as desired profitability and customer satisfaction?	<---	PM	0.34
C4_5: Do you agree that personal goals of employees are aligned to the achievement of hotel goals?	<---	PM	0.43
C4_4: Do you agree that employees have a positive regard of themselves by working at your hotel?	<---	PM	0.57
C4_3: How important is the presence of an employee recognition program a hotel employee motivation tool?	<---	PM	0.63
C4_2: To what extent does appreciation of their work make hotel employees feel valued?	<---	PM	0.50
C4_1: Do you feel that employee recognition is an indicator of how much a hotel values its employees?	<---	PM	0.43
C3_15: How attentive are hotel management to employees' concerns (such as working overtime)?	<---	CSDSV	0.20
C3_14: Does the management of your hotel understand that hotel employees can make contributions to the business in terms of the roles they play?	<---	CSDSV	0.45
C3_13: Does your hotel create a conducive working environment where employees' work can be improved?	<---	CSDSV	0.46
C3_12: How often does the management of the hotel place emphasis on employee job satisfaction efforts?	<---	CSDSV	0.48
C3_11: Do you feel that the future of the hotel business depends on guests' loyalty to the hotel brand?	<---	CSDSV	0.40
C3_10: Do you feel that team work amongst hotel employees is needed to enhance customer's loyalty?	<---	CSDSV	0.40
C3_9: To what extent is your' job satisfaction determined by your work performance?	<---	CSDSV	0.40
C3_8: Do you feel that guest feedback as a service improvement mechanism, is valued enough within Zimbabwean hotels?	<---	CSDSV	0.56
C3_7: Do you feel that you have an understanding of the necessary skills needed to support customer satisfaction?	<---	CSDSV	0.59

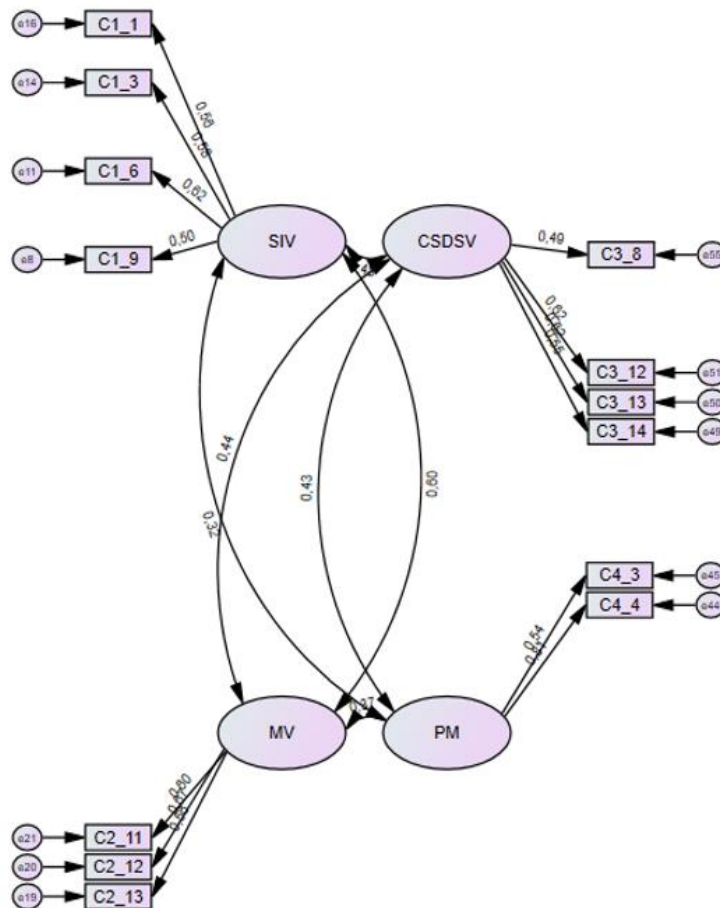
Items		Viewpoints	Standardised Estimate (β)
C3_6: On average do guests to Zimbabwean hotels find that the hospitality services rendered to them meet their satisfaction?	<---	CSDSV	0.43
C3_5: Are Zimbabwean hotel guests' expectations met by the hotel employees?	<---	CSDSV	0.49
C3_4: Will the application of quality management systems at a hotel have a competitive advantage in service delivery?	<---	CSDSV	0.45
C3_3: Do you feel that hotel employees are to be penalised for poor service delivery?	<---	CSDSV	0.17
C3_2: Are all hotel employees responsible for ensuring guest satisfaction?	<---	CSDSV	0.29
C3_1: Do you agree that your guests are satisfied with the level of hotel services delivered to them?	<---	CSDSV	0.43

KEY: C1=SIV = Strategic Implementations Viewpoint; C2=MV = Management Viewpoint; C3=CSDSV = Customer Service Delivery Satisfaction Viewpoint; C4=PMV=Performance Management Viewpoint.

As discussed in **5.6.3**, the standardised regression weight (β) reflects the amount of change in the dependent variable that may be attributed to a change equal to a single standard deviation in the predictor variable (Hair et al. 2018). The standardised estimates were used to evaluate the relative contributions of each variable to each construct in the model. Therefore, items that loaded nearer to 0.50 (Hair et al. 2018) have been retained. The factor structure extracted from the CFA 1st order (C1-C4 represent the TTMF) showed reasonable overlap with the theoretical model discussed in Chapter 2. Though all 62 items were retained, results achieved revealed that some model modifications were necessary for convergent validity, which led to the adjusted Model 2 in Table 6.4.

6.4.2.2.2 1st order CFA for the Adjusted TTMF

A 1st order CFA was conducted to determine better model fit statistics and to achieve convergent validity, (ref figure 2 in **Appendix T**) using SEM and AMOS V28, as indicated in figure 6.16.



Notes: n=443; standardised coefficients: SIV = strategic implications viewpoint; MV = management viewpoint; CSDSV = customer service delivery satisfaction viewpoint; PM = performance management.

Figure 6.16 TTMF scale measures of global fit for TTMF model 2.

The model fit statistics for the adjusted TTMF Model 2 (ref Figure 2 in **Appendix T**), are CMIN/df=1.55 (<3.00) as most parsimonious model, and RMSEA=0.04 (<0.06) to support an absolute fit. GFI=0.97 and CFI = 0.96 (>.90) reflects a good fit supporting the absolute model (Awang 2012; Schumacker & Lomax, 2010) as discussed under section 5.6.3.1 (see **Appendix T** Figure 2). Table 6.4 shows the standardised regression weights of the adjusted TTMF model 2 with the retained items.

Table 6.4 *Standardised regression weights adjusted TTMF model 2.*

Items		Viewpoints	Standardised Estimate (β)
C1_9: Do you agree that your hotel employs people of different cultures?	<---	SIV	0.50
C1_6: How accessible are computers at your workplace (such as point of sale systems for waiters)?	<---	SIV	0.62
C1_3: Once received training, how likely are hospitality trained Zimbabweans in the diaspora, to undertake work in the hospitality industry upon their return to Zimbabwe?	<---	SIV	0.58
C1_1: Do you agree that Zimbabwe's hotels appeal to the first world market standard in terms of its service level?	<---	SIV	0.56
C2_13: To what degree do hotel employees derive satisfaction from their work?	<---	MV	0.56
C2_12: Do you agree that employees are provided with opportunities for development (such as training to learn a new skill)?	<---	MV	0.67
C2_11: Front line employees are aware of high cost drivers in their section.	<---	MV	0.60
C4_4: Do you agree that employees have a positive regard of themselves by working at your hotel?	<---	PM	0.81
C4_3: How important is the presence of an employee recognition program a hotel employee motivation tool?	<---	PM	0.54
C3_14: How important are specialised skills, associated with the position, in the work performance of hotel employees?	<---	CSDSV	0.55
C3_13: How much control do hotel employees have over their working conditions?	<---	CSDSV	0.62
C3_12: Are monetary compensations (such as bonuses) based on performance reviews a fair way of compensation?	<---	CSDSV	0.62
C3_8: Do you feel that guest feedback as a service improvement mechanism, is valued enough within Zimbabwean hotels?	<---	CSDSV	0.49

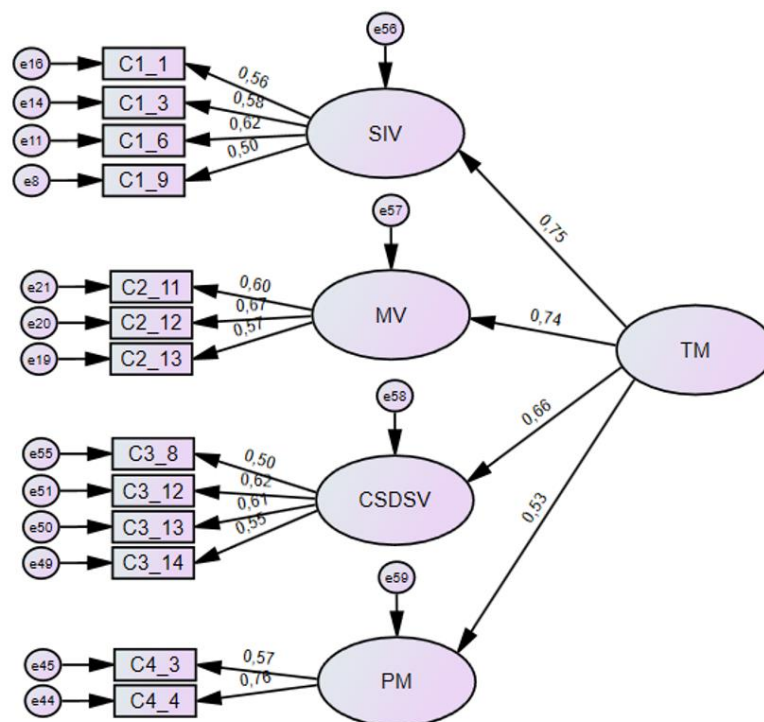
KEY: C1=SIV = Strategic Implementations Viewpoint; C2=MV = Management Viewpoint; C3=CSDSV = Customer Service Delivery Satisfaction Viewpoint; C4=PMV=Performance Management Viewpoint.

All 13 loadings are standardised, bigger than 0.5 (Hair et al. 2018). Three dimensions (SIV, MV and CSDSV) each with at least three items were loaded. PM has 2 items both with standardised loadings of >0.50. The CR's is not bigger than 0.7, but bigger than 0.6 to achieve convergent validity (Hair et al. 2018, p760) (ref Figure 2 in **Appendix T**). However, the AVE's are below 0.50 (Fornell &

Larcker, 1981; Hair et al., 2018) suggesting model modification to adhere to the convergent validity for the TTMF to be acceptable. These loadings necessitated an adjusted second order CFA as outlined in 6.4.2.5 below.

6.4.2.2.3 2nd order CFA TTMF model

A 2nd order CFA was conducted to determine better model fit statistics and to achieve convergent validity, using SEM and AMOS V28. The CFA further assessed the model fit and the probability of uni-dimensionality if the remaining items are included as a single latent factor in one model, as illustrated in figure 6.17.



Notes: n=443; standardised coefficients: SIV = strategic implications viewpoint; MV = management viewpoint; CSDSV = customer service delivery satisfaction viewpoint; PM = performance management.

Figure 6.17 TTMF scale measures of global fit for CFA 2nd order TTMF model 3.

In model 3 convergent validity (CV) was confirmed as the AVE= .46 and CR = .77 (>.70) (Fornell & Larcker, 1981; Hair et al., 2018). Although the AVE is not bigger than 0.50, the CR is higher than 0.60, and therefore a AVE of above 0.40 is acceptable. Therefore, as the AVE is a more conservative measure and the convergent reliability is within acceptable limits, it can be concluded that CV for TTMF is adequate (Malhotra & Dash, 2011; Hair et al. 2018). This model represents a fit estimate CMIN/df = 1.60 (<3.00) as most parsimonious model, and RMSEA =0.04 (<0.08) to support an

absolute fit. GFI=0.97 and CFI = 0.96 (>.90) reflects a good fit supporting the absolute model (Awang, 2012; Schumacker & Lomax, 2010) as discussed in section **5.6.3.1** (see **Appendix T** Figure 3). The following Table 6.5 shows the standardised regression weights for the adjusted TTMF model 3.

Table 6.5 *Standardised regression weights 2nd order CFA TTMF model*

Items / New latent variables		Viewpoints	Standardised Estimate (β)
Strategic Implementation Viewpoint	<---	TM	0.75
Management Viewpoint	<---	TM	0.74
Customer Service Delivery Satisfaction Viewpoint	<---	TM	0.66
Performance Management	<---	TM	0.53
C1_9: Do you agree that your hotel employs people of different cultures?	<---	SIV	0.50
C1_6: How accessible are computers at your workplace (such as point of sale systems for waiters)?	<---	SIV	0.62
C1_3: Once received training, how likely are hospitality trained Zimbabweans in the diaspora, to undertake work in the hospitality industry upon their return to Zimbabwe?	<---	SIV	0.58
C1_1: Do you agree that Zimbabwe's hotels appeal to the first world market standard in terms of its service level?	<---	SIV	0.56
C2_13: To what degree do hotel employees derive satisfaction from their work?	<---	MV	0.57
C2_12: Do you agree that employees are provided with opportunities for development (such as training to learn a new skill)?	<---	MV	0.67
C2_11: Front line employees are aware of high cost drivers in their section.	<---	MV	0.60
C4_4: Do you agree that employees have a positive regard of themselves by working at your hotel?	<---	PM	0.77
C4_3: How important is the presence of an employee recognition program a hotel employee motivation tool?	<---	PM	0.57
C3_14: Does the management of your hotel understand that hotel employees can make contributions to the business in terms of the roles they play?	<---	CSDSV	0.55
C3_13: Does your hotel create a conducive working environment where employees' work can be improved?	<---	CSDSV	0.61
C3_12: How often does the management of the hotel place emphasis on employee job satisfaction efforts?	<---	CSDSV	0.62
C3_8: Do you feel that guest feedback as a service improvement mechanism, is valued enough within Zimbabwean hotels?	<---	CSDSV	0.50

KEY: C1=SIV = Strategic Implementations Viewpoint; C2=MV = Management Viewpoint; C3=CSDSV = Customer Service Delivery Satisfaction Viewpoint; C4=PMV=Performance Management Viewpoint.

The final TTMF standardised regression weights after SEM modifications in Table 6.5 retained all items that loaded above .50, which were used in assessing model fit.

Below are summaries of the TTMF scale measures of global fit for the 3 CFA models:

Table 6.6 *TTMF scale measures of global fit for CFA*

	CMIN	df	P-value	CMIN / df	GFI	AGFI	NFI	TLI	CFI	RMSEA	SRMR	AIC
Acceptable			>0.05	3-5	>0.90	>0.90	>0.90	>0.90	0.90-0.95	0.06-0.08	0.08-0.10	Min
Baseline – 1st order CFA TTMF model												
Model 1: One factor solution (62 items)	5242.19	1823	0.00	2.87	0.67	0.65	0.39	0.47	0.49	0.07	0.08	5.502 2
1st order CFA for the Adjusted TTMF												
Model 2: Adjusted model as theorised (13 items)	91.43	59	0.00	1.55	0.97	0.95	0.91	0.95	0.96	0.04	0.04	155.4
2nd order CFA TTMF model												
Model 3: Modified model (13 items)	97.29	61	.00	1.59	0.97	0.95	0.90	0.95	0.96	0.04	0.04	157.3

Notes: n = 443. CMIN = chi-square goodness of fit; df = degrees of freedom; CMIN/df = relative chi-square; GFI = goodness of fit index; AGFI = adjusted goodness of fit index; NFI = normed fit index; TLI = Tucker-Lewis index; CFI = comparative fit index; RMSEA = root mean square error of approximation; SRMR = standardised root mean squared residual; AIC Akaike information criterion.

As alluded to earlier, the four viewpoints (SIV, MV, PM and CSDSV) were loaded each outside the standardised loadings (>0.50). The standardised regression weights for TTMF factor loadings are reported in Table 6.5. Furthermore, results from figure 3 (in **Appendix T**) indicate the high correlations between the items which support the presentation of TTMF as a single construct. In further investigation of the standardised residuals (no values >2.50) and modification indices, no additional changes to the model were advocated. It was therefore concluded that, the hypothesised model (H1) fit the sample data satisfactorily, supporting acceptable construct validity for TTMF.

6.4.2.2.4 Reliability and validity of the TTMF

TTMF's convergent validity was established by considering the standard factor loadings. All factor loadings were measured within acceptable levels of discriminant validity ($AVE=0.50$) and consistency reliability [Cronbach's $\alpha>0.60$ (Hair et al., 2014:115)]. Although loadings more than 0.70 are expected, a less conservative threshold of 0.50 is deemed acceptable. However, this study has used CR in concluding adequacy of the construct (Malhotra & Dash, 2011). The establishing construct validity through CR was due to the strictness of AVE. Therefore, the validity of the constructs was accepted as follows: TTMF had $AVE = 0.50$ and $CR = 0.77$ (Henseler et al., 2014). Cronbach's alpha values of these constructs ranged from 0.71 to 0.80 (see **Appendix T**). This indicates a substantial consistency reliability of the measures found in the study. The measurement is therefore deemed reliable. Therefore, based on these results, the study supports H1.

6.4.2.2.5 Description of the construct data for TTMF

The next step involved the application of descriptive statistical techniques that will organise, analyse as well as interpret data at a construct level. Though, the item-descriptive statistics were reported earlier on, emphasis herein was on construct description, since the focus of the study was on investigating the interrelationships amongst selected constructs leading to retention. The descriptive statistics were therefore applied to explain the features of the data with regard to the study's constructs namely, TTMF, TET and TER.

The mean scores for the four TTMF viewpoints were SIV ($M=5.08$, $n = 443$); MV ($M = 4.77$, $n = 443$); CSDSV ($M = 5.19$, $n = 443$) and PM ($M = 5.32$, $n = 443$). These scores suggested that respondents view hotels' strategy poised in favour of customer service delivery satisfaction and consider management's viewpoint not an integral part of hotel strategy. TTMF indicated that most item distributions had normal distributions since the measures of central tendency were moderately close to each other – namely the mean, and standard deviation. Skewness was too small to report skewness of data, as all the items in the named constructs in Table S.1 conveyed very small skewness of (>-2.0). Table 6.7 shows the summation of the descriptives and model fit statistics for TTMF final model 3 for this study.

Table 6.7 Summary of the Descriptive- and Model fit Statistics for TTMF Model

Construct	Viewpoint	Items	Item descriptives				Viewpoint Descriptives				CR	AVE	Factor Loadings
			Mean	SD	Skewness	Kurtosis	Mean	SD	Skewness	Kurtosis			
TTMF	SIV	C1_1	4.58	1.68	-0.19	-0.77	4.85	1.23	-0.17	-0.65	0.77	0.46	0.56
		C1_3	4.98	1.58	-0.43	-0.47							0.59
		C1_6	4.76	2.02	-0.56	-0.96							0.62
		C1_9	5.08	1.78	-0.56	-0.61							0.50
	MV	C2_1 1	4.77	1.51	-0.04	-0.84	4.71	1.17	0.21	0.49			0.61
		C2_1 2	4.63	1.61	-0.22	-0.66							0.66
		C2_1 3	4.72	1.51	-0.25	-0.39							0.56
	CSDSV	C3_8	5.19	1.52	-0.48	-0.56	4.83	1.14	-0.04	0.60			0.50
		C3_1 2	4.69	1.72	-0.24	-1.00							0.62
		C3_1 3	4.72	1.57	-0.24	-0.83							0.62
		C3_1 4	4.72	1.68	-0.34	-0.80							0.54
	PM	C4_3	5.32	1.47	-0.55	-0.42	5.15	1.23	-0.33	0.20			0.57
C4_4		4.99	1.44	-0.16	-0.77	0.77							
TTFM Model						4.89	0.82	0.04	-0.02				

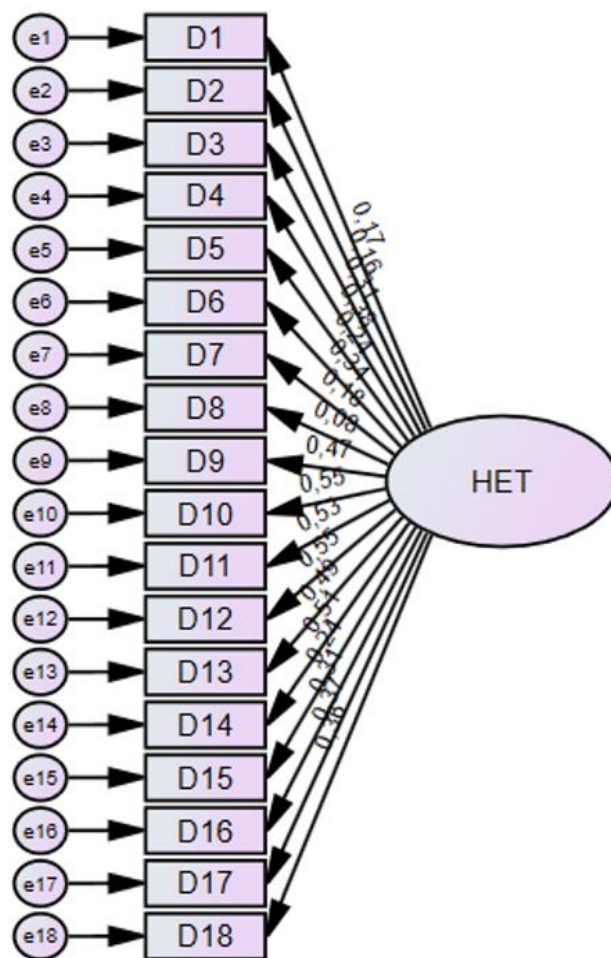
Notes: n=443. SD=standard deviation; CR=composite reliability; AVE=average variance extracted; Scores: varied 1-7 Likert scale measures. Descriptives for the TTMF model M = 4.89, n = 443; SD = 0.82; Skewness = 0.04; Kurtosis = -0.02.

The skewness values for the viewpoints were SIV=-0.17; MV=0.21; CSDSV=-0.04 and PMV=-0.33, which were within the recommended normality range [between -1 and +1] (Hair et al., 2021). The kurtosis values were SIV=-0.65; MV=0.49; CSDSV=0.60 and PMV=0.20, indicating that the distribution of the scores could be considered normal as they were between -1 and +1, which is the suggested range for assuming normality (Hair et al., 2021). This model therefore supports the rationale from a theoretical perspective and CFA, confirming that TTMF can be reliably and validly measured (H1).

6.4.2.2.6 Baseline - 1st order CFA for the TET Model

The following discussions are based on the second main construct of the study namely TET (Tourism Employee Training) see Figure 4 in **Appendix T**.

CFA was done to assess the model fit of the TET scale as well as test for common method bias. It was further conducted to investigate the probability of a unidimensional model by including all the items of the TET in a factor analysis (Model 1). CFA was also conducted to evaluate the extent to which additional models (as guided by the theoretical conceptualisation) fitted the data. The baseline model produced a moderate model fit under TET, convergent validity was confirmed as the AVE =0.142 (<0.50) and CR = 0.718 (>0.70) (Hair et al., 2018) as per Figure 6.18. Validity for TET is adequate as measure of convergent validity and the CR are within an acceptable range.



Notes: n=443; standardised coefficient: HET = Tourism Employee Training

Figure 6.18 TET scale measures of global fit for TET model 1.

The TET Model 1 present a moderate fit estimate with CMIN/df=4.56 (<3.00), as the most parsimonious model, and RMSEA=0.090 (<0.06), to support an excellent fit. The other statistics GFI=0.85, NFI=0.51, TLI=0.50, SRMR=0.087 according to Bollen and Stine (1990) and Moss (2016), are only a guideline as models that generate a CFI of 0.70 represent progress and should be considered as acceptable, as discussed under section 5.6.3.1. The standardised regression weights for TET factor loadings are reported in Table 6.8. As discussed in 5.6.3, the standardised regression weight (β) reflects the amount of change in the dependent variable that may be attributed to a change equal to a single standard deviation in the predictor variable (Hair et al. 2018). Therefore, items that loaded nearer to 0.50 (Hair et al. 2018) have been retained.

Table 6.8 Standardised regression weights for 1st order TET model 1

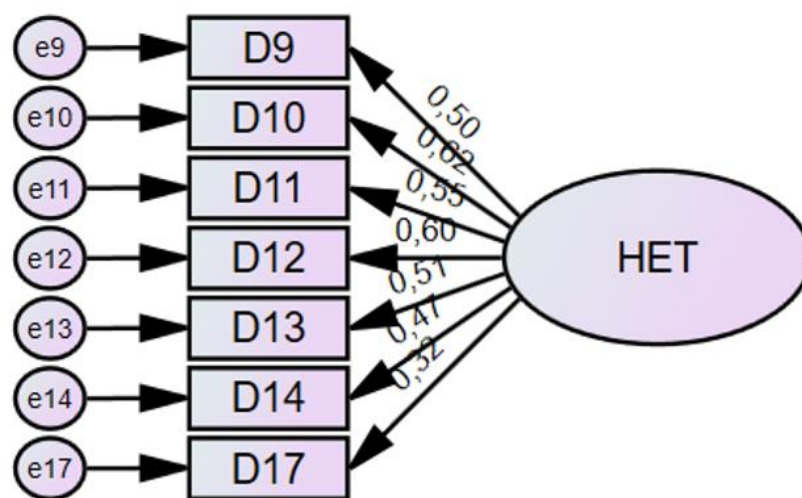
Items		Construct	Standardised Estimate (β)
D16: How important is it for hotel employees to understand how their work performance is reviewed?	<---	TET	0.31
D15: How important are interpersonal skills (such as communication) as an essential component of your work performance at the hotel?	<---	TET	0.24
D14: How important are specialised skills, associated with the position, in the work performance of hotel employees?	<---	TET	0.51
D13: How much control do hotel employees have over their working conditions?	<---	TET	0.49
D12: Are monetary compensations (such as bonuses) based on performance reviews a fair way of compensation?	<---	TET	0.55
D11: Do performance reviews accurately reflect your performance?	<---	TET	0.53
D10: Are monetary rewards (such as bonuses) more important to you than non-monetary rewards (certificates of commendation)?	<---	TET	0.55
D9: How competitive is your monthly remuneration package compared with the rest of the SADC region?	<---	TET	0.47
D8: Do you agree that organisational goals become employees' goals throughout the working period?	<---	TET	0.08
D7: Are the stated performance targets reached within the given timeframes set by hotel management?	<---	TET	0.18
D6: How important is it that the hotel management clearly communicate ways of achieving hotel targets such as desired profitability and customer satisfaction?	<---	TET	0.35
D5: Do you agree that personal goals of employees are aligned to the achievement of hotel goals?	<---	TET	0.24
D4: Do you agree that employees have a positive regard of themselves by working at your hotel?	<---	TET	0.38
D3: How important is the presence of an employee recognition program a hotel employee motivation tool?	<---	TET	0.31
D2: To what extent does appreciation of their work make hotel employees feel valued?	<---	TET	0.16
D1: Do you feel that employee recognition is an indicator of how much a hotel values its employees?	<---	TET	0.17
D17: Do you agree that it is important for your hotel to have a career development initiative in place per employee?	<---	TET	0.37
D18: Is it important that your hotel provides financial assistance to employees to upgrade their skills?	<---	TET	0.36

KEY TET = Tourism Employee Training

All the other loadings are standardised expect for five items (D14, D13, D12, D11 and D10) which are bigger than 0.50 (Hair et al. 2018) (ref Table 6.7). Furthermore, results achieved revealed that some model modifications were necessary which led to the adjusted model and results below.

6.4.2.2.7 1st Order CFA for Adjusted TET model 2

A 1st order CFA was conducted on the TET Model 1 to determine better model fit statistics and to achieve convergent validity, (ref figure 4 in **Appendix T**) using SEM and AMOS V28, as indicated in figure 6.19



Notes: n=443; standardised coefficient: HET = Tourism Employee Training

Figure 6.19 TET scale measures of global fit for TET model 2.

This TET model represents a fit estimate $CMIN/df = 2.74$ (<3.00) as most parsimonious model, and $RMSEA = 0.06$ (<0.08) to support an absolute fit. $GFI = 0.98$ ($>.90$) (see **Appendix T**) reflects a good fit supporting the absolute model (Awang, 2012; Schumacker & Lomax, 2010) as discussed in section **5.6.3.1.6**. The standardised regression weights for TET (Model 2) factor loadings are reported in Table 6.9 (ref **Appendix T** Figure 5).

Table 6.9 *Standardised regression weights for 2nd order TET model.*

Items		Construct	Standardised Estimate (β)
D14: How important are specialised skills, associated with the position, in the work performance of hotel employees?	<---	TET	0.47
D13: How much control do hotel employees have over their working conditions?	<---	TET	0.51
D12: Are monetary compensations (such as bonuses) based on performance reviews a fair way of compensation?	<---	TET	0.60
D11: Do performance reviews accurately reflect your performance?	<---	TET	0.55
D10: Are monetary rewards (such as bonuses) more important to you than non-monetary rewards (certificates of commendation)?	<---	TET	0.62
D9: How competitive is your monthly remuneration package compared with the rest of the SADC region?	<---	TET	0.50
D17: Do you agree that it is important for your hotel to have a career development initiative in place per employee?	<---	TET	0.32

KEY TET = Tourism Employee Training

The remaining 5 loadings are standardised with the exception of 2 items whose loadings are less than 0.50 (D14=0.47 and D17=0.32) (Hair et al. 2018). The convergent validity was confirmed as AVE=0.27 (<0.50) and CR=0.70 (Hair et al., 2018). Though CR's is acceptable at 0.70, it was bigger than 0.6 to achieve convergent validity (Hair et al. 2018:760) (ref Figure 2 in **Appendix T**), the AVE's however, are below 0.50 (Fornell & Larcker, 1981; Hair et al., 2018) suggesting model modification to adhere to the convergent validity for the TET to be acceptable. Therefore, since the AVE is a more conservative measure and the convergent reliability is within acceptable limits, it can be concluded that CR for TET is adequate (Malhotra & Dash, 2011; Hair et al. 2018). Below are summaries of the TET scale measures of global fit for the 2 CFA models in Table 6.10:

Table 6.10 TET scale measures of global fit for CFA.

	CMIN	df	P-value	CMI N/df	GFI	AGFI	NFI	TLI	CFI	RMSEA	SRMR	AIC
Acceptable			>0.05	3-5	>0.90	>0.90	>0.90	>0.90	0.90-0.95	0.06-0.08	0.08-0.10	Min
Baseline – 1st order CFA TET model												
Model 1: One factor solution (16 items)	618.11	135	0.00	4.58	0.85	0.81	0.51	0.50	0.56	0.09	0.09	690.1
1st Order CFA for Adjusted TET model												
Model 2: Modified model (7 items)	38.40	14	0.00	2.74	0.98	0.95	0.91	0.91	0.94	0.06	0.04	66.4

Notes: n = 443. CMIN = chi-square goodness of fit; df = degrees of freedom; CMIN/df = relative chi-square; GFI = goodness of fit index; AGFI = adjusted goodness of fit index; NFI = normed fit index; TLI = Tucker-Lewis index; CFI = comparative fit index; RMSEA = root mean square error of approximation; SRMR = standardised root mean squared residual; AIC Akaike information criterion.

Furthermore, results from figure 5 (**Appendix T**) indicate the high correlations between the items which support the presentation of TTMF as a single construct. This model therefore supports the rationale from a theoretical perspective CFA, confirming that TET can be reliably and validly measured.

6.4.2.2.8 Reliability and Validity Analysis

Tourism employee training construct has been measured within acceptable levels of discriminant validity (AVE>0.50) and consistency reliability (Cronbach's alpha>0.6). Although loadings more than 0.70 are expected, a less conservative threshold of 0.50 is deemed acceptable. However, this study has used CR in concluding adequacy of the construct (Malhotra & Dash, 2011). The establishing construct validity through CR was due to the strictness of AVE. However, validity of the constructs was accepted as follows: TET's AVE was 0.27 and CR 0.70 (Henseler et al., 2014). Cronbach's alpha values of these constructs ranged from 0.71 to 0.80 (see **Appendix T**). Hair et al., (2014:115) recommended a minimum Cronbach's alpha value of 0.6. This indicates a substantial consistency reliability of the measures found in the study. The measurement is therefore deemed reliable. Therefore, based on these results the study supports H2.

6.4.2.2.9 Description of the construct data for TET

The TET construct underwent descriptive statistical techniques that sought to organise, analyse as well as interpret data at a construct level. Though, the item-descriptive statistics were reported earlier on, emphasis herein was on construct descriptives. Table 6.11 shows the summation of the descriptives and model fit statistics for TET model.

Table 6.11 Summary of the Descriptive- and Model fit Statistics for TET

Construct	Dimensions	Items	Item descriptives				Construct Descriptives				CR	AVE	Factor Loadings
			Mean	SD	Skewness	Kurtosis	Mean	SD	Skewness	Kurtosis			
TET													
	Induction Procedures	D:9	5.20	1.56	-0.57	-0.42	5.36	0.92	-0.28	-0.44	0.71	0.27	0.50
		D:10	5.49	1.52	-0.83	-0.06							0.60
		D:11	5.38	1.58	-0.74	-0.15							0.54
		D:12	5.23	1.60	-0.55	-0.59							0.60
	Job Design	D:13	5.41	1.43	-0.63	-0.30							0.52
		D:14	5.40	1.44	-0.58	-0.50							0.49
	Training Outcome	D:17	5.39	1.60	-0.84	0.05							0.33

Notes: n=443. SD=standard deviation; CR=composite reliability; AVE=average variance extracted; Scores: varied 1-7 Likert scale measures.

Descriptives for the TET model M = 5.36, n = 443; SD = 0.92; Skewness = -0.28; Kurtosis = -0.44.

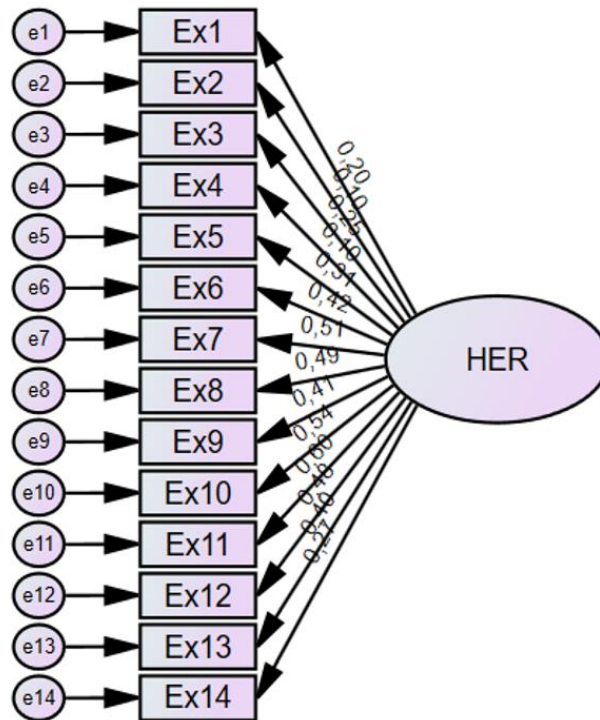
CFA measurement model fit: chi-square (df) = 38.40 (14); $p = 0.00$; CMIN/df = 2.74; GFI = 0.98; AGFI = 0.95; NFI = 0.91; TLI = 0.91; CFI = 0.94; RMSEA = 0.06; SRMR = 0.04; AIC 66.4.

The mean scores for the four TET dimensions were within the range of 5.20 to 5.49. These scores suggested that respondents view induction procedures both as a critical element of training (5.49) and in the same vein rate it lowly (5.20). The resultant descriptives for the TET model 2 were (M=5.36, n = 443; SD = 0.92; Skewness = -0.28; Kurtosis = -0.44), indicating that the distribution of the scores could be considered normal as they were between -1 and +1, which is the suggested range for assuming normality (Hair et al., 2018). This model therefore supports the rationale from a theoretical perspective and CFA, confirming that TET can be reliably and validly measured (H2).

6.4.2.2.10 Baseline - 1st order CFA for the TER model 1

The following discussions are based on the last of the main constructs of the study namely TER (Tourism Employee Retention) see **Appendix T** Figure 5.

Similarly, to the last constructs, CFA was done to assess model fit of the TER scale and testing for common method bias. It was further conducted to investigate the probability of a unidimensional model by including all the items of the TER in a factor analysis (Model 1). The baseline model's convergent validity was confirmed as the AVE =0.16 (<0.50) and CR = 0.69 (>0.70) (Hair et al., 2018). Validity for TER is adequate as measure of convergent validity and the CR are within an acceptable range. Figure 6.20 below shows the measures of global fit for CFA 1st order TER.



Notes: Notes: n=443; standardised coefficient: HER = Tourism Employee Retention.

Figure 6.20 TER scale measures of global fit for TER model 1.

The TER model 1 (ref figure 6.20) however presents an excellent fit estimate $CMIN/df=6.997 (<3.00)$, as the most parsimonious model, and $RMSEA=0.116 (<0.06)$, to support an excellent fit. The other statistics $GFI=0.51$, $NFI=0.48$, $TLI=0.42$, $SRMR=0.104$ according to Bollen and Stine (1990) and Moss (2016), are only a guideline as models that generate a CFI of 0.70 represent progress and should be considered as acceptable, as discussed under section 5.4.5 (see Appendix T). The standardised regression weights for TER factor loadings are reported in Table 6.12.

Table 6.12 *Standardised regression weights 1st order TER model.*

Items		Construct	Standardised Estimate (β)
E14: In your view how important are formal communication channels in reviewing hotel employee job satisfaction?	<---	TER	0.27
E13: Should results from employee surveys be used to modify the recruitment process at the hotel?	<---	TER	0.39
E12: In your opinion should hotels use data collected from employee surveys to monitor trends?	<---	TER	0.48
E11: How often does your hotel perform employee satisfaction surveys?	<---	TER	0.60
E10: Should only top performers be rewarded for performance in your hotel.	<---	TER	0.54
E9: In your opinion, is the retaining of top talent a challenge in your hotel?	<---	TER	0.41
E8: Do you feel that your hotel currently has a formal definition of top talent in place?	<---	TER	0.49
E7: Does your hotel formally track potential leaders' or managers' performance	<---	TER	0.51
E6: In your opinion, do you agree that most hotel workers are loyal to their hotel?	<---	TER	0.42
E5: How prepared is your hotel in dealing with competitors that try recruiting your employees away from your hotel?	<---	TER	0.31
E4: In your view, are hotel employees likely to leave their employment due to poor management?	<---	TER	0.10
E3: Should your hotel utilize a formal approach to identify why employees stay at hotel?	<---	TER	0.25
E2: Do you agree that your hotel should develop a formal approach to identify why employees leave their employment at the hotel?	<---	TER	0.09
E1: How important is it to identify top talent amongst the hotel employees?	<---	TER	0.20

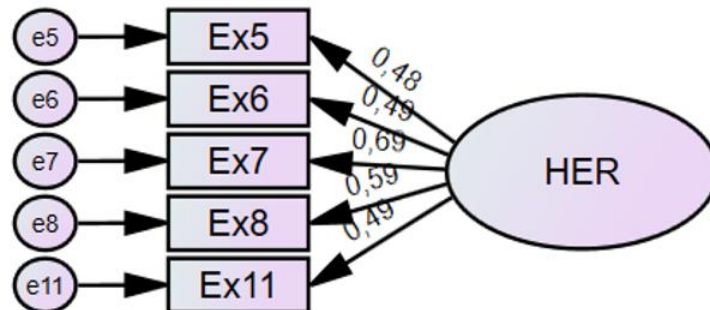
KEY TER = Tourism Employee Retention

As discussed in **5.6.3**, the standardised regression weight (β) reflects the amount of change in the dependent variable that may be attributed to a change equal to a single standard deviation in the predictor variable (Hair et al. 2018). The standardised estimates were used to evaluate the relative contributions of each variable to each construct in the model. Therefore, items that loaded nearer to 0.50 (Hair et al. 2018) have been retained. The results achieved revealed that some model modifications were necessary which led to the adjusted model and results in **6.4.2.2.11**.

6.4.2.2.11 2nd order CFA for TER model

After running CFA on the remaining items under TER, convergent validity was confirmed as AVE=0.31 (<0.50) and CR=0,69 (Hair et al., 2018). This model (Figure 6.21) represents a fit estimate $CMIN/df = 1.268$ (<3.00) as most parsimonious model,

and RMSEA =0.025 (<0.08) to support an absolute fit. GFI=0.99 (>.90) reflects a good fit supporting the absolute model (Awang, 2012; Schumacker & Lomax, 2010) as discussed in section 5.6.3.1 (see Appendix T Figure 7).



Notes: n=443; standardised coefficient: HER = Tourism Employee Retention.

Figure 6.21 TER scale measures of global fit for TER model 2.

Furthermore, results from Figure 7 (Appendix T) indicate the high correlations between the items which support the presentation of TER as a single construct. This model therefore supports the rationale from a theoretical perspective CFA, confirming that TER can be reliably and validly measured. The standardised regression weights for TER factor loadings are reported in Table 6.13.

Table 6.13 Standardised regression weights - 2nd order CFA for TER.

Items		Construct	Standardised Estimate (β)
E11: How often does your hotel perform employee satisfaction surveys?	<---	TER	0.50
E8: Do you feel that your hotel currently has a formal definition of top talent in place?	<---	TER	0.59
E7: Does your hotel formally track potential leaders' or managers' performance	<---	TER	0.69
E6: In your opinion, do you agree that most hotel workers are loyal to their hotel?	<---	TER	0.49
E5: How prepared is your hotel in dealing with competitors that try recruiting your employees away from your hotel?	<---	TER	0.48

KEY TER = Tourism Employee Retention

The final 5 item loadings are standardised as the last 2 loadings E5 (0.48) and E6 (0.49) are nearer to 0.50 (Hair et al. 2018). The convergent validity was confirmed as AVE=0.31 (<0.50) and CR=0.69 (Hair et al., 2018). Though CR's is acceptable at 0.70, it was bigger than 0.6 to achieve convergent validity (Hair et al. 2018:760) (ref Figure

7 in **Appendix T**), the AVE's however, are below 0.50 (Fornell & Larcker, 1981; Hair et al., 2018) suggesting model modification to adhere to the convergent validity for the TET to be acceptable. Therefore, since the AVE is a more conservative measure and the convergent reliability is within acceptable limits, it can be concluded that CR for TER is adequate (Malhotra & Dash, 2011; Hair et al. 2018). Below in Table 6.14 are summaries of the TER scale measures of global fit for the 2 CFA models:

Table 6.14 *TER scale measures of global fit for CFA.*

	CMIN	df	P-value	CMIN / df	GFI	AGFI	NFI	TLI	CFI	RMSEA	SRMR	AIC
Acceptable			>0.05	3-5	>0.90	>0.90	>0.90	>0.90	0.90-0.95	0.06-0.08	0.08-0.10	Min
Baseline – 1st order CFA TER model												
Model 1: One factor solution (14 items)	538.77	77	0.00	6.99	0.83	0.76	0.48	0.42	0.51	0.12	0.10	594.8
2nd order CFA TER model												
Model 2: Modified model (5 items)	6.34	5	0.28	1.27	0.99	0.98	0.98	0.99	1.00	0.03	0.02	26.3

Notes: n = 443. CMIN =chi-square goodness of fit; df = degrees of freedom; CMIN/df = relative chi-square; GFI = goodness of fit index; AGFI = adjusted goodness of fit index; NFI = normed fit index; TLI = Tucker-Lewis index; CFI = comparative fit index; RMSEA = root mean square error of approximation; SRMR = standardised root mean squared residual; AIC Akaike information criterion.

Results from figure 6 (**Appendix T**) indicate the high correlations between the items which support the presentation of TER as a single construct. This model therefore supports the rationale from a theoretical perspective CFA, confirming that TER can be reliably and validly measured.

6.4.2.2.12 Reliability and Validity Analysis

Tourism employee retention construct has been measured within acceptable levels of discriminant validity (AVE>0.50) and consistent reliability (Cronbach's alpha>0.6). Though there are slight convergent validity issues, where the latent factor is not well explained with its parent factor, this study has used CR alone in concluding adequacy of the construct, even though more than 50% is due to error (Malhotra and Dash 2011). The establishing construct validity through CR was due to the strictness of AVE. However, validity of the constructs was accepted as follows: TER's AVE = 0.31 and CR = 0.69 (Henseler et al., 2014). Cronbach's alpha values of these constructs ranged

from 0.71 to 0.80 (see **Appendix T**). Hair et al., (2014:115) recommended a minimum Cronbach's alpha value of 0.60. This indicates a substantial consistency reliability of the measures found in the study. The measurement is therefore deemed reliable. Therefore, based on these results the study supports H3.

6.4.2.2.13 Description of the construct data for TER.

The TER construct underwent descriptive statistical techniques that sought to organise, analyse as well as interpret data at a construct level. Though, the item-descriptive statistics were reported earlier on, emphasis herein was on construct descriptives. Table 6.15 shows the summation of the descriptives and model fit statistics for TER model.

Table 6.15 Summary of the Descriptive- and Model fit Statistics for TER

Construct	Dimensions	Items	Item descriptives				Construct Descriptives				CR	AVE	Factor Loadings
			Mean	SD	Skewness	Kurtosis	Mean	SD	Skewness	Kurtosis			
TER	Turnover Intention	E:5	4.58	1.69	-0.26	-0.71	4.89	1.06	-0.31	-0.31	0.69	0.31	0.48
	Retention Strategies	E:6	5.05	1.45	-0.41	-0.34							0.52
		E:7	5.12	1.53	-0.40	-0.66							0.67
		E:8	4.89	1.64	-0.35	-0.77							0.60
	Employee Surveys	E:11	4.81	1.71	-0.47	-0.68							0.48

Notes: n=443. SD=standard deviation; CR=composite reliability; AVE=average variance extracted; Scores: varied 1-7 Likert scale measures.

Descriptives scores for the final TER model (M = 4.89, n = 443; SD = 1.06; Skewness = -0.31; Kurtosis = -0.31),

CFA measurement model fit: chi-square (df) = 6.34 (5); $p = 0.28$; CMIN/df = 1.27; GFI = 0.99; AGFI = 0.98; NFI = 0.98; TLI = 0.99; CFI = 1.00; RMSEA = 0.03; SRMR = 0.02; AIC 26.3

The descriptives scores for the final TER model were (M = 4.89, n = 443; SD = 1.06; Skewness = -0.31; Kurtosis = -0.31), indicating that the distribution of the scores could be considered normal as they were between -1 and +1, which is the suggested range for assuming normality (Hair et al., 2018). This model therefore supports the rationale from a theoretical perspective and CFA, confirming that TER can be reliably and validly measured (H3).

6.4.2.3 Step 7 – Structural Equation Modelling

As alluded to in section 6.4, the last part of Step 7 will reveal results of SEM performed on the proposed framework of this study. Reference is made to the pictorial depiction of the next process Figure 6. 15.. SEM allows for the testing of several interrelationships at the same time, while considering the residuals (measurement – specific) errors. The relationships between the empirically obtained perspectives can be direct and / or indirect. Therefore, the model fit of the TETMF model will first be investigated in H4, before the mediation effect of TET in the relationship with TTMF and TER will be investigated (H5).

The significant relationships between the independent (exogenous) and dependent (endogenous) variables that emerged from the CFA informed the development of two structural models. These models were analysed by means of SEM analyses to determine the best model fit. The SEM framework was used as a point of departure to address research hypotheses:

H4: The theoretically hypothesised framework (TETMF model) has a good fit with the empirically manifested model

The CFA results suggested a model consisting of TTMF - strategic implications viewpoint; management viewpoint; customer service delivery satisfaction viewpoint; performance management (cognitive component), TET as endogenous component and TER as the exogenous variables. The IBM Statistical Package for the Social Science (SPSS), version 28 (IBM Corp, 2018) and AMOS Version 28 (Arbuckle 2017) were used to test this structural model.

6.4.2.3.1 1st order SEM for the TETMF Model

The new TETMF (Model 1) consists of TTMF (with the four viewpoints), similar to the theorised four construct structure of talent management and tourism and hospitality

context as discussed in section 4.4.1.1. The two empirically obtained perspectives – with their respective analysed items are:

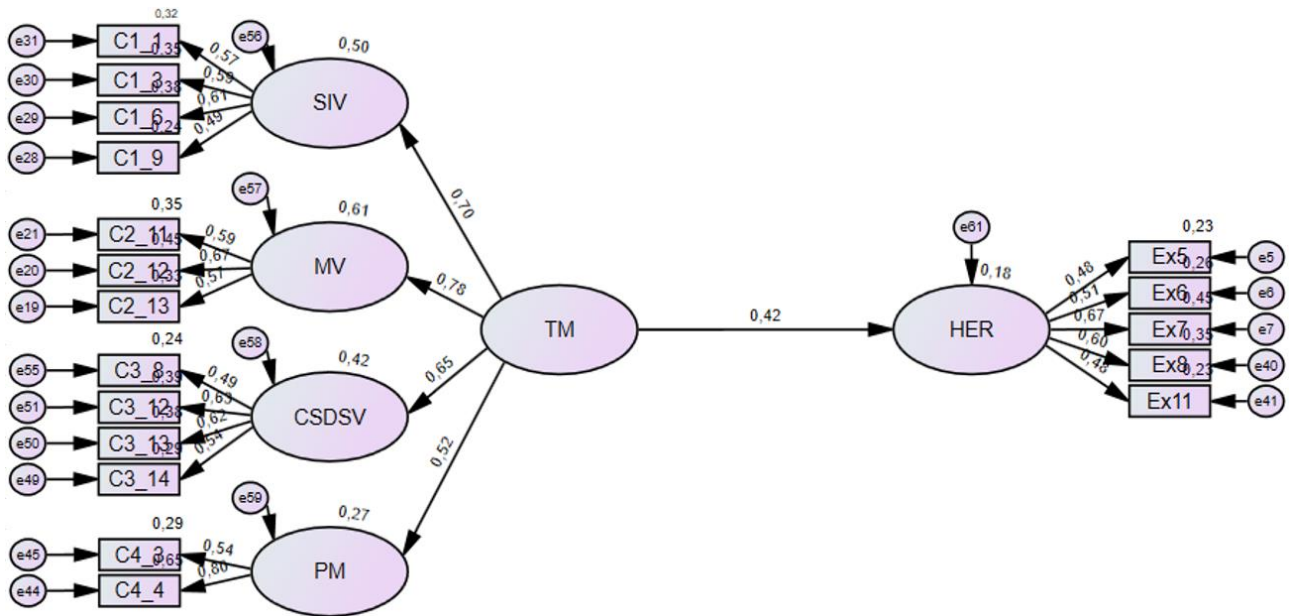
1) TTMF with:

- Strategic Implications Viewpoint (SIV) – with VARIABLES= C1_1 C1_3 C1_6 C1_9
- Management Viewpoint (MV) – C2_11 C2_12 C2_13
- Customer Service Delivery Satisfaction Viewpoint (CSDSV) - with VARIABLES= C3_8 C3_12 C3_13 C3_14.
- Performance Management Viewpoint (PMV) - with VARIABLES=C4_3 C4_4.

2) TER – with variables E_5 E_6 E_7 E_8 E_11

In the structural (baseline) model 1 the hypothesised relationships among the empirically obtained perspectives were specified and tested to investigate how well the data fits the model. Bentler (2006) suggested that, if several relative fit indices and an absolute fit index are reported, the traditional χ^2 statistic, NFI, NNFI, and CFI should be detailed as relative fit indices, and RMSEA should be reported as an absolute fit index. The completely standardised factor loadings are also discussed, in order to evaluate the strength of the indicator factor loadings on the latent variable. Factor loadings with a minimum of 0.40 were deemed as acceptable (Hair et., al 2018) and this was adhered to in the present study.

The CFA results suggested a model based on the SEM results and the theorised relationships between the constructs (as reported in Chapters 2, 3 and 4), the following Model 1 was subsequently tested as indicated in Figure 6.22:



Notes: n=443; standardised coefficients: SIV = strategic implications viewpoint; MV = management viewpoint; CSDSV = customer service delivery satisfaction viewpoint; PM = performance management; TM = tourism talent management framework; HER = tourism employee retention.

Figure 6.22 Best fit structural TETMF model 1.

The sub-dimensions averaged total effects scores represent a measurement model (TTMF) consisting of SIV, MV, CSDSV, PM and TER. There are positive coefficients for the measurement item variables of this construct, meaning that there exist linear positive relationships between the construct and measurement item variables. The minimum result was achieved by the five factors with a significant chi-square statistic ($X^2 = 130$; $p = 0,00$). As reported in Table 6.16 the SEM results for model 1 indicated a marginal fit to the data supporting the absolute model (Awang 2012; Schumacker & Lomax, 2010). Though the chi-square test (191.98) was statistically significant ($p < 0,00$), the GFI (0.95), AGFI (0.94), CFI (0.95), TLI (0.94) and indices were within the required parameters. However, the low NFI (0.86), SRMR (0.05) and a RMSEA index of 0.03 suggested that a better model fit might be possible following certain modifications. Although the normed chi-square (X^2/df) did not meet the criteria to be considered a good fit (≤ 3), this statistic has been shown to be sensitive to sample size (Kline, 2016), but however is unresponsive to criteria of lesser than or equal to five (Hair et., al 2014). TET was included on model 2 to investigate if the model fit will improve.

6.4.2.3.2 2nd order SEM for the TETMF Model

Model 2 (respecified model) consists of the same empirically obtained perspectives as Model 1, as discussed in section 4.4.1.1. The three empirically obtained perspectives – with their respective analysed items are:

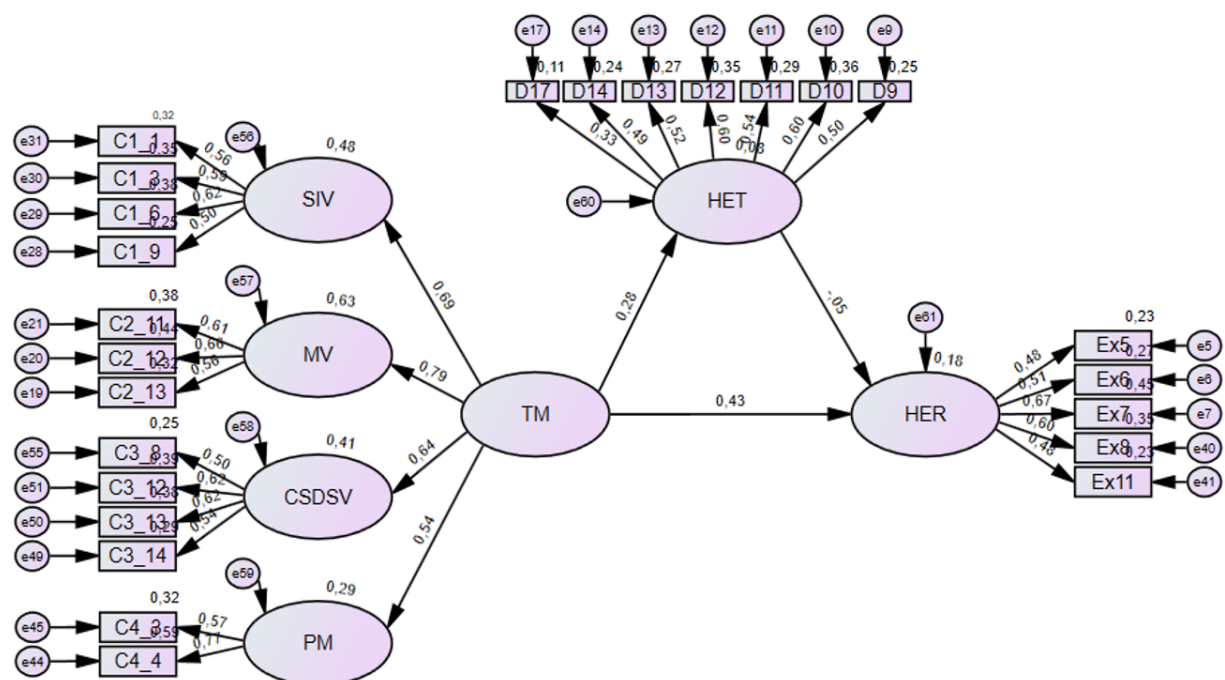
1) TTMF with:

- Strategic Implications Viewpoint (SIV) – with variables = C1_1 C1_3 C1_6 C1_9
- Management Viewpoint (MV) – C2_11 C2_12 C2_13
- Customer Service Delivery Satisfaction Viewpoint (CSDSV) - with variables = C3_8 C3_12 C3_13 C3_14.
- Performance Management Viewpoint (PMV) - with variables=C4_3 C4_4.

2) TER – with variables E_5 E_6 E_7 E_8 E_11

3) TET with variables = D_17 D_D_14 D_13 D_12 D_11 D_10

The CFA results suggested a model based on the SEM results and the theorised relationships between the constructs (as reported in Chapters 2, 3 and 4), the following Model 2 was subsequently tested as indicated in Figure 6.23:



Notes: n=443; standardised coefficients: SIV = strategic implications viewpoint; MV = management viewpoint; CSDSV = customer service delivery satisfaction viewpoint; PM = performance management; TM = tourism talent management framework; HET = tourism employee training; HER = tourism employee retention.

Figure 6.23 Best fit structural TETMF model 2.

Model 2, did not show any improvement in terms of model fit as NFI (0.79), SRMR (0.06) and RMSEA index (0.04) remained low, despite AIC (560.2) reporting higher than for Model 1. However, the model fit the data adequately with acceptable GFI (0.92) and AGFI (0.91) to support model fit. The X^2 –value was 268 and X^2/df was 1.67 with p -value <0.00 . Again, the normed chi-square (X^2/df) did not meet the criteria to be considered a good fit (≤ 3), as in Model 1. Table 6.16 depicts as summary of the various model fit statistics for this study.

Table 6.16 *TETMF scale measures for global fit following SEM*

	CMIN	df	p-value	CMIN/df	GFI	AGFI	NFI	TLI	CFI	RMSEA	SRMR	AIC
Acceptable			>0.05	3-5	>0.90	>0.90	>0.90	>0.90	0.90-0.95	0.06-0.08	0.08-0.10	Min
Model 1: Direct Effects	191.98	130	0.00	1.48	0.95	0.94	0.86	0.94	0.95	0.03	0.05	274.0
Model 2: Indirect Effects	4446.21	268	0.00	1.67	0.92	0.91	0.79	0.89	0.90	0.04	0.06	560.2

Notes: $n=443$. CMIN = chi-square goodness of fit; df = degrees of freedom; CMIN/df = relative chi-square; GFI = goodness of fit index; AGFI = adjusted goodness of fit index; NFI = normed fit index; TLI = Tucker-Lewis index; CFI = comparative fit index; RMSEA = root mean square error of approximation; SRMR = standardised root mean square residual; AIC = Akaike information criterion.

Based on the results in Table 6.16, Model 1 had the best fit GFI and AGFI statistics, as the most parsimonious model to support an absolute model fit (Awang 2012; Schumacker & Lomax, 2010). Therefore, the hypothesised model fit the sample data, supporting construct validity of the TETMF model. It was concluded that, the hypothesised model (H4) fit the sample data satisfactorily, supporting that the theoretically hypothesised framework (TETMF model) has a good fit with the empirically manifested model.

6.5 MULTIVARIATE STATISTICAL ANALYSIS - MEDIATION

The significant relationships between the independent (exogenous) and dependent (endogenous) variables that emerged from the CFA informed the testing for mediation. Figure 6.17 According to Hair et al (2021) a mediation analysis investigates if one variable (i.e. TET) transmits the effect of an exogenous (independent) variable on an endogenous (dependent) variable. Below is a pictorial depiction of the final Step 8 of quantitativeQUAN data analysis.

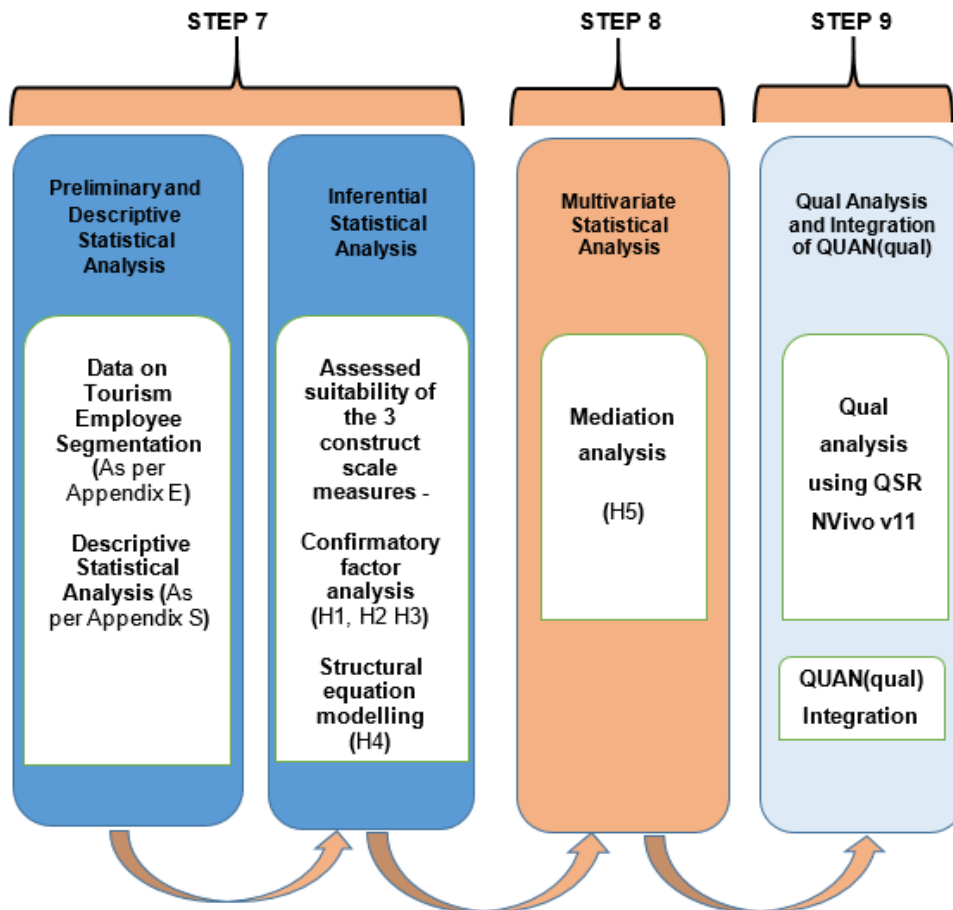


Figure 6.24 Step 8: Mediation process.

Source: (Adopted from Jacobs, 2005; Strydom 2006)

Although the model fit in H4 was better for the relationship between TTMF and TER, it was deemed necessary to investigate if TET does not mediate the relationship between TTMF and TER. The proposed mediation variable, TET, met the preconditions for being a mediator in the relationship between TTMF and TER in literature (ref 4.7). Results here sought to address the following hypothesis:

H5: TET as a possible mediator in the relationship between TTMF and TER.

Discussions in 5.6.4.1 revealed that that test for mediation is subject to four paths. Model 1 and Model 2 that were used in the resting of H4, were also used to investigated H5. However, as the inferences about mediation were subject to the indirect effect of X on Y (ab) (Hayes, 2015), only the relevant results of path c and patch \acute{c} will be reported. The results of the hypothesised model are indicated in Table 6.17.

Table 6.17 Standard regression of the TTMF, TET and TER

Exogenous (independent) variable	Endogenous (dependent) variable	Path / Model	Unstandardised coefficients		Standardised coefficients	p	R^2	Effects
			β	SEB	β			
TTMF	TER	c (Model 1)	0.58	0.14	0.43	.001	0.18	Total effect $Y = f(x)$
TTMF*TET	TER	\acute{C} (Model 2)	0.60	0.14	0.43	.001	0.18	Direct Indirect effect $Y = f(x,m)$

B, Regression weights; SEB, Standard error of β , R^2 , Coefficient of determination; p, significance.

The summary model in Table 6.x reports that TTMF and TER (path c) explain 18% ($R^2 = 0,18$), when TET as mediator (path \acute{c}) is added to the model the respecified (modified) model still explains 18% ($R^2 = 0,18$), indicating that the model fit did not improve. R^2 indicates how well the model fits the data, where the value must be between 0 to 1. The closer the value is to 0 the lesser the model explains all the variation in the data (Schumacker & Lomax, 2010). Thus, as the model fit did not improve for the respecified model where the direct and indirect effects were included to investigate mediation.

ML Bootstrapping was used (2000) for the respecified model (Model 2) to guard against an inflatable chi-square test value and to mitigate the risk of a Type I error. Three individual effects (total-, direct and indirect) effects were investigated (a, b and c) as illustrated in Table 6.18.

Table 6.18 *Total, direct and indirect effects*

Effect	Effect size	<i>p</i>
Total effect	0.42	≤.001
Direct effect	0.43	≤.001
Indirect effect	-0.02	0.409

The results of the total effect TTMF (Y) on TER (X) indicated significant parameters as:

$$0.28 * (-0.05) = 0.42 (p \leq 0.001).$$

The Bootstrap results indicated the parameter estimates for TER was insignificant as the indirect has a $p = 0.401$ (see Table 16.18). Thus no mediation was evident and no further modification or model trimming could be conducted. The indirect effect of TTMF on TER is the product of the direct effect of TTMF on TET and the direct effect of TRT on TER. Though the sample size of 443 was enough, positive relationships between the variables were not strong enough and the SEM results obtained of the mediation analysis controlling for TTMF, TET and TER indicated that no mediation exists, and H5 was not supported by the data.

6.6 QUALITATIVE DATA ANALYSES

The preceding section presented the key quantitative results and leveraging on the mixed methods research strategy, which this study adopted. Therefore, it was imperative that a qualitative treatise be made, based on the data from the key research informants (participants) (Yin, 2010). Figure 6.18 illustrates Step 9 as the last analysis step which will be discussed in two ways, namely, the qual analysis will be made and then integration of both the QUAN(qual) analysis by way of joint display to conclude the mixed method data analysis of this study.

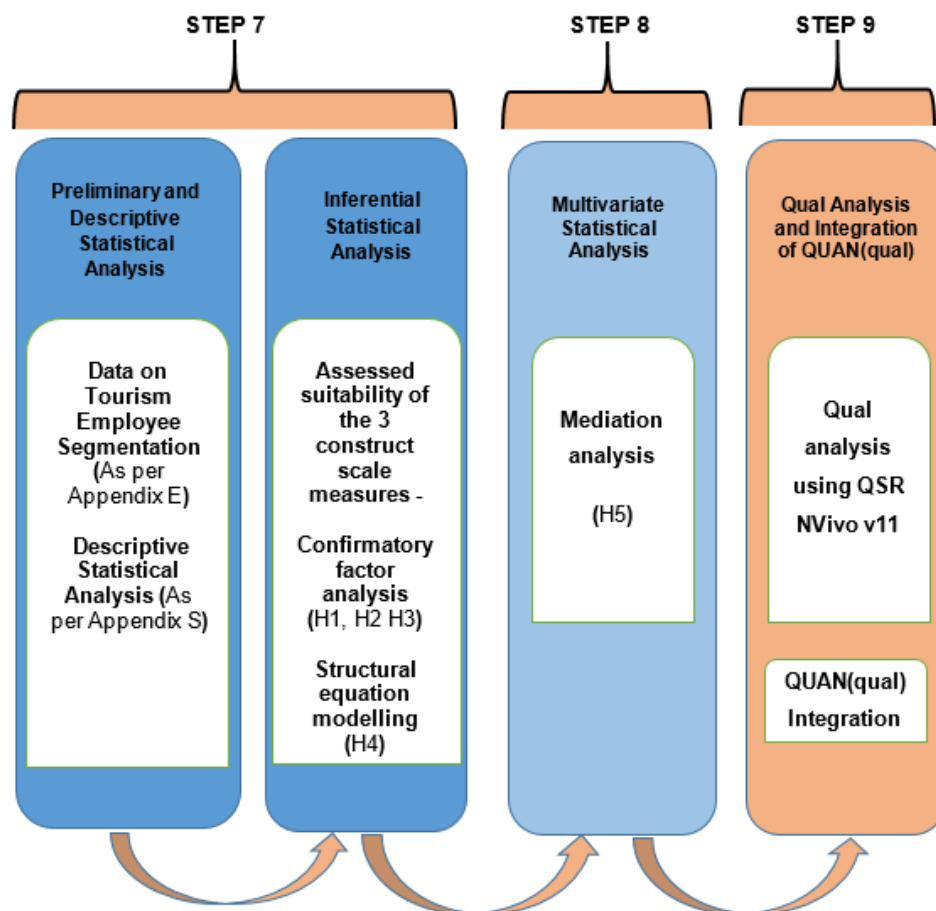


Figure 6.25 Step 9: QUAL Analysis

Source: (Author's own compilation)

In this sequential explanatory design, the key research informants where in-depth interviews were conducted, comprised of key HR executives and management. Upon the collection of the data, the interviews were transcribed in line with the prescriptions by Bryman and Bell (2015), before being analysed with the use of QSR NVivo v11 in 5.12. To help with the coding process, the deductive approach was adopted as

explained in the research methodology section **5.12**. The respective coding template used was presented herein along with the corresponding extracted themes (ref **Appendix R**).

Section **5.12** alluded to how the qual analysis would be presented following the sequential explanatory design. Firstly, the source evaluation displays the similar themes of the participants will be revealed. Next, the key analyses computed visually is the thematic extraction map as explained in **5.12**. The second form of presentation used was the hierarchical thematic presentation, whose main role was to help quantify the significance of the themes extracted (QSR, 2017). This is a pictorial summation to illustrate the extent of the weighted themes showing which were the most dominant themes, categories and codes. The presentation sought to address the following qualitative research objective of this study which is:

To test the additional variables that can **influence** the relevance of the identified constructs related to tourism human resources behaviour (such as a talent management framework, tourism employee training, and tourism employee retention) for the retention of hotel employees.

6.6.1 Source Evaluation

Albeit having a common background of belonging to the HR function of the hotel, according to Leedy and Ormrod (2013) and Zhao et al.; (2007), evaluating a source is very important as it may help in the validation of predispositions and beliefs by participants and classify them accordingly. Henry, Dymnicki, Mohatt, James and James, (2015) advocate for the use cluster analysis in qualitative data to simplify the findings by revealing motives of participants for their actions. Effectively, using cluster analysis (clustering participants based on their feedback in terms of similarity of results) and the Sørensen's coefficient for the extraction of the cluster map, the resultant dendrogram is presented in Figure 6.26.

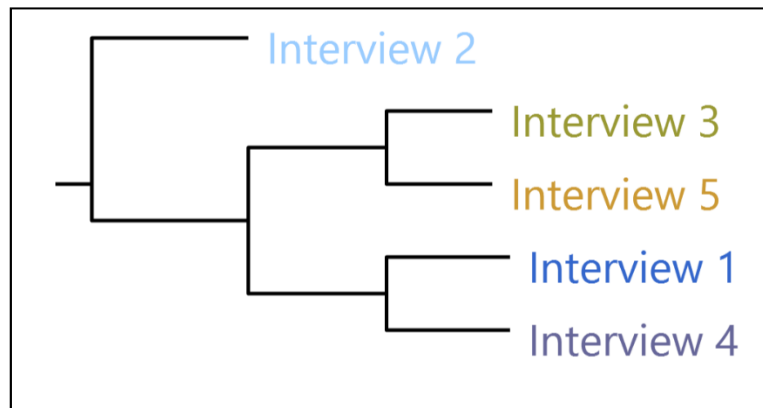


Figure 6.26 Dendrogram – Source Evaluation

Based on the outcome, it is evident that Participant 2 had rather diverse views than the rest of the participants while the rest had a common opinion. More precisely, Participant 3 and 5 seemed to convey a homogeneous outlook; and so, did Participant 1 and 4. The thematic analysis was guided by this clustering of participants taking note of the significant deviation that Participant 2 had, vis-à-vis the responses from the other interview research participants. The resultant data will be reported not as it is ordered in Chapters 2, 3 and 4, but in terms of the significance of the investigated data of the study.

6.6.2 Additional values influencing TTMF

6.6.2.1 Strategies that influence the management of talent in the hotel

The first general question sought to establish the strategies that influenced the management of talent in the hotel. The deductive coding framework was guided by the insights from Baum (2007), Cassidy, (2006), Agyeman and Ponniah (2014), Davidson et al. (2010), Deery, (2008), Heartfield, (2012), Mallough & Kleiner, (2001), Schuler et al. (2011), Shin & Park 2013), Sledge et al. (2011), Silzer & Dowell, (2010), Smith, (2002, 2006), Tansley, (2011), Tarique & Schuler, (2010), and Wilkins, (2012), and these are captured on the following table overleaf. The coding framework is made up of the *theme* (shaded in blue), the *category* (shaded in green) and the *codes* (shaded in grey), which ultimately guide the discussion (this same structure will be applied for all the coding frameworks of this study).

Table 6.19 *Deductive Coding Framework for GQ1*

Strategies that influenced the management of talent in the hotel			
A. Changing Skill Requirements	B. Workforce Diversity	C. Globalisation	D. Technology Changes
<i>Employability skills</i>	<i>Pool of talent</i>	<i>Expansion of world trade</i>	<i>Level of technical skills</i>
<i>Pro-activeness of hotel</i>	<i>Team cohesion</i>	<i>Competition</i>	<i>Technological advances</i>
<i>Learning structures</i>	<i>Attitudes</i>	<i>Talent flows</i>	<i>Innovation</i>
<i>Flexibility</i>	<i>Continual improvement</i>	<i>Dynamics of international labour</i>	<i>Cost saving</i>

Based on the data collected, the subsequent codes that were extracted from the analysis are illustrated in the Figure 6.27:

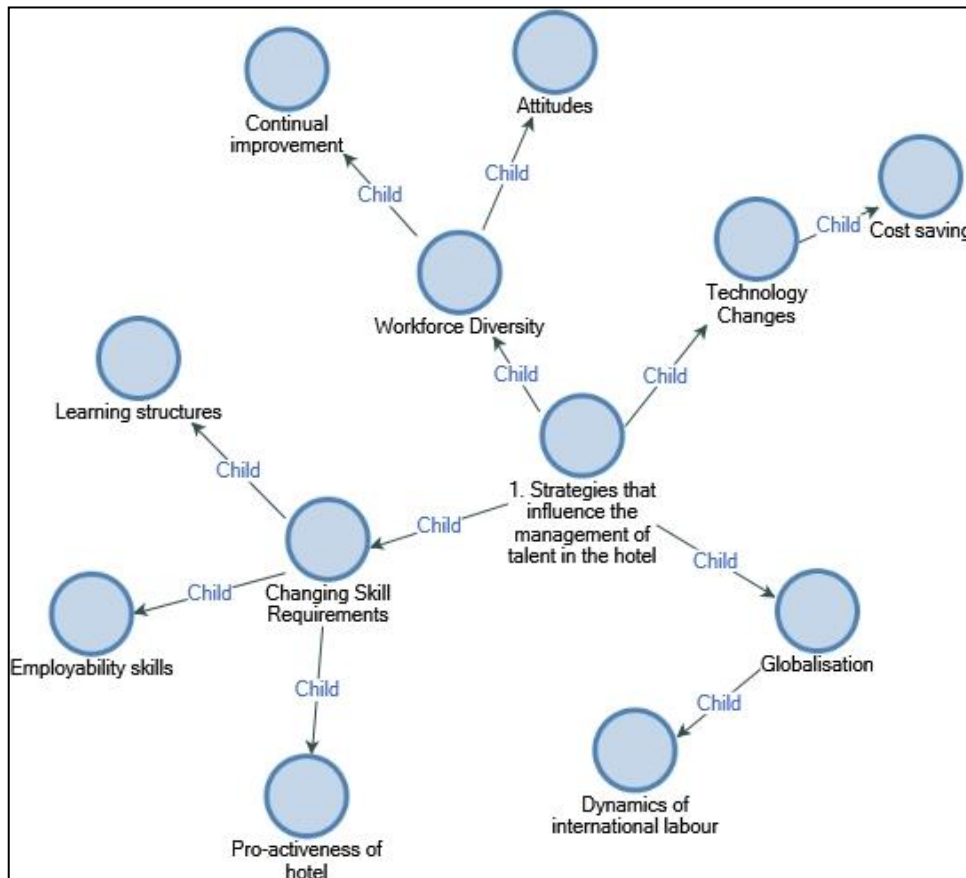


Figure 6.27 Thematic Extraction - Strategies influencing the management of talent.

From the outcome, all four categories (dimensions) as prescribed by the literature sources were confirmed. However, what was not confirmed, however, were the sub-constructs of some of the themes (codes). The most possible explanation could best

be attributed to the lack of weight of the significance of such in the context of the study which was explored further.

6.6.2.1.1 Changing Skill Requirements

With respect to changing skill requirements, three of the four codes were confirmed, with only one code which was not deduced from the participants, that is, *flexibility*.

6.6.2.1.2 Employability skills

Employability skills dealt primarily with the formal assessments of hotel employee's skills early in the hiring process, which the participants confirmed, with Participant 1, mentioning the use of psychometric tests in the recruitment process:

Participant 1>

*For recruitment there's the use of **Psychometric tests and interviews**, the psychometrics are paid up for by the company where we are assured of getting suitable candidates.*

Participant 3, further over-emphasised the concentration by the hotel towards attracting the right candidature, striving to be the employer of choice as cited:

Participant 3

Attract we should be able to attract the right talent in the organisation whereby we become the employer of choice meaning that in the event that an advert is out there, you know that you attract the right of calibre to the organisation; so, by us getting the right people to the organisation in a way will assist us in managing our talent in the organisation as we go so becoming an employer of choice is one of the strategies that may influence our talent management and also the moment we attract the right calibre to the organisation, we should also try to win their heart....

Overall, for employability skills, the key codes that were mapping to the major theme were *psychometric tests, joining and interviews*.

6.6.2.1.3 Learning structures

The second theme that emerged were the learning structures which looked into the frequency in which career developmental plans were created for succession within the hotel, which the participants confirmed and being present. Participant 3 mentioned:

Participant 3>

*And while people are happy to be working in the organisation, we as an organisation **should also make sure that we excel** so that everyone would want to be associated with an organisation that excels in whatever they do so that they would not even be felling like I am here waiting for the next opportunity and then I am leaving this organisation so I think it is also a strategy that we should implement as an organisation that **we excel in whatever we do** so that each employee that we get would not want to leave us whenever they get an opportunity.*

The role of learning structures was reinforced by Participant 4, citing the respective importance of having well-defined and a systematic succession strategy oriented towards the grooming of managers at all levels of the hotel.

Participant 4>

*Well, our talent management process needs to align with our company's business strategy where focus is on **developing** high-quality managers at all levels of the organisation such as aspiring managers, manager development and senior management development. We need to have a cultural shift towards collaboration and leadership, to a **succession plan** across the organisation, and the need for effective performers to ensure that managers are meeting expectations and addressing performance issues in others.*

The guiding context for the extraction of the theme *learning structures* was, therefore, *career development* and *succession planning*.

6.6.2.1.4 Pro-activeness of hotel

The third aspect related to the pro-activeness of the hotel, and this looked primarily into the ease of identifying gaps in the current employee competency levels. Participant 1 confirmed the presence of employee recognition initiatives, which were confirmed to be based on the results. Effectively, it can be argued that the hotel was rather proactive as supported by the extract:

Participant 1>

*Soft HR strategies such as employee recognition **initiatives** for all levels of management, and results based performance management.*

The relative pro-activeness by the hotel was evident from its continual need to realise the utmost customer experience through continual employee development as emphasised by Participant 2:

Participant 2>

*We also have our **strategy** where we are focusing on ensuring that the guest is extremely happy. We want our guests to leave with the best memories of who we are so the customer service strategy also comes through we are saying we need to be constantly empowering and training our talent to make sure they are relevant to our guests.*

Participant 5 brought out the ease of identifying employee competence levels from the emphasis of the ease of merit-based reward system in the hotel:

Participant 5>

*First of all, the **strategies** will be based on merit meaning that you reward talent. People who are talented will be rewarded for performance, for their talent so my **strategy** basically is rewarding talent. It doesn't matter what time what period that employee has stayed in operation but as long as that employee is talented that employee will be rewarded according to their performance; so, my **strategy** is based on merit.*

The proactiveness of the hotel was extracted from the contextual usage of the terms *strategies* and *initiatives*, and these formed the guiding aspects towards the extraction of the proactiveness of the hotel as a theme.

6.6.2.1.5 Workforce Diversity

The second subset of strategies that were aimed at influencing the management of talent in the organisation was linked to workforce diversity. Of the four themes of workforce diversity, pool of talent and team cohesion were not extracted from the thematic analysis. Rather, the key aspect extracted was continual improvement, with a minor extraction of attitudes.

6.6.2.1.6 Continual Improvement

Virtually, all the participants did confirm the role of continual improvement, with Participant 1 mentioning:

Participant 1>

*Ensuring that management that are hinged on the principles of **continuous improvement**.*

Participant 2 specifically mentioned the continual need to maintain specific service standards for the hotel, which entailed continual training, as the Participant outlined the relative significance of such training towards the facilitation of the performance of the hotel. The respective quotation to this effect was:

Participant 2>

*For us in the last few months, we have actually had a large inflow of business and when we look at our TM we say we need to cut costs and at the same time we need to have the right numbers to ensure that our guests are serviced properly so we had to make a balance of coming up with initiatives to add the right number of casuals, the right type of people and people that are **trained** in terms of our own specific service standards because we do have specifications so a lot of things will then influence yes the cost management is important because we need to get minimal numbers but with the most impact.*

The continual improvement was further reiterated by the second Participant who further outlined the frequency of the training, which were established to be round-the-clock:

Participant 2>

*And you find that we are **training** them month on month to ensure that customer service delivery is optimal.*

Participant 3, further supported:

Participant 3>

*The other thing we can look at is maybe on **training** and **developing** of our employees. That on its own can be able to manage our talent within the organisation.*

Participant 4, on the other hand, supported the regular trainings, citing the dynamic nature of the roles of the employees, and the fluidity in the employee complement, which changed from time to time, depending on the demand. Therefore, to cater for the ever-new-coming staff, this entailed for the regular trainings citing:

Participant 4>

*However, due to the seasonality nature of our industry and temporal nature of hospitality positions our organisation along with others, isn't always able to take advantage of this position as it can be difficult to attract, train, and retain reliable and qualified staff year-round. Therefore, relevant regular **trainings** ensure that our teams are kept abreast of the guest service.*

Effectively, the investment in training, as supported by Participant 2, were mainly aimed at maintaining consistent service standards, albeit the dynamic nature and seasonality of the workforce, varying from time to time. The significance of continual development is well-evident from the pre-dominance of training initiatives in the hotel. Overall, the theme *continual improvement* was based on the sub-themes *training* and *development*.

6.6.2.1.7 Attitudes

The second aspect of workforce diversity, though supported by a single participant related to the attitudes, whether the management created an environment where employees' ideas are listened to. This emerged from the fourth participant who mentioned:

Participant 4>

*I feel that engaging employees in terms of how they work with others and how they are performing does result in positive **behaviour** change, which I believe is linked to performance improvements.*

To extract the theme attitude, the key guiding sub-theme was *behaviour*.

6.6.2.1.8 Globalisation

Strategies related to globalisation were not so significant with the only traces of the dynamics of international labour, with elements of continual improvement, as illustrated from the Participant 3 below.

Participant 3>

*The other thing we can look at is maybe on **training** and **developing** of our employees. That on its own can be able to **manage** our talent **within** the organisation.*

To extract the validity of globalisation, the key sub-themes that were mapped from were *training*, *development*, *management* of talent, and *within*. The internal management was very important as its main aim was tailored as cushioning the human resource from the competitive pressures from other players regionally and internationally.

The expansion of world trade, competition and talent flow themes were not extracted from the interviews.

6.6.2.1.9 Technology Changes

The last set of strategies related to technological changes. However, of the four dimensions, level of technical skills, technological advances and innovation were not extracted from the deductive thematic extraction. Traces of cost saving emerged, which could have been facilitated by the use of Enterprise Resource Planning systems at the hotel, is deduced from the second participant.

Participant 2>

*We do have from our functional strategy, to our operational strategy right up to top level strategy but apparently with the way the economy is going, our cost reduction strategies are what we are running with currently so they definitely have an impact on how we are managing talent. When you are looking at our current **cost reduction** strategy we say how much business and how much **volumes** we are getting into the hotel **viz a viz** the **number of staff** we have on the ground to **manage** the inflow of business.*

Based on the foregoing, with the computations required for large organisations with large volumes and a high staff complement, it is evident that the hotel leverages on technological solutions that integrate the key performance indicators with the human resources, and optimisation techniques are used to evaluate the optimal staff needed as well as the computation of demand forecasts to help plan for the staffing.

6.6.2.2 Overall analysis of GQ1 – Strategies that influence the management of talent in the hotel

Having explored the key themes that emerged from the study with respect to the strategies that influence the management of talent in the hotel, the aggregate weighting of these strategies, based on the number of codings, is summarised in Figure 6.28 below.



Figure 6.28 Strategies that influence the management of talent in the hotel

From preceding the analysis above, only two major strategies were identified, and these included the changing skill requirements-related strategies and workforce diversity-related strategies. Unlike the literature such as Taylor et al. (2001), who emphasised on the significance of flexibility, this did not directly emerge from the study as there was no direct extract from the interview transcripts that brought out this dimension. Most probable reason is that the type of questions posed to participants were not structured to reveal the expected themes.

Technological changes and globalisation-related strategies were the poorly rated. With respect to the sub-constructs, continual improvement emerged as the key strategy, while the second was the pro-activeness of the hotel, while learning structures was rated the third, and employability skills the fourth.

6.6.2.3 Aspects influencing the way managers manage the talent management process

The second general question sought to establish the aspects that influenced the way managers managed the talent management process in their departments. Again, as discussed earlier, the participants were asked corresponding questions and being a deductive study, a predefined thematic template was used for the extraction of codes (Yin, 2010). The key research constructs that formed the bulk of the template codes were extracted from Bakker et al., (2012), Burgess and Connell (2006), Busquets (2010), Campbell (2010), Curran (2010), Dwyer (2013), Felstead et al., (2013), Kusluvan et al., (2010), Hasan and Subhani (2011), Oracle (2012), Osman (2013), Seo et al., (2015), Torres et al. 2015), Turkman (2010), and Wilson & Hogarth, (2013). These are depicted on the table below:

Table 6.20 *Deductive Coding Framework for GQ2*

Aspects influencing the way managers manage the talent management process			
A. Organisational Commitment	B. Contingent Workforce	C. Hotel Employee Involvement	D. Hotel Employee Needs
• Employment contract	• Staffing levels	• Employee involvement	• Emotional requirements
• Empowerment	• Knowledge workers	• Hotel culture	• Efforts in addressing needs
• Involvement	• Correct placement	• Cost awareness	• Meets expectations
• Management commitment	• Job attraction	• Supporting environment	

From the analysis, the key themes that were extracted are summarised in Figure 6.29.

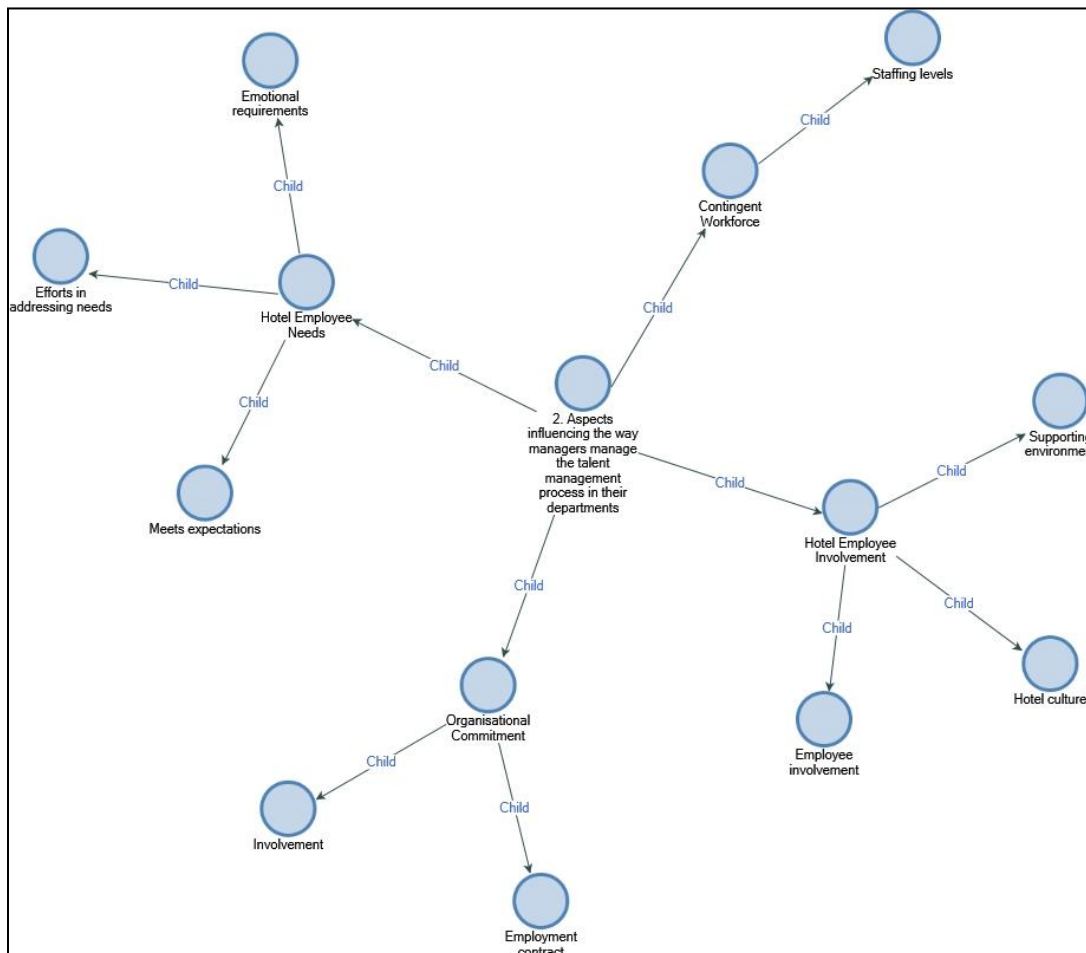


Figure 6.29 Thematic Extraction – Aspects influencing the management of the talent management process

From the illustration, all the four dimensions were extracted, however, not all the sub-dimensions were extracted, that is, organisational commitment, contingent workforce, hotel employee involvement, and hotel employee needs with the least number of dimensions being observed for contingent workforce and organisational commitment respectively. The subsections below presented the principal findings from the deductive thematic analysis (Braun & Clarke 2006).

6.6.2.3.1 Contingent Workforce

The first aspect influencing the way managers manage the talent management process in their departments was contingent workforce. While the literature best defines it from the perspective of staffing levels, knowledge workers, correct placement, and job attraction (Burgess & Connell, 2006; Busquets, 2010; Curran, 2010; Dwyer, 2013; Oracle, 2012), from this study, the only dimension that was extracted from the interviews was staffing levels.

6.6.2.3.2 Staffing levels

From the analysis, with respect to the contingent workforce, it was confirmed that part time labour was indeed beneficial to the hotel's operations. From the second participant, the staffing of part time employees was demand-driven, and mentioned:

Participant 2>

*Again, it's also to do with the business volumes for us do make a huge impact in terms of manageability. That determines whether we are going to get **extra staffing** whether we are going to get trainees; for example, now we are going towards the new year we are determining how many students on **attachment** are we going to take and that is all based on the strategic decisions we made when we made our budgets to say what sort of volumes are we going to get next year and that then influences the managers to say I need so many **numbers** of **trainees** and number of **contracts** which is **increasing**. You will find out for us we have increased the number of contracts in the various departments because we are expecting our business **volumes** to go up next year so that also influences. We are also looking at the aspect of the flexibility of the market to say how much or how many people is it good to train now for next year based on the volumes. You see all these things are influencing the managers to say can I then start training my people for next year to ensure that at all our busy periods we have enough people for example we have the Trade Fair which is big, Valentine which is big, Mine Elentra so all those periods we have already started preplanning and working on those with the management in the hotel.*

A case in point brought out from the participant was the relative importance of contingency staff for key events such as the Trade Fair and Valentine, where demand fluctuations are forecasted, and part-time staffing is pre-planned months before the event. The second participant strongly emphasised the seasonality nature of the guests sitting:

Participant 2>

*For the day- to- day running again we go back to the cost element where we say let's have **minimal staff** on the ground, let's do the best with the colleagues we have on the ground so that we can maximise on the revenue because we do have seasons and periods obviously because its hotel industry where we have low occupancies so when we retain our minimal staff on the ground and then we augment as per need with either casuals or contracts or trainees that are coming in and out.*

The foregoing was validated by the third participant, who brought out the need by the hotel to outsource part-time employees, where the demand outweighs the employee compliment at any given moment.

Participant 3>

*We can look at **adequate staffing** if we don't have adequate*

It can be deduced from earlier themes that the variability in the staffing was mainly driven as a cost-cutting measure to have apposite staff that suits the varying demand levels, other than retaining redundant staff when the demand levels would be low, to help avoid instances where the staffing would be an expense offsetting the revenue inflows. The coding for the theme *staffing* levels was extracted from the key terms, *extra, adequate, number, staffing, attachment, students, and trainees*.

6.6.2.3.3 Hotel Employee Needs

The second aspect that was found to be influencing the way managers manage the talent management process in their departments was hotel employee needs. From the three dimensions in the literature, that is, emotional requirements, efforts in addressing needs, and meets expectations, they were all confirmed in this study (Felstead et al., 2013; Kusluvan et al., 2010; Turkman, 2010; Wilson & Hogarth, 2013).

6.6.2.3.4 Efforts in addressing needs

With respect to the efforts in addressing employee needs, it was confirmed that the management of Zimbabwean hotels make visible strides in addressing their employees' welfare needs. Participant 1 mentioned the presence of some benefits

Participant 1>

*There are **benefits** for employees and they include medical aid cover, cell phone allowance, motor vehicle loans etc.*

The key terms that pointed to the broader theme *efforts in addressing needs*, were benefits and allowances. The foregoing extract was albeit the fact that across other industries, most of these benefits were being scrapped, implying that the hotel management were indeed making significant efforts to address employee needs.

6.6.2.3.5 Emotional requirements

Pursuant to the efforts to address the needs of the employees, the emotional needs were confirmed by the degree that employees do derive satisfaction from their jobs. While not directly extracted, this could be inferred from the fact that the allowances were confirmed as being attractive vis-à-vis other businesses other than the hoteliers.

Participant 1>

Attractive packages within our hotels and benefits too.

As argued earlier that most of the fringe benefits within the hotel industry were being retained despite the other businesses rescinding the decision to offer these benefits,

and to downscale the magnitude of these benefits. In this regard, it can be deduced that the employees in the hotels were relatively satisfied emotionally.

6.6.2.3.6 Meets Expectations

The third dimension extracted from the analysis was on the control over the contents of the processes involved in their jobs, and therefore meets their expectations. This was validated by third participant who mentioned that:

Participant 3>

*Okay the aspect that will influence the way the managers to manage the talent management process will be looking at the **adequate** tools of trade. That on its own will able to make the managers to influence or in a way to motivate their staff members and that will make them be able to manage the talent in the process so maybe providing **adequate** tools of trade and motivation as a standalone that as well is an aspect that influence the way managers can manage the talent*

Effectively, the central aspect was the provision of adequate tools of trade, and by not being delimited in this regard would entail that the employees would have ultimate control over the processes involved in their jobs.

6.6.2.3.7 Hotel Employee Involvement

The third aspect influencing the way managers manage the talent management process in their departments was hotel employee involvement, which according to the literature was best measured by the dimensions' employee involvement, hotel culture, cost awareness and supporting environment (Bakker et al., 2012; Campbell, 2010; Osman, 2013). From the thematic extraction, three themes were extracted including employee involvement, hotel culture and supporting environment. Only cost awareness was not directly deduced from the interviews.

6.6.2.3.8 Employee involvement

From the analysis, the aspect of employee involvement emerged from the Participant 4, where the regular collective engagement by the employees and management in the context of talent management was recommended.

Participant 4>

*I believe that any talent management efforts must be clear and because of that our managers are supported in becoming competent at having talent and career **conversations with their subordinates** on a **regular** basis. This helps to increase confidence in our employees. It's important that as we do this we are mindful of the need to have the capability to operate and sustain those efforts. This relies on clear structures of responsibility and governance we are striving to achieve.*

The key guiding sub-themes that qualified the extract above to the theme *employee involvement* were *regular* and *conversations*. The eventual goal of involving the employees in the talent management efforts would, mainly, be aimed at attaining employee confidence and to prevent resistance to such efforts by ensuring that adequate communication has been conveyed.

6.6.2.3.9 Hotel culture

The second dimension was hotel culture, where the understanding of hotel culture was identified, and as well related to the improvement of performance of the workers.

Participant 1 mentioned:

Participant 1>

*Employee **attitude**, **behaviour** and also the changing of management strategies is well managed.*

This was further reinforced by participant 5, who cited:

Participant 5>

*not a very easy question but it all starts with you as the overall manager, that the way you deal with talent in your organisation and the way you support your managers in dealing with talent influences the junior managers on how they deal with employees or their own subordinates. So, if you as senior manager, treat your employees based on their merit or on performance, **they will in turn** support their junior managers according to their performance according to their talent.*

The hotel *culture* theme was extracted based on the key terms *attitude* and *behaviour* both which portray an ethos within the organisation. From both excerpts from the participants, the role of hotel culture was elaborated, and more specifically, its ripple effect towards the performance of the employees, if properly conveyed from the management, who tend to be the role models.

6.6.2.3.10 Supporting Environment

The third dimension was the supporting environment, which gauged whether employees were provided with opportunities for personal growth. The supportiveness of the environment was mainly evident from the stronger orientation by the hotel towards training and development, which was earlier observed to be ongoing. This was as well evident in the preceding themes, particularly the extract from Participant 4, that is;

Participant 4>

*Well our talent management process needs to **align** with our company's business strategy where focus is on **developing** high-quality managers at all levels of the organisation such as aspiring managers, manager **development** and senior management **development**.*

The relative importance of the theme was validated from the mapping of the words developing and development, as being the foundations of the supporting environment.

6.6.2.3.11 Organisational Commitment

The last aspect that was established as influencing the way managers manage the talent management process was organisational commitment. This was identified with four main constructs from the literature, that is, employment contract, empowerment, involvement, and management commitment (Kusluvan et al., 2010; Hasan & Subhani 2011; Seo et al., 2015; Torres et al. 2015). Nevertheless, from the analysis, only two themes were extracted, that is, involvement and employment contract.

6.6.2.3.12 Employment contract

The interviews established that with respect to the employment contract, the Zimbabwean hotels align employees with their vision as evidenced from Participant 1:

Participant 1>

*The **vision**, **mission** and **quality policy** are all **clear** to the employers and every employee is given a chance in their respective departments.*

The clarity of the vision of the hotel, as observed in the interview, confirms that the employment contract was clear in terms of the expectations of each and every employee, from a hotel vision point of view.

6.6.2.3.13 Involvement

With respect to involvement, this looked into the consistency of managers in providing ongoing developmental feedback that supports employee development. The qualitative results confirmed this with Participant 1 citing:

Participant 1>

***Appraisal** to best employee **every** month.*

The efficacy of the appraisals is evident from the further clarification that upon appraisals, those who would have excelled would eventually be promoted, therefore,

qualifying the magnitude of the involvement by the managers towards employee development.

6.6.2.4 Overall aspects influencing management of the talent management process

Having reviewed the four main aspects that were qualified in this study, the researcher went forth to quantify the relative significance of each and every aspect that was deduced from the qualitative enquiry. From the analysis, the respective hierarchical chart is presented in Figure 6.30 below.

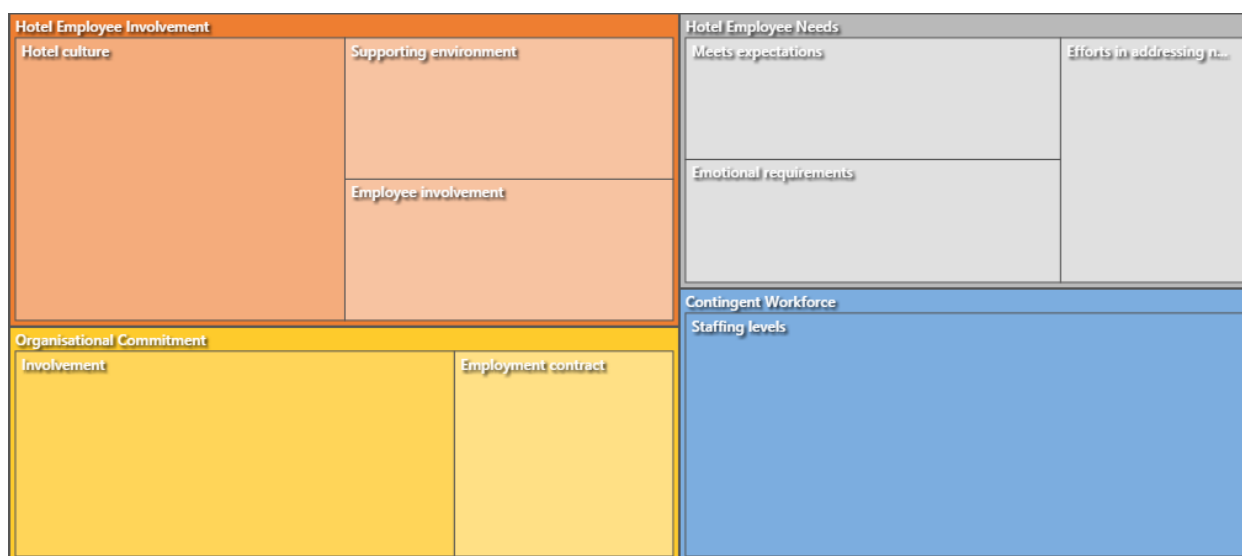


Figure 6.30: Hierarchical Chart - Aspects influencing the management of the TM process.

From the analysis, the prime aspect was hotel employee involvement, while organisational commitment was the second rated. Hotel employee needs was the third rated, along with contingent workforce. With respect to the most distinctive themes, these were staffing levels, followed by hotel culture and involvement.

6.6.2.5 Aspects of customer service delivery affected by the management of talent

The third general question dealt with the aspects of customer service delivery that were affected by the management of talent. From the literature, four key constructs were identified, namely, guest value, perceived service quality, hotel/tourist employee job satisfaction and hotel employee attitudes (Ajzen, 1975; Arnett et al. 2002; Fishbein & Ajzen, 1975; Berghman and Matthyssens 2006; Blomme et al. 2010; Bowman & Ambrosini 2000; Chafetz et al. 2012; Dickens et al. 2013; Hsu, 2012; Lee & Way, 2010; Petersen et al., 2005; Priem 2007; Phillips et al. 2011; Salazar et al. 2010; Takeuchi

et al., 2009; Turkman 2010; White & Bryson 2013; Wilson & Hogarth 2013; Yoo & Park, 2007; Zeithalm et al., 2012). The respective coding framework used therefore comprised the following dimensions:

Table 6.21 *Deductive Coding Framework for GQ3.*

Aspects of customer service delivery affected by the management of talent			
A. Customer Value	B. Perceived Service Quality	C. Hotel Employee Job Satisfaction	D. Hotel Employee Attitudes
Value for money	Guest expectations	Employee satisfaction	Personal behaviours
Responsibility	Guest satisfaction	Guest loyalty	Work environment
Service delivery	Employee role	Hotel involvement	Concerns
Quality service	Guest feedback		

From the analysis of the results, the respective themes extracted are summarised in Figure 6.31. Only one theme of customer value was extracted, the same with hotel employee job satisfaction, while for perceived service quality and hotel employee attitudes, two themes were extracted.

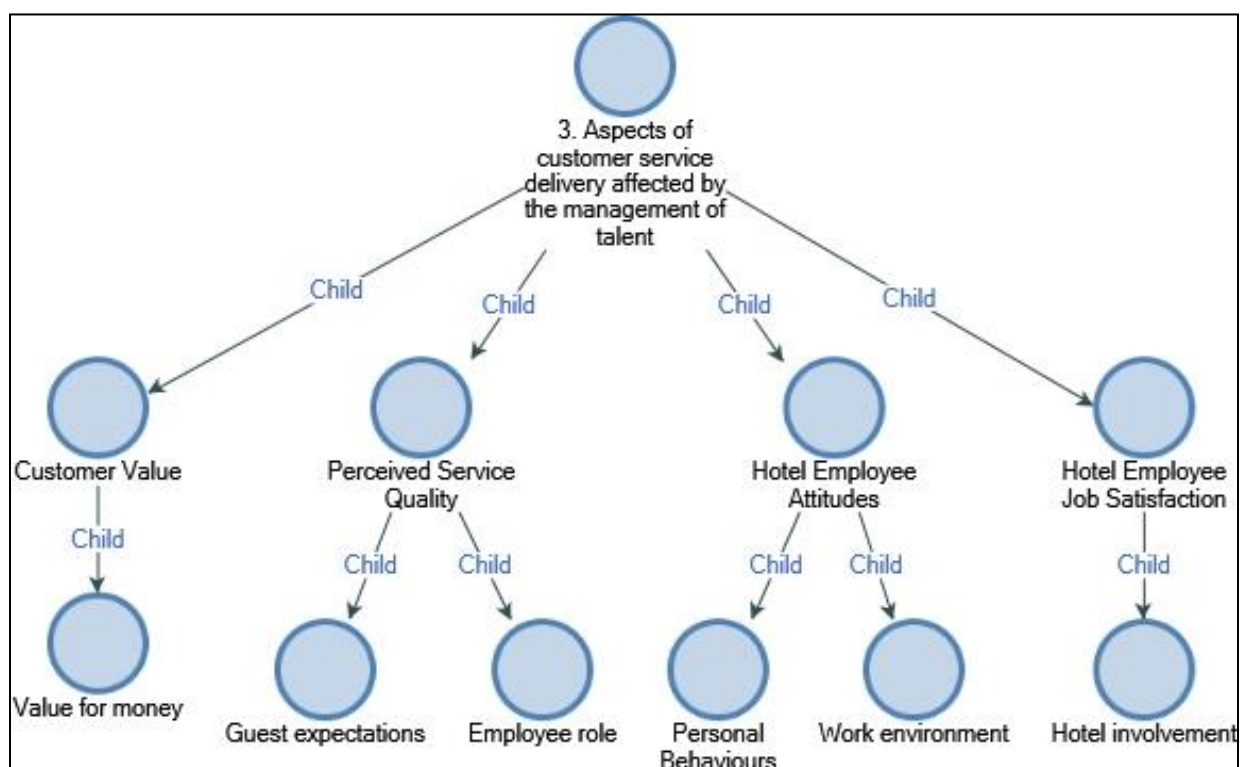


Figure 6.31 Thematic Extraction – Aspects of customer service delivery affected

The respective summaries of the analysis are presented in the following sections.

6.6.2.5.1 Customer Value

For customer value, as noted earlier, four dimensions were considered for the deductive thematic template. These included value for money, responsibility, service delivery and service quality (Berghman and Matthyssens, 2006; Bowman & Ambrosini 2000; Priem 2007; Smith 2002: 2006; Turkman 2010). Nevertheless, from the analysis, only one key dimension was identified, that is, value for money.

6.6.2.5.2 Value for money

The value for money was measured from the perspective of whether the hotel guests value the services rendered. This was extracted from Participant 1, who identified this from the need to fulfil the needs of the guests citing:

Participant 1>

*Poor service delivery this could be due to lack of appropriate training. Also, due to talent that is not nurtured to its full potential and failure to engage with customers so that they fulfil the **proper need** of the guest.*

The contextual usage of the phrase *proper need* indeed connoted the strong need for value for money.

6.6.2.5.3 Perceived Service Quality

The second aspect of customer service delivery affected was the perceived service quality. From the four dimensions identified from the literature, that is, guest expectations, guest satisfaction, employee role and guest feedback (Dickens et al. 2013; Lee & Way, 2010; Petersen et al. 2005; Phillips et al. 2011; Salazar et al. 2010; Wilson & Hogarth 2013), only two were extracted, that is, guest expectations and employee role.

6.6.2.5.4 Employee role

From the perspective of employee role, it was determined that hotel employees were familiar with the skills they should have to ensure guest satisfaction. Participant 2 cited:

Participant 2>

*And you find that we are **training** them month on month to ensure that customer service delivery is **optimal**.*

The employee's role theme was also evident from the third participant,

Participant 3>

*customer service delivery we can look at adequate staffing if we don't have adequate and the **right calibre of staff** members within the organisation, that on its own will affect our customer service delivery as the people that you might be having will not be aware of what is expected of them.*

Participant 2>

*So, I think that aspect on its own might affect the customer service delivery among the talent management, so we go back to the issue of attracting the **right calibre** to the organisation so that our customers will not be affected in the process.*

From the foregoing extracts, the familiarity of the employees with their role was mapped from the key sub-themes *optimal service*, and *right calibre*.

6.6.2.5.5 Guest Expectations

The research also confirmed that Zimbabwean hotel guests' expectations were being met by the hotel employees, or at least that the hotel made frantic efforts to ensure that these expectations would be met. Participant 1 confirmed that for these expectations to be met, there ought to be a need to nurture talent, through among other things, appropriate training as cited:

Participant 1>

*Poor service delivery this could be due to lack of appropriate training. Also, due to talent that is not nurtured to its full potential and failure to engage with customers so that they fulfil the proper **need of the guest***

Proper need of the guest was mapped to the theme *guest expectations*. It emerged as well that it was the major aim behind continual staff development to ensure that all the employees are kept abreast of the service expectations, and all these efforts were being made to ensure that the guest expectations are met.

6.6.2.5.6 Hotel Employee Attitudes

The third theme was on the attitudes of the hotel employees, and was measured by work environment, personal behaviours and concerns (Ajzen, 1975; Fishbein & Ajzen, 1975; Guest, 2004; Hsu, 2012; Takeuchi et al., 2009 White & Bryson 2013). Of the dimensions, only personal behaviour and work environment were extracted.

6.6.2.5.7 Personal behaviours

With respect to personal behaviours, the research evaluated whether the employees' reactions on the workplace were a result of how much their internal environments are changed. This was confirmed by Participant 2 who mentioned:

Participant 2>

*All of aspects of customer service delivery, you find that that we have a customer service delivery which focuses on four aspects which is your **attitude** your **confidence**, your **responsiveness** and also been able to listen to what the guest wants. So, our focus really is to ensure every single colleague whether from the cleaner right up to the person who checks in the guest to the management is able to focus on those 4 attributes of what customer service delivery is all about.*

Participant 3, further supported:

Participant 3>

*Definitely it will matter in this aspect because you know what they say your skills will take you there but your **attitude** will bring you back. You can have the right skills, you know how to serve the customer you know how to carry your plates and all that but if you don't have the right **attitude** to mingle with the customers definitely the service will be affected.*

The key term that formed up the broader theme *personal behaviours* was *attitude*, and this was common in both extracts above.

6.6.2.5.8 Work environment

With respect to the work environment, the research evaluated if the management of Zimbabwean hotels understood that their employees can make contributions to the business. This was confirmed from Participant 4, which established that:

Participant 4>

*Our guest satisfaction is heavily influenced by **service factors** such as employee attitude, the pacing and order of services provided. We see that when our customer satisfaction levels go up, the more revenues are receipted for our business.*

The term *service factors* were used to extract the theme *work environment*. Effectively, based on the foregoing, the weight role played by hotel employees on business performance was confirmed, and understood by the management.

6.6.2.5.9 Hotel Employee Job Satisfaction

The fourth aspect of customer service delivery affected by the management of talent was identified as being hotel employee job satisfaction employee satisfaction. This was conceptualised as being comprised of the following dimensions: employee satisfaction, guest loyalty and hotel involvement (Arnett et al. 2002; Blomme et al. 2010 Chafetz et al. 2012; Hsu 2012; Yoo & Park, 2007; Zeithalm et al. 2012). However, from the analysis, only one dimension was identified, that is, hotel involvement.

6.6.2.5.10 Hotel involvement

With respect to hotel involvement, the researcher looked into whether the hotel places emphasis on employee job satisfaction strategies. This was confirmed by two participants, Participant 4 and 5 who mentioned that:

Participant 4>

We ensure that our employees are motivated enough to be able to offer service that wows our guests. We do this by giving our trainees regular trainings as training is critical to ensuring quality service and meeting these objectives.

Participant 5>

This pyramid basically says that your front-line staff are the most important people in your organisation meaning to say that customer service delivery is dependent on how you treat your front-line staff. So, the way you treat your frontline employees will help you manage talent within your organisation so respect for frontline staff because these are the people who are directly involved with your customers its very critical.

Based on the foregoing, it can be confirmed that the proactiveness of the hotels toward employee job satisfaction was confirmed, mainly the front-line staff whose significant role is priceless as these are the ones who interface directly with the customers. In summary, the theme *hotel involvement* was mapped to from the key terms *ensure, employees, motivated, treat, and staff.*

6.6.2.6 Overall – Aspects of customer service delivery affected

Overall, considering the findings with respect to the aspects of customer service which were affected by talent management the overall weighting, based on the number of codings, was computed with the aid of QSR NVivo v11, and the respective hierarchical chart is illustrated next.

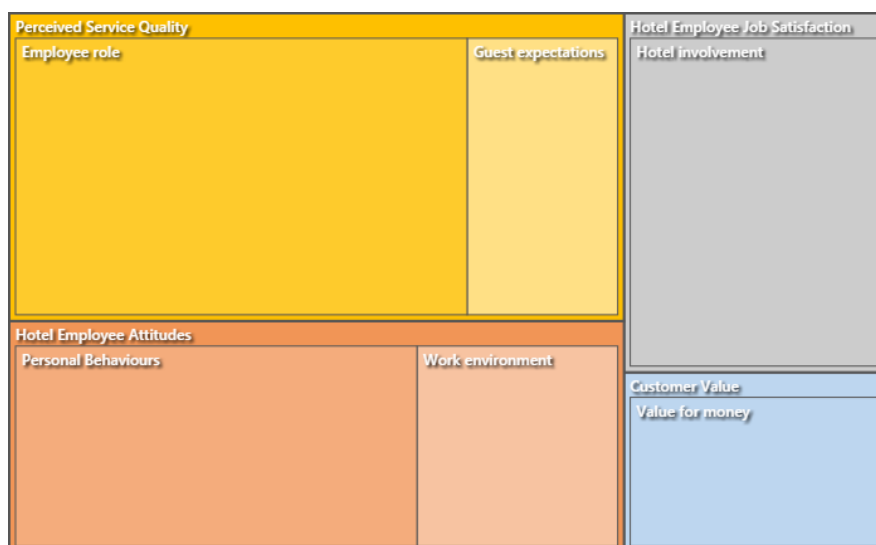


Figure 6 31: Hierarchical Chart - Aspects of customer service delivery affected

From the results, the major aspect of service quality affected was the perceived service quality, whose dimension, employee role had the overall highest weight of the other dimensions. The second rated aspect related to the hotel employee attitudes, while hotel employee job satisfaction was the third rated. The least weight of the four aspects extracted was the customer value. With respect to the dimensions within the four aspects, apart from employee role, the other highly rated were personal behaviours, and hotel involvement.

6.6.2.7 Performance management strategies

The fourth guiding question sought to address the key performance management strategies that influence the way talent is managed. From the literature reviewed, four major strategies were identified, and these were related to hotel employee value, goal setting, performance-based rewards and work performance (Baron, 2012; Behzad & Abbas, 2010; Cobb, 2012; Crick & Spencer 2011; Cushway 2011; Davidson et al., 2010; Demerouti & Bakker 2006; Dickens et al., 2013; Erickson & Gratton 2007; Finnigan, 2010; Haanappel et al 2011; Hardeman et al., 2002; Hill & Tande 2006; Hsu, 2012; Lee & Way 2010; Scott et al., 2012; Tansley, 2011; Vance, 2013; Porter & Kramer, 2006; Wilson & Hogarth, 2013; Yam & Raybould 2011). The respective breakdown of these four major strategies used as the key deductive approach thematic template was:

Table 6.22 Deductive Coding Framework for GQ4

Key performance management strategies that influence the way talent is managed			
A. Hotel / tourist Value proposition	B. Goal Setting	C. Pay for Performance	D. Work Performance
Employee promise	Contribution of goals	Compensation	Employee control
Appreciation	Communication	Rewards	Employee's skills
Recognition programmes	Time bound	Consolidation	Review processes
Self-worth	Ownership	Fairness	

Nevertheless, from the thematic extraction process facilitated using QSR NVivo v11, the key strategies and their respective dimensions extracted are illustrated overleaf.

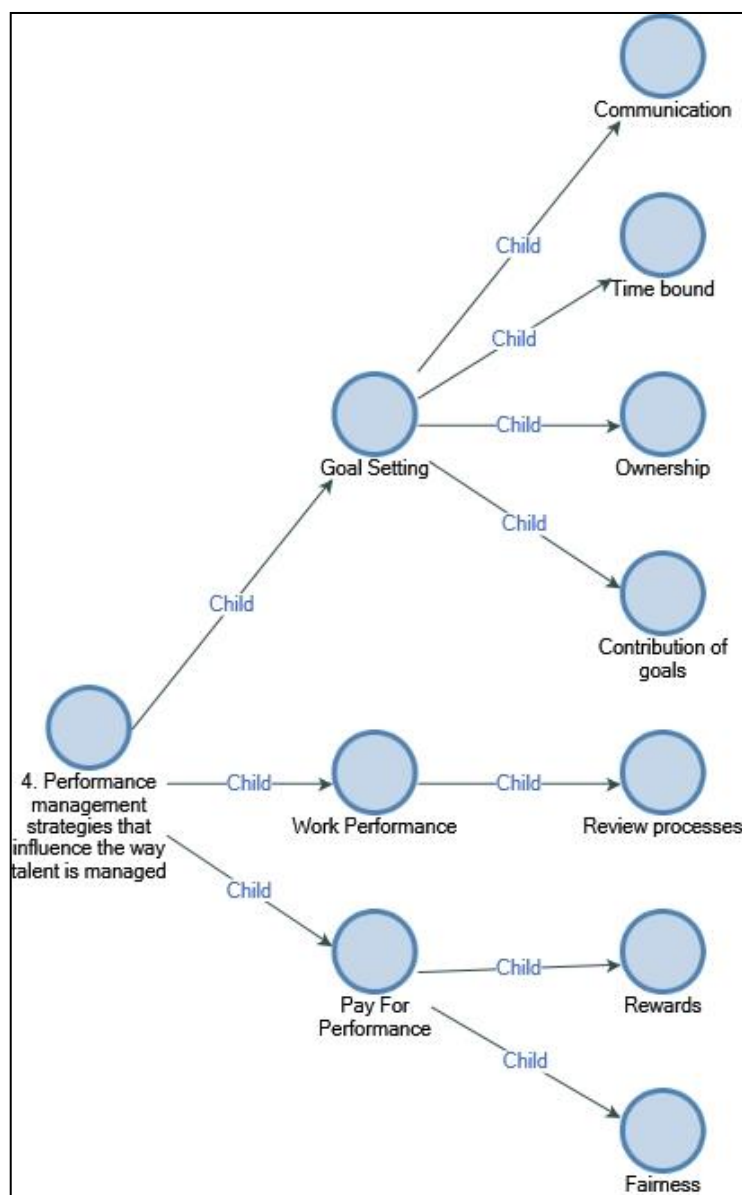


Figure 6.31 Thematic Extraction - Performance management strategies

From the preceding analysis, it can be confirmed that none of the participants identified the hotel or tourist value proposition as being a significant strategy. With respect to work performance, only review processes were identified, while for results-based rewards, only two dimensions were extracted, and these were rewards and fairness. The only strategy that was identified with among the participants across all the dimensions was goal setting. The respective narration of the themes is presented overleaf.

6.6.2.7.1 Goal Setting

Goal setting was identified with four main dimensions, that is, contribution of goals, communication, time bound, and ownership (Baran, 2012; Hsu, 2012; Porter & Kramer, 2006; Vance, 2013; Wilson & Hogarth, 2013). From the analysis of the qualitative results, all the dimensions were extracted.

6.6.2.7.2 Communication

With respect to communication, the research sought to identify the relative importance of having the management to clearly communicate ways of achieving hotel goals. Of the responses, this was well extracted from the first participant, as supported by the excerpt:

Participant 1>

Updating Job descriptions. Thus, explaining the company's expectations for the job and also goals should be set.

With respect to the theme *communication*, this was mapped to the efforts by the hotel management to update the employee job descriptions. The above quotation is very significant as it addresses the relative weight of having the goals expected set within the job descriptions and having the ways of achieving these goals to be clarified during the induction process.

6.6.2.7.3 Contribution of goals

The second theme extracted related to the contribution of goals, that is, whether personal goals of hotel employees contribute to the achievement of the hotel's goals. This was supported by the study, particularly, participant 2, who mentioned:

Participant 2>

Even going down to leave management everybody was pushing on the team that look if I need to go on leave let me go so that by the end of the year comes we are able to get it based on the budget. So, you find out that for us PM is really been streamlined towards a cost management aspect and also drawing in the teams to realise the impact that they have on the team ultimately getting that bonus.

From the foregoing, the evidence harmonisation of individual and organisational goals is evident, where from the theme was inferred; and so was the cumulative effect on the attaining of organisational performance.

6.6.2.7.4 Ownership

The third theme considered was ownership, which implied the fusion of the hotel's goals with the employees' goals throughout the working period. This was extracted from the analysis, and particularly, Participant 2:

Participant 2>

...again it goes back to cost management for us we have really been focusing on it in terms of all your expenses in terms of everything that you have managed to do probably fix the hotel, the maintenance, what needs to be revamped. How much of it have you been able to manage to contain within your budget and then the incentives that are then given either for the hotel or the group based on achieving of those. You find that the staff becomes motivated to help the management to achieve those goals example everyone will start switching off the lights as the electricity is going to be managed and you find that the bill will be in the benchmark as per budget. People will start watching how they open water and usage of water, usage stocks and usage of the various things that go on to help the guest. So you find out with that thrust pushing that through PM in the individual's key deliverables to that if we achieve that this is what we will get as a team you find out that this has been quite a big incentive for our team. We were actually able to celebrate this year as we have managed to meet our target this year because everyone was focused on looking at all the things that would impact the bottom line.

The foregoing excerpt generally illustrates the diffusion of the cost-saving culture goals of the organisation into the employees' goals as a case in point.

6.6.2.7.5 Time-bound

The fourth dimension related to the time aspect of the goals, that the organisational goals were achieved within the given timeframes set by hotel management. This was conveyed by Participant 1, who cited:

Participant 1>

*Establish and review milestones. The employer should involve employees in putting plans on paper then evaluate maybe **once a year**.*

The statement above generally confirm that the goals ought to be time-bound (with the element of time present in the statement), with apposite milestones set, and evaluations set to help assess the extent to which the goals have been achieved.

6.6.2.7.6 Pay for Performance

The second performance management strategy that the research considered as influencing the way talent is managed was performance-based rewarding, whose key dimensions investigated were compensation, rewards, consolidation, and fairness (Cushway 2011; Davidson et al., 2010; Demerouti & Bakker 2006; Dickens et al., 2013; Scott et al., 2012; Yam & Raybould, 2011). However, from the analysis, the main dimensions extracted were fairness and rewards.

6.6.2.7.7 Fairness

The other theme of performance management strategies that was considered was fairness. This was extracted from Participants 2 and 5:

Participant 2>

*I think strategies that focus on incentives, incentivising our staff and continue with those, like the bonus. The bonus has been quite good where you find out that where our budget is set, there is obviously a budget and then there is what actually happens on the ground and our **bonus** target is **benchmarked** on our budget to say how much of your budget have you been able to **achieve**.*

Participant 5 as well mentioned that:

Participant 5>

*There is a performance-based management strategy that has become very popular. The results-based management system where an employee is not just **rewarded** but is **recognised** and maybe **promoted based on the results** they produce. This is a scientific way of assessing performance of your subordinates. So, I would use that management strategy as an organisation we are using result-based management system which I think does work in our organisation as its very scientific and it does give proof that an employee has performed **based on the results** that are documented so I would recommend and I would want us to carry on using that system.*

The theme *fairness* was mapped from the key terms *reward, recognition, promotion, bonus, "based on results", benchmarked and achievement*. From the foregoing, it can be confirmed that fairness would be upheld by having the rewards being based on the results. Effectively, poor effort would be associated with lower rewards, and greater effort, with greater rewards, thus ensuring and promoting impartiality in the handling of the reward system.

6.6.2.7.8 Rewards

The second theme extracted was on the rewards, whether monetary rewards would be more important to hotel employees than non-monetary rewards. Participant 2 confirmed this when he cited:

Participant 2>

*I think strategies that focus on **incentives**, incentivising our staff and continue with those, like the bonus. The bonus has been quite good where you find out that where our budget is set, there is obviously a budget and then there is what actually happens on the ground and our **bonus** target is benchmarked on our budget to say how much of your budget have you been able to achieve.*

From the foregoing, overemphasis on the *bonus* as an *incentive* was cited, and being a form of a monetary reward, in lieu of non-monetary incentives such as fringe benefits and awards, this confirms the extracted theme that the former incentives were more important than the latter.

6.6.2.7.9 Work Performance

The last performance management strategy was work performance. This was measured by the sub-contracts, employee control, employee's skills and review processes (Cobb 2012; Crick & Spencer 2011; Erickson & Gratton 2007; Lee & Way 2010). Nevertheless, from the three, only review process was the only dimension extracted.

6.6.2.7.10 Review processes

The review processes looked into whether hotel employees understand how their work performance is reviewed. It emerged from the analysis that the participants did confirm the significance of this theme. Participant 1 confirmed:

Participant 1>

***Continuous feedback.** There should be two-way communication between the employees and supervisors in form of an open dialogue.*

This was further confirmed by Participant 3:

Participant 3>

*I think this we might not have to wait for the month end to come and then we start reviewing the performance of our employees, day-to-day performance management I think is very important in the workplace whereby if you see someone doing something that is not in line with what you want or what you expect as a manager, don't wait for month end to then say I will **review** you at the month end and I will tell you where you were wrong and where you were right. Immediate **feedback** I think might be important*

when we want to manage our talent because maybe if you are to tell someone for something that they did two weeks back it might not have as much impact as it would have at that particular moment. If someone does something wrong just tell them there and then and when someone does something good as well because performance management is not only about looking at the negatives but and the positives so when someone does something good as well a pat on the back immediately would be good and it also motivates them thereby having the right employees with the right attitude and will help to manage our talent

Participant 4 looked into the tracking and measurement of talent management which amounted to be a subset of the review process.

Participant 4>

*It's critical that as a hotel group, we have ideas about how to **track** and **measure** the impact of talent management. However, we find that analysis of performance management results reveals to us areas for emphasis in our day-to-day interactions with our teams. Our performance management system ensures that the active development of those employees with potential takes some time to get established. Again, this relies on managers having both the capability and motivation to take real responsibility for developing their best people.*

The key terms that were considered in the extraction of this theme were *feedback, review, tracking, measurement*. The foregoing does confirm that the role of the review processes was indeed acknowledged by the participants.

6.6.2.8 Overall - Performance management strategies

The results presented above did confirm the significance of three of the four major strategies, the only non-extracted being value proposition. To better weigh the relative weight of the strategies, the respective hierarchical chart that best illustrates this was computed from QSR NVivo v11 and is illustrated in Figure 6.34.

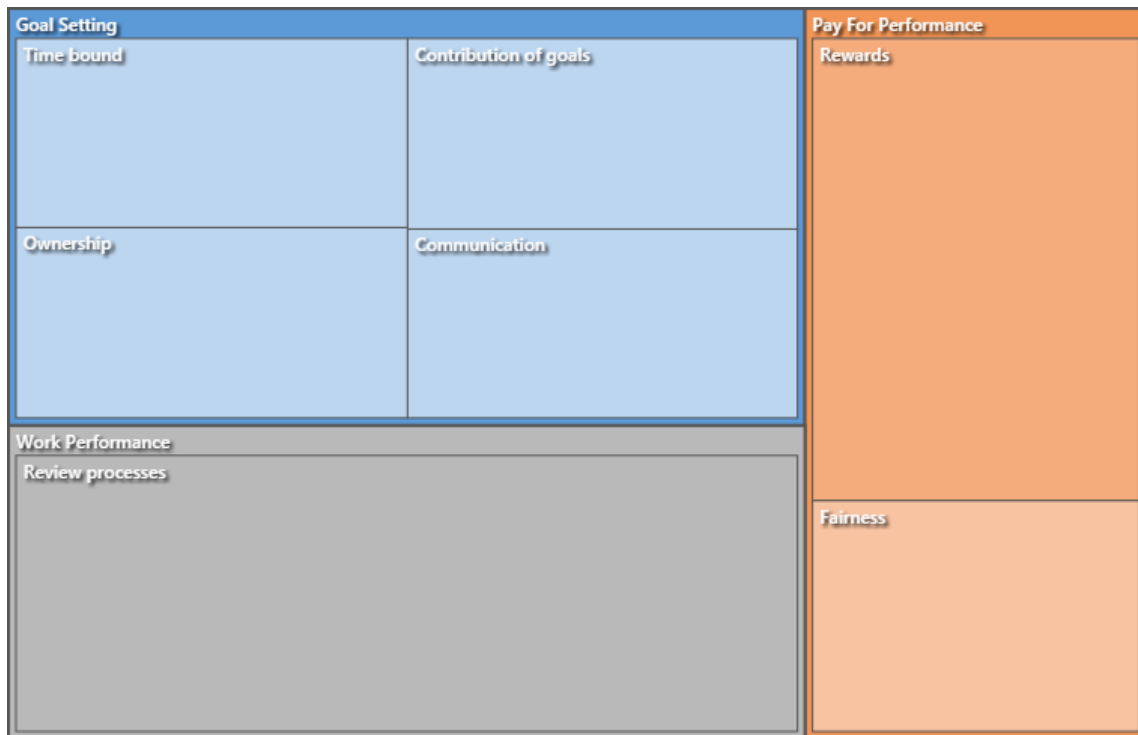


Figure 6.32: Hierarchical Chart - Performance management strategies

From the preceding results, the highly rated strategy was goal setting, while work performance was the second, and the third being performance-based rewards. Nevertheless, looking at the dimensions within the major strategies, the highly rated was review processes, and rewards.

6.6.3 Additional values influencing TET

6.6.3.1 Training strategies influencing the way talent is managed

The fifth general question reviewed the training strategies that influence the way talent is managed in the hotels. Effectively, leveraging on the literature, four broad strategies were considered, and were adopted as the broader themes on the coding template. These include knowledge, tourism employee empowerment, induction procedures, job design and training outcome (Armstrong, 2012; Carrell & West 2010; Clark, 2010; Collier & Esteban 1999; Colombo 2010; Cushway, 2011; Davies et al., 2001; Dermody et al., 2004; Gambin 2014; Gilbreth & Kent, 1911; Jameson, 2000; Kanfar 2011; Leberman & Doyle, 2011; McCole, 2015; Lowry et al., 2002; Martin et al., 2013; Pratten, 2003; Scott et al., 2012; Rosewarne 2010; SHRM 2014; Sommerville, 2007; Stimpson & Farquharson 2010; Taylor 1947; Wang, 2008; Zareen et al., 2013). The five constructs were measured by the following sub-dimensions:

Table 6.23 *Deductive Coding Framework for GQ5*

Training strategies influencing the way talent is managed			
A. Knowledge	B. Tourist / Hotel Employee Empowerment	C. Induction Procedures	D. Job Design
Conducive environment	Decision making	Assessments	Structure
Reservoir of successors	Opportunities	Alignment inductions	Specialisation
Knowledge organisations	Succession planning	Mentorship	Skills sufficiency
Knowledge organisations	Power centric		

Deductive coding was adopted, and an evaluation of the themes was made and the thematic diagram showing the extracted themes is presented next.

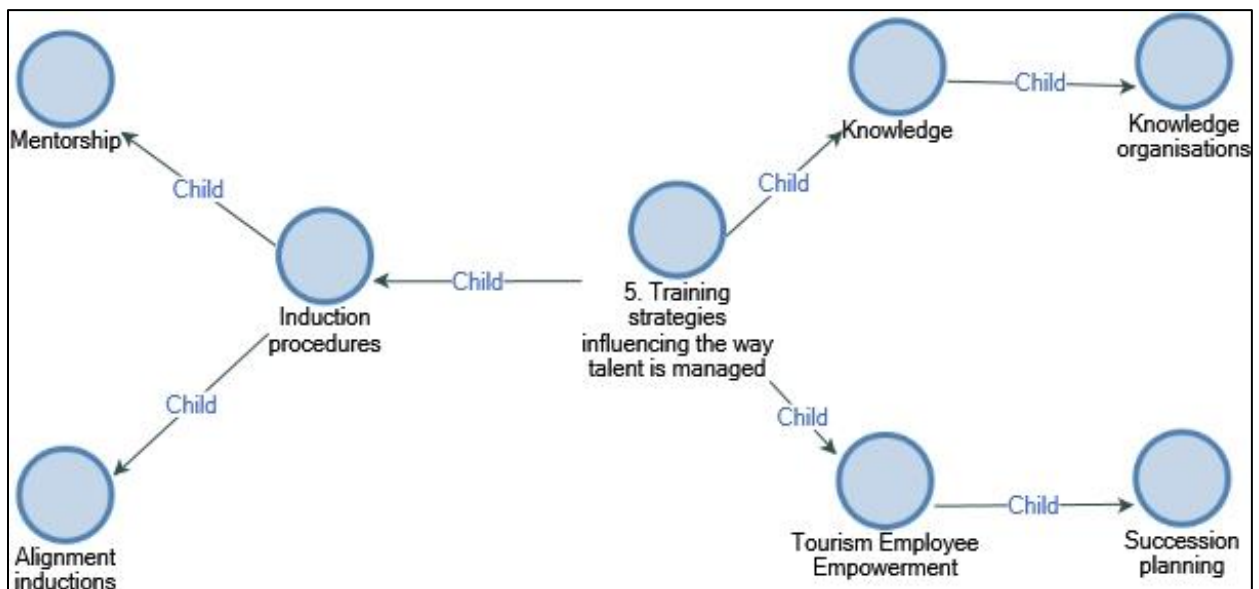


Figure 6 35: Thematic Extraction - Training strategies

From the foregoing analysis, out of the five major strategies conceptualised, only three were extracted, and these were induction procedures, knowledge and employee empowerment. The other theme that was not extracted from the participants was job design. It should be noted that for each of the broad themes, only induction procedures validated more than one, with knowledge and employee empowerment having a single theme extracted.

6.6.3.1.1 Induction procedures

The first training strategy extracted, looked into the induction procedures, which was measured by assessments, alignment inductions and mentorship (Collier & Esteban

1999; Cushway, 2011; Khanfar 2011; Leberman & Doyle 2011; McCole, 2015; Martin et al. 2013). From the analysis, only assessments were not validated, that is, whether new hotel employees are formally assessed against qualifications required to be successful in that position. The themes extracted are summarised next.

6.6.3.1.2 Alignment inductions

The first theme identified was on alignment inductions, on the importance that, before employees take up a new role, they should get through an induction process. This was said by Participant 3:

Participant 3>

*I would say the first that we need to look at is the **on-boarding**. The moment the employee comes to the organisation, they should go through a **training** or even an exposure programme an overall appreciation of the organisation, how the organisation operates taken through by through in each and every step our vision our mission everything. I think that first training is very important in an organisation so that an employee appreciates and know where the organisation is going. I think if they already have that in mind they will be able to then work well in the organisation and I think on the job training as well. We can sit down in a classroom setup or a boardroom setup and talk and talk but when it comes to implementation or when it comes to practical it might be different or it might not be easy as it was said in a classroom setup so I think on the job training as well is important. We can do the theory and also make sure we take it on the job.*

The significance of the induction process was as well outlined in the fifth participant:

Participant 5>

*I believe in an all-inclusive **training** strategy. It is very critical and we do that not only with our trainees but also with people that are coming from other organisations such as **on-the-job-training** which is very critical that an employee learns on the job. Also, very important is a situation which we have also used, using our training department to give lectures and demonstrations for practical skills or motor skills that we also want to impart analytical thinking where we give lectures to our employees as this does give direction to what the organisation is going towards when you do provide lectures. So, I believe and we are working on both practical training and theoretical training to impart both analytical skills, interpersonal skills and technical skills to our employee*

The key terms that were considered for the mapping to the theme *alignment inductions* were *on-boarding*, *training* and *on-the-job-training*. From the foregoing, the significance of induction processes was brought forth, with the participants converging as well with respect to the need to go beyond the induction into continual on-the-job training. According to the first participant, the overall goal of the induction training is to ensure that the new employees are aligned to the culture at the hotel, and to understand the hotel mission, vision and values along with the goals.

6.6.3.1.3 Mentorship

The second theme extracted was on mentorship, which assessed relative importance of mentorship programmes to hotel employees. Their significance was confirmed by the participants 2 and 5.

Participant 2>

*So when we provide them with platforms to **train**, we provide them with platforms to become better **coaches** through **mentoring** you find out that these particular individuals that go through these processes begin to bloom and I believe that we would like to continue to drive that in the upcoming years and possibly intensify not just focus what happens on the workplace but also begin to focus on individuals on the market for e.g. you have individuals who do not have 5 O' levels some who don't have a basic diploma and all those things begin to create an element of loyalty to the company they also begin to create that desire to stay with the company that helps you to realise your growth. Yeah so for us TM would really be influenced a lot by what we can do in terms of training and some more incentives that we can begin to add on that can help our employees stay focused on the workplace for example funeral assistance we have implement that people have support.*

Participant 5>

*Yeah, we do attach our trainees and some of the employees to be **mentored** by senior members of staff and this not only creates relationship between employee and a senior managers or supervisor of the organisation but it does create a relationship and employees tend to stay longer especially our talented employees because we want to retain our talented employees.*

For the extraction of the mentorship theme, the key sub-themes that were mapped to the main theme were training, coaching and mentoring.

6.6.3.1.4 Knowledge

The second dimension considered was knowledge, which from the literature reviewed was measured using the four themes, conducive environment, reservoir of successors, knowledge organisations and knowledge organisations (Allen & Meyer, 1990; Lambe, 2011; Leberman & Doyle, 2011; Tansley, 2011). Nevertheless, of these four, only one was extracted, that is, knowledge organisation.

6.6.3.1.5 Knowledge organisations

Generally, this theme related to the responsiveness of employees at Zimbabwean hotels towards guests' requests, and was evident from the forth participant, that is:

Participant 4>

I find that though the benefits of training are not always tangible and therefore, can be difficult to measure; there is evidence that the return-on-investment of training is quite

high. Some of our training interventions can improve productivity and organisational profitability when these are handled appropriately. We have various programmes such as customer service training which provide our employees a foundation for effective service delivery. Obvious benefits of this training include improved skills and attitudes, better communication skills; better understanding of workplace practices among others. Therefore, we seek to employ measures that ensure that our employees' knowledge regarding service is grounded.

In the foregoing extract, the theme was extracted based on the implication of the hotel being a knowledge organisation based on the active involvement of the hotel in training.

6.6.3.1.6 Tourism Employee Empowerment

The third broad theme that was extracted was on employee empowerment. From the literature, the key sub-themes that formed the thematic template used were decision making, opportunities, succession planning and power centric (Clark, 2010; Colombo 2010; Sommerville, 2007; Stimpson & Farquharson 2010; Wang, 2008). Nonetheless, of these, only one was confirmed, that is, succession planning, while the rest did not emerge as sub-themes from the interviews conducted.

6.6.3.1.7 Succession Planning

This theme investigated whether the hotel prepares mid-level employees to step into senior leadership positions. The research confirmed the presence of succession planning. The respective extracts are presented next.

Participant 2>

*For us there is a lot of **succession planning** that is ongoing that says we need continuation at any given point for any supervisory or managerial position within the organisation.*

Participant 3>

*So, you will find we will have **development programmes** like the MDP SDP we also have generic trainings that focus on the basic service skill for staff. We are lucky because we are part of an international brand that has on line trainings that are packaged specifically maybe when you are looking at food and beverage it will have a whole line of trainings that will say what are b/fast standards how do you treat service, how do you upsell so u find out that all those things begin to help us to refocus our strategy in terms of talent to make sure that they are able to 1 meet requirements of the brand, 2 requirements of the guest and 3 obviously what the shareholder wants to see as value happening on the ground*

Participant 4 further added:

Participant 4>

*We have clear **succession plans** in each department so that employees are aware of their "life's progress" if I may say while working for this organisation.*

The key subthemes that were mapped to the main theme were: *succession planning* and *development programmes*. From the foregoing, the presence of succession planning was confirmed, and was identified to be present across all the departments in the hotel.

6.6.4 Overall - Training strategies influencing the way talent is managed

Taking into consideration all the extracted themes, the researcher went forward to quantifying the respective significance of each theme. This was achieved through the hierarchical analysis in QSR NVivo v11 and the results are presented next.

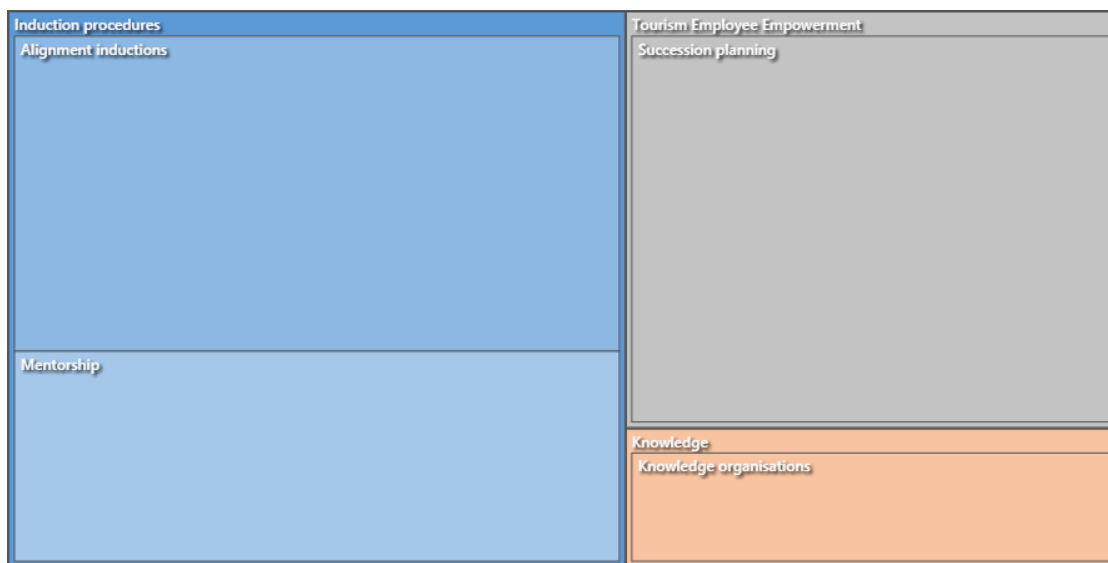


Figure 6.36 Training strategies influencing the way talent is managed

It is evident that the highest weight with respect to the training strategies that were influencing the way talent was being managed was with respect to the induction procedures, seconded by employee empowerment, while the knowledge theme was the least rated. With respect to the individual sub-themes, the top-rated were alignment inductions and succession planning, while mentorship was third rated.

6.6.5 Additional values influencing TER

6.6.5.1 Mechanisms influencing the retention of talent in the hotel

The sixth and final general question looked into the mechanisms that influence the retention of talent in the hotel. To this effect, the three key mechanisms drawn from the literature included turnover intention, retention strategies and surveys (Collins, 2007; Ghiselli et al., 2001; Kuria et al., 2012; Leberman & Doyle, 2011; Lub et al.,

2012; Medina 2012; Melia, 2010; Morgeson & Humphrey, 2008; Ashton & Morton, 2005; Ohly & Fritz, 2010; Parker et al., 1998; Scarlett 2011; Taylor & Finley, 2009; Yam & Raybould, 2011; Zhao et al., 2007). The coding framework used for the thematic extraction was:

Table 6.24 *Deductive Coding Framework for GQ6*

Mechanisms influencing the retention of talent in the hotel		
A. Turnover Intention	B. Retention Strategies	C. Employee Surveys
Identification	Engaged workers	Regularity of surveys
Formal approach	Tracking	Use of data
Why stay?	Definition	Communication
Reasons to leave	Retaining key talent	
Competitors	Rewards	

From the analysis, the extracted themes are summarised in the Figure 6.27. From the analysis, it is evident that of the three broad mechanisms, turnover intention was the least represented, with only one theme having been extracted. However, retention strategies had three of the five themes extracted, while for employee surveys, two of the three themes were extracted.

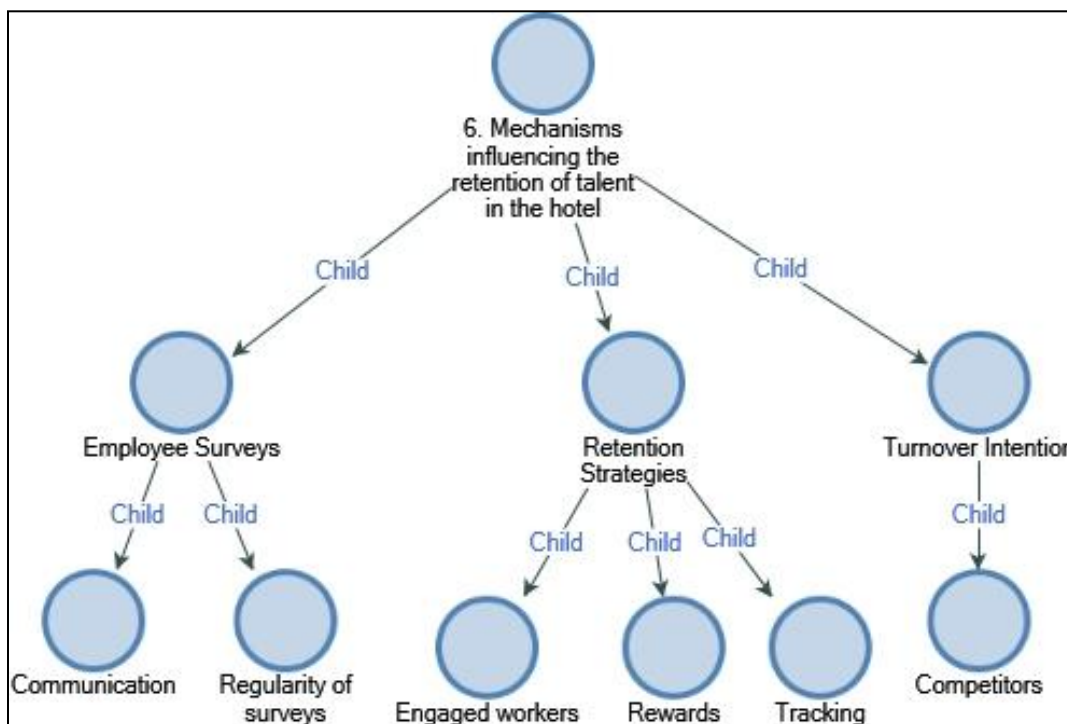


Figure 6 2: Thematic Extraction - Mechanisms influencing the retention of talent

6.6.5.2 Employee Surveys

The first broader mechanism that the research looked into was employee surveys and was envisaged to be measured with the regularity of surveys, use of data and communication (Morgeson & Humphrey, 2008; Parker et al., 1998; Taylor & Finley, 2009; Yam & Raybould, 2011). Nevertheless, use of data was not extracted from the qualitative analysis.

6.6.5.3 Communication

The theme communication evaluated the relative importance of formal communication channels in reviewing hotel employee job satisfaction. This was confirmed by Participant 4, who articulated that:

Participant 4>

Feedback from most units is that employees that are poised for promotion or proactive career development of those with potential for senior roles stay longer so that they achieve these plans. Those that might be further down the rung do work hard so that they are identified for realignment. When besides having realistic succession plans in place, we remunerate for performance.

Participant 5, further mentioned that:

Participant 5>

*We do **communicate** this strategy that we are trying to implement in the organisation; we go as far as producing results of performance of the organisation and inform employees the information that we feel they need to know in terms of the performance of the organisation and we realise that they tend to appreciate that type of strategy and that mentality where they are able to identify with the performance of the organisation and their expectations from us as management based on the results that they see. So, I think that it is very critical and it is working within our organisation. We also give our employees opportunities just to come up with ideas on how we can improve performance academically we call them quality circles or some sort of **idea sharing** within the organisation and that works very well with our employees.*

In summary, the fifth Participant reinforced the role of formal communication in the evaluation of the satisfaction by hotel employees. Based on the two extracts above, the communication theme was extracted based on the sub-themes *feedback*, *communication* and *idea sharing*.

6.6.5.4 Regularity of Employee Surveys

The second theme extracted under communication was on employee surveys, which evaluated their regularity, as noted from Participant 2.

Participant 2>

I think for us training is a big thing. Most of our staff we have done apprentice dipstick surveys that we have done with our staff and one thing that keeps coming up is growth people want to grow.

Surveys were only mentioned with respect to the apprentice surveys, which the majority were confirmed to have undergone.

6.6.5.5 Retention Strategies

The second broader mechanism was on the retention strategies, which the literature dissected into engaged workers, tracking, definition, retaining key talent and rewards (Ghiselli et al. 2001; Lub et al. 2012; Ashton & Morton, 2005; Smith, 2006; Tucker et al., 2005; Zhao et al., 2007). From the preceding themes, the only extracted were engaged workers, rewards and tracking, and will be summarised below.

6.6.5.6 Engaged workers

This dimension looked into the role of employee loyalty. This was conveyed by the third participant, who specified the significance of motivation towards the loyalty of the hotel employees as cited below:

Participant 3>

*I also think as well employees already in the hotel motivation is every aspect they should be motivated and we should provide adequate tools of trade so that they will not be frustrated with their service delivery. We should also look at the working environment, are our employees **happy** are they working in **conductive** environment and also maybe here and there the **benefits** other benefits that are over and above the basic remuneration and all that. And some employees people are different might be **motivated** by **appreciation** and **recognition** as well so whenever someone does something good appreciation and recognition as well will be able to assist us and in a way this will influence the retention of the talent in the hotel.*

To extract *engaged workers* as a theme, the main sub-themes that were mapped to the main theme were *happy, conducive, motivated, appreciation and recognition*.

6.6.5.7 Tracking

Tracking, on the other hand, evaluated the role of a formal approach to identifying potential leaders' performance. This was confirmed by the fourth participant:

Participant 4>

*It's critical that as a hotel group, we have ideas about how to **track** and **measure** the impact of talent management. However, we find that analysis of performance management results reveals to us areas for emphasis in our day-to-day interactions with our teams. Our performance management system ensures that the active development of those employees with potential takes some time to get established.*

Again, this relies on managers having both the capability and motivation to take real responsibility for developing their best people.

The third participant further enlightened the tracking process to be a continual process rather than being an interval process.

Participant 3>

*I think this we might not have to wait for the month end to come and then we start **reviewing** the performance of our employees, day-to-day performance management I think is very important in the workplace whereby if you see someone doing something that is not in line with what you want or what you expect as a manager, don't wait for month end to then say I will **review** you at the month end and I will tell you where you were wrong and where you were right. Immediate **feedback** I think might be important when we want to manage our talent because maybe if you are to tell someone for something that they did two weeks back it might not have as much impact as it would have at that particular moment. If someone does something wrong just tell them there and then and when someone does something good as well because performance management is not only about looking at the negatives but and the positives so when someone does something good as well a pat on the back immediately would be good and it also motivates them thereby having the right employees with the right attitude and will help to manage our talent*

The main sub-themes that were considered for the extraction of *tracking* as a theme were: *track, measure, reviewing, review, and feedback.*

6.6.5.8 Rewards

The third aspect looked into the rewards whether top hotel workers be rewarded for performance in the hotel. This was confirmed in the fourth participant:

Participant 4>

*All outstanding work by our teams is not only recognised but it is **rewarded**. I spoke of performance management earlier on and when our teams reach a set benchmark on their reviews, they are **rewarded** and top performers' profiles are entered on our unit hall of fame. This we have found creates healthy competition among our workers to improve.*

The fifth participant also confirmed the foregoing:

Participant 5>

*There is a performance-based management strategy that has become very popular. The results-based management system where an employee is not just **rewarded** but is recognised and maybe promoted based on the results they produce. This is a scientific way of assessing performance of your subordinates so I would use that management strategy as an organisation we are using result-based management system which I think does work in our organisation as its very scientific and it does give proof that an employee has performed based on the results that are documented so I would recommend and I would want us to carry on using that system.*

From the foregoing narration, it can be deduced that indeed the hotel employees who perform better ought to be rewarded better than those who do not, with the former being preferential candidates for promotion.

6.6.5.9 Turnover Intention

The last mechanism that the research considered was turnover mechanism and this was formally identified with the themes: identification, formal approach, why stay, reasons to leave and competitors as prescribed by (Branham, 2005; Collins, 2007; Kuria, Alice & Wanderi, 2012; Leberman & Doyle, 2011; Ashton & Morton, 2005; Smith, 2006; Tucker et al., 2005). Of these, the only theme extracted was on competitors.

6.6.5.10 Competitors

From the review, this theme evaluated the degree of preparedness the hotel is in dealing with competitors who try to recruit employees away from the hotel. This aspect was well-supported by the participants, among which were:

Participant 3>

*And while people are happy to working be in the organisation we as an organisation should also make sure that we excel so that everyone would want to be associated with an organisation that excels in whatever they do so that they would not even be feeling like I am here waiting for the next opportunity and then I am leaving this organisation so I think it is also a strategy that we should implement as an organisation that we excel in whatever we do so that each employee that we get would not want to **leave** us whenever they get an opportunity.*

The third participant, went further to mention that:

*I think maybe the first mechanism that might influence the retention of the talent in the hotel is the organisation being the **employer of choice** out there in the market whereby being an employer of choice I mean whereby an advert is out there everyone is rushing to apply not because they have challenges with getting jobs but also that they want to be part of the family. So, I think being the employer of choice might really influence **retention** of the talent in the hotel.*

The major lesson from the results above is that the hotels ought to be able to attract the right talent in the organisation and become the employer of choice. Making the employees more comfortable would be the next step where they ought to be treated well beyond the capability of their competitors; thereby retaining talent.

6.6.6 Overall - Mechanisms influencing the retention of talent

Based on the research findings, it is evident that of the possible mechanisms conceptualised in the research, retention strategies seemed to hold much water. To help weigh the significance of each of the mechanisms, hierarchical analysis was carried out in QSR NVivo v11, and the results are presented below.

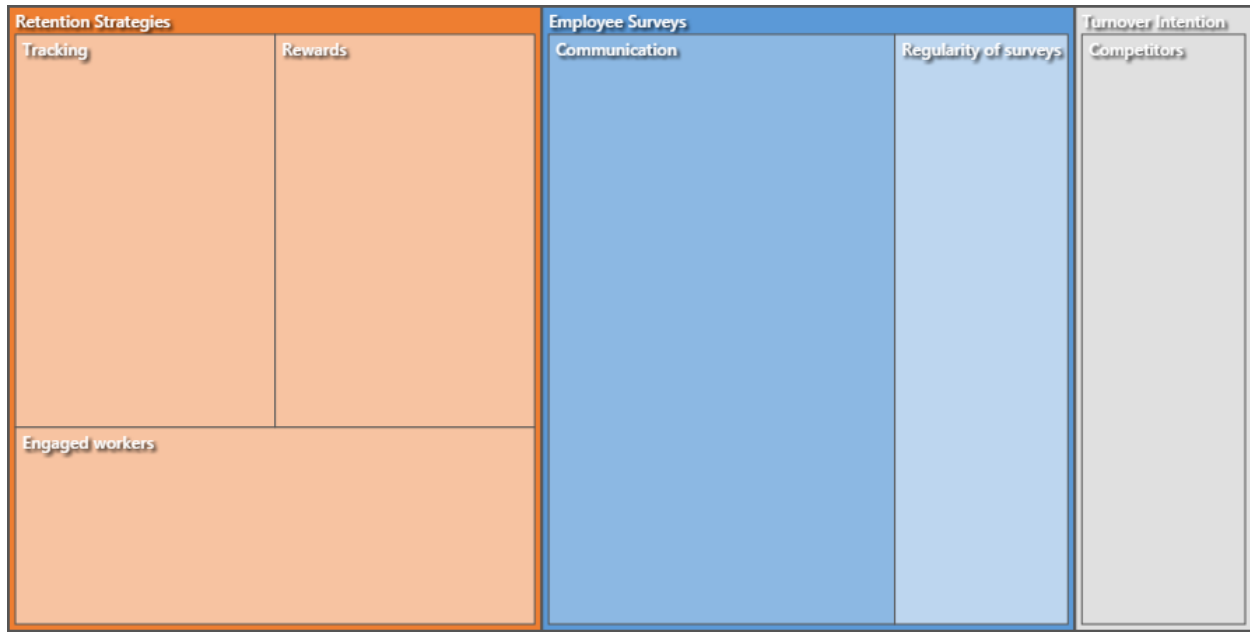


Figure 6.3: Hierarchical Chart - Mechanisms influencing the retention of talent

From the outcome, the major mechanisms rated were retention strategies and employee surveys. However, with respect to the sub-themes, the major role seemed to be played by communication, while tracking and rewards were the next rated.

6.7 INTEGRATING THE QUALITATIVE AND QUANTITATIVE RESULTS

Integration of both the QUAN(qual) results will be done by use of joint displays as to summarise the findings made (McCrudden et al., 2021) as discussed in Chapter 5. The intention is to develop a more meaningful understanding from the findings made herein, and make connections among identified categories. In presenting the display, the presentation is coloured so as to separate the hypothesis from hypothesis. Table 6.25 shows a joint display presentation of the findings.:

Table 6.25 Joint display integrating QUAN(qual) results

Hypotheses	QUAN results		Guiding Questions	Qualitative results	Interpretation of results
	Final items from each score	Mean scores			
Tourism Employee Talent Management Framework					
<p>The four TTMF viewpoints (<i>Strategic Implications, Management, Customer Service Delivery Satisfaction and Performance Management</i>) and their dimensions and sub-dimensions integrated into a TTMF can be reliably and validly measured.</p>	C1_9	5.08	1. Which strategies will influence the way you manage talent?	2 out of 4 categories were extracted; (i) changing skill requirements was extracted with themes learning structures employability skills and pro-activeness of the hotel while flexibility was not extracted. (ii) Workforce diversity was extracted with themes continual improvement , and a minor extraction of attitudes , while <i>pool of talent and team cohesion</i> were not extracted.	<p>From the outcome, all four categories (dimensions) as prescribed by the literature sources were confirmed. What was not confirmed, however, were the codes of some of the themes. The most possible explanation could best be attributed to the lack of weight of the significance of such in the context of the study.</p> <p>The findings from the QUAN and Qual data were diverging, especially the emerging themes from the Qual data gave more detailed information. New themes namely <i>adequacy of tools of the trade, customer demand and mainstreaming of talent management</i> emerged that were not included in the hypothesised statement and the subsequent mean scores.</p> <p>The mean scores and categories identified, both confirmed highly the categories <i>perceived service quality</i> and <i>hotel employee attitudes</i>.</p> <p>The category <i>tourist value</i> had the highest mean scores, from the Quan analysis, however it was not extracted from the QUAL analysis thereby making contribution to the study.</p>
	C1_6	4.76			
	C1_3	4.98			
	C1_1	4.58			
	C2_13	4.72	2. What aspects influence the way managers manage the talent management process in their departments?	All 4 categories were extracted: namely <i>organisational commitment (2), contingent workforce (1), hotel employee involvement (3), and hotel employee needs (3)</i>	
	C2_12	4.63			
	C2_11	4.77			
	C3_14	4.72	3. What aspects of your customer service delivery are affected by the way you manage talent?	All 4 categories were extracted in varying proportions; namely <i>perceived service quality (2), hotel employee attitudes (2); and hotel employee job satisfaction (1)</i> . The least weighted of the four aspects extracted was the <i>customer value (1)</i> .	
	C3_13	4.72			
	C3_12	4.69			
	C3_8	5.19			
	C4_4	5.32	4. Which performance management strategies will influence the way talent is managed?	3 out of 4 categories were extracted, the highest rated strategy was <i>goal setting</i> , followed by <i>work performance</i>	
	C4_3	4.99			

Hypotheses	QUAN results		Guiding Questions	Qualitative results	Interpretation of results
	<i>Final items from each score</i>	<i>Mean scores</i>		<i>Based on number of codings.</i>	<i>Means score and categories</i>
				and the third being <i>performance-based rewards</i> .	
Tourism Employee Training					
TET and its dimensions namely turnover intention, retention strategies and employee surveys can be reliably and validly measured	D9 D10 D11 D12 D13 D14 D17	5.20 5.49 5.38 5.23 5.41 5.40 5.39	5. Which training strategies influence the way you manage talent?	All three categories conceptualized were extracted, and these were <i>induction procedures, knowledge, and employee empowerment</i> . The other category that was not extracted from the participants was <i>job design</i> .	While high Mean scores for <i>job design</i> and <i>training outcome</i> were confirmed for QUAN, <i>job design</i> was not extracted for QUAL.
Tourism Employee Retention					
TER and its dimensions, namely knowledge, tourism employee empowerment, induction procedures, job design and training outcome and its sub dimensions can be reliably and validly measured.	E5 E6 E7 E8 E11	4.58 5.05 5.12 4.89 4.81	6. Which training strategies influence the way you retain talent?	From the analysis, 3 broad mechanisms, <i>turnover intention</i> was the least represented, with only one category having been extracted. However, <i>retention strategies</i> had three of the five codes extracted, while for employee surveys, two of the three codes were extracted.	The final items of the construct had high Mean scores namely E6-E8 of <i>retention strategies</i> and <i>employee surveys</i> (E11) which were all confirmed and consistent to the findings of the study.

6.8 SYNTHESIS

The chapter commenced by introducing the remaining steps of the study, namely Steps 7, 8 and 9 which are now summarised herein. Subsequently, there was a formulation of EOs of the quantitative (qualitative) QUAN (qual) which were based on hypotheses and discussions from Chapters 3 and 4.

Step 7

Step 7 was explored in two parts; namely preliminary and descriptive statistical analysis which presents the descriptive and inferential statistics. The research process reported on the descriptive statistics of the screening question and tourism employee segmentation variables (namely gender, age, educational qualification, department of the hotel working in, management level, promotion, training attendance, how trainings are initiated and province of place of work), as collected from Section A and B. The purpose herein was to ensure that respondents met the criteria to participate in the QUAN study and contextualise the profile of the tourism employee respondents. Results on demographic and employee segmentation variables were reported in the form of graphs, charts and tables. Basic descriptive analysis reported on was done and presented in form of tables (see **Appendix S**). Inferential statistics where assessments of the suitability of the measurement scales were done using CFA and SEM was done and results were presented using tables. Here CFA was used to test hypotheses H1, H2, H3 while the SEM was used to explore hypotheses H4. The following are results obtained from the scale measurements of TETMF model:

TTMF retained the following:

- a) SIV retained 4 items,
- b) MV retained 3 items,
- c) CSDV retained 4 items and
- d) PMV retained 2 items, thereby results for H_1 were supported.

The foregoing results therefore support the rationale from a theoretical perspective CFA, confirming that TTMF can be reliably and validly measured.

- e) TET retained 7 items, thereby results for H2 were supported, confirming that TET can be reliably and validly measured.
- f) TER retained 5 items, thereby results for H3 were supported, confirming that TER can be reliably and validly measured.

- g) The relationships of the theoretically hypothesised framework (TETMF model) were supported and there is a good fit with the empirically manifested model (H4).

The last part of QUAN and qual analyses (Step 8 and 9) revealed the following:

Step 8

Step 8, the last QUAN data analyses that was explored in this chapter was mediation. SEM was used to investigate the possibility of Training (TET) as a mediator between TTMF and Retention (TER). Mediation for this study was conducted in order to address research hypothesis 5 (H5). A summary of the results is made next;

No mediation was reported for the following effects:

H5: TET has no mediating effect on the relationships between TTMF and TER.

Step 9

Qual analyses was Step 9. The use of sequential explanatory design was undertaken to further confirm and develop the analysis of the QUAN findings so as to improve the QUAN scores with supplementary data. Presentation of QUAL results was more pictorial where use of tables and diagrams were used. Thereafter, integration of both QUAN(qual) results was done by way of a joint display, where the dominant QUAN mean scores (derived from the final model) were reported on alongside the dominant themes for the particular guiding question (6 guiding questions).

The following results were obtained from the QUAL analysis:

- **Guiding Question 1:** 2 out of 4 categories were extracted; (i) changing skill requirements was extracted with themes *learning structures employability skills and pro-activeness of the hotel* whilewhilst flexibility was not extracted. (ii) Workforce diversity was extracted with themes *continual improvement*, and a minor extraction of *attitudes*, while *pool of talent and team cohesion* were not extracted.
- **Guiding Question 2:** All four categories were extracted; namely *organisational commitment (2)*, *contingent workforce (1)*, *hotel employee involvement (3)*, and *hotel employee needs (3)*
- **Guiding Question 3:** All four categories were extracted in varying proportions; namely *perceived service quality (2)*, *hotel employee attitudes (2)*; and *hotel employee*

job satisfaction (1). The least weighted of the four aspects extracted was the *customer value (1)*.

- **Guiding Question 4:** 3 out of 4 categories were extracted, the highest rated strategy was *goal setting*, followed by *work performance* and the third being *performance-based rewards*.
- **Guiding Question 5:** All three categories conceptualised were extracted, and these were *induction procedures*, *knowledge*, and *employee empowerment*. The other category that was not extracted from the participants was *job design*.
- **Guiding Question 6:** From the analysis, three broad mechanisms, *turnover intention* was the least represented, with only one category having been extracted. However, *retention strategies* had three of the five codes extracted, while for employee surveys, two of the three codes were extracted.

The joint display of the combined results is shown in Table 6.25. Next Chapter 7, will elaborate on the discussion and interpretation of these results.

CHAPTER 7: DISCUSSION AND INTERPRETATION

7.1 INTRODUCTION

The preceding Chapter 6, presented the research results of the two research instruments' different statistical procedures on the key constructs TTMF, TET and TER, where discussions were made and observations captured. The results were double pronged into used in combination of quantitative and qualitative which is synonymous to a mixed methods study approach – and, finally being integrated for easierease of interpretation. Demographic descriptive statistics were presented in graphs and tables along with interpretation paraphrasing of the result's meaning in the context of the study with the stated objectives and research questions (Chapter 1). Thereafter, discussions of the results of the descriptive statistics of the key constructs, CFA, reliability and validity coefficients were accomplished.

To further answer the links and causal relationships between constructs in the context of the study, SEM procedures were employed and then the results of the newly formed constructs and framework (model) were presented; both in figures, as diagrams and tabular forms along with the interpretation of the results. In concluding the QUAN discussions, mediation was explored and presented for the purpose of the study. Thereafter, (qual) results from the point of view of tourism management then preceded the QUAN discussions and presentations. Discussions were made around the sequential explanatory design. Presentation of qual results was done by firstly highlighting the source evaluation displays where similar themes of the participants were revealed, then key analyses were computed visually by way of thematic extraction map, thereafter, the hierarchical thematic presentation was done. Hierarchical thematic presentation helped to quantify the extracted weighted themes (QSR, 2017). The culmination of the data analysis and presentation of the results chapter ended with the integration of QUAN(qual) data by way of joint display and its interpretation, and the practical application of the final TETMF model.

Conversely, this chapter is divided into two sections, with the emphasis on how the theoretical and empirical objectives of the study were achieved.

- Firstly, the main findings of the literature survey are discussed, based on the theoretical objectives.

- Secondly, the main findings of the empirical study are dialogued based on the empirical objectives. In so doing, all the findings of this study are examined and interpreted to achieve the study's main aim.

7.2 REVIEW OF THE STUDY

The foremost objective of the literature survey was to provide research evidence for a TETMF model of retention, based on three constructs (TTMF, TET and TER), which were based on the Fishbein and Ajzen (1975) model. The objective of the empirical study was to investigate the relationships between the set of key variables in the original model. The proposed model was depicted in Figure 1.2, which served as a conceptual roadmap in the formulation of the research objectives in 1.4.3. The theoretical objectives were highlighted in section 2.2 and served as a foundation for conducting the literature review. The empirical QUAN(qual) research objectives were outlined in the sixth chapter, and these were aimed at investigating the various relationships between the TTMF, TET and TER as well as the tourism employee segmentation variables in the model.

7.3 RESULTS FROM THE LITERATURE SURVEY (TRO1 – TRO5)

The most important findings from the literature search were highlighted in Chapters 2, 3 and 4 of the study, dwelt on the theoretical discussion in addressing talent management challenges in Zimbabwe from a developed country perspective, as well as regionally and globally. The progression of the constructs (TRO1-TRO3) was established while the theoretical objectives (TRO1-TRO5) were achieved based on an all-inclusive review of the literature and the inclusion of theoretical dimensions. This was done so as to conceptualise these constructs as comprehensively as possible. These constructs are TTMF, TET and TER (Cobb, 2012; Colombo, 2010; Flick, 2009; Hall, 2011; Heartfield, 2014; Hornik & Woolf, 1999; Hughes, 2008; Johnson & Chiagouris, 2008; Kaplan & Norton, 2018; Schneider, 1985; SHRM, 2006; Tansley, 2011; Tarique & Schuler, 2010; Wilkins, 2012).

As indicated in previous chapters, knowledge gaps were established throughout the literature review and aspired the researcher to explore and address the gap through the development and empirical testing of a more comprehensive model, namely, a talent management framework, for employee retention within the Zimbabwean tourism industry. The diverse relationships were explored in TRO4, and it was recognised that although these relationships were established in the general talent management context, research

in the tourism industry, especially the hospitality business industry, is limited, especially from a developing country perspective such as Zimbabwe. The study findings about the observed relationships of three constructs, with a view to create a TETMF model for hotels, will be briefly discussed herein. Thereafter, an investigation into the possible mediation effects of the TET in the relationship between TTMF and TER (TRO5) was undertaken. It was established in this review, that no research involving a talent management framework related to Training and Retention had been reported in the context of the study on which this results are based. This discussion therefore concludes the TRO of the reviewed literature overview. Next the empirical findings of the study are discussed.

7.4 THE EMPIRICAL FINDINGS

The research objectives were suggested in section **1.4.3**, and will be used as a point of reference for the discussion of the empirical findings. The primary research objective of this study was *to empirically test the TETMF model (Jacobs & Roodt, 2011) for employee performance in a hospitality setup within the tourism industry*. This study sought to empirically test the framework in all its entirety, which necessitated a more exploratory research approach, rather than a confirmatory approach. Being a mixed method survey, the empirical research findings will be discussed in four phases as illustrated in Figure 7.1.

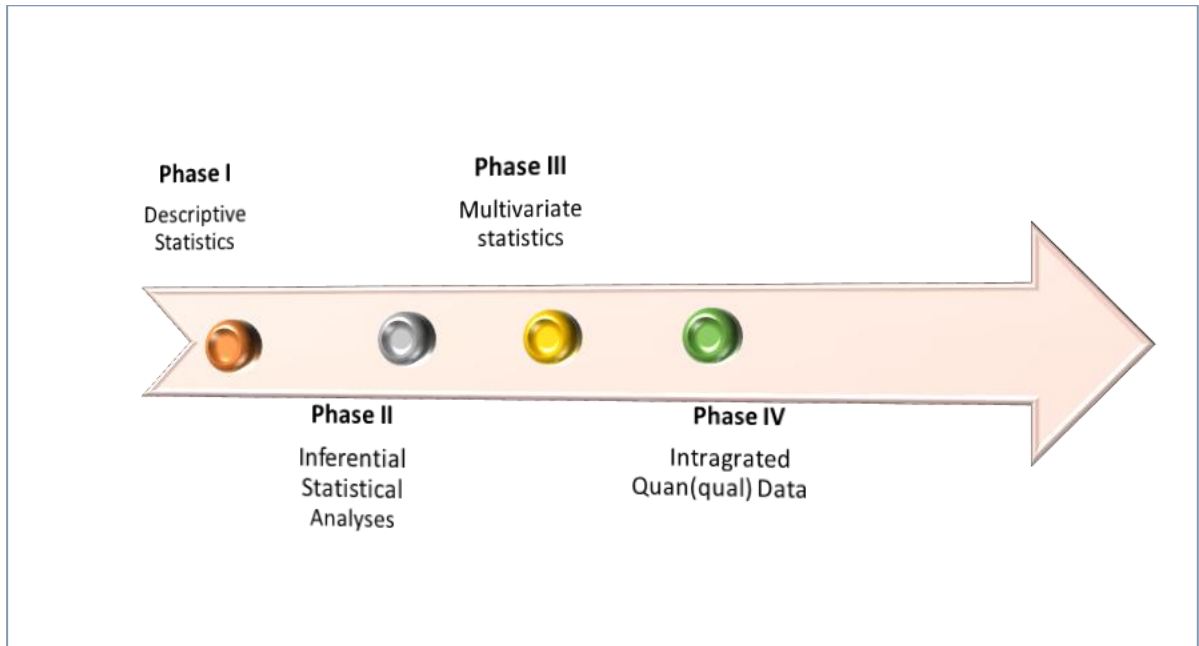


Figure 7.1 Illustration of the arrangement of Chapter 7

Source: (Author's own compilation)

With reference to Figure 7.1, **Phase I** to deal with results from the descriptive statistics of both the screening questions and tourism employee segmentation which will be the first QUAN part of the study. **Phase II** outlines the second QUAN results of inferential statistics, which also included the CFA, reliability and validity analyses and the testing for the SEM procedure. **Phase III** discusses the last QUAN results where mediation was presented. **Phase IV** marks the end of the empirical findings by discussing the results of the integration of QUAN (qual) data of this mixed method research.

This study was successful in achieving its QUAN and QUAL research objectives, with specific and unique contributions to the business tourism and hospitality environment, which will be discussed in more detail in the sections that follow. The present study ultimately endeavoured to enable the explanation of overall business performance in business tourism and hospitality industry by validating the Tourism Employee Talent Management Framework Model. The empirical results are discussed in the following sections from 7.4.1, as per Figure 7.1, in accordance with the identified constructs of the study.

7.4.1 Phase I: Item Descriptive Analysis – Tourism Employee Segmentation

The intention of the following discussion is to conceptualise the physiognomies /human nature of the 443 respondents of the study as illustrated in Chapter 6 from Figure 6.2 to

Figure 6.13. This conceptualisation made a unique contribution in terms of profile and characteristics of tourism employees that work in the ten provinces of Zimbabwe's hotels.

Based on the screening questions' results, provided in **6.3.2**, hotel employees that have spent more than three years in employment and above is a good measure to determine retention, supporting the research by Leberman and Doyle, (2011) who stated that retention is established over a given time period. A confirmation and possible contribution to gender disparities as cited by Blomme et al., (2010) has been made in this study. In the case where nearly 44.2% of the employees are female compared to 56.6% of their male counterparts. According to Pitt-Catsoupes et al. (2009), both Generation X and Y are highly engaged in employment, and this was supported by this research study whereby a presence of nearly 90% (89.6%) is made up by both age groups, confirming previous results.

Educational qualifications as a variable are also supported by the study where Smeaton and Mckay (2003) elaborated that academically enlightened employees have a higher propensity to retention than those not academically based, as 55.1% of employees were undergraduates. No official data were available on hotel departments preference by hotel employees; therefore, the results as reported on these items and dimensions the present study reports on make a unique contribution in publishing these results. Results in Figure 6.6 indicate that 29% of employees work in the food and beverage department more than any other department as the department boasts of various sections or divisions of food and beverage service.

According to discussions in Section **2.5.1.5**, an inconsistency with the terms of how job positions influence employee retention has been observed and this study sought to investigate this. Therefore, a unique contribution has been made by indicating that the number of supervisory employees and general staff outweigh the other positions in the hotel as shown in Figure 6.8. Most often, promotion positively affects employee engagement and motivation, as suggested by SHRM (2012), and this study supports this assertion as 65% of respondents have been promoted and therefore are still in employment at the hotel.

Though no clear evidence exists in terms of what motivates training, results of the study reports that 68% mentioned that they attend training and 19% said that trainings were motivated by the head of department (HoD). Therefore, the present study makes a unique contribution by indicating that HoDs initiate most of the department's trainings. Once

again, there is no evidence that the province an employee finds themselves in, plays a major role in employee retention. However, this study also makes a unique contribution in that especially to Zimbabwean policy makers, valuable conclusion is drawn by presenting the results of this study that most of the respondents, hailed from the province of Harare followed by Bulawayo.

7.4.2 Phase II: Inferential Statistics – Confirmatory Factor Analyses, Reliability and Validity Analyses and SEM Procedure

Phase II outlines the QUAN results and contributions that are related to descriptive statistics, factor analyses and Cronbach alpha iterative item and scale reliability analyses. The factor analyses and item analyses will be discoursed under their respective statistical hypotheses, which relate to RQ and ROs stated in Chapters 1, 2 and 3 and the literature results highlighted in Chapter 4.

7.4.2.1 Inferential Statistics

Basing on the results captured in **Appendix S**, all the frequencies in the data sets presented a fairly normal distribution (Cooper & Schindler, 2022) for the TETMF model constructs namely, TET and TER. Each research objective will be discussed together with its corresponding EO, indicating whether the RO is supported or not supported by the data as presented in Chapter 6.

7.4.2.1.1 Statistical Hypothesis 1 (EO1)

SH1: TTMF viewpoints and dimensions can be reliably and validly measured.

This section will present the proposed statistical hypothesis, sub-divided into four viewpoints in order to represent the reliability and validity of each of the TTMF viewpoints. Consequently, each viewpoint will be introduced before the model results are discussed.

Firstly, the main findings related to hypothesis 1 will be discussed.

7.4.2.1.1.1 Strategic Implications Viewpoint

No specific studies have been found in the underlying dimensions of the strategic implication's viewpoint for the TTMF within business tourism and hospitality literature. The Strategic Implication's Viewpoint was constructed for this study based on recommendations by Sledge et al. (2011), Schuler et al., (2011) and Smith (2002, 2006). The intense purpose was firstly to address the collective, concrete strategic actions stimulated by corporate direction and secondly, how operations strategy specifies how

the tourism company will employ its operations capabilities (such as HR) to support the business strategy. After an extensive review of literature as discussed in section 3.3.1.1 and its subsequent sections, of the four dimensions, namely, *globalisation*, *technology changes*, *workforce diversity* and *changing skill requirements* were proposed for this viewpoint. Resultant items for each dimension were generated using guidelines reported in secondary literature. Four items, namely, C1_9; C1_6; C1_3 and C1_1 from three sub-dimensions, namely, globalisation (2 items); technological changes (1 item) and workforce diversity (1 item), were retained for the final model. Only changing skills requirement did not have items to be retained.

Reliability testing of the Strategic Implication's Viewpoint (6.4.2.6) exceeded the acceptable minimum value 0.6 threshold as proposed by Hair et al. (2014). Consequently, results for *SIV* were supported, with reference to the following:

- (1) two items of globalisation, expansion of world trade (Baum, 2007; Tarique & Schuler, 2010); and talent flows (Carra et al., 2005; Heartfield, 2014; Kerzner, 2010; Sledge et al. 2011; Tung, 2008) are included in the first and final model.
- (2) while technological advances (Davidson et al., 2010; Deery, 2008) is also been included.
- (3) one factor of workforce diversity, pool of talent (Shin & Park, 2013) mentioned in general tourism studies were included in the final model.

The extracted dimensions address the need to conceptualise the Strategic Implications Viewpoint (Schuler et al., 2011; Sledge et al. 2011 and Smith, 2002, 2006) through the combination of different dimensions as proposed by Tarique and Schuler (2010). The present study makes a contribution by supporting the literature related to *expansion of world trade*, *talent flows*, *technological advances* and *pool of talent* in this specific relationship for the formation of the Strategic Implications Viewpoint as a construct of the TTMF.

7.4.2.1.1.2 *Tourism Management Viewpoint*

In justifying the development of the TTMF in a tourism and hospitality environment, recommendations by Silzer and Dowell (2010) and Smith (2002, 2006) have been considered from a strategic point of view of tourism and hospitality management. The management viewpoint has been benchmarked against the operational plans of general talent management studies (Schuler et al., 2011) in other industries and, which mostly are from a developed country perspective, as well as tourism-related businesses.

However, no specific studies reporting the underlying dimensions of the Management Viewpoint for TTMF could be found, hence it was decided to adapt from the stated authors' referenced authors recommendations. Four dimensions, namely, *organisational commitment*, *the contingent workforce*, *hotel employee involvement* and *hotel employee needs* were proposed for the Management Viewpoint. It should be noted that no research literature **3.3.2** refers to the aforementioned four dimensions in this particular relationship within a business tourism and hospitality context. Resultant items for each dimension were generated using guidelines in the literature. Three items, namely, C2_13; C2_12 and C2_11 from two sub-dimensions, namely, hotel employee involvement (2 items) and hotel employee needs (1 item), were retained for the final model. Organisational commitment and the contingent workforce dimensions did not have items retained.

Items under this construct have significant reliabilities in previous research and similar studies as shown in **3.3.2.1**. However, reliability testing of the Management Viewpoint (**Appendix S**) exceeded the acceptable minimum value 0.6 threshold proposed by Hair et al. (2014). Two factors were accounted for the Tourism Management Viewpoint and two were excluded. Consequently, results for *TMV*, were supported by data, but with reference to the following:

- (1) two items of hotel employee involvement – *cost awareness* (Bakker et al., 2012) and *supporting environment* (Osman, 2013) – are included in the first and final model.
- (2) while *emotional requirements* (Kusluvan et al., 2010) is also included.

The results of the CFA (extracted dimensions of Tourism Management within Zimbabwean) present two scenarios as follows:

- a) can imply that hotel management are removed from retention issues of their employees as issues to do with empowerment and employee involvement are absent confirming Gallup's State of the Global Workplace report (2014) cited in Reilly (2014), that only 13% of employees worldwide are engaged at work as it is only the management of the businesses that can bring redress to this scenario; or
- b) the dimensions and sub-dimensions were not readily understood by the respondents or formulated by the researcher, hence, only three items were extracted from this dimension.

With either scenario being possible, the finding makes a unique contribution to the body of knowledge on the business tourism and hospitality industry front. The present study

further addresses the need to conceptualise the Management Viewpoint (Reilly, 2014) through the provision of the right managers who bring about profitability of the business and engaging their employees.

7.4.2.1.1.3 Customer Service Delivery Satisfaction Viewpoint

No research has been reported in the literature **3.3.1** on the four sub-dimensions of *guest value, perceived service quality, employee job satisfaction* and *hotel employee attitudes* with which to investigate Customer Service Delivery Satisfaction Viewpoint for the TTMF. Questionnaire items for the present study were generated using guidelines in the literature for each dimension. Hence, recommendations from Goldstein and Ford, (2002); Hume and Sullivan, (2010) and Parasuraman et al. (1985: 1988) were used as a point of reference for the development of this following dimension for the TTMF in a tourism environment. The four dimensions were adapted for this study which yielded four loadings C3_14; C3_13; C3_12 and C3_8 of three dimensions, namely, perceived service (1 item); quality, employee job satisfaction (1 item) and hotel employee attitudes (2 items). Reliability testing of the Customer Service Delivery Satisfaction Viewpoint (**Appendix S**) exceeded the acceptable minimum Cronbach alpha coefficient of 0.6 threshold proposed by Hair et al. (2014). Based on these results *CSDSV*, was supported, but with reference to the following:

- (1) guest feedback (Dickens et al., 2013; Petersen et al., 2005) from the tourism industry perspective is included in the first and final factor.
- (2) hotel involvement has also been included (Yoo & Park, 2007; Zeithalm et al., 2012).
- (3) two items personal behaviours (Ajzen, 1975; Fishbein & Ajzen, 1975; Blomme et al., 2010) and work environment (Guest, 2004; White & Bryson 2013) were included and merged with the other factors in (1 and 2) above to form the final model of customer service delivery satisfaction viewpoint, namely, Employee Attitude.

The present study also confirms the importance of the two constructs in the tourism and hospitality industry as they enabled a more comprehensive understanding of the items for each dimension required for the creation of the Customer Service Delivery Satisfaction Viewpoint in a business tourism environment.

7.4.2.1.1.4 Performance Management Viewpoint

Performance management, though highly publicised and reported on (Cobb, 2012), has not been adequately defined and considered, owing to a lack of research in the tourism and hospitality industry context (Sledge et al., 2011; Tansley, 2011). It has been suggested by Stevenson (2012) that forward thinking companies (tourism included), take steps to address the negative view of performance management by implementing innovative solutions so that real results are delivered which then improve performance in other contexts as well (Konard, 2006). After a review of the related literature **3.3.4.1**, it was established that currently no research on the four identified dimensions of Performance Management Viewpoint has tested this particular relationship for a TTMF namely, *hotel employee value, goal setting, pay for performance and work performance*.

One dimension, hotel employee value with two factors C4_3 and C4_4 extracted for the new Performance Management Viewpoint, namely, recognition programmes (1 item) and self-worth (1 item), which is confirmed by general HR (SHRM, 2006, 2014) research and tourism studies (Scott et al., 2012; Tarique & Schuler, 2010). Reliability testing of the Performance Management Viewpoint (**6.4.2.6**) exceeded the acceptable minimum Cronbach alpha coefficient of 0.6 threshold proposed by Hair et al. (2014). Based on these results *PMV*, was supported but with reference to the following:

- (1) hotel employee value (Jones, 1999) from the tourism industry perspective is included in the new model with items C4_3 and C4_4
- (2) goal setting (Carra et al., 2005; Sledge et al., 2011), pay for performance (Tansley, 2011) and work performance were excluded from the final model.

The discussions related to *the four viewpoints* (summarised as *MIV, TMV, CSDSV and PMV*) confirm that the TTMF can be reliably and validly measured.

SH1: The four TTMF viewpoints and nine talent management dimensions integrated into a Tourism Employee Talent Management Framework Model can be reliably and validly measured.

The intention of this study was to develop the TTMF for the tourism and hospitality industry and especially in the developing country context. Data for this study were obtained from 443 respondents already in employment within the hotels in Zimbabwe's ten provinces. RO1 was therefore achieved, as the TTMF has been developed.

To examine the construct validity of the TTMF, a confirmatory analysis was conducted using IBM SPSS V 28, to investigate the best model fit. A chi-square difference test was

performed to assess the validity of each of the four viewpoints of the TETMF, as suggested by Heartfield (2012) and Lockwood (2006). TTMF was established as a one-dimensional construct as explained in 6.4.2.6 with an acceptable overall internal consistency of the scales in relation to the hospitality industry sample group. Based on these results, *H1* was supported. Therefore, the formulation of the TTMF is supported by data (Heartfield, 2014; Sledge et al., 2011; Wilkins, 2012). A revised framework of the TTMF dimensions of the final model with the number of items that measure each dimension is shown in Figure 7.2:

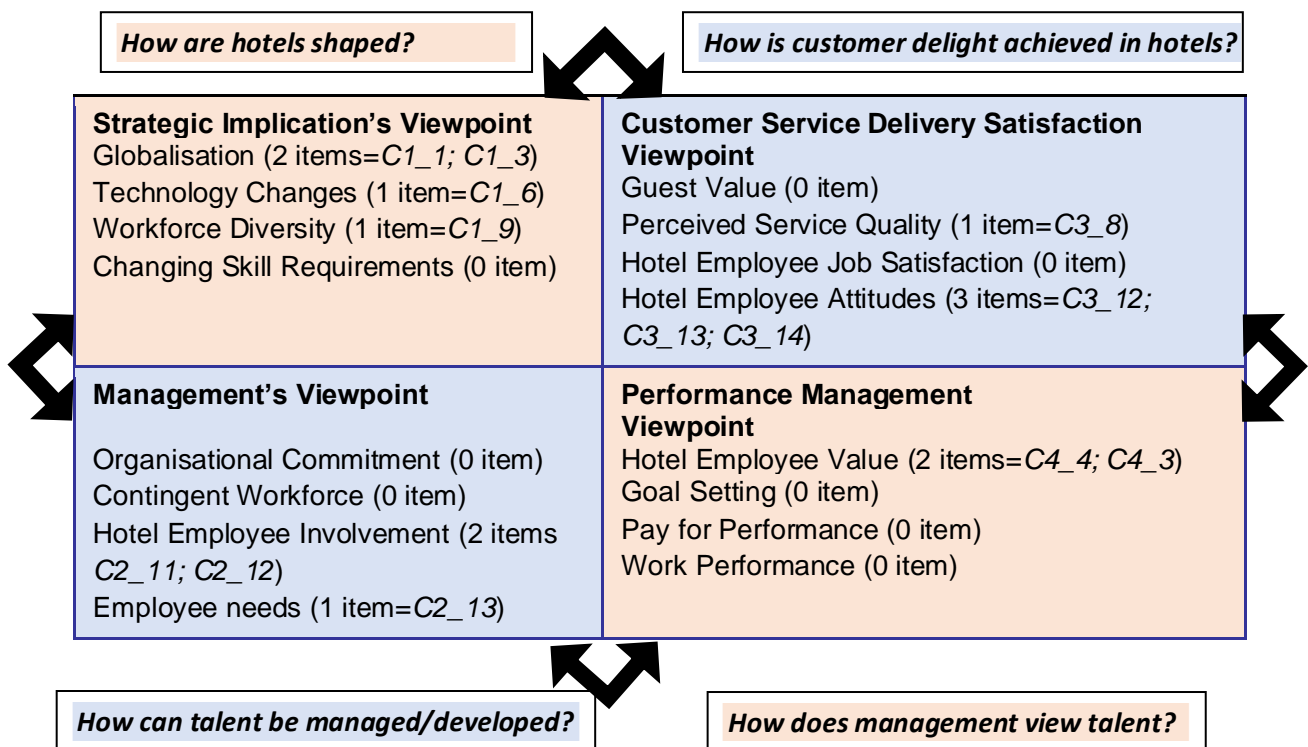


Figure 7.2 Measured TTMF viewpoints with items (in brackets)

Source: (Author's own compilation.)

Figure 7.2 culminates the achieved dimensions, questionnaire items and resultant GQs 1-4, related to the TTMF. The present study addresses the concern by Hayes (2015) and Gärtner (2013) who attribute poor service delivery with various workplace issues leading to service delivery standards and guest and employee retention. However, the study by these authors comes short of addressing the effect which a well-orchestrated talent management setting will have on reducing employee turnover, which has been confirmed by this study. It also confirms the establishment of a global talent management framework in the context of a dynamic environment (Schuler et al., 2011).

Generally, the TTMF with the corresponding sub-scales used in this study yielded acceptable reliability coefficients, which was indicative of the internal consistency of the scales in relation to the business tourism and hospitality industry sample. The validation development of this multidimensional construct [using structural equation modelling with latent variables see SEM figures 6.15 and 6.16. (D'Aprile & Mannarini, 2012; Edwards, 2001)], consisting in part of a Strategic Implications, Customer Service Delivery Satisfaction and a Performance Management viewpoint. Conclusively, the results enable unique contributions is made to the literature and the business tourism and hospitality industry and RO1 was hereby achieved.

7.4.2.1.2 *Statistical Hypothesis 2 (EO2)*

SH2: TET can be reliably and validly measured.

Though training is vital in enlightening and harnessing technical and intellectual knowledge of workers, there is a perception that it is still under-researched in the hospitality industry in terms of transference of the required skills, especially in bridging the gap between theory and practice (Blomme et al 2010). However various traits of training have been discussed and tested in various relationships alongside different variables as outlined in **3.4.1**. In this study, content and face validity of the TET items were ensured through a comprehensive literature base, as indicated in the discussion of TRO2 in **3.4**.

Inclusively, the intention of this study was to identify and explain the dimensions from various theoretical models (Spenceley, 2007; Wilson & Hogarth, 2013) so as to contextualise *Training* and fill the gap identified in secondary literature. After an extensive literature review, five dimensions were identified for the measurement of Training construct, namely, *knowledge, tourism employee empowerment, induction procedures, job design and training outcome*. Validity of each of the of the five items of Training, a chi-square difference test was undertaken (Anderson & Gerbing 1988). Three dimensions were extracted for the final Training Viewpoint with 7 items factors D9; D10; D11; D12; D13; D14 and D17 namely, induction procedures (3 items), job design (3 items) and training outcome (1 item).

Reliability testing of the Training construct (**6.4.2.8**) exceeded the acceptable minimum Cronbach alpha coefficient of 0.60 threshold proposed by Hair et al. (2014). Based on these results, *H2* was supported, but with reference to the following:

- 1) assessments (Collier & Esteban 1999), alignment inductions (Khanfar 2011; Leberman & Doyle, 2011) and mentorship (Cushway, 2011; McCole, 2015; Martin et al., 2013) as applied in general tourism and human resource business literature were included in the final model.
- 2) structure (Gambin 2014), and specialisation (with 2 items) (Rosewarne 2010; SHRM 2014) as applied in general tourism studies were also included.
- 3) finally, sub-dimension of training outcome, gap analysis (Carrell & West 2010; Kanfar 2011) as applied in tourism and human resource business literature was included in the final model.

This further supported the impression that the tourism and hospitality industry will require the development of special skills and knowledge by Go (1990) and Tansley (2011). The present study also confirms findings of previous tourism and human resource studies regarding the importance of talent as a strategic asset of a company or organisation (Tansley 2011). Furthermore, confirmation of tourism employee empowerment relates to the attributes of regular training has been achieved (Clark 2010). Therefore, the present study makes a vital contribution through the unique combination of dimensions to give a more informed understanding of *Training*, as well as address the need of general hospitality research for the conceptualisation and validation of *Training* from a different but integrated theoretical framework. RO2 has been achieved, as it has been shown that *Training* can be reliably and validly measured.

7.4.2.1.3 Statistical Hypothesis 3 (EO3)

SH3: TER can be reliably and validly measured.

The intention of this construct was to comprehend why tourism employees stay or are retained in their respective workplaces in this case hotels. This construct was formulated against the background of the retaining key talent within the tourism and hospitality industry with a view of attaining a competitive edge with competitors (Evenson 2004; Fox, 2012). After an extensive review of the related literature, *turnover intention*, *retention strategies* and *employee surveys* (ref 3.5.5) were identified as dimensions for the Retention scale. As established on the guidelines in the literature, questionnaire items for this conative component of the study, were generated for each dimension of Retention. Correspondingly to processes undertaken for the Training scale, content and face validity of the constructs were followed through a sound literature foundation, as discussed under TRO3. Validity of each of the three items of TER a chi-square difference test was

undertaken (Anderson & Gerbing 1988) to assess the validity of each of the three dimensions of Retention. The chi-square values in respect of Retention were statistically significant ($p \leq 0.00$). All three dimensions were retained with 5 exemplary items, namely E5; E6; E7; E8 and E11, with sub-dimensions, turnover intention (1 item), retention strategies (3 items) and employee surveys (1 item).

SEM retained five items extracted as depicted in Figure 6.16 for the final model. An acceptable reliability was obtained for Retention. Section 3.5.5 discussed the assessment of the reliability of this instrument and that no other previous validity information was available on the newly constructed instrument. Therefore, this study makes a unique contribution through the construction of the Retention Scale. Based on the results, *H3* was supported, but with reference to the following:

- 1) competitors (Magnini et al., 2011) found in general tourism business;
- 2) engaged workers, found in general talent management (Ghiselli et al., 2001; Lub et al., 2012) studies,
- 3) tracking, found in general talent management (Ohly & Fritz, 2010) studies; and,
- 4) definition found in general human resource (Ashton & Morton, 2005; Melia, 2010; Zhao et al., 2007) studies; and;
- 5) regularity of surveys (Yam & Raybould, 2011), all formed the final Retention scale.

This sectional discussion confirms results of the research done by WERS (2011), that found that highly engaged talent will stay at their job, and or employment, as well as clarifying the divergences of views regarding to loyalty (Wilson & Hogarth, 2013). The preceding factors make a unique contribution through this combination to give a more informed understanding of TER and addresses the need of providing a conducive environment for talent retention (Munyeza, 2019) and understand the various strategies necessary to inculcate retention (Yam & Raybould, 2011). The present study confirms RO3, which states that TER can be reliably and validly measured. The purpose, results, reliability, validity and the contribution of each of the three identified constructs, TTMF, TET and TER have all been dialogued. Subsequently, the inferential statistics, the SEM procedure and mediation testing, will be discussed next.

7.4.3 Phase III Inferential and Multivariate Statistics – Structural Equation Modelling and Testing for Mediation

7.4.3.1 Statistical Hypothesis 4 (EO4)

SH4: The theoretically hypothesised framework (TETMF model) has a good fit with the empirically manifested model.

SEM was used to establish the goodness of fit of the theoretically hypothesised framework as discussed in Chapter 3 and the empirically manifested model as discussed in Chapter 6. Several authors have been used to establish the nature of the hypothesis and whether the relationship was directional or non-directional Ahammad (2013), Auka, et al., (2013), Govaerts et al. (2011), Heartfield (2012), Leberman & Doyle, (2011) Mortaki (2012) Pratten, (2003) and Singh (2013). The variables within the two constructs are evident of a relationship among themselves, however there are no studies that refer to a relationship between TTMF and Retention. Based on this presentation, the purpose of this statistical hypothesis was to establish if a relationship exists between the newly formulated TTMF and Retention as per Figure 6.15.

The relationship between the variables of employee retention and talent management have been widely used in various industries and contexts fervent in retaining their employees and tourism and hospitality industry is not an exception. This is because most businesses now face the challenge of replacing a vast amount of experienced and talented workers over the coming decades as the Baby Boomer generation (Chieh Lu & Gursoy 2013).

However, the model fit the data adequately with acceptable GFI (0.92) and AFGI (0.91) as most parsimonious model to support an absolute model fit (Awang 2012; Schumacker & Lomax, 2010). It was thus concluded, based on the GFI and AGFI that the hypothesised model fit the sample data, supporting construct validity of the TETMF model scale. Therefore, the hypothesised model (H4) fit the sample data satisfactorily, supporting that the theoretically hypothesised framework (TETMF model) has a good fit with the empirically manifested model.

Literature indicates that a relationship exists between general TTMF and TET. The study confirms the relationship between some of the talent management variables, such as job satisfaction, found in the tourism-related studies (Ahammad 2013; Auka et al., 2013; Govaerts et al. 2011; Mortaki 2012; Singh 2013) and service quality (Mortaki 2012) of tourism/hotel employees with training. There is also the notion that variables within these

two constructs, that training and development reduce stress and affect organisational commitment (Auka et al, 2013; Leberman & Doyle 2011; Mortaki 2012; Ubeda-García et al., 2013) which then affects job satisfaction and resultantly form the talent management process. A statistical hypothesis was, therefore, proposed to establish if a relationship exists between the newly formed TTMF and TET, however this was not supported.

In the present study, content and face validity of the constructs were ensured through a comprehensive literature foundation, as discussed under TRO4 (refer to Chapter 4). A unique contribution is made to the existing body of knowledge through the justification of the relationship between TTMF and Retention in a tourism and hospitality business, and RO4 was hereby achieved. The standardised parameter estimate linking to cognitive (the TTMF) and conative (Retention) constructs, had to be significantly less than 1.0 so as to support this framework's validity. Based on these results, *H4* was supported.

7.4.3.2 Statistical Hypothesis 5 (EO5)

SH5: TET is a possible mediator in the relationship between TTMF and TER.

Various authors, Leung et al., (2011), Rich et al., (2010) Saks (2006) identified the need to explore training as a mediator for retention and this accords with a number of management and tourism studies in which training mediates the relationship between antecedent and resultant variables. Although, employee training has been researched and found as a mediating variable in previous studies (Ram & Prabhakar, 2011; Saks, 2006), few empirical studies on Training as a mediator on the relationship between TTMF and Retention makes it particularly valuable to extend the body of evidence in this study (Bhatnagar, 2007; Kamil et al., 2011) as discussed in Table 2.7. Specifically, no studies refer to the mediating role of Training in the relationship between TTMF and Retention. Therefore, this statistical hypothesis sought to establish if a relationship existed between TTMF and Retention as mediated by Retention.

The sample size ($n=442$) was sufficient to test for mediation (Howell, 2010). However, results from literature made reference to possible mediation of Training in the relationship between TTMF and Retention, but according to the data, SEM showed that no mediation was evident. Based on these findings, the data do not support *H₅*.

7.4.4 Phase IV: The Integrated QUAN (qual) Data Discussions

The preceding section presents the key quantitative results and leveraging on the mixed methods research strategy, which this study adopted, it was imperative that a qualitative

treatise be made, based on the data from the key research informants (Yin, 2010). In this study, the key research informants where in-depth interviews were conducted comprised of five of the key HR executive and management (ref **Appendix G**). Upon the collection of the data, the interviews were transcribed in line with the prescriptions by Bryman and Bell (2015), before being analysed with the use of QSR NVivo v11. To help with the coding process, the deductive approach was adopted as prescribed in the research methodology **5.4**. The respective coding template (**Appendix R**) was presented herein along with the corresponding themes extracted.

The qualitative data were used to give a detailed explanation of the hypothesised outcomes that emerged through QUAN evidence. However, focus of the QUAL questions and responses is not directly linked to the hypothesis that was being tested by QUAN data. Therefore, the researcher presents the main findings from the QUAL data and makes the interpretation inclusive of the QUAN.

7.4.4.1 TTMF

7.4.4.1.1 Strategies that influence the management of talent in the hotel.

The QUAN data supported and confirmed that some aspects (refer to **7.4.2.1.1.1**) such as strategies set by an organisation, the management style, customer service delivery satisfaction, and performance management make up or influence TTMF, this has been supported by data. The researcher used QUAL data to determine specific factors (refer to GQ1 on **Appendix R**) that influence talent management, from the findings emerged factors like globalisation, technology changes, workforce diversity and changing skill requirements (ref **6.2.1**). Figure 6.28 illustrates prominent findings from QUAL as changing skill requirements-related strategies and workforce diversity-related strategies. Technological changes and globalisation-related strategies were, however, poorly rated. With respect to the sub-dimensions, continual improvement emerged as the key strategy, while the second was the pro-activeness of the hotel, while learning structures was rated the third, and employability skills the fourth.

7.4.4.1.2 Interpretation

The findings from the QUAN and QUAL data were quite diverging, as the emerging themes from the QUAL data gave more detailed information. New themes were actually emerging that were not included in earlier on in the hypothesised relationships. There were, however, tandem findings with those of QUAN where sub-dimensions, expansion of world trade, talent flows and technological advances emerged.

7.4.4.2 Aspects influencing the way managers manage the talent management process

While the QUAN proposed hypothesis (refer to **7.4.2.1.1.2**) on performance Management Viewpoint of the TTMF was confirmed to be reliably and validly measured with proposed constructs, the QUAL findings present a different scenario. Aspects that influenced the way managers manage the talent management process in their departments (refer to GQ2) were organisational commitment, contingent workforce, hotel employee involvement, and hotel employee needs. Figure 6.30 in **6.6.2.3** illustrates that the prime aspect was hotel employee involvement, while organisational commitment was the second rated. Hotel employee needs was the third rated, along with contingent workforce. The most distinctive themes were staffing levels, followed by hotel culture and involvement.

7.4.4.2.1 Interpretation

Emerging themes matched those that were extracted for the Management Viewpoint hypothesised relationships. Both hotel employee involvement and hotel employee needs were moderately rated in both methods, though highly rated was hotel employee involvement. In this study, hotel managers and the teams they lead, present diverging issues in the management of talent, where the managers, attest to involving their subordinates, who in turn presented data that supported the hypothesis.

7.4.4.3 Aspects of customer service delivery affected by the management of talent

The QUAN proposed hypothesis (refer to **7.4.2.1.1.3**) on Customer Service Delivery Viewpoint of the TTMF was confirmed to be reliably and validly measured with proposed constructs and sub-dimensions. However, Figure 6.32 in presenting the QUAL results, the major aspect of service quality affected was the perceived service quality, whose dimension, employee role had the overall highest weight of the other dimensions (ref **6.2.2**). The second rated aspect was hotel employee attitudes, while hotel employee job satisfaction was the third rated. The least weighted of the four aspects that affects the way talent is managed (refer to GQ3), which is customer value.

7.4.4.3.1 Interpretation

In keeping with the foregoing interpretations, the findings from the QUAN and QUAL data on this aspect of customer service delivery were not as divergent, as the emerging

themes from the QUAL data matched those from the QUAN study as perceived service quality, employee job satisfaction and hotel employee attitudes were extracted to create the new CSDV which was in tandem with the QUAL findings.

7.4.4.4 Performance management strategies

While the QUAN proposed hypothesis (refer to **7.4.2.1.1.4**) on performance Management Viewpoint of the TTMF was confirmed to be reliably and validly measured with proposed constructs, from the QUAL analysis point of view, with respect to work performance management factors, only review processes were identified, and results-based rewards with only two dimensions extracted, and these were rewards and fairness in **6.6.2.7**. Figure 6.34 illustrates that the only strategy that was identified with among the participants across all the dimensions, was goal setting (refer to GQ4).

7.4.4.4.1 Interpretation

The findings from the QUAN and QUAL data were diverging, as the emerging themes from the QUAL data gave more detailed information. New themes were actually emerging that were not included in earlier on in the hypothesised relationships. However, QUAN findings on this aspect **5.6.1.1.4**, revealed that one dimension, hotel employee was extracted which makes a contribution to the study, justifying why performance management is done with the employee as the focal factor. QUAL results revealed the highly rated strategy was goal setting, while work performance was the second, and the third being performance-based rewards which did not match the QUAN data.

7.4.4.5 Tourism Employee Training

QUAN data has shown that TET and its dimensions, and its sub-dimensions can be reliably and validly measured (refer to **7.4.2.1.2**). Whereas QUAL data has shown that training strategies that influence the way managers manage talent (refer to GQ5) were induction procedures, knowledge and employee empowerment. It is evident from the results (ref figure 6.36), that the induction procedures, seconded by employee empowerment were considered as priority by the management as they seek to retain engaged teams; while knowledge theme was the least rated, almost contradicting the first two themes.

7.4.4.5.1 Interpretation

The findings from the QUAN and QUAL data were diverging, actually the emerging themes from the QUAL data gave more detailed information as employees preferred induction procedures, seconded by employee empowerment, while the knowledge theme was the least rated revealing themes that were actually emerging which were not included in earlier on in the hypothesised relationships.

7.4.4.6 Tourism Employee Retention

QUAN data has shown that TER and its dimensions and its sub-dimensions can be reliably and validly measured (refer to **7.4.2.1.3**). Whilst QUAL data has mentioned mechanisms that influenced the retention of talent in the hotel group (refer to GQ6) were covering making the employees more comfortable in a conducive working environment and hard work rewards would keep motivation and employee happy; emerged as ways of retaining talent (ref figure 6.38).

7.4.4.6.1 Interpretation

The findings from the QUAN and QUAL data were complimenting as turnover intention, retention strategies and employee surveys were extracted for the Retention scale, QUAL data highly rated retention strategies and employee surveys which makes a contribution to the study.

7.4.5 Joint display

The following interpretation on findings were made in the integration of QUAN(qual) findings for the main six areas of the study:

7.4.5.1 Strategic implications

From the outcome, all four categories (dimensions) were confirmed (three from QUAN and two from qual). What was not confirmed, however, were the codes of some of the themes.

7.4.5.2 Tourism management.

Findings from the QUAN and QUAL data were diverging, especially the emerging themes from the QUAL data gave more detailed information. New themes, namely, *adequacy of tools of the trade, customer demand and mainstreaming of talent management* emerged that were not included in the hypothesised statement and the subsequent mean scores.

7.4.5.3 *Customer service delivery satisfaction.*

The mean scores and categories identified, both confirmed highly the categories *perceived service quality* and *hotel employee attitudes*.

7.4.5.4 *Performance management.*

Though the category *tourist value* had the highest mean scores, from the QUAN analysis, however, QUAL analysis did not extract it thereby making contribution to the study.

7.4.5.5 *Tourism employee training*

While high Mean scores for *job design* and *training outcome* were confirmed for QUAN, *job design* was not extracted for QUAL.

7.4.5.6 *Tourism employee retention*

Retention strategies and employee surveys had high Mean scores which were all confirmed in the QUAL findings and are consistent to the findings of the study.

7.5 SYNTHESIS

This chapter started off by outlining the summary of the reviewed literature, as depicted in Figure 1.2, supported by ROs (from 1.4), TROs (2.2) and EOs (6.2). Results from the literature surveys (TRO1-TRO05 and GQ1-GQ6) were highlighted in Chapters 3 and 4. The empirical findings were discussed in four phases:

Phase I covered the results from item descriptive statistics of the screening questions, and tourism employee segmentation data. The thrust of this phase was to conceptualise the characteristics of the respondents based on these results. This conceptualisation makes a unique contribution in terms of the profile and features of tourism employees in Zimbabwe.

Phase II outlined the results and contributions related to the descriptive statistics, factor analyses, Cronbach alpha coefficient iterative item and scale reliability analyses. The factor analyses, item analyses and tests for normality were discoursed under the respective SHs, which related to the corresponding RQ and RO stated in Chapter 1. The hypotheses were proposed in Chapters 2, 3 and 4 while the literature results were highlighted under EOs in Chapter 6. Reviewed literature related to the various constructs in this study were acknowledged while inconsistencies in the literature were the basis of the respective hypotheses objective formulation. This study confirms that RO1, RO2 and RO3 have been achieved.

Phase III, provided the final QUAN statistical results and discussions on the inferential statistics – the SEM procedure and testing for mediation. Three distinct relationships were discussed: between (1) the TTMF and TER (2) the TTMF and TET, and (3) TET and TER where good fit was sought. Based on the results of the herein, RO4 has been achieved. The purpose of *H5* was to determine if a relationship existed between TTMF and TER, and whether it was mediated by TET. The results confirmed that TET is not a mediator in the relationship between TTMF and TER. Therefore, RO5 was not achieved.

Phase IV dealt with the QUAL results of the study where data generated by QSR NVivo v11, was used to provide further understanding of the QUAN results of the study. The sequential explanatory method of the mixed method survey was actualised when the interpretation of the QUAL was presented alongside the QUAN. The purpose was to gain insights of the managerial/executive point of view into issues addressed by their subordinates.

Chapter 8 marks the finale of this thesis and therein recommendations for future study will be made.

CHAPTER 8: CONCLUSION AND RECOMMENDATIONS

8.1 INTRODUCTION

In Chapter 7, the focus was on discussing and interpreting the research findings. The current chapter, provides a summary of the different steps of the overall research process (as represented by the different chapters of the thesis), with the focus being on the most important conclusions and recommendations. The contribution of the study, possible limitations, suggestions for future research, and a final conclusion will be provided herein.

A summary of the chapters will be provided next.

8.2 OVERVIEW OF THE CHAPTERS

In the sections below, brief summaries of the chapters are given.

8.2.1 Chapter 1

The general outline of this thesis was presented by **Chapter 1** whose purpose was to formulate the research problem, the study's problem statement, aim, RQs and ROs.

To investigate human resources practices among hotel employees by determining which elements of TTMF and TET aim at enhancing TER in Zimbabwe.

The main QUAN RQ was formulated against the reviewed literature background on tourism and hospitality talent management:

How are scores on a TTMF (cognition), related to TER (affective) scores and how is this relationship mediated by TET (affective) scores?

In contrast the (qual) RQ was also formulated against a literature background:

Which variables can influence the relevance of the identified constructs related to tourism human resources behaviour (such as TTMF, TET and TER) for the retention of hotel employees?

Herein, the theoretical framework (Figure 1.2) of TER was established. The integrated model of the key constructs outlined the independent, mediating, and dependent variables that have shaped the theoretical framework. The synopsis of the study was given on the premise of the problem, where challenges relating to talent management, training and employee retention were presented. The motivation highlighted the need to

capacitate employees and to retain them in their jobs within the global and specifically in the Zimbabwean tourism and hospitality industry.

Subsequently, the rationale for the study conveyed the implications of the study for the tourism and hospitality industry in Zimbabwe while the contribution of the study, divided into (1) theoretical contribution, (2) methodological contribution, and (3) practical contribution, dwelt on the development of theory-based research work to inform employee retention. Definition of the main constructs talent management, employee training and employee retention and other terms were explained concluding this chapter.

8.2.2 Chapter 2

Chapter 2 introduced the five main TRQs of the study, as illustrated by the theoretical framework Figure 1.2 in Chapter 1. These research objectives are supported by definitions of the key constructs and point to the relationships between the constructs of the study. A comprehensive outline of talent management globally, in Africa and in Zimbabwe, commenced the literature debate is then made, giving flesh to the study, by way of introducing the reader to the talent management environment. Challenges of talent management globally and regionally and in Zimbabwe were discussed. Next, the discussion of employee segmentation details was divided into eight sub-sections (variables), namely, *gender, age, educational qualifications, hotel departments, job positions, promotion, reasons for training and province of employment* which were used to explore the characteristics of the tourism employees working at the selected hotels in Zimbabwe.

8.2.3 Chapter 3

The reviewed literature according to the stated 5 research objectives of the study was presented in **Chapter 3** by revealing the main three constructs of the study, namely TTMF, TET and TER. The first construct TTMF was discussed first. The formulation of the tourism talent framework which comprised of the following sub-dimensions viz. *Strategic implication viewpoint, Management viewpoint, Customer service delivery satisfaction viewpoint and lastly Performance management viewpoint* was undertaken. Thereafter, hypothesis was formed, namely, H1. Conclusively, the discussions from **3.2** to **3.3.4** formulated brought out sufficient theoretical evidence to formulate hypothesis *H1*, which was tested empirically and a theoretical research question (TOR1).

Next, **3.4** to **3.4.5.5** presented the construct TET whereby the following dimensions were presented *Knowledge, Tourism Employee Empowerment, Induction Procedures, Job*

Design and Training Outcome. In discussing this construct TET, definitions and application of TET in Africa and then in Zimbabwe were made also in literature. This section concluded with the formulated hypothesis (*H2*) and a theoretical research objective (TRO2) for the construct.

Thirdly, section 3.5 to 3.5.5.3, deliberated on the TER construct. Therein, the following dimensions were presented, namely, *Turnover Intention*, *Retention Strategies* and *Employee Surveys*. Conclusively, discussions provided the formulated hypothesis (*H3*) and a theoretical research objective (TRO3) for the construct.

8.2.4 Chapter 4

Discussions concerning the intricate relationships amongst the most vital constructs in this model were highlighted. The following relationships were discussed separately for H4 and TRO4 namely *Tourism talent management and tourism employee training (Tourism talent management and tourism employee retention)* and *Tourism training and tourism employee retention*; each discussion concluded with the stated hypothesis (*SH*) and theoretical objective. Thereafter in section 4.4 a model of the TTMF in relation to Training and Retention was constructed which led to the formulation of the stated hypothesis *H4* and TRO4.

Section 4.5 followed the discussion of the relationships where *TET* was investigated as a *possible mediator in the relationship between TTMF and TER*. This discussion concluded with the stated hypothesis *H5* and TRO5.

8.2.5 Chapter 5

Chapter 5 described and validated the methods chosen to conduct the research that examined the TETMF model for selected hotels in Zimbabwe and it established the development of a theoretical framework applicable to the tourism and hospitality industry. The mixed methods paradigm [QUAN(qual)] – with quantitative being weighted more than qualitative was used in determining the research aim and research questions, as this enabled a holistic approach to the study. The rationale of selecting the specific hotels for this study, was outlined in the sampling section of the presentation of Chapter 3. The study sought to investigate the following main research aim and 2 objectives, namely:

Aim: To investigate human resources practices amongst hotel employees by determining which elements of tourism employee talent management and tourism employee training aim at enhancing tourism employee retention in Zimbabwe.

1. Quantitative research objective: To determine if scores on a tourism talent management framework, relate to tourism employee retention scores and how this relationship is mediated by tourism employee training scores.
2. Qualitative research objective: To test the additional variables that can influence the relevance of the identified constructs related to tourism human resources behaviour (such as a talent management framework, tourism employee training and tourism employee retention) for the retention of hotel employees.

Two self-administering instruments, questionnaire (QUAN) was developed for the purpose of collecting data from mostly respondents while the interview (qual) was developed for the participants. Both QUAN(qual) data analysis processes were delineated. Processes addressed herein for the QUAN include descriptive analysis, confirmatory factor analyses, inferential analysis - SEM and multi-variate data analyses where testing for mediation was done. Statistical hypotheses were developed to answer the QUAN research question and to make decisions on how to use the data as indicated in this chapter. These hypotheses were based on the quantitative objective of this study and resulting from the research hypotheses stated in Chapter 2. The model indicated in Figure 1.2, outlined various relationships among the constructs of this study that were used in developing the TETMF model as a model for retention of the tourism employee population. This section also looked at the descriptive statistics and CFA method used to report results for H1, H2 and H3 and SEM used for H4 and H5. The (qual) deductive approach to explore the QUAN data was outlined. The sequential explanatory design was used for the QUAL analysis which was done after the QUAN data collection. This section ended with the integration of the QUAL data with the QUAN data so as to interpret the QUAN.

Two tools, namely, IBM software programmes, SPSS V28.0 and AMOS V28 (QUAN) and QSR NVivo v11 (qual) were used for data analysis of this study. A total of 443 questionnaires were received and used for data analysis, while five senior managers attended the interviews held by the researcher. Data from the 443 respondents was utilised in conducting CFA on the constructs TTMF, Training and Retention while SEM was used to explore the modelling of the said constructs.

8.2.6 Chapter 6

Chapter 6 introduced the empirical research objectives of the study and the guiding questions for QUAL. Thereafter, the researcher embarked on the three-step research results reporting process namely (1) Step 7: (is reported in 2 parts) i) preliminary and descriptive statistical analysis and ii) inferential statistical analysis; (2) Step 8: multivariate statistical analysis and (3) Step 9: qualitative data analyses.

- (1) **Step 7** of the reporting process described descriptive statistics in terms of screening questions and demographic details, which related to Section A and B (respectively) of the questionnaire (as per **Appendix E**), and the descriptive statistical analysis (as per **Appendix S**). The Cronbach's α coefficient confirmed the reliability of this study's constructs to support H1, H2 and H3. Thereafter, the inferential analysis was discussed which assessed the suitability of the three constructs scale measurements. The data confirmed the inter-correlations of the constructs discussed herein and whether they were supported. Hypotheses H1, H2 and H3 were established by CFA and H4 by SEM.
- (2) **Step 8** of the reporting process reported on the multivariate analysis results in terms of SEM where mediation results were revealed. SEM was used to conduct this study's CFA, and the results thereof were also reported herein. However, full mediation was not achieved in support of *H5*.
- (3) **Step 9** of the reporting process reported this study's mixed method angle by presenting the QUAL analysis (using QSR NVivo v11) and the integration of QUAN(qual). The QUAL data analyses of the interviews were reported in section **6.6** by use of the deductive approach. Finally, interpretation of both QUAN (qual) section **6.7** was discussed in the last part of the chapter.

8.2.7 Chapter 7

Chapter 7 began by outlining the summary of the reviewed literature, as depicted in Figure 1.2, supported by ROs, TROs and EROs (**6.2**). Results from the reviewed literature surveys (TRO1-TRO05 and GQ1-GQ6) were presented. The empirical findings were discussed in four phases where **Phase I** covered the results from item descriptive statistics of the screening questions, tourism employee segmentation data.

Phase II dwelt with the results and contributions related to the descriptive statistics, factor analyses, Cronbach alpha coefficient iterative item and scale reliability analyses and CFA. The factor analyses, were discussed under the respective *SHs* which related to the corresponding RQ and RO as stated in Chapter 1. Review of literature related to the various constructs in this study was acknowledged, while variations in the literature were the basis of the respective hypotheses objective formulation. Therefore, this study confirms that RO1, RO2, and RO3 have been achieved. The SEM procedure was used to inform *H4*. Three distinct relationships were discussed: between (1) the TTMF and TER (2) the TTMF and TET, and (3) TET and TER. Based on the results of the above, RO4 was achieved.

Phase III, provided the final QUAN statistical results where testing for mediation was undertaken. The purpose of *H5* was to determine if a relationship existed between TTMF and TER, and whether it was mediated by TET. The results confirmed that TET is not a mediator in the relationship between TTMF and TER. Therefore, RO5 has not been achieved.

The final **Phase IV**, dealt with the QUAL results of the study where data generated by QSR NVivo v11 was used to provide further understanding of the QUAN results. The sequential explanatory design of the mixed method survey was actualised when the interpretation of the QUAL was presented alongside the QUAN. The purpose was to gain insights of the managerial point of view into issues addressed by their subordinates.

The next section will present the conclusions of this thesis in terms of theoretical conclusions, methodological conclusions, and practical conclusions.

8.3 CONCLUSIONS

In presenting this section, a three-prong approach will be used whereby (1) theoretical conclusions, (2) methodological conclusions, and (3) practical conclusions, will reflect the various contribution of this study. The theoretical conclusions of this study will begin the discussions.

8.3.1 Theoretical Conclusions

The literature review in Chapters 2, 3 and 4 detailed various talent management and tourism and hospitality-related articles that identified the three key constructs, namely,

talent management, training, retention, which are all indirectly related to overall employee retention and to a general extent, business performance and customer success. These three constructs were combined and evaluated empirically in a multi-variate model, that resulted in proximal and distal outcome-related sub-models, that eventually explained retention. This was an approach that was quite unique to the business tourism and hospitality environment especially in the context of the study.

Against the backdrop of Fishbein and Ajzen's (1975) Behavioural Intention Model, the cognition, affect and intention of tourism employees are assessed and supported in a business tourism and hospitality environment as indicated in Figure 1.1, and sections **1.3**, **3.1** and **3.2.2**. The main objective was to confirm TTMF (cognition) → satisfaction (affect) → retention (intention) → behaviour of the tourism employee. The theoretical model in Figure 1.2 was thereby used as the springboard to empirically test the intricate linkages of the various sets of key variables of the framework. In this study, variables were integrated into the TTMF so as to measure TER comprehensively. TRO1 was formulated to establish the TTMF as a valid and reliable theoretical construct. The results supported ERO1, with a view of creating the TTMF, consisting of four perspectives with the respective dimensions outlined below:

- (1) Strategic Implication's Viewpoint, with three dimensions, namely, globalisation (2 items); technological changes (1 item) and workforce diversity;
- (2) Management Viewpoint with two dimensions, namely, hotel employee involvement (2 items) and hotel employee needs (1 item);
- (3) Customer Service Delivery Satisfaction Viewpoint with three dimensions, namely, perceived service (1 item); quality, employee job satisfaction (1 item) and hotel employee attitudes (2 items);
- (4) Performance Management Viewpoint with one dimension, hotel employee value (2 items).

It was concluded that by including the TTMF in this study, a more general assessment of tourism talent management provisions can be achieved. No prior studies have made use of a TTMF in Zimbabwe.

Numerous researchers have focused on training research in various industries in relation to a plethora of variables. In this study, however, the literature was explored to devise a more inclusive measure of tourism training, which is line with previous research. Three

dimensions loaded on the newly established TET construct namely, induction procedures (3 items), job design (3 items) and training outcome (1 item) to support ERO2, as reflected in **6.4.2.7**. TRO2 sought to establish TET as a viable and a theoretically founded construct. Therefore, a unique combination of the three dimensions was tested among tourism employees and results supported ERO2.

The aim of TRO3's was to establish TER as a viable and theoretically grounded construct. Relevant related literature regarding retention included various exploratory concepts, prompting further exploration of this concept in a tourism and hospitality environment (**3.5**). The newly formed TER construct loaded with three dimensions, namely, turnover intention (1 item), retention strategies (3 items) and employee surveys (1 item) to support ERO3, as discussed in **6.4.2.9**. This unique array of dimensions gives a more informed understanding of tourism employees in order to achieve retention.

Owing to the lack of previous theoretical evidence, TRO4 sought to determine the relationship between the three identified constructs, namely, relationship between the TTMF and TER, the TTMF and TET and TET and TER and whether this theoretically hypothesised framework (TETMF model) has a good fit with the empirically manifested model.

8.3.2 Methodological Conclusions

A comprehensive review of related literature was conducted on talent management, training and retention and their respective dimensions to develop this study's research instruments (**5.4.3**). The confirmed reliability of all three constructs, therefore, confirms the reliability of the developed questionnaire. A methodological contribution with respect to a reliable questionnaire to use when exploring the relationships between talent management, training and TER.

Three self-reporting measurement scales were used to operationalise the new constructs identified in Chapter 6. The existing scales used in the measurement of the TETMF model included the TTMF Scale, TET Scale and TER Scale. These scales yielded acceptable reliabilities, with confirmatory factor analyses supporting fit and construct validity of the measurement models. Therefore, the results of the study can be interpreted with reasonable confidence making another methodological contribution.

In investigating the relationships between the constructs, a mix of inferential and multivariate analysis was used to test the hypotheses and develop the model.

Furthermore, a multivariate approach was utilised to establish the mediating role of TET in the relationship between TTMF and TER within this study. Consequently, this study makes a methodological contribution by having applied statistical techniques that (i) accommodate the development of new constructs and (ii) intensely investigate relationships between the constructs. SEM was used to establish the causal relationship and to explore the mediating effect of this study, thereby making a methodological contribution by testing TET in the relationship between TTMF and TER in a unique relationship, using SEM. Furthermore, (iii) SEM was used to design a hypothesised TETMF model that has a good fit with the empirically manifested model.

8.3.3 Practical Conclusions

This section discusses the practical conclusions in the viewpoint of the inferences of this study's results, for tourism/hospitality leadership and employees (managers and staff), tourism authorities, educators, practitioners and researchers. These conclusions are captured next:

The new comprehensive TETMF model as an instrument to measure employee retention in the tourism industry (**6.4.2.9**, **6.4.2.10** and **7.4.2.1.3.**) was developed. With the use of this instrument, employee retention can be measured intensely, helping tourism researchers to determine the retention of tourism employees. Moreover, the three newly developed constructs – TTMF, TET and TER – will enable researchers to more accurately inform training and retention based on the TETMF model. Researchers will have a more in-depth understanding of which strategies will result in retention, and will enhance an understanding of employee behaviours through the various unique combination of relationship between constructs identified in this study (**Chapter 4**). This, in turn, aims to assist managers to interpret and understand behaviours, attitudes and decisions of individuals.

The primary empirical objective of this study was to test a TETMF model in a business tourism and hospitality environment. Owing to the complexity of the framework, six constructs, 15 dimensions and 18 items/indicators, sub-models were assessed with SEM (Chapter 6), to test a (less complicated) model with fewer variables (TTMF, TET and TER). The empirical outcomes constitute a number of unique contributions in the business tourism and hospitality environment.

The developed TETMF Model, can be used as a compass for improving tourism and hospitality employees' retention. Tourism/ hospitality leadership may be involved in the

management of talent for the purpose of stimulating business tourism and hospitality employees' propensity to stay at their jobs. The various strategies required to enhance retention of employees (3.5.5.2) may be used by tourism educators/human resource experts as a standard in developing performance management interventions such as engagement and retention strategies and training plans for the employees. Such interventions may contribute towards a longer successful career in the tourism/hospitality industry.

The capacity of the newly formed questionnaire to investigate talent management, can provide tourist/hospitality leadership with a deeper understanding of tourism employees' retention behaviours and intentions. Similarly, tourism authorities and human resource experts can disseminate informative materials, i.e. brochures, to tourism entities as part of TER strategies to enhance performance and retention.

The confirmed relationship between talent management, training and retention in the business tourism and hospitality industry can guide tourism authorities and tourism practitioners in developing industrial benchmarks to retain employees. Section 3.5.4 identified that the lack of the suitable human resource strategies to develop employee's quality and quantity, as the internal reason that results in lower service quality delivery and retention strategies. Therefore, the findings of this study can be used by tourism authorities and tourism practitioners to enhance the relationships between tourism leadership and their employees to increase the retention levels.

8.4 RECOMMENDATIONS

The recommendations herein are made from a theoretical, methodological and practical perspective.

8.4.1 Theoretical Recommendations

The TETMF model creates a practical framework for the systematic measurement of TER in a hospitality entity. Therefore, to improve the reliability and validity of the finding herein, more research should be conducted in terms of the TETMF model. However, with the passing of time, some vital new concepts in the constructs have not being integrated into this framework gleaned from more current literature prompting the possibility of the inclusion of more factors to the TTMF. Possibly, various other dimensions, such as internal and external contingencies, namely, organisational climate, structures, policies,

processes and international environment (Berger & Berger, 2004; Burke, 1996) could have been included in this study and would have possibly addressed some aspects of this study and influencing how the talent management (now TETMF model) strategies was evaluated. Regardless, their exclusion could inform a more integrated TTMF model which might influence TER.

The TER construct originally consisted of five dimensions, which served as a foundation for a comprehensive measurement instrument of TET (3.4.5). The rich literature on research relating to training supports the expansion of this construct in the present study. However, other dimensions could be included, such as globalisation, culture diversity and experience needs to be addressed, and as well as appropriate learning and reflection tools to develop intercultural competencies (Tansley, 2011) that trigger the interest of this measurement instrument in the tourism and hospitality industry.

Herein this study, three initial TER dimensions were identified in 3.5 and in 7.4.2.1.3; however, three of these dimensions (6.4.2.10) were extracted for the final model. This created the opportunity to test more dimensions such as the inadmissible, high labour turnover rate (Barrows, 1990; Kivela & Go, 1996; Mitra et al., 2011), in different and unique combinations with a view of refining the Retention construct.

There are gaps in the literature with reference to the operationalisation of, and relationships between, TET scores and TER scores in the tourism industry (Heartfield, 2014). The important aspect on which the stated pieces of research emphasise is that hotels have realised the importance and the applications of talent management and are attempting to satisfy the needs for talent management. This study proposes to address the gaps in literature by establishing relationships of the scores of the affective and conative components of this study, namely, TET and TER.

The methodological recommendations are presented next.

8.4.2 Methodological Recommendations

Methodological recommendations are noted and discussed below:

Both qualitative and quantitative techniques to determine retention behaviour have been used in various talent management and retention behavioural studies – Tanton (2007) and Swart, (2013) respectively – however, this study makes use of the mixed method approach – The use of mixed methods for a study of this magnitude enabled qualitative to refine and pave way for understanding of the quantitative results from a management

point of view. However, Bian (2012) points out two weaknesses of mixed methods as being that there is little guidance in the literature to assist researchers with implementing mixed methods in a transformative way and that a researcher needs to have expertise in theoretical foundations of the study. It is therefore proposed that a QUAL(quan) technique be employed to test the inherent relationships of this study in future studies.

The scope of this study covered current hotel employees only, and future studies should enlarge the scope to include employees in the other sectors of tourism, such as those in transportation and attractions amongst others. This TETMF model was developed basing on the experience of hotel employees and does not make provisions for the measurement of the TETMF model gap or TETMF model expectations. Future research, however, can include an additional measurement scale of experience measurement to create a more comprehensive framework.

As discussed in **5.4.2**, a convenience sample was selected for this study owing, due to variances in working schedules of the participants of this study. It is, therefore, recommended that this sample coverage be widened across the various tourism and hospitality sectors so as to involve a larger population so that other sampling techniques can be used. Only five executives were interviewed for the QUAL study; hence, it is recommended that the number be increased so that the quality of responses will also be enhanced. Consequently, these techniques can ensure that a more inclusive depiction of the business tourism and hospitality sample participates in the research.

8.4.3 Practical Recommendations

In this section, the practical recommendations are discussed in terms of the implications of this study's results for tourism/hospitality leadership and employees (managers and staff), tourism authorities (specially the Zimbabwe Tourism Association), tourism associations (Hospitality Association of Zimbabwe), educators, practitioners and researchers.

The constructs of TETMF model, may add value to leadership of tourism entities specifically hotels, that are aiming to retain employees that are otherwise engaged. The tourism leadership, specifically in the management of hotels and practitioners, may use this study's results as an indication of the expectations that tourism employees have of training. This study's results may also be used as a guideline when planning a performance management system to retain tourism employees.

However, TETMF model lacks international research in terms of retention, as it is limited to Zimbabwe's local tourism employees in the provinces stated in **2.5.1.8**. This scenario provides tourism researchers with the opportunity to explore the use of the framework on different types of employees either in the same industry or in different industries. Additionally, tourism researchers could also adapt the framework to incorporate more variables, as proposed in **8.4.1**, to gain an in-depth understanding of the relationship between tourism employee and training. Authorities can capitalise on these findings by using them as a frame of reference in workforce planning for the tourism industry.

Tourism associations such as HAZ could use this study's findings as a guideline when developing retention strategies to stimulate longevity of employees' employment. Similarly, the authoritative organ of tourism and educators in Zimbabwe could use this in devising training and development syllabi and assessment tools, while tourism practitioners, such as training managers, could use this in designing training programmes. Employees can glean from the study aspects that promote the transference of skills so that training becomes beneficial not only to themselves but the entirety of the hotel business.

The development of this framework can be used as a management tool by the Zimbabwean tourism and hospitality fraternity so that leaders therein can better inform their strategies for *guest and TER* as discussed in **3.5**. Studies that have used the same or some of the named constructs in various fields depicted within this study such as Hayes (2015) and Gärtner (2013) have used service delivery standards and guest retention and deduce that poor service delivery is associated with various workplace problems.

Tourism entities that wish to restrain the drain of talent to other local and global players increase job satisfaction to have better motivated and engaged employees that generate better business results, increasing management's involvement, need to take practical steps so as to address these challenges (Cho, Woods, Jang and Erdem 2006). This study will assist in that regard by ensuring that the strategies help to increase value of the organisation and preserve its sustainable competitive advantage. Therefore, these entities must be able to implement strategies that show their involvement in terms of feedback and rewarding employees that excel.

Next, the contribution of this study will be reviewed.

8.5 CONTRIBUTION OF THE STUDY

8.5.1 Theoretical Contribution

Contribution will be made on the body of knowledge within the tourism and education policy frameworks specifically of Zimbabwe by bringing insight to talent management debates. It also begins to examine critical challenges faced by hospitality HR professionals and academics with respect to managing talent such as incorporating concerns about the need for hotels and other businesses to implement talent management activities such as recruitment, engagement among others related to employee reductions as applied to the hospitality industry of Zimbabwe (Choi et al., 2000; Cobb, 2012; Heartfield, 2014; Maxwell & MacLean, 2008; Wilkins, 2012).

As highlighted in **5.6.3**, SEM was applied to examine the relationships between the exogenous variable and endogenous variable and the mediating effect and to establish TETMF model, which has not been done in Zimbabwe or abroad. An in-depth literature analysis was conducted on talent management, TET, and TER, for the purpose of developing the model. Inferential and multivariate analyses were used to systematically explore the constructs and the intricate relationships among them.

The extracted TTMF construct was comprehensively investigated in section **6.4** and **6.4.4**. The lack of research investigating this construct on a domestic context hinders the comparison of this study's results to those of others. Although other dimensions could be added to the construct (see **8.4.1**), this study makes a contribution by investigating tourism employees in the context of nine extracted components, **6.4**. Studies conducted by SHRM (2008) and Wooldridge (2007) in the field of talent management support the investigation of how this talent is organised within the hospitality environment with a view of increasing guest satisfaction and TER.

CFA extracted all four Viewpoints of TTMF construct and nine components, namely, *globalisation* by (Baum, 2007; Tarique & Schuler, 2010; Carra et al., 2005; Heartfield, 2014; Kerzner, 2010; Sledge et al. 2011; Tung, 2008); *technological changes* (Davidson et al., 2010; Deery, 2008); *workforce* (Shin & Park, 2013); *hotel employee involvement* (Bakker et al., 2012; Osman, 2013); *hotel employee needs* (Kusluvan et al., 2010); *perceived service quality*, (Dickens et al., 2013; Petersen et al., 2005); *employee job satisfaction* (Yoo & Park, 2007; Zeithalm et al., 2012); *hotel employee attitudes* (Ajzen, 1975; Fishbein & Ajzen, 1975; Blomme et al., 2010; Guest, 2004; White & Bryson 2013) and *hotel employee value* (Jones, 1999; Tansley, 2011), forming the TTMF construct.

Consequently, this study made a contribution by laying a theoretical foundation for exploring the construct in a business tourism and hospitality context. This research study will add to the tourism literature in Zimbabwe on talent management work. The literature application is limited in Zimbabwe. However, on the international front, it is rich in terms of its application to various industries as alluded to earlier in this chapter (Oosthuizen & Nienaber, 2008; Tanton, 2007; Tansley, 2011; Tarique & Schuler, 2010) among others.

Sub-section **7.4.2.1.2** reports the richness of the literature on TET as it is a subject of interest across various entities in exploring this construct. CFA extracted three components forming the TET construct (see **6.4.2.7** and **7.4.2.1.2**), namely, induction procedures (Khanfar 2011; Leberman & Doyle, 2011; Cushway, 2011; McCole, 2015; Martin et al., 2013), job design (Gambin 2014; Rosewarne 2010; SHRM 2014) and training outcome (Carrell & West 2010; Kanfar 2011), highlight the dearth of research investigating training in the present study makes contributions by having explored the construct in the context of TET in Zimbabwe.

The Retention construct acknowledged in tourism and hospitality context and general talent management studies as discussed in section **3.5**. There is, however, a lack of research investigating TER in the domestic tourism context. Therefore, the researcher was unable to compare the findings of the present study to those of others. As noted in section **3.5**, a literature review on employee retention was conducted to form the Retention construct. The three items adopted from the literature yielded a reliable construct (**7.4.2.1.3**), namely, turnover intention (Magnini et al., 2011) retention strategies (Ghiselli et al., 2001; Lub et al., 2012; Ohly & Fritz, 2010) and employee surveys (Yam & Raybould, 2011). Therefore, this study made a contribution by laying a theoretical foundation for exploring the construct in a business tourism and hospitality context. This research study will add to the tourism literature in Zimbabwe on talent management work and employee retention. The literature application is limited in Zimbabwe, on the international front however, it is rich in terms of its application to various industries as alluded to earlier in this chapter (Oosthuizen & Nienaber, 2008; Phillips & Roper, 2009; Griffin, 1989; Tanton, 2007; Grobler & Diedericks, (2009; Tansley, 2011; Tarique & Schuler, 2010) among others.

One of the biggest challenges facing hotels today as already indicated in Chapter 2, is the retention of loyal employees in the hospitality setup. However, to do this successfully, a budget for this purpose needs to be in place. Furthermore, practitioners will have baseline information to make decisions related to talent management framework with

specific reference to the entire hotels industry in Zimbabwe. Retaining top talent remains a primary concern for many hospitality and tourism entities today. Critical analysis of talent trends points to a looming shortage of highly skilled hotel employees who possess the requisite knowledge and ability to perform at high levels, meaning that hotels failing to retain high performers will be left with an understaffed, less qualified workforce that ultimately hinders their ability to remain competitive (Rappaport et al., 2003).

Therefore, the stated constructs identified within this study encapsulate the vital areas that make up a talent management framework that can be applied within hotels and making a contribution to the discussion of talent management of hotels. (Tansley, 2011; Kusluvan et al., 2010; Hasan & Subhani 2011; Baum, 2007; Gratton & Erickson, 2007; Dienhart & Gregoire, 2004). By analysing the theoretical concepts of the resultant relationships herein, the researcher will identify retention techniques (McCole, 2015) which can practically be applied and make a contribution to literature which studies employees' and guests behaviours from a service-profit chain point of view (Catapult 2010).

8.5.2 Methodological Contribution

Two newly developed research instruments a questionnaire and interview script were used for the present study's data collection, as in 5.5. The self-administered questionnaire's reliability was confirmed by the achievement of reliability scores exceeding the minimum Cronbach's α for each construct as discussed in Chapter 6, while the interview enhanced the results of the questionnaire. Therefore, this study made a contribution through the development of a questionnaire that extensively and reliably investigates tourism/hotel employees, TTMF viewpoints, TET and TER.

The newly developed Tourism/Hotel Employees, Tourism Employee Talent Management Viewpoints, TET and Tourism Employee Questionnaire used in this study provide reliable insights into the existing relationships among the constructs. CFA was considered a suitable statistical approach for extracting components (see 6.4.4.2). Therefore, this study makes a methodological contribution by confirming the idealness of CFA in extracting components from newly developed theoretical constructs.

The experience of Ghaffa et al. (2017) is consistent with evidence showing that mixed method research facilitates the integration of scientific findings in policy implementation and health systems strengthening. The authors state that the integrating of locally

relevant and demand-driven research in health systems worldwide improves the implementation and scale-up of health policies, therefore, contributing to achievement of the health-related objectives. Although applied in the field of medicine, few resources are available to support this approach. This current study, therefore, makes a contribution as evidence could not be found that Tourism Human Resources were investigated using this sequential explanatory mixed method approach.

8.5.3 Practical Contribution

In this section, the practical contributions are discussed in terms of the benefits of this study for tourism/hospitality leadership and employees (managers and staff), tourism authorities (specially the Zimbabwe Tourism Association), tourism associations (Hospitality Association of Zimbabwe), educators, practitioners and researchers.

PwC, (2009) suggests that talent retention is critically important for all tourism and hospitality organisations for two main reasons; (i) turnover is expensive and (ii) top performers drive business performance making its retention critical to business performance. In view of this statement made as a review of the tourism industry in Zimbabwe in 2009, there is need to ascertain the service delivery aspects that hotel employees bring within the hotels under study. By better understanding the various behaviour and attitudes of guests within the hospitality setup, managers and directors and policy makers within the same framework will be better placed to make relevant strategies that bring not only satisfaction to employees but to the entire system as a whole. Results of this research are intended to benefit hotel managers, operations and human resource directors/managers, employees and the client base of Zimbabwe's hotels. These entities will be better placed to develop appropriate guest retention strategies and to develop programmes that further empower employees in the delivery of service while creating loyalty among the guests. This study also provides valuable guidance to training managers on what content to include in hotel training programmes.

The study revealed that a robust talent management planning, good support from the management, organisational unity, retention strategies, and various other environmental factors might be of significance in the tourism industry. Policy makers within the Zimbabwe tourism and hospitality fraternity will therefore benefit from strategies and have a criterion of ascertaining quality talent management and base their future on the results of the study (Grobler & Diedericks 2009). Since the Final TETMF Model focuses on internal components, possible strategies can be derived from this framework so as to

improve retention. The present study should help practitioners understand the inter-relationship between the TTMF and TET as the contrivance for enhancing TER of tourism employees.

8.6 POSSIBLE LIMITATIONS OF THE STUDY

Limitations envisaged within this study are theoretically, methodologically and practically based and these are presented as follows:

8.6.1 Theoretical Limitations

The following theoretical limitations were encountered in carrying out this study:

- Point of reference on the Zimbabwe's tourism front for such a study is a possible limitation to this study as measurements of reliability and validity.
- The apparent lack of preliminary studies in this area in Zimbabwe thereby limiting theoretical evidence to base the current study on.
- Potential bias based on the researcher's own perspective, assumptions and interpretations which can be limited by a sound theoretical base as foundation of the process.
- Use of "green" references in balancing with more recent literature could pose as a limiting factor as some current trends will be overlooked.
- COVID-19 references bringing in new ways of undertaking tourism work and as well as retaining employees has changed the ways tourism businesses are run.

8.6.2 Methodological Limitations

The following methodological limitations were encountered in carrying out this study:

- As alluded to earlier, out of a population of estimated 112 hotels in Zimbabwe (as of 2010), only 14 were used for the study; hence leaving a large margin for errors. This selection has omitted two other large hotel groups based in Victoria Falls which have regional affiliation and whose involvement might have brought in another dimension. Other smaller hotels in Harare were excluded from the study. Other respondents that might otherwise have made greater contribution to this research are not included in this particular populace (Cohen et al. 2007).
- The use of cross-sectional data from the various constructs identified in Figure 1.2 and the acquiring of this data from a single type of respondent, the hotel employee, brings immense generalisation in the scope of questions.

- No measurement instruments used in previous studies investigated tourism/hotel employees, TTMF viewpoints, TET and TER in the manner of the present study. Therefore, the reliability of the Tourism Employee Talent Management (TTMF) viewpoints, TET and TER, the Guiding Questions and Questionnaire, could not be benchmarked against the reliability of previous measurement instruments investigating similar constructs.

8.6.3 Practical Limitations

The following practical limitations were encountered in carrying out this study:

- A practical limitation experienced was the aspect of limited financial resourcing of the project. This ranged from the hiring of a room for the pilot test and hosting the panel of experts to printing the questionnaires and travelling to distribute and well as collecting the questionnaires among other activities not captured herein.
- Outcome of the research was highly dependent on the quality of answers gathered in the questionnaires and feedback from the interviews.
- Owing to the fact that participation of respondents was voluntary, it was expected that some may withdrew from the study at any time. Therefore, respondents who participated in the study might not have been truly representative of the population.
- There was bias in sampling as the percentage of supervisors and their subordinates was disproportional, at 33.6% and 34.1% respectively.
- Time proposed posed a possible limitation for the study as the researcher had developed a time schedule which was adhered to. However, the sampling element proposed was large and hence proposed time frame was overshoot.
- The tourism space has changed drastically from the time study data was gathered that some recommendations have been overtaken by events.

8.7 SUGGESTIONS FOR FUTURE RESEARCH

The next section deals with suggestions for future use. To overcome the limitations stated above of cross-sectional data, further studies should seek to use longitudinal data, as propounded by Bolger and Laurenceau (2013), and Cole and Maxwell (2003), where alterations in tourism employees' retention behaviour can be monitored over a period of time. This would ensure that the proposed data methodology would be more objective

and reducing the potential for self-reporting bias on the part of the researcher. It is also suggested that future studies could explore the established TETMF model using longitudinal data for other tourism entities and other service entities.

Future research is also suggested regarding the role talent management plays in employee retention on a continental and global scale. Further research in this topic is encouraged to determine if more specific strategies could be developed to curtail the drain of talent from tourism entities and the impact these strategies would have on job satisfaction and employee retention. These strategies will contribute to a more competitive advantage in the tourism entities, more engaged and effective tourism employees, generating better business results and an increase in ROI and value of the organisation as a whole. This means that with the expansion of trade, employees move across borders, and it is this movement of talent (also known as talent flows) which is focal within this dimension.

Furthermore, upcoming studies could explore the dimensions of the given constructs of this study, as constructs for the new studies, such as employee commitment as one of the management's viewpoint dimensions. It should be established if more specific strategies could be developed, to curtail the drain of talent from tourism and hospitality entities and the impact these strategies would have on job satisfaction and employee retention, as these strategies will contribute to a more competitive advantage in the tourism entities. Critical following through from this study is to establish why training is not important to retain tourism employees in Zimbabwe (TET did not mediate between TTMF and TER). There is need to investigate if training is still relevant to manage tourism talent and to retain them or is this a phenomenon specific to certain countries?

Additionally, for future research, one can also investigate employee commitment as one of the management's viewpoint dimensions.

8.8 FINAL CONCLUSION – ANSWERING OF THE RESEARCH PROBLEM

A final review of the research comprehensively demonstrated that the proposed theoretical framework, all empirical objectives and qualitative research questions as set out in Chapter 1, have been supported and met. The theoretical framework was tested by conducting a survey, constructs measured, interviews held and guiding questions asked. SEM revealed that the relationships of the theoretically hypothesised framework (TETMF model) were supported and there is a good fit with the empirically manifested

model (H4). Furthermore, SEM procedure was applied for the TTMF, and results, however, show that TET is not a mediator between the relationship of TTMF and TET. The variables that can influence the relevance of the three constructs related to tourism human resources behaviour were identified and extracted during the qualitative study. Therefore, the final integrated, multivariate, empirical final TETMF Model for Hotel Employee Retention confirms that the main objective of this study has been achieved, though, the second part of the objective was not met as mediating effect of TET was not supported in the relationship between TTMF and TER.

From interactions and investigations to generated results conducted and obtained in this study, it is evident that retention of hotel employees is an important aspect of tourism talent management as it can have a significant impact on the overall success and profitability of a hotel. Similarly, no retention, or high employee turnover, can lead to increased costs, low employee morale, reduced productivity and an overall negative impact on the guest experience.

LIST OF REFERENCES

- Abukhalifeh, A. and Som, A. P. M. 2013. The antecedents affecting employee engagement and organisational performance. *Asian Social Science*. DOI:[10.5539/ASS.V9N7P41](https://doi.org/10.5539/ASS.V9N7P41)
- Adeleke, A. and Aminu, S.A. 2012. The determinants of customer loyalty in the Nigeria's gsm market, *International Journal of Business and Social Science*, 3(14), 209-222.
- Aguinis, H. 2004. *Regression analysis for categorical moderators*. NY: Guilford Press.
- Agyeman, C. and Ponniah, V. M. 2014. Employee demographic characteristics and their effects on turnover and retention in MSMEs. *International Journal of Recent Advances in Organisational Behaviour and Decision Sciences (IJRAOB)*. 1.2311-3197.
- Ahammad, S. 2013. Importance of training in hotel industry – A case study of Hilton Hotel, *Cyprus Master's Thesis 30 Credits Tourism Studies Spring semester, 2013AL*.
- Ahenkorah-Marfo, M. 2012. Clarifying concepts of knowledge and information. *Literature Review Journal of Knowledge Management Practice*, 13(2) June.
- Ajzen, I. 1974. Effects of information on interpersonal attraction: Similarity versus affective value. *Journal of Personality and Social Psychology*, 29, 374.380.
- Ajzen, I. 1987. Attitudes, traits, and actions: Dispositional prediction of behaviour in personality and social psychology. In L. Berkowitz (Ed.). *Advances in Experimental Social Psychology* (20), 1.63. New York: Academic Press.
- Ajzen, I. 1988. *Attitudes, personality, and behaviour*. Chicago: Dorsey Press,
- Ajzen, I. and Fishbein, M. 1980. *Understanding attitudes and predicting social behaviour*. N.J.: Prentice-Hall, Englewood Cliffs
- Ajzen, I. 1985. From intentions to actions: A theory of planned behaviour. In Kuhl J. and Beckmann J., (Eds). *Action control: From cognition to behaviour*. Springer: Heidelberg.11.39.
- Akhavan, P., Hosnavi, R. and Sanjaghi, M. E. 2009. *Identification of knowledge management critical success factors in Iranian academic research centres*. Education, Business and Society: Contemporary Middle Eastern Issues.

- Al-Busafi, M. and Bafana, M. A. 2012. Global trends and local needs – the trouble with sport ‘globalisation’. *European Scientific Journal* 8
- Alexandrov, A. 2010. Characteristics of single-item measures in Likert scale format. *The Electronic Journal of Business Research Methods* (8)1 2010, 1-12. Available online: www.ejbrm.com
- Ali, A. M., and Yusof, H., 2012. Quality in qualitative studies: The case of validity, reliability and generalization. *Issues in Social and Environmental Accounting*, 5(1/2), 25–64. Retrieved from <http://www.iiste.org/Journals/index.php/ISEA/article/view/952>
- Allen, N. J. and Meyer J. P. 1990. The measurement and antecedents of affective, continuance and normative commitment to the organisation. *Journal of Occupational Psychology*, 63, 1-18.
- AlSagheer, A. 2011. The transfer of learning: exploration of benefits and perspectives in the state of Kuwait, *International Journal of Management and Information Systems* – Second Quarter 2011 (15)288.
- Altinay, L. and Altinay, E 2006. Determinants of ethnic minority entrepreneurial growth in the catering sector. *The Service Industries Journal* 26(2) 203-221
- Alwin, D. F. 2010. How good is survey measurement? Assessing the reliability and validity of survey measures. *Handbook of survey research*, 2, 405-436.
- Amoah, V. A. and Baum, T. 1997. Tourism education: Policy versus practice *International Journal of Contemporary Hospitality Management* 9/1 [1997] 5–12.
- Anderson, J. C., Narus, J. A. and Van Rossum, W. 2010. Marketing customer value propositions in business markets *Harvard Business Review*
- Anderson, J.C. and Gerbing, D.W. 1988. Structural Equation Modelling in practice: A review and recommended two-step approach. *Psychological Bulletin*, 103 411-423
- Angelo, R. M. and Vladimir, A. N. 1994. *An introduction to hospitality today*. Orlando, FL.: Educational Institution of the American Hotel and Motel Association.
- Ansari, K. R. and Bijalwan, P. 2017. Team effectiveness: A relational Approach with employee retention. *Metamorphosis*, 16(2), 115-121. <https://doi.org/10.1177/0972622517731408>

- Apostolou, A. 2000. *Employee Commitment Report Produced for the EC funded project INNOREGIO: Dissemination of Innovation and Knowledge Management Techniques* Technical University of Crete.
- Armstrong, J. S. 2012. Natural Learning in Higher Education. *Encyclopaedia of the Sciences of Learning*.
- Armstrong, M. 2009. The process of performance management. In Armstrong, M. A.(Ed.) *Handbook of Human Resource Management Practice*.
- Arnett, D. B., Laverie, D. A., & McLane, C. (2002). Using job satisfaction and pride as internal-marketing tools. *Cornell Hotel and Restaurant Administration Quarterly*, 43(2), 87-96.
- Arnold, R. 2005. *Empathic intelligence: Teaching learning, relating*. Randwick: UNSW Press.
- Ashton, C. and Morton, L. 2005. Managing talent for competitive advantage: Taking a systemic approach to talent management. *Strategic HR Review*, 4(5), 28-31.
- Assaker, G., Huang, S. and Hallak, R. 2012. Applications of partial least squares structural equation modelling in tourism research: A methodological review. *Tourism Analysis*. Nov 10;17(5):679-86.
- Auka, D. O., Bosire, J.N. and Matern, V. 2013. Perceived service quality and customer loyalty in retail banking in Kenya *British Journal of Marketing Studies* 1, (3) 32-61, September 2013 Published by European Centre for Research Training and Development UK Available online: (www.ea-journals.org).
- Awang, Z. 2012. *Research methodology and data analysis*. 2nd ed. UiTM Press.
- Bailletti, T. 2012. Technology entrepreneurship: Overview, definition, and distinctive aspects. *Technology Innovation Management Review*. February 2012: 5-12.
- Bakker, A. B. and Bal, M. P. 2010. Weekly work engagement and performance: A study among starting teachers. *Journal of Occupational and Organisational Psychology*, 83(1), 189-206.
- Bakker, A. B., Demerouti, E. and Brummelhuis, L. L. 2012. Work engagement, performance, and active learning: The role of conscientiousness. *Journal of Vocational Behaviour*, 80(2), 555-564. <http://dx.doi.org/10.1016/j.jvb.2011.08.008>.

- Baran, B. 2012. Employee motivation: Goal-setting theory [Web Video]. Retrieved from http://www.youtube.com/watch?v=_yj2wsPJEWs.
- Barker, K. and Christensen, K. 1998. Controversies and challenges raised by contingent work arrangements. In Barker, K. and Christensen, K. (Eds). *Contingent Work: American Employment Relations*, Ithaca, NY: Cornell University Press.
- Barnes, S. and Atfield, G. 2014. *Analysing interview data 2*. London: Warwick Institute for Employment Research.
- Baron, A. R. and Greenberg, J. 2003. *Organisational behaviour in organisation. Understanding and managing the human side of work*. Canada: Prentice Hall.
- Baron, R. M. and Kenny, D. A. 1986. The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51, 1173-1182.
- Barrick, M. A., and Zimmerman, R. D. 2005. Research reports: Reducing voluntary avoidable turnover through selection. *Journal of Applied Psychology*, 90(1). 159-166.
- Barrows, C. 1990. Employee turnover: Implications for hotel managers. *FIU Hospitality Review* 8 (1) 24 – 31.
- Baum, T. 2007. Human Resources in Tourism: Still Waiting for Change. *Tourism Management* 28, 1383-1399.
- Baum, T. and Kokkronikal, J. 2005. *Human resource management in tourism*. London: Sage Publications.
- Baumruk, R. 2004. The missing link: The role of employee engagement in business success. *Workspan* 47 48-52
- Behzad, A. and Abbas, G. 2010. *Human Capital as the competitive advantage of organisation in globalisation environment*, Saramad: Teheran.
- Berger, L. A. and Berger, D. R. 2004. *The talent management handbook*. McGraw-Hill: New York.
- Berghman, P., Matthyssens, K. 2006. Building competences for new customer value creation: An exploratory study. *Industrial Marketing Management* 35(8), 961-973.

- Bertelsmann, S. 2014. *BTI 2014 — Zimbabwe Country Report*. Gütersloh: Bertelsmann Stiftung.
- Bhatnagar, J. 2007. Talent management strategy of employee engagement in Indian ITES employees: Key to retention, *Employee Relations* 29(6) 640
- Bian, H. 2012. Mixed methods research -bianh@ecu.edu Website: <http://core.ecu.edu/StatisticsResearchOffice> for Faculty Excellence.
- Bigliardi, B., Petroni, A. and Dormio, A. I. 2005. Organisational socialisation, career aspirations and turnover intentions among design engineers. *Leadership & Organisation Development Journal*, 26(6), 424-441.
- Black, T. R. 1999. *Doing quantitative research in the social sciences: An integrated approach to research design, measurement, and statistics*. Thousand Oaks, CA.: SAGE Publications, Inc.
- Blake, R. 1989. Integrating quantitative and qualitative methods in family research. *Families Systems and Health* 7, 411–427.
- Blanchard, K. 1997. Winning Strategies. *Incentive*, 171 (4) pp. 59-61.
- Blau E. D. and Kahn, L. M. 2000. Gender differences in pay. *Journal of Economic Perspectives*, 14(4) 75-99.
- Bliss, W. G. 2007. *Cost of employee turnover*. Seneca, SC: Bliss and Associates, Inc.
- Blomme, R. J., van Rheede, A. and Tromp, D. M. 2010. The use of the psychological contract to explain turnover intentions in the hospitality industry: A research study on the impact of gender on the turnover intentions of highly educated employees. *The International Journal of Human Resource Management*, 21(1), 144-162.
- Bloom, M. and Milkovich, G. T. 1998. Relationship among risk, incentive pay, and organisational performance. *Academy of Management Journal*, 41(3), 283-297.
- Blunch, N. J. 2008. *Introduction to structural equation modelling using SPSS and AMOS*. London: SAGE.
- Bolger, N. and Laurenceau, J. P. 2013. *Intensive longitudinal methods: An introduction to diary and experience sampling research*. New York: Guilford Press.

- Bollen, K. A. and Stine, R. 1990. Direct and indirect effects: Classical and bootstrap estimates of variability. *Sociological Methodology*, 20, 115-40.
- Booyesen, L. 2007. Barriers to employment equity implementation and retention of blacks in management in South Africa, *South African Journal of Labour Relations*, 31(1), 47-71.
- Bothma, C. F. C. and Roodt, G. 2013. The validation of the turnover intention scale. *SA Journal of Human Resource Management/SA Tydskrif vir Menslikehulpbronbestuur*, 11(1), Art. #507, 12 pages. <http://dx.doi.org/10.4102/sajhrm.v11i1.507>.
- Bowen, D. E. and Lawler, E. E. III. 1995. Empowering service employees, *Sloan Management Review*, 36 (4) 73-87.
- Bowman, C. and Ambrosini, V. 2000. Strategy from an individual perspective *European Management Journal*, Elsevier BV
- Branham, L. 2005. Planning to become an employer of choice. *Journal of Organisational Excellence*, 24, 57-68.
- Braun, V. and Clarke, V. 2006. Thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), 77-101.
- Brewer, M., Campbell, D. T. and Crano, W. 1970. Testing a single-factor model as an alternative to the misuse of partial correlations in hypothesis-testing. *Sociometry* 33, 1-11.
- Burgess, J. and Connell, J. 2006. Temporary work and human resources management: issues, challenges and responses. *Personnel Review*, 35 (2), 129-41.
- Burke, L. A. 1996. Developing high-potential employees in the new business reality. *Business Horizons*, 40 (2), 18-24.
- Burnkrant, R. E., Thomas, J. and Page, J. R. 1982. An examination of the convergent, discriminant, and predictive validity of Fishbein's behavioural intention model. *Journal of Marketing Research*, 19(November). 550-561.
- Burns, A. C. and Bush, R. F. 2014. *Marketing Research*. 7th ed. Florida: Pearson.

- Busafi, M. and Banafa, A. M. A. 2012. Global Trends and Local Needs – *The trouble with sport globalization European Scientific Journal September edition 8*, (21) ISSN: 1857 – 7881 (Print) e - ISSN 1857- 7431
- Busquets, J. 2010. Accommodations and consumption diversification in the sector of tourist accommodations and restaurant industries, and its effects on labour relations, study commissioned by the ILO, Apr., pp 19 ff.
- Campbell, J. D. 2010. Outsourcing in maintenance management: A valid alternative to self-provision. *Journal of Quality in Maintenance Engineering*, 1 (3), 18-24.
- Carey, L. E. 1999. Ethical dimensions of a strategic approach to HRM: An Australian perspective, *Asia Pacific Journal of Human Resources*, 37, 53-69.
- Carnival Corporation. 2018. Leadership Development.
[https://www.carnivalcorp.com/Leadership- Development](https://www.carnivalcorp.com/Leadership-Development)
- Carra, S. C., Inkson, K. and Thorn, K 2005. From global careers to talent flow: Reinterpreting “Brain drain” *Journal of World Business* 40 386-398.
<https://doi.org/10.1016/j.jwb.2005.08.006>.
- Carrell, S. E. and West, J. E. 2010. Does professor quality matter? Evidence from random assignment of students to professors. *Journal of Political Economy*, 118(3), 409–432. Retrieved 2011-06-16
- Carrol, L. J. and Rothe, J. P. 2010. Levels of Reconstruction as Complementarity in Mixed Methods Research: A Social Theory-based Conceptual Framework for Integrating Qualitative and Quantitative Research. *International Journal of Environmental Research and Public Health*, 7 3478-3488
- Casey, D. and Murphy, K. 2009. Issues in using methodological triangulation in research. *Nurse Researcher*, 16(4), 40–55. doi:10.7748/nr2009.07.16.4.40.c7160.
- Cassidy, S. 2006. Developing employability skills: Peer Assessment in higher education. *Education +Training*, 48 508-517
- Catapult Network 2010. www.catapult.org.uk
- Chafetz, B., Erickson, R. A. and Ensell, J. 2012. Where did our employees go? Examining the rise in voluntary turnover during economic recoveries *Deloitte*.

- Chan, K. W. and Mauborgne, R. 2015. Blue Ocean Strategy *Harvard Business Review Press*, expanded edition: <http://www.businessnewsdaily.com/5647-blue-ocean-strategy.html#sthash.lxwM4zAG.dpuf>.
- Charan, R. 2022. What defines a successful organisation? *Harvard Business Review*.
- Chen, M.H. and Lin, C. P. 2015. The impact of corporate charitable giving on hospitality firm performance: Doing well by doing good? *International Journal of Hospitality Management*, 47, 25-34.
- Chiang, C. F., Back, K. J. and Canter, D. 2005. The impact of employee training on job satisfaction and intention to stay in the hotel industry. *Journal of Human Resources in Hospitality and Tourism* 4 (2), 99 – 117.
- Chieh Lu, A. C. and Gursoy, D. 2013. Impact of job burnout on satisfaction and turnover intention *Journal of Hospitality and Tourism Research* 40, (2) 210 – 235
- Chien-Wen, T. 2008. *Advances in culture, tourism, and hospitality research*, 2, 293–332 London: Emerald Group Publishing Limited.
- Cho, S., Johanson, M. M. and Guchait, P. 2009. Employees intent to leave: A comparison of determinants of intent to leave verses intent to stay. *International Journal of Hospitality Management*, 28(3), 374-381.
- Cho, S., Woods, R. H., Jang, S. and Erdem, M. 2006. Measuring the impact of human resource management practices on hospitality firms' performances. *International Journal of Hospitality Management*, 25(2). 262-277. <http://dx.doi.org/10.1016/j.ijhm.2005.04.001>
- Choi, J. G., Woods, R. and Murrmann, S. 2000. International labour markets and the migration of labour forces as an alternative solution for labour shortages in the hospitality industry, *International Journal of Contemporary Hospitality Management*, 1 (12) 61-7.
- Christensen Hughes, J. C. and Rog, E. 2008. Talent management: A strategy for improving employee recruitment, retention and engagement within hospitality organisations. *International Journal of Contemporary Hospitality Management* 20 (7): 743 – 757.

- Christie, I., Fernandes, E., Messerli, H. and Twining-Ward, L. 2013. *Tourism in Africa: Harnessing tourism for growth and improved livelihoods*. Washington DC: The World Bank.
- Chuang, H. M. and Chen, Y. S. 2015. Identifying the value co-creation behaviour of virtual customer environments using a hybrid expert-based DANP model in the bicycle industry *Human-centric Computing and Information Sciences*. 5, 1-31.
- Chung-Herrera, B. G., Enz, M. and Lankau, M. J. 2003. Grooming future hospitality leaders: A competencies model. *The Cornell Hotel and Restaurant Administration Quarterly*, 44(3), 17-25.
- Claessens, B. J. C., van Eerde, W. Rutte, C. G Roe, R. A. 2004, Planning behaviour and perceived control of time at work. *Journal of Organisational Behaviour* 25(8) 937-950.
- Clark, M. 2010. Achieving adaptability through employee empowerment. *Winning Workplaces, Feature article*.
- Cobb, A. 2012. Regional Manager, *Halogen Software White Paper*.
- Cohen, J. 1988. *Statistical power analysis for the behavioural sciences* (rev. ed.). Hillsdale, NJ: Erlbaum.
- Cohen, J., Cohen, P., West, S. G. and Aiken, L. S. 2013. *Applied multiple regression/correlation analysis for the behavioural sciences*. Routledge.
- Cohen, L. Manion, L. and Morrison, K. 2013. South African physicians' acceptance of e-prescribing technology: An empirical test of a modified UTAUT Model. *South African Computer Journal*, 50, (2313-7835), 68.
- Cohen, L., Manion, L. and Morrison, K. 2007. *Research Methods in Education*. Amazon.com
- Cole, D. A., and Maxwell, S. E. 2003. Testing mediational models with longitudinal data: Questions and tips in the use of structural equation modelling. *Journal of Abnormal Psychology*, 112, 558-577.
- Coles, T., Duval, D. T. and Shaw, G. 2013. *Student's Guide to Writing Dissertations and Theses in Tourism Studies and Related Disciplines*. Routledge: New York.

- Collier, J. and Esteban 1999. Governance in the participative organisation: Freedom, creativity and ethics. *Journal of Business Ethics* (21) 173-188
- Collins, C. J. 2007. The Interactive Effects of Recruitment Practices and Product Awareness on Job Seekers' Employer Knowledge and Application Behaviours. *Journal of Applied Psychology*, 92, 180-190.
- Colombo, G. 2010. Rising expectations, technology, and retention are among the challenges for 2006. Customer Service Newsletter, January 2006 14. (1). Conger, J. A. and Kanungo, R. N. 1988. The empowerment process: Integrating *Theory and Practice*, *Academy of Management Review*, 13 (3), 471-82.
- Consulting Civil Engineering Industry in 2008 A Survey.*
- Conway, J. 2011. Effects of supervisor-employee relationship on job performance steinhardt.nyu.edu/opus/issues/2011.
- Cook, R.A., Yale, L.J. and Maraqua, J.J. 2007. *Tourism: The business of travel*, 3rd ed., NJ: Prentice-Hall, Upper Saddle River.
- Cooper, C. (1999). *Tourism: Principles and Practice*. Pitman Publishing.
- Cooper, D. R. and Schindler, P.S. 2011. *Business research methods*. 11th Ed. New York: McGraw-Hill Companies Inc.
- Cooper, D. R. and Schindler, P. S. 2022. *Business research methods*. 12th Ed. New York: McGraw-Hill Companies Inc.
- Cotton, J. L. and Tuttle, J. M. 1986. Employee turnover: A meta-analysis and review with implications for research. *The Academy of Management Review*, 11 55-70.
- Coy, P. and Ewing, E. 2007. Where are all the workers? *Business Week*. April 9: 28-31.
- Coyles, S. and Gokey, T.C. 2009. Customer retention is not enough. *Journal of Consumer Marketing* 22(2), 101-105.
- Creamer, E.G. 2018. *An introduction to fully integrated mixed methods research*. Sage: Thousand Oaks.
- Creswell J. W. 2010. Controversies in Mixed Methods Research. *The Sage Handbook of Qualitative Research*, 4(1), 269-284.

- Creswell, J. 2012. *Educational Research: Planning, Conducting, And Evaluating Quantitative and Qualitative Research* (4th ed). Upper Saddle River, NJ: Pearson Education.
- Creswell, J. W. 2009. *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. 3rd ed. Thousand Oaks: Sage.
- Creswell, J. W. and Creswell, J.D. 2018. *Research design: Qualitative, quantitative and mixed methods approaches*. Los Angeles: Sage.
- Creswell, J. W. and Plano-Clark, V. L. 2007. *Designing and conducting mixed-methods research*. Sage Publications, Thousand Oaks.
- Creswell, J. W. and Plano-Clark, V. L. 2011. *Designing and conducting mixed-methods research*. Sage Publications, Los Angeles.
- Creswell, J. W., Plano-Clark, V. L., Gutmann, M. L. and Hanson, W. E. 2003. Advanced Mixed Methods Research Designs. In *Handbook of Mixed Methods in Social and Behavioural Research*, edited by A. Tashakkori and C. Teddlie, 209–40. Thousand Oaks, CA: Sage.
- Crick, A.- P. and Spencer, A. 2011. Hospitality quality: New directions and new challenges, *International Journal of Contemporary Hospitality Management*, 23 (4), 463-478.
- Cromwell, J., Trisolini, M. G., Pope, G. C., Mitchell, J. B., and Greenwald, L. M., Eds. 2011. Pay for performance in health care: Methods and approaches. *BK-0002-1103. Research Triangle Park, NC: RTI Press. Retrieved from <http://www.rti.org/rtipress>.*
- Crouch, G. I., Devinney, T.M., Louviere, J. and Islam, T. 2009. Modelling consumer choice behaviour in space tourism. *Tour Management* 30:441–454.
- Crouch, M. and McKenzie, H. 2006. The logic of small samples in interview based qualitative research. *Social Science Information*, 45(4), 483-499.
- Curran, K. (2010). The impact of new ownership of accommodation, operations and consumption on types of employment, industrial relations, study commissioned by the ILO, Mar.
- Cushway, B. 2011. *The employer's handbook 2011-12: An essential guide to employment law, personnel policies and procedures*. 1st ed. London: Kogan Page Limited.110

- Danaher, P.J. and Mattsson, J. 1994. Customer satisfaction during the service delivery process. *European Journal of Marketing* 28(5) 5-16
- D'Aprile, G. Mannarini, T. 2012. Corporate social responsibility: a psychosocial multidimensional construct, *Journal of Global Responsibility*, 3, (1), 48-65, <https://doi.org/10.1108/20412561211219283>
- Das, B. L. and Baruah, M. 2013. Employee retention: A review of literature *IOSR Journal of Business and Management (IOSR-JBM)* e-ISSN: 2278-487X, p-ISSN: 2319-7668. 14, (2) (Nov. - Dec. 2013), 08-16 www.iosrjournals.org www.iosrjournals.org.
- Davenport, T. O. 2013. The 4 stages of the employee value proposition TLNT.
- Davidson, M. C.G., Timo, N. and Wang, Y. 2010. How much does labour turnover cost? A case study of Australian four- and five-star hotels Griffith Business School, Griffith University, *International Journal of Contemporary Hospitality Management*, 22, (4) 2010
- Davies, D., Taylor, R. and Savery, L. 2001. The role of appraisal, remuneration and training in improving staff relations in the Western Australian Accommodation Industry: A comparative study, *Journal of European Industrial Training*, 25 (6/7), 366-73.
- Dayan, K., Fox, S. and Kasten, R. 2008. The preliminary employment interview as a predictor of assessment centre outcomes *Journal of Selection and Assessment*, 16, 102-111.
- De Vos, A.S. (ed.) 2005. *Research at grass roots: For the social sciences and human service professions*. Pretoria: Van Schaik.
- Deery, M. 2008. *Talent management, work-life balance and retention strategies*. NJ: Emerald Publications.
- Deery, M. and Jago, L. 2015. Revisiting talent management, work-life balance and retention strategies, *International Journal of Contemporary Hospitality Management*, 27 (3), 453-472, <https://doi.org/10.1108/IJCHM-12-2013-0538>.

- Deloitte, 2021. Global human capital trends 2021: Leading the social enterprise in a new era. https://www2.deloitte.com/content/dam/insights/us/articles/external-global-human-capital-trends-2021/DI_Global-Human-Capital-Trends-2021.pdf
- DeMicco, F. J. and Giridharan, J. 1987. Managing employee turnover in the hospitality industry. *FIU Hospitality Review* 5 (2), 26–32.
- Deming, W. E. 1986. Out of the crisis. Cambridge: Massachusetts Institute of Technology,
- Deming, W. E. 1993. The new economics for industry, government, education. Cambridge: Massachusetts Institute of Technology, Centre for Advanced Engineering Study.
- Denzin, N.K. and Lincoln, Y. 2005. Introduction: The discipline and practice of qualitative research. In *Denzin, N.K. and Lincoln, Y. Eds. The Handbook of Qualitative Research*. Thousand Oaks, CA: Sage.
- Dermody, M B., Young, M. and Taylor S.L. 2004. Identifying job motivation factors of restaurant servers. *International Journal of Hospitality & Tourism Administration* 5(3), 1-14.
- DeSarbo, W.S., Jedidi, K. and Sinha, I.J. 2001. Customer value analysis in a heterogeneous market. *Strategic Management Journal* 22(9), 845-857.
- Dhar, R. L. 2015. Service quality and the training of employees: The mediating role of organisational commitment Elsevier Indian Institute of Technology Roorkee, Roorkee, 247667 Uttarakhand, India *Tourism Management* 46, February 2015, 419-430
- Dickens, P., Kelly, P. and Williams, J. R. 2013. What are the significant trends shaping technologies relevant to manufacturing? *Future of Manufacturing Project, Evidence Report No. 6. Foresight*, Government Office of Science, London.
- Dienhart, J. R. and Gregoire M. B. 2004. Job satisfaction, Job involvement, job security, and customer focus of quick-service restaurant employers, *International Journal of Hospitality & Tourism Administration*, 16 (2) 2004, 29-44.5.
- Dike, P. 2013. The impact of workplace diversity on organisations theseus.fi *United Nations Investor World Organisation 2012 Bulletin*

- Diriwächter, R. and Valsiner, J. 2006. Qualitative developmental research methods in their historical and epistemological contexts. *FQS*. 7, (1), Art. 8.
- Docquier, F. and Hillel, R. 2005. Skilled migration: The perspective of developing countries. In J. Baghwati and G. Hanson (Eds), *Skilled migration: prospects, problems and policies*, (2005) forthcoming.
- Dolot, A. 2018. The characteristics of Generation Z. *E-mentor*, 74(2) 44-50.
- Douglas, T. and Fredendall, L. 2004. Evaluating the Deming management model of total quality in services, *Decision Sciences*, 35 (3), 393-422.
- rake, B. 2012. Employee Retention Reducing Recruitment by Increasing *Retention Whitepaper Volume Two* Quebec City: Drake International.
- Driscoll, D.L., Appiah-Yeboah, A., Salib, P, and Ruppert, D.J. 2007. Merging qualitative and quantitative data in mixed methods research: How to and why not *Ecological and Environmental Anthropology (University of Georgia)* <http://digitalcommons.uni.edu/icwdmeeea/18>
- Drolet, A. L. and Morrison, D.G. 2001. Do we really need multiple-item measures in service research? *Journal of Service Research*, 3(3) 196-204.
- Edwards, J. R. 2001. Multidimensional constructs in organisational behaviour research: An integrative analytical framework. *Organisational Research Methods*, 4(2),144–192.<https://doi.org/10.1177/109442810142004>
- Edwards, J. R. and Lambert, L. S. 2007. Methods for integrating moderation and mediation: A general analytical framework using moderated path analysis. *Psychological Methods*, 12, 1-22.
- Ellis, C.M. and Sorensen, A. 2007. Assessing employee engagement: the key to improving productivity enrichment, *California Management Review*, 17 (4), 55-71.
- Enz, C.A. Walsh, K. Verma, R. Kimes, S.E. and Siguaw, J. 2010. Cases in innovative cases in hospitality and related services, Set 4, *Cornell University School of Hotel Administration Centre for Hospitality Research Report*. (July 2010)
- Ernst and Young. 2010. Sub Saharan Africa hospitality sector overview. *Unpublished research for the World Bank Group, Washington, DC*.

Esposito, J. L. 2002. Interactive, multiple-method questionnaire evaluation research: A case study. *Paper presented at the International Conference in Questionnaire Development, Evaluation, and Testing (QDET) Methods*. Charleston, SC.

European Round Tables on Industrialists, 1997.

Fagnot, I. and Paquette, S. 2012. Organisational information security: The impact of employee attitudes and social media use. Available online: <http://aisel.aisnet.org/wisp2012/5>

Farley, C. 2005. HR's role in talent management and driving business results. *Employment Relations Today* 32. (1) 55-61.

Faulkner, B. and Patiar, A. 1997. Workplace induced stress among operational staff in the hotel industry. *International Journal of Hospitality Management* 16 (1), 99-117.

Feinstein, A. H. and Vondrasek, D., 2001. A study of relationship between job satisfaction and organisational commitment among restaurant employees, department of food and beverage, management William F Harrah College of Hotel Administration, Las Vegas.

Felstead, A., Gallie, D., Green, F. and Inanc, H. 2013. Skills at work in Britain: First Findings from the Skills and Employment Survey 2012. *Centre for Learning and Life by Ruth Mayhew (2011) How to Meet Employee Needs in an Organisation, Demand Media*

Fereday, J. and Muir-Cochrane, E. 2006. Demonstrating rigor using thematic analysis: A hybrid approach of inductive and deductive coding and theme development. *International Journal of Qualitative Methods*, 80–92. <https://doi.org/10.1177/160940690600500107>.

Ferguson, R. and Brohaugh, B. 2009. The talent wars. *Journal of Consumer Marketing* 26(5), 358-362.

Finnigan, J. E. 2010. The impact of person and organisational values on organisational commitment, *Journal of Occupation and Organisational Psychology* 73, Printed in GB, 2000, 164.

Fishbein, M. and Ajzen, I. 1975. *Belief, attitude, intention, and behaviour: An introduction to theory and research*. Addison-Wesley: Reading, MA.

- Fishbein, M. and Ajzen, I. 2010. *Predicting and changing behaviour: The reasoned action approach*. New York: Psychology Press.
- Flick, U (2009). *An introduction to qualitative research*. 4th ed. London: Sage Publications Ltd.
- Ford, R. C., Sturman, M. C. and Heaton, C. P. 2012. *Managing quality service in hospitality: How organisations achieve excellence in the customer experience*. Clifton Park, NY: Delmar.
- Fox, S. 2012 the political economy of slums: Theory and evidence from Sub-Saharan Africa. *World Development* 54, 191-203
- Fraenkel, R. F. and Wallen, N. E. 2006. *How to design and evaluate research in education*. New York: McGraw Hill.
- Frank, D. and Taylor, R. C. 2004. Talent management: trends that will shape the future. *Human Resource Planning*, 27 (1), 33-41.
- Freedman, D., Pisani, R. and Purves, R. 2007. *Statistics*. 4th ed. New York: Norton.
- Frolick, M. and Ariyachandra, T. 2006. Business Performance Management: One Truth. *Business Intelligence*, 41-47.
- Gagne, F. 2000. Understanding the complete choreography of talent development through DMGT-based analysis. In Heller, K.A., Monks, F.J., Subotnik, R.F. and Sternberg, R.J. (Eds). *International Handbook of Giftedness and Talent*, Elsevier Science, Oxford.
- Gambin, L. 2014. The returns to further education and higher education qualifications: A review of the evidence. *Department for Business Innovation and Skills*, London.
- Gandz, J. 2006. Talent Development: The Architecture of a Talent Pipeline That Works, *Ivey Business Journal*, 70 (5), 1-4.
- Gärtner, C. 2013. Enhancing readiness for change by enhancing mindfulness. *Journal of Change Management* 13. 10.1080/14697017.2013.768433.
- Ghaffa, A., Langlois, E.V., Rasanathan, K., Peterson, S., Adedokun, L. and Tran N. T. 2017. *Bulletin of the World Health Organisation* 2017; 95:87. doi: <http://dx.doi.org/10.2471/BLT.16.189126>

- Ghiselli, R., La Lopa, J. and Bai, B. 2001. Job satisfaction, life satisfaction and turnover intent: Among food-service managers *Cornell Hotel and Restaurant Administration Quarterly*, 42, 28-37.
- Ghosh, A. K. 2013. Employee empowerment: A strategic tool to obtain sustainable competitive advantage *International Journal of Management* 30, (3) Part 1 Sept 95.
- Gilbert, D., Guerrier, Y. and Guy, J. 1998. Sexual Harassment Issues in The Hospitality Industry. *International Journal of Contemporary Hospitality Management*, 10, (2), 48-53.
- Gilbeth, F. B. and Kent, R. T. 1911. *Motion study: A method for increasing the efficiency of the workman*. D van Nostrand Company
- Girón, A. and Correa, E. 2009. Emergent markets and fragility. *Instituto de Investigaciones Económicas-UNAM*.
- Given, L. M. 2008. *The Sage encyclopaedia of qualitative research methods*. Los Angeles, Calif.: Sage Publications.
- Glaser, B. G. and Strauss, A. L. 1967. *The Discovery of Grounded theory: Strategies for Qualitative Research*. Piscataway, New Jersey: Transaction
- Golafshani, N. 2003. Understanding reliability and validity in qualitative research. *The Qualitative Report*, 8(4), 597–607. Retrieved from <http://www.nova.edu>.
- Goldstein, I. L., and Ford, J. K. 2002. *Training in organisations*. Belmont, CA: Wadsworth.
- Govaerts, N., Kyndt, E., Dochy, F. and Baert, H. 2011. Influence of learning and working climate on the retention of talented employees. *Journal of Workplace Learning*. ISSN: 1366-5626
- Gratton, L. and Erickson, T. 2007. 8 ways to build collaborative teams. *Harvard Business Review* 85 100-111.
- Greenberg, J. and Baron, R. A. 2000. *Behaviour in organisations*. 7th ed. NJ: Prentice-Hall.
- Greenberg, J., Solomon, S. and Pyszczynski, T. 1997. Terror management theory of self-esteem and cultural worldviews: *Advances in Experimental Social Psychology*, (29)61-139 Academic Press.

- Greene, J., Caracelli, V. and Graham, W. 1989. Toward a conceptual framework for mixed-methods evaluation designs. *Educational Evaluation and Policy Analysis* 11:255-274.
- Griffeth, R.W., Steel, R.P., Allen, D.G., and Bryan, N. 2005. The development of a multidimensional measure of job market cognitions: The employment opportunity index (EOI). *Journal of Applied Psychology*, 90, 335-349.
- Griffith, A. 2007. *SPSS for dummies*. Wiley Publishing, Inc.: Hoboken, NJ
- Grobler, P.A. and Diedericks, H. 2009. Talent management: An empirical study of selected South African hotel groups *Southern African Business Review* 13 (3), 2009.
- Guarino, A. C. 2007. *Smart is not enough! The South Pole theory and other powerful talent management secrets*. NJ.: John Wiley and Sons.
- Guest, D. E. 2004. The psychology of the employment relationship: An analysis based on the psychological contract. *Applied Psychology*, 53(4), 541-555.
- Guest, G. Bunce, A. and Johnson, L. 2006. How many interviews are enough? An experiment with data saturation and variability. *Field Methods* 18 59-82.
- Guszcza, J. and Lucker, J. 2012. On talent the talent paradox: A 21st century talent and leadership agenda. *A selection of recently published articles from Deloitte Review Analytics group*.
- Haanappel, S., Drost, R., Harmsen F., Brinkkemper, S. and Versendaal, J. M. 2011. A framework for IT performance management. Enabling organisational growth with IT performance management *UU-CS-2011-00 Performance Management and the New Workplace Tyranny*.
- Hackman, J. R. and Oldham, G.R. 1976. Motivation through the design of work: Test of a theory. *Organisational Behaviour and Human Performance*, 16(2) 250-279.
- Hair F. Jr. J., Sarstedt, M., Hopkins, L. and Kuppelwieser, V. G. 2014. Partial least squares structural equation modelling (PLS-SEM) An emerging tool in business research. *European Business Review*, 26(2), 106-121.
- Hair, J. F., Ringle, C. M. and Sarstedt, M. 2011. PLS-SEM: Indeed, a Silver Bullet. *Journal of Marketing Theory and Practice*, 19(2), 139-151.

- Hair, Jr, J. F., Black, W. C., Babin, B. J. and Anderson, R. E. 2018. *Multivariate data analysis*. (8th ed) China: RR Donnelley.
- Hair, Jr, J. F., Hult, G. T.M., Ringle, C. M., Sarstedt, M., Danks, N. P. and Ray, S. 2021. *Partial least structural equation modelling (PLS-SEM) Using R: A Workbook*. Open Access. Springer.
- Hall, C. M. 2009. *Tourism planning: policies, processes and relationships*. Pearson Education.
- Hanson, W. E., Creswell, J. W. Plano-Clark, V. L. Petska, K. S. and Creswell J. D. 2005. Mixed Methods Research Designs in Counselling Psychology. *Journal of Counselling Psychology* 52 (2): 224–35.
- Hardeman, W., Johnston, M. and Johnston, M. 2002. Application of the theory of planned behaviour in behaviour change interventions: A systemic review. *Psychology and Health*, 17, 123-158.
- Harrison, B. 1997. Discussion. *British Journal of Industrial Relations* 35 (3) 363-368
- Harvey, L. 2014. Beyond member-checking: A dialogic approach to the research interview. *International Journal of Research and Method in Education*, 0(0), 1–16.
- Hasan, S. A and Subhani, M. I. 2011. Managerial social wisdom: A major facet for employee turnover intentions, work commitments and manager-subordinate relationships. *European Journal of Economics, Finance and Administrative Sciences*, (40), 132-141.
- Haven-Tang, C. and Jones, E. 2012. Local leadership for rural tourism development: A case study of Adventa, Monmouthshire, UK. *Tourism Management Perspectives* 4 28-35.
- Hayes, A. F. 2013. *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach*. New York: Guilford Press.
- Hayes, A. F. and Scharkow, M. 2013. The relative trustworthiness of inferential tests of the indirect effect in statistical mediation analysis: Does method really matter? *Psychological Science*, 24, 1918-1927.
- Hayes, M. and Walsham, G. 2003. Knowledge sharing and ICTs: A relational perspective. In Easterby-Smith, M.; Lyles, M.A. *The Blackwell Handbook of Organisational*

- Learning and Knowledge Management*. Malden, MA: Blackwell. 54–77. ISBN 978-0-631-22672-7.
- Hayes, T.M. 2015. *Demographic characteristics predicting employee turnover intentions*. Diss: Walden University.
- Haynes-Brown, T. K. and Feters, M.D. 2021. Using joints displays as an analytic process: An illustration using bar graphs, joint displays from a mixed methods study of how beliefs shape secondary teachers' use of technology. *International Journal of Qualitative Methods* 20, 1609406921993286.
- Hays, J. and Hill, A. 2001. A preliminary investigation of the relationships between employee motivation/vision, service learning, and perceived service quality. *Journal of Operations Management*, 19 (3), 335-49.
- Hattrup, G. P. (1993). How to establish the proper span of control for managers. *Industrial Management*.
- Heartfield, M. (2014). Employee retention in the hospitality industry: Creating and maintaining a conducive work environment. *Journal of Human Resources in Hospitality & Tourism*, 13(1), 1-17.
- Held, D. McGrew A., Goldblatt, D. and Perraton, J. 2000. Global transformations: Politics, economics and culture. *Journal of Comparative Economics* 28(3) 629-631
- Henning, E. 2005. *Finding your way in qualitative research*. 2nd ed. Pretoria: Van Schaik. ISBN: 062 702 5838.
- Henry, D., Dymnicki, A., Mohatt, N., James, A. James, K. 2015. Clustering methods with qualitative data: A mixed methods approach for prevention research with small samples - *Prevention Science: The Official Journal of the Society for Prevention Research* 16DO - 10.1007/s11121-015-0561
- Henry, O. and Evans, A.J. 2007. Critical review of literature on workforce diversity. *African Journal of Business Management*, 12, 72-76
- Henseler, J., Ringle, C.M. and Sarstedt, M. 2014, A new criterion for assessing discriminant validity in variance-based structural equation modelling. *Journal of the Academy of Marketing Science*, 43, 115-135. DOI: 10.1007/s11747-014-0403-8
- Herzberg, F., Mausner, B. and Snyderman, B. 1959. *The Motivation to Work*. Wiley: NY.

- Heskett, J. L. Jones, T.O. Loveman, G.W. Sasser, W.E. and Schlesinger, L.A. 1994. Putting the service chain to work. *Harvard Review* 72(2) 164-175
- Hesse –Biber, S. N. and Leavy, P. 2011. *The practice of qualitative research*. 2nd Ed Sage Publications: London.
- Hill, B. and Tande, C. 2006). Total Rewards: The Employee Value Proposition, *Workspan*, October, viewed 17 December 2010, <http://www.tandehill.com/pdfs/Total-Rewards.pdf>.
- Hinkin, T. 2011. Becoming a leader in the hospitality industry. *The Cornell School of Hotel Administration on Hospitality: Cutting Edge Thinking and Practice*, 65-79. Available online: <http://scholarship.sha.cornell.edu/articles/341>
- Hinkin, T. R. 1995. A review of scale development practices in the study of organisations. *Journal of Management*, 21(5), 967–988. <https://doi.org/10.1177/014920639502100509>
- Hipple, S. and Stewart, J. 1996. Earnings and benefits of contingent and non-core workers, *Monthly Labour Review*, 119 (10), 22-30.
- Hofstee, E. 2006. *Constructing a good dissertation: A practical guide to finishing a Masters, MBA or PhD on schedule*. South Africa: EPE Publishers.
- Hoque, M. Z., Al Mamun, A., & Burgess, A. 2021. The roles of talent management practices in the hospitality industry: A systematic review and research agenda. *International Journal of Hospitality Management*, 97, 102919. <https://doi.org/10.1016/j.ijhm.2021.102919>
- Holtom, B. C. and Inderrieden, E. J. 2006. Integrating the unfolding model and job embeddedness model to better understand voluntary turnover. *Journal of Managerial Issues*. 18(4), 435-452.
- Holtom, B. C., Mitchell, T. R., Lee, T. W. and Inderrieden, E. J. 2005. Shocks as causes of turnover: What they are and how organisations can manage them. *Human Resource Management*. 44(3), 337-352.
- Holtz, S. 2009 *Communicating with Employees*. *Holtz Communication plus Technology, White Paper*.

- Hom, P. and Hulin, C. 1981. A competitive test of the prediction of re-enlistment by several models, *Journal of Applied Psychology*, 11, 23-39.
- Hornik, R. and Woolf, K.D. 1999. Using cross-sectional surveys to plan message strategies. *Social Marketing Quarterly*, 5(34), 34-41.
- Hoyle, R. H., and Kenny, D. A. 1999. Statistical power and tests of mediation. In R. H. Hoyle (Ed.), *Statistical strategies for small sample research*. Newbury Park: Sage.
- Hsu, Y. L. 2012. Role of hospitality management department of Taiwan universities in addressing the talent needs of Taiwan's hospitality industry. *African Journal of Business Management*, 6(32), 9343-9358.
- Hu and Bentler 1999. Cut-off criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives *Structural Equation Modelling* 6(1), 1-55.
- Hughes, J. C. and Rog E. 2008. Talent management: A strategy for improving employee recruitment, retention and engagement within hospitality organisations, *International Journal of Contemporary Hospitality Management*, 20 (7), 743 – 757
- Human Resources Developmental Policies of Zimbabwe's National Tourism Policy (2014, 2020)*,
- Hume, M. and Sullivan, M. G. 2010. The consequence of appraisal emotion, service quality, perceived value and customer satisfaction on repurchase intent in the performing arts, *Journal of Service Marketing*, 24, (2), 170-182.
- Hunter, L. and Erin L. 2008. Collaborative research in sociology: Trends and contributing factors. *American Sociologist* 39:290–306.
- Hurst, D. and MacDougall, S. 2005. Knowledge transfer by teaming: Mixing core and contingent professionals, *International Journal of Knowledge, Culture and Change Management*, 4, 1035-50.
- Hwang, I. and Chi, D. 2005. Relationships among internal marketing, employee satisfaction and international hotel performance: An empirical study. *International Journal of Management*, 22: 285-293.

Iles, P., Preece, D. and Chuai, X. 2010. Talent management as a fashion in HRD: Towards a research agenda. *Human Resources Development International*, 13, (2), 125-145

Ilies, R., Wilson, K. S., and Wagner, D. T. 2009. The spill over of daily job satisfaction onto employees' family lives: The facilitating role of work-family integration. *Academy of Management Journal*, 52(1), 87-102.

ILO Bulletin 2013.

ILO 2018. Employment quality in tourism: An analysis of small and medium-sized enterprises. https://www.ilo.org/wcmsp5/groups/public/ed_emp/documents/publication/wcms_625128.pdfImara, E. *Securities Research Report on Zimbabwe's Hospitality Sector 2010; 2017*

Ingersoll, R. and Strong, M. 2011. The impact of induction and mentoring programmes from beginning teachers: A critical review of the research. *Review of Education Research* 81(2), 201-233. doi: 10.3102/0034654311403323.

International Labour Organisation's 2020 Thematic brief on COVID-19

International Labour Organisation (ILO) Task Force, (2013). Country studies on the social impact of globalization: Final report Geneva: Switzerland.

Investor World. 2012 Globalization. Retrieved April 27, 2012 from <http://www.investorwords.com/>.

Jackson, S.L. 2009. *Research methods and statistics: A critical thinking approach* (3rd ed.) Belmont, CA: Wadsworth.

Jacobs, C. and Roodt, G. 2011. A human capital predictive model for agent performance in contact centres. *SA Journal of Industrial Psychology* 37(1), art #940 19 pages.

Jacobs, E.J. 2005. *The development of a predictive model of turnover intentions of professional nurses*. Unpublished DCom in Commerce: Leadership performance and change. University of Johannesburg. Retrieved 3 October 2008 <http://www.uj.ac.za>

James, L. R. and Brett, J. M. 1984. Mediators, moderators and tests for mediation. *Journal of Applied Psychology*, 69, 307-321.

- Jameson, S. M. 2000. Recruitment and training in small firms, *Journal of European Industrial Training*, 24 (1), 43-9.
- Janssen, O. 2004. The barrier effect of conflict with superiors in the relationship between employee empowerment and organisational commitment, work and stress, *Work & Stress*, 18(1), 56-65.
- Janta, H. and Ladkin, A 2009. Polish Migrant Labour in the hospitality workforce: Implication for recruitment and retention. *Journal Tourism/ & Communication* (9) 5-15
- Javed, M., Balouch, R. and Hassan, F. 2014. Determinants of job satisfaction and its impact on employee performance and turnover intentions *International Journal of Learning and Development* ISSN 2164-4063 2014, 4, (2).
- Jepngetich, M. and Njue, J. 2013. Strategies used by hotels in talent retention: A study of star rated hotels in Nairobi. *International Journal of Social Sciences and Entrepreneurship*, 1 (3), 652-663.
- Joffe, H. and Yardley, L. 2003. *Content and thematic analysis*. London: Sage Publications.
- Jones, N. 2014. The learning machines. *Natures* 505.7482.146
- Joppe, M. 2000. The research process. Retrieved February 25, 1998.
- Kadushin. C., Hecht, S., Sasson, T. and Saxe, L. 2008. Triangulation and mixed methods designs: Practicing what we preach in the evaluation of an Israel experience educational program field methods *Field Methods*, 20(1), 46-65. <http://fm.sagepub.com/cgi/content/abstract>
- Kajornboon, A. B. 2005. Using interviews as research instruments Chulalongkorn University Language Institute. Dissertation. Australia: University of Melbourne.
- Kamil, M. B. A., Hamid, A. Z., Hashim, J. and Omar, A. 2011. A study on the implementation of talent management practices at Malaysian companies. *Asian Journal of Business and Management Sciences* 1(4), 147-162.
- Kandampully, J., Zhang, T. and Jaakkola, E. 2018. Customer experience management in hospitality: A literature synthesis, new understanding and research agenda. *International Journal of Contemporary Hospitality Management*. Jan 8;30(1):21-56.

- Kane-Sellers, M. L. 2009. Predictive models of employee voluntary turnover in a North American professional sales force using data-mining analysis. Texas tech University.
- Kaplan, R. S. and Norton, D. P. 1992. The balance scorecard – measures that drive performance. *Harvard Business Review*, 71-79.
- Kaplan, R. S. and Norton, D.P. 1993. Putting the balanced scorecard to work. *Harvard Business School Press*, September-October, 135-147.
- Kaplan, R. S. and Norton, D.P. 2018. *The Balanced Scorecard*. Boston, MA: Harvard Business School Press.
- Katou, A. A. and Budhwar, P. S. 2007. The effect of human resource management policies on organisational performance in Greek manufacturing firms. *Thunderbird International Business Review*, 49(1). 1-35. <http://dx.doi.org/10.1002/tie.20129>.
- Kennedy, E. and Daim, T. U. 2010. A strategy to assist management in workforce engagement and employee retention in the high tech engineering environment. *Evaluation and Program Planning*, 33(4), 468-476.
- Kenny, D. A. and Judd, C. M. 2014. Power anomalies in testing mediation. *Psychological Science*, 25, 334-339.
- Kerzner, H. 2010. *Project management best practices: Achieving global excellence*. 2nd ed. Hoboken, NJ: John Wiley.
- Khan, M.W. and Altaf, M. 2015. Important dimensions influencing employee engagement in organisations of Pakistan. *Journal of Business and Management Research* 9 270-275.
- Khanfar, S. M. 2011. Impact of training on improving hoteling service quality *Journal of Business Studies Quarterly* 2, (3), 84-93 ISSN 2152-1034.
- Kim, H., Jeong, S., and Lee, J. (2019). The impact of employee empowerment on job satisfaction and employee turnover intention in the hotel industry. *Journal of Travel & Tourism Marketing*, 36(8), 870-879.
- Kim, D. and Perdue R.R. 2013. The effects of cognitive, affective, and sensory attributes on hotel choice. *International Journal of Hospitality Management* 35, 246-257

- Kim, K. and Jogaratnam, G. 2010. Effects of individual and organisational factors on job satisfaction and intent to stay in the hotel and restaurant industry. *Journal of Human Resources in Hospitality and Tourism*, 9(3), 318-339.
- Kimungu, S.I and Maringa, P.M. 2010. An assessment of the impact of employee turnover on customer service and competitiveness of an establishment. *International Research Symposium in Service Management*, 1-16.
- Kivela, F and Go, F. 1996. Total quality management transfer: A case of Hong Kong Hotels. *Business Asia Pacific Journal of Human Resources*, 34(1), 63-76..
- Knapp, P.R. and Mujtaba, B.G. 2010. Designing administering, and utilising an employee attitude survey. *Journal of Behavioural Studies in Business*, 2, 1.
- Koh, A. 2003. Global flows of foreign talent: Identity anxieties in Singapore's ethno-space. *SOJOURN: Journal of Social Issues in Southeast Asia* 18(2), 230-256.
- Konard, A. 2006. Engaging employees through high-involvement work practices, *Ivey Business Journal* 1-6
- Kondratuk, T. B., Hausdorf, P. A., Korabik, K. and Rosin, H. M. 2003. Linking career mobility with corporate loyalty: How does job change relate to organisational commitment? *Journal of Vocational Behaviour*, 65(3), 332-349.
- Konradsen, H., Kirkevold, M. and Olson, K. 2013. Recognisability: A strategy for assessing external validity and for facilitating knowledge transfer in qualitative research. *Advances in Nursing Science*, 36(2), E66–E76. doi:10.1097/ANS.0b013e318290209d.
- Kraiger, K. 2003. Perspective on teaching and development. *Handbook of Psychology* 171-192. NJ: John Wiley & Sons Inc.
- Kuria, S, Alice O and Wanderi, P.M. 2012. Assessment of causes of labour turnover in three and five star-rated hotels in Kenya. *International Journal of Business and Social Science* 3(15).
- Kusluvan, S. 2003. *Employee attitudes and behaviours and their roles for tourism and hospitality*. New York: Nova Science Publishers.

- Kusluvan, S., Kusluvan, Z., Ilhan, I. and Buyruk, L. 2010. The human dimension: A review of human resources management issues in the tourism and hospitality industry. *Cornell Hospitality Quarterly*, 51(2), 171–214.
- Lam, D. and Ozorio, B. 2012. Linking employees' personalities to job loyalty. *Annals of Tourism Research*, 39(4). 2203–2206.
- Lam, T. and Zhang, H.Q. 2003. Job satisfaction and organisational commitment in the Hong Kong fast food industry, *International Journal of Contemporary Hospitality Management*, 15 (4), 214-29.
- Lambe, P. 2011. The unacknowledged parentage of knowledge management. *Journal of Knowledge Management*, 15(2), 175-197
- Lashley, C. 1999. Employee empowerment in services: A framework for analysis, *Personnel Review*, 28 (3) 169-91.
- Lashley, C. and Best, W. 2002. Employee induction in licensed retail organisations, *International Journal of Contemporary Hospitality Management*, 14 (1), 6-13.
- Leberman, S. and Doyle, S. 2011. The transfer of learning: participants' perspectives of adult education and training. United States” Gower Publishing, Ltd.
- Lee, C. and Way, K. 2010. Individual employment characteristics of hotel employees that play a role in employee satisfaction and work retention. *International Journal of Hospitality Management*, 29(3), 344-353.
- Leedy, P. D. and Ormrod, J. E. 2005. *Practical research: Planning and design*. 8th Ed. New Jersey: Pearson.
- Lee-Kelley, L. Blackman, D.A. and Hurst, J.P. 2007. An exploration of the relationship between learning organisations and the retention of knowledge workers. *The Learning Organisation*.
- Lenskold Group / The Pedowitz Group Lead Generation Marketing Effectiveness Study 2012*
- Lewis, R. E. and Heckman, R. J. 2006. Talent management: A critical review. *Human Resource Management Review* 16(2) 139-154.

- Li, X., Wang, D., Chen, J., and Liang, S. (2018). Dealing with negative online reviews in hotel management responses: The effects on customer satisfaction, trust, and loyalty. *Journal of Travel Research*, 57(4), 481-497.
- Lincoln, Y. S., Lynham, S. A., and Guba, E. G. 2011. Paradigmatic controversies, contradictions, and emerging confluences revisited. In N. K. Denzin and Y. S. Lincoln, *The SAGE handbook of qualitative research* (4th ed., 97–128). Thousand Oaks, CA: Sage.
- Linz, S.J. 2003. Job satisfaction among Russian workers. *International Journal of Manpower*.
- Locke, E. A. and Latham, G. P. 1979. Goal setting-A motivational technique that works. *Organisational Dynamics*, 8(2), 68-80.
- Locke, E. A. and Latham, G. P. 1990. *A theory of goal setting and task performance*. Englewood Cliffs, NJ: Prentice-Hall.
- Locke, E. A. and Latham, G. P. 2002. Building a practically useful theory of goal setting and task motivation: A 35-year odyssey. *American Psychologist*, 57(9), 705-717.
- Locke, E. A., Smith, K. G., Erez, M. E., Chah, D-Ok, and Shaffer, A. 1994. The effects of intra-individual goal conflict on performance. *Journal of Management*, 20, 67-91.
- Lockwood, N. R. 2006. Talent management: Driver for organisational success *SHRM Research*
- Lockwood, A., & Jones, E. 2017. Developing sustainable tourism through employee training and green skills development: A case study of the Balearic Islands. *Journal of Sustainable Tourism*, 25(10), 1411-1433. <https://doi.org/10.1080/09669582.2017.1311762>
- Loe, T.W., Ferrell, L. and Mansfield, P. 2000. A review of empirical studies assessing ethical decision making in business, *Journal of Business Ethics*, 25 (3), 185-204.
- Lovelock, C. and Wright, L. 1999. *Principles of service marketing and management*. Upper Saddle River, NJ: Prentice-Hall.
- Lowry, D., Simon, A. and Kimberley, N. 2002. Toward improved employment relations practices of casual employees in the new South Wales registered clubs' industry, *Human Resources Development Quarterly*, 13 (1), 53-70.

- Lub, X., Bijvank, M.N. Bal, P.M. Blomme, R. and Schalk, R. 2012. Different or alike? Exploring the psychological contract and commitment of different generations of hospitality workers. *International Journal of Contemporary Hospitality Management*, 24(4), 553-573.
- Lubbe, B. 2003. *Tourism management in Southern Africa*. South Africa: Pearson
- Luk, S. T. K. and Layton, R. 2017. The role of hospitality and tourism experiences in quality of life. *Journal of Destination Marketing & Management*, 6(3), 221-223.
- Luo, Z. and Qu, H. 2016. Guest-defined hotel service quality and its impacts on guest loyalty. *Journal of Quality Assurance Hospitality Tourism*, 17(3), 311-332.
- Lyon, A. and Sulcova, D. 2009 Hotel employer's perceptions of employing Eastern European workers: A case study of Cheshire, UK. *Tourism Culture & Communication Journal* 9(1-2), 17-28. DOI:[10.3727/109830409787556648](https://doi.org/10.3727/109830409787556648)
- Macho, S. and Ledermann, T. 2011. Estimating, testing, and comparing specific effects in structural equation models: The phantom model approach. *Psychological Methods*, 16, 34-43.
- MacKinnon, D. P. 2008. *Introduction to statistical mediation analysis*. New York: Erlbaum.
- Maertz Jr, C. P. and Campion, M. A. 1998. 25 years of voluntary turnover research: A review. *Management Journal* (35), 1036-1054.
- Mallon, M. and Duberley, J. 2000. Managers and professionals in the contingent workforce, *Human Resource Management Journal*, 10 (1), 33-47).
- Mallough, S. and Kleiner, B. 2001. How to determine employability and wage earning capacity, *Management Research News* 24 118-122.
- Martin, B. O. Kolomitro, K. Lam T. 2013. Training methods: A review and analysis *Human Resource Development Review* 13(1) 11-35
- Mason M. 2010. Sample size and saturation in PhD studies using qualitative Interviews. *Forum Qualitative Sozialforschung/forum: Qualitative Social Research*, 11(3), Art. 8.
- Maxwell, G., Watson, S. and Quail, S. 2004. Quality service in the international hotel sector: A catalyst for strategic human resource development? *Journal of European Industrial Training*, 28 (2-4), 159-82.

- Maxwell, G.A. and MacLean, S. 2008. Talent management in hospitality and tourism in Scotland operational implications and strategic actions *International Journal of Contemporary Hospitality Management* 20. Emerald Group Publishing Limited
- Mazumder, M.N.H., Ahmed, E.M., Murad, M.W. and Al-Amin, A.Q. 2011. Identifying economically potential inbound markets for Malaysian tourism industry *Journal of Vacation Marketing*, 17 (1), 31-50.
- McCole, D. 2015. Seasonal employees: The link between sense of community and retention. *Journal of Travel Research*, 54(2), 193-205.
- McCrudden, M. T., Marchand, G. and Schutz P.A. 2021. Joint displays for mixed methods research in psychology. The Pennsylvania State University, USA Available online 22 July 2021.
- McDonald, D.J. and Makin, P.J. 2000. The psychological contract, organisational commitment and job satisfaction of temporary staff. *Leadership & Organisational Development Journal*, 21(2), 84-91.
- McLaughlin, J. 2015. What is customer value? *Marketing, Definition and Quiz Chapter 1/ Lesson 4 Study.com*.
- McMillan, J. H and Schumacher, S. 2006. *Research in education: Evidence-based inquiry* (6th ed.) Allyn and Bacon: Boston, MA.
- Medina, E. 2012. Job satisfaction and employee turnover intention: What does organisational culture have to do with It? Columbia University.
- Melia, D. 2010. Critical success factors and performance management and measurement: a hospitality context. *THRIC Conference: the 6th annual Tourism and Hospitality Research in Ireland Conference*, Shannon College of Management: Shannon.
- Messick, S. 1995. Standards of validity and the validity of standards in performance assessment. *Educational Measurement: Issues and Practice*, 14(4), 5-8.
- Michael, H. 2010. From Marx to Goldman Sachs: The fiction of fictitious capital, and the financialisation of industry. *Critique* 38 (3): 419-444.
- Middleton V. T. C., Fyall, A., Morgan I. M., Morgan, M. and Ranchhod, A. 2009. *Marketing in Travel and Tourism*. London: Routledge.

- Miles, M. B. Huberman, A. M. and Saldaña, J. 2013. *Qualitative data analysis: A methods sourcebook*. Sage publications
- Mitra, A., Gupta, N. and Shaw, J.D. 2011. A comparative examination of traditional and skill-based pay plans. *Journal of Managerial Psychology*.
- Moncarz, E., Zhao, J. and Kay, C. 2009. An exploratory study of US lodging properties' organisational practices on employee turnover and retention. *International Journal of Contemporary Hospitality Management*.
- Morley, M.J., Scullion, H., Collings, D.G. and Schuler, R.S. 2015. Talent management: A capital question. *European Journal of International Management* 9 (1), 1-8.
- Mortaki, S. (2012). The contribution of vocational education and training in the preservation and diffusion of cultural heritage in Greece: the case of the specialty guardian of museums and archaeological sites. *International Journal of Humanities and Social Science*, 2 (24).
- Mouton, J. 2001. *How to succeed in your Master's and Doctoral studies: A South African guide and resource book*. Pretoria: Van Schaik Publishers.
- Mowday, R. T., Porter, L. W. and Steers, R. M. 1982. *Employee-Organisation Linkages: The psychology of commitment, absenteeism and turnover*. New York: Academic Press.
- Munyeza, S. 2019. Reviving Zimbabwe's Tourism Industry: A Comprehensive Strategy. Available https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3389598
- Muñoz, R. M and Salinero, M. Y. 2011. Training as a source of competitive advantage: performance impact and the role of firm strategy: The Spanish case. *International Journal of Human Resource Management* 22 574-594.
- Murki, N. Y. 2014. Challenges of Training Tourism and Hospitality workers in Papua New Guinea. Auckland University of Technology (AUT)
- Nasiru, T., Okunola, G.A. and Yina, O. D. 2009. Service delivery and customers' satisfaction in some selected hotels in Ikeja Areas of Lagos State.
- National Development Strategy NDS1 (2020)*.

- Ndulu, B. 2004. Human capital flight: Stratification, globalization and the challenges to tertiary education in Africa. (http://www.worldbank.org/afr/teia/pdfs/human_cap.pdf).
- Nghe, S. 2017. Attracting and retaining millennials: What works and what doesn't. *Accessed 14 August 2017*.
- Ninemeier, J.D. and Perdue, J. 2005. *Hospitality operations: Careers in the World's greatest industry*. Upper Saddle River, NJ.: Prentice-Hall.
- Ninemeier, J.D. and Perdue, J. 2011. *Restaurant operations management: Principles and practices*. NY: Prentice Hall Publications.
- Nonaka, I. 1991. The knowledge creating company. *Harvard Business Review* 69 (6): 96–104.
- NSSA Strategy Document 2017-2020: Financial Statements & Reports: Results, reports <https://www.nssa.org.zw/downloads>
- OECD. 2020. Analysing megatrends to better shape the future of tourism. *OCDE Tourism Papers. (No. 2018/02):0–69*.
- Ohly, S. and Fritz, C. 2010. Work characteristics, challenge appraisal, creativity, and proactive behaviour: A multi-level study. *Journal of Organisational Behaviour*, (31), 543 -565.
- Oladapo, V. 2014. The impact of talent management on retention *Journal of Business Studies Quarterly*, 5, (3) ISSN 2152-1034, Strayer University.
- Ongori, H. 2007. A review of the literature on employee turnover. *African Journal of Business Management* 049-054 Available online: <http://www.academicjournals.org/ajbm>
- Onwuegbuzie, A.J., and Combs, J.P. 2010. Emergent data analysis techniques in mixed methods research: A synthesis. In A Tashakkori and C. Teddie (Eds). *SAGE Handbook of mixed methods in social and behavioural research London: SAGE*.
- Oosthuizen, H. and Nienaber H. 2010. *The status of talent management in the South African Institute of civil engineering Paper*.

- Oracle, 2012. Goal setting: A fresh perspective. Redwood Shores, CA. Retrieved from <http://www.oracle.com/us/media1/goal-setting-fresh-perspective-ee-1679275.pdf>
- Osman, M. K. 2013. High performance work related practices and hotel employee performance: The mediation of work engagement. *International Journal of Hospitality Management*, 32, 132-140.
- Pagano, M. E., Hirsch, B. J., Deutsch, N. L. and McAdams, D. P. 2003. The transmission of values to school-age and young adult offspring: Race and gender differences in parenting. *J. Fem Fam Ther.* 1:14(3-4) 13-36 doi10.1300/J086v14n03_02.
- Palinkas, L. A., Horwitz, S. M., Green, C. A., Wisdom, J. P., Duan, N. and Hoagwood, K. 2015. Purposeful sampling for qualitative data collection and analysis in mixed method implementation research. *Administration and Policy in Mental Health*, 42(5), 533–544. <http://doi.org/10.1007/s10488-013-0528-y>
- Parasuraman, A., Zeithaml, V. A. and Berry, L.L 1985. A conceptual model of service quality and its implications for future research. *Journal of Marketing*, 49, 41-50.
- Parasuraman, A., Zeithaml, V. and Berry, L. 1988. SERVQUAL: A multiple-item scale for measuring customer perceptions of service quality, *Journal of Retailing*, 64 (1), 12-40.
- Parasuraman, A., Zeithaml, V. and Berry, L. 1994a. Alternative scale for measuring service quality: A comparative assessment based psychometric and diagnostic criteria. *Journal of Retailing*, 70(3), 201-230.
- Parker, SK. Parker, S. and Wall, T.D. 1998. *Job and work design: Organisational work to promote well-being and effectiveness (4)* Sage
- Pearce, J.A. and Robinson, R.B. 2009. *Strategic management, formulation, implementation and control*. (11th ed) New York: McGraw-Hill International 21-25.
- Pearl, J. 2011. The causal mediation formula. A guide to the assessment of pathways and
- Peña, I. and Villasalero M 2010. Business strategy, human resource systems, and organisational performance in the Spanish banking industry. *The International Journal of Human Resource Management* 21(15), 2864-2888.

- Peng J., Li D., Zhang Z., Tian Y., Miao, D., Xiao, W. and Zhang, J. 2014. How can core self-evaluations influence job burnout? The key roles of organisational commitment and job satisfaction *Journal of Health Psychology* 21, (1), 50 – 59.
- Pepitone, J. 2006. Knowledge leadership: Job satisfaction. pepitone worldwide, *White Paper*. Accessed November 25, 2006. www.pepitone.com/content/know-huma-satisfaction.asp
- Petersen, K., Handfield, R. and Ragatz, G. 2005. Supplier integration into new product development: Coordinating product, process and supply chain design, *Journal of Operations Management*, 23 (2) 371-88.
- Phillips, D. R. and Roper, K. O. 2009. A framework for talent management in real estate Atlanta, Georgia, USA: Georgia Institute of Technology.
- Phillips, W.J., Wolfe, K., Hodur, N. and Leistriz, F.L. 2011. Tourist word of mouth and revisit intentions to rural tourism destinations: a case of North Dakota, USA, *International Journal of Tourism Research*, 14, (4).
- Piansoongnern, O., Anurit, P. and Kuyawattananonta, S 2011. Talent management in Thai cement companies: A study of strategies and factors influencing employee engagement. *African Journal of Business Management*, 5(5) 1578-1583.
- Pitt-Catsoupes, M., Matz-Costa, C. and Besen, E. 2009. Understanding experiences at the workplace age and generations: research highlight 6 march 2009.
- Pollitt, D. 2008. *Human Resource Management International Digest* 16 (5 2008).
- Porter, L.W. and Steers, R.M. 1973. Organisational, work, and personal factors in employee turnover and absenteeism *Psychological Bulletin*, 80, 151-76.
- Porter, M.E. and Kramer, M.R. 2006. Strategy and society: The link between competitive advantage and corporate social responsibility. *Harvard Business Review*, 84, 78-85.
- Posner, M.I. 2008. Measuring alertness. *Annals of the New York Academy of Sciences*, 1129(1), 193-199.
- Pratten, J.D. 2003. The training and retention of chefs, *International Journal of Contemporary Hospitality Management*, 15 (4), 237-42.

- Preacher, K. J. and Kelley, K. 2011. Effect sizes measures for mediation models: Quantitative strategies for communicating indirect effects. *Psychological Methods* 16 (2), 93–115.
- Preacher, K. J., Zyphur, M. J. and Zhang, Z. 2010. A general multilevel SEM framework for assessing multilevel mediation. *Psychological Methods* 15 (3), 209–233.
- Priem, R.L. 2007. A consumer perspective on value creation. *The Academy of Management Review*. 32 (219) 219-235 [DOI 10.5465/AMR.2007.23464055](https://doi.org/10.5465/AMR.2007.23464055)
- Purcell, K. and Quinn, J. 1995. *Hospitality Management education and employment trajectories*. School of Hotel and Catering Management, Oxford.
- PWC, 2016. Rooms with an African view. Hotels outlook: 2016-2020. Available online: <http://www.pwc.co.za/hospitality-and-leisure>.
- Qualitative Developmental Research Methods in their Historical and Epistemological Contexts*
- Ram & Prabhakar, 2011
- Ram, P. and Prabhakar, V. 2011. The role of employee engagement in work-related outcomes. *Interdisciplinary Journal of Research in Business* 1, 47-61.
- Ramanathan, U. and Ramanathan, R. 2011. Guests' perceptions on factors influencing customer loyalty, *International Journal of Contemporary Hospitality Management*, 23 (1), 7-25.
- Rappaport, A., Bancroft, E. and Okum, L. 2003. The aging workforce raises new talent management issues for employers. *Journal of Organisational Excellence*, 23, 55-66.
- Reilly, R. 2014. Five ways to improve employee engagement now. *Business Journal* January 7.
- Rhee H. J. and Ryu, S. 2010. Effects of social values of social enterprises on attitude towards social enterprises and purchase intention: Mediating effects of identification. *The Academy of Customer Satisfaction Management*, 14, (1), 197-216.

- Rich, B. L., Lepine, J. A. and Crawford, E. R. 2010. Job engagement: Antecedents and effects on job performance. *Academy of Management Journal*, 53(3), 617-635.
- Ritchie, J., Lewis, J. and Elam, G. 2003. Designing and selecting samples. In *Ritchie and Lewis (Eds.) Qualitative Research Practice. A Guide for social science students and researchers 77-108*. Thousand Oaks, CA: Sage.
- Roberts, C., Johanson, M. M. and Shea L.J. 2014. *The Professional Journal of the International Council on Hotel, Restaurant, and Institutional Education*.
- Robertson, I. and Cooper, C. 2011. Well-being: Productivity and happiness at work. London: Palgrave MacMillan.
- Rose, D. and Gordon, R. D. 2010. Retention practices for engineering and technical professionals in an Australian Public Agency. *Australian Journal of Public Administration* 69 314-325.
- Rosewarne, S. 2010. Globalisation and the commodification of labour: Temporary Labour migration the economic and labour relations. *The Economic and Labour Relations Review July 2010, 20(2)*, 99-110.
- Rossiter, J. R. 2011, Selection of item-type and answer scale in book: *Measurement for the Social Sciences: The C-OAR-SE Method and Why It Must Replace Psychometrics*, 73-101. 73-101. DOI:[10.1007/978-1-4419-7158-6_6](https://doi.org/10.1007/978-1-4419-7158-6_6)
- Rossmann, G. and Wilson, B. 1991. Numbers and words revisited: Being shamelessly eclectic. *Evaluation Review* 9(5), 627–643.
- Rousseau, D 1995. Psychological contracts in organisations: *Understanding written and unwritten agreements*. Sage publications.
- Rutherford, D. G. Haglund, I. and O'Fallon, M. J. 2007. *Hotel management and operations* 4th ed. Hoboken, New Jersey: John Wiley and Sons, Inc.
- Saari L. and Judge, T 2004. Employee Attitudes and job satisfaction. *Human Resource Management* 43. 295-407 DOI:10.1002/hrm.20032.
- Sachikonye, L.M. 1985. Labour legislation in Zimbabwe: Historical and contemporary perspectives. *Zimbabwe Institute of Development Studies*, 18.
- Saks, 2006

- Saks, A. M. 2006. Antecedents and consequences of employee engagement. *Journal of Managerial Psychology* 21 600-619
- Salanova, M., Agut, S. and Peiro, J. M. 2005. Linking organisational resources and work engagement to employee performance and customer loyalty: The mediation of service climate. *Journal of Applied Psychology*, 90(6). 1217–1227.
- Salas, E and Cannon-Bowers, J.A. 2001. The science of training: A decade of progress. *Annual Review of Psychology*, 52y,471-499
- Salazar, A., Costa, J. and Rita, P. 2010. A service quality evaluation scale for the hospitality sector: dimensions, attributes and behavioural intention, *Worldwide Hospitality and Tourism Themes*, 2 (4), 383-397.
- Sanghera, P. 2010. *PMP in depth-project management professional study guide for the PMP exam 2nd ed.*
- SAS Institute, Inc. 2007. How to predict if your best employees are about to walk out the door. Cary, NC: SAS Institute Inc. Available at <http://www.sas.com/success/carige.html>.
- Scarlett, K. 2011. What is Employee Engagement? *Scarlett Surveys International*.
- Schneider, B. 1985. Organisational behaviour. *Annual Review of Psychology*, 36: 573-611.
- Schuler, R. S., Jackson, S. E. and Tarique, I. 2011. Framework for global talent management: HR actions for dealing with global talent challenges in *Global talent management* (pp. 33-52). Routledge.
- Schumacker, R. E. and Lomax, R. G. 2010. *A beginner's guide to structural equation modelling*. New York: Routledge.
- Scientific and Industrial Research and Development Centre (SIRDC) 2011.*
- Scott, K.D., McMullen T. and Royal M. 2012. Retention of key talent and the role of rewards. *World at Work Journal*, 21(4).
- Sean, V., Godkin, L., Fleischman, G. M and Kidwell, R, 2010. Corporate ethical values, group creativity, job satisfaction and turnover intention: The impact of work context on work response. *Journal of Business Ethics*, (98), 353–372,

- Sekaran, U. 2003. Towards a guide for novice research on research methodology: Review and proposed methods. *Journal of Cases of Information Technology* 8(4), 24-35.
- Seo, K., Moon, J. and Lee, S. 2015. Synergy of corporate social responsibility and service quality for airlines: The moderating role of carrier type *Journal of Air Transport Management* 47, 126-134.
- Serenko, A., Bontis, N., Booker, L., Sadeddin, K. and Hardie, T. 2010. A scientometric analysis of knowledge management and intellectual capital academic literature (1994–2008). *Journal of Knowledge Management* 14 (1), 13–23.
- Shamsher, S. 2013. *The impact of service delivery quality on customer satisfaction in Indian Banks Int. financial services management*, 6, (1). New Dehli: Inderscience Enterprises Ltd.
- Shin, H. Y. and Park, H. J. 2013. What are the key factors in managing diversity and inclusion successfully in large international organisations? Cornell University ILR School.
- Silva, P., 2006. Effects of disposition on hospitality employee job satisfaction and commitment. *International Journal of Contemporary Hospitality Management*.
- Silzer, R. F. and Dowell, B. E. 2010. *Strategy-driven talent management: A leadership imperative* 1st ed. Jossey-Bass: San Francisco
- Singh, A. S. 2014. Conducting case study research in non-profit organisations. *Qualitative Market Research: An International Journal*, 17, 77–84. doi:10.1108/QMR-04-2013-0024.
- Slattery, P. 2002. Finding the hospitality industry. *Journal of Hospitality, Leisure, Sport and Tourism Education*, 1 19-28.
- Sledge, S., Miles A. K. and van Sambeek M. F. 2011. A comparison of employee job satisfaction in the service industry: Do cultural and spirituality influences matter? *Journal of Management Policy and Practice*, 12 (4) 2011.
- Sledge, S., Miles, A. and Copping, S. 2008. What Role Does Culture Play? A Look at Motivation and Job Satisfaction Among Hotel Workers in Brazil, *International Journal of Human Resource Management*, 19:9, 1667-1682.

- Smeaton, D. and McKay, S. 2003. *Working after state pension age: Quantitative analysis*. Huddersfield: The Charlesworth Group.
- Smeral, E. 2003. *A Structural View of Tourism Growth Tourism Economics*, 9 (1), 77-93.
- Smith Travel Research STR 2021
- Smith, E. 1982. Beliefs, attributions, and evaluations: Non-hierarchical models of mediation in social cognition. *Journal of Personality and Social Psychology*, 43, 248-259.
- Smith, E. 2002. Training equals staff loyalty at paramount, training and management development methods, *Training & Management Development Methods*, 16(1), 401.
- Smith, E., Webber, D. and White, S. 2011. Employment characteristics of UK tourism industries in 2008. *Economic and Labour Market Review* 5(1) 24-45.
- Smith, P. 2006. Part One: Managing and leading people *in* K. Porter, P. Smith and R. Fagg (eds.) Whitelaw, P, Barron, P, Buultjens, J, Cairncross, G and Davidson, M 2009 Training Needs of the Hospitality Industry, *CRC for Sustainable Tourism*.
- Sobel, M. E. 1982. Asymptotic confidence intervals for indirect effects in structural equation models. *Sociological Methodology* 13: 290–312.
- Society for Human Resources Management – SHRM (2006; 2008; 2014; 2019) <https://www.shrm.org>
- Society for Human Resource Management 2021. Talent management A strategic imperative for organizational success. https://www.shrm.org/hr-today/trends-and-forecasting/research-and-surveys/Documents/Talent-Management_Report_2021.pdf
- Sommerville, K. L. 2007. *Hospitality employee management and supervision: Concepts and practical applications*. NJ: John Wiley & Sons.
- Spenceley, L. 2007. Walking into a dark room – the initial impressions of learner-educators in further education and training. *Journal of Further and Higher Education* 31, (2) 87-96.
- Stahl, G. K., Bjorkman, I., Farndale, E., Morris, S. S., Paauwe, J., Stiles, P., Trevor, J. and Wright, P. (2012). Six principles of effective global talent management. *MIT Sloan Management Review*, 53(2). 25-32.

- Steel, R.P., Griffeth, R.W. and Hom, P.W. 2002. Practical retention policy for the practical manager. *Academy of Management Perspectives*, 16(2) 149-162.
- Stevenson, R. J. and Mahmut, M. K. 2013. Using response consistency to probe olfactory knowledge. *Chemical Senses*, 38, 237–249.
- Stimpson, P. and Farquharson, A. 2010. *Business Studies* 2nd edition Cambridge University Press: Cambridge.
- Strauss, M. E. and Smith, G. T. 2009. *Construct validity: advances in theory and methodology. Annual Review of Clinical Psychology*, 5, 1-25.
- Strydom, A. 2006. *Developing a predictive model of subjective organisational culture*. University of Johannesburg, Johannesburg.
- Swart, M. P. 2013. A business tourist service quality scorecard for predicting tourist retention (Doctoral dissertation, University of Johannesburg).
- Swart, M. P. and Roodt G. 2020. Mapping the constructs of a business tourist service quality scorecard model, *Journal of Convention & Event Tourism*, 21:1, 26-56, DOI: 10.1080/15470148.2020.1719947
- Swart, M. P. and Roodt, G. 2012. The moderating effect of market segmentation variables in the prediction of tourist retention. *Proceedings of the Pan Pacific Conference XXIX, 24 – 27 May, Haikou, China, 186-189. (ISBN)*
- Takeuchi, R., Chen, G., and Lepak, D. P. 2009. Through the looking glass of a social system: Cross-level effects of high-performance work systems on employees' attitudes. *Personnel Psychology*, 62(1), 1-29.
- Tansley, C. 2011. What do we mean by the term "Talent" *In Talent Management?* 266-274, Q Emerald Group Publishing Limited, ISSN 0019-7858
- Tanton, S. N. 2007. Talent management in the role of employee retention. (*Unpublished master's thesis*). University of South Africa, Pretoria.
- Tarique, I. and Schuler, R.S. 2010. Global talent management: Literature review, integrative framework, and suggestions for further research. *Journal of World Business* 45(2) 122-133

- Tashakkori, A. and Teddlie, C. 2010. *Handbook of mixed methods in social and behavioural research* (2nd ed.). London: Sage Publication.
- Taylor F.W. 1947. *Scientific management, comprising shop management: The principle of scientific management [and] testimony before the special house committee* (1). Harper.
- Taylor, M. and Finley, D. 2009. Acculturation, assimilation, and retention of international workers in resorts. *International Journal of Contemporary Hospitality Management*, 22(5), 681-692.
- Taylor, R., Davies, D. and Savery, L. 2001. Training equals staff loyalty at paramount, turnover in the western Australian accommodation industry, *Management Research News*, 24 (10/11), 56-7.
- The Economist* 2015. *Labour's Lost The Economist*. Retrieved 18 January 2015.
- The Pennsylvania State University World Campus 2012. PSYCH 484, Lesson 6: Goal-Setting Theory: What am I trying to achieve in my work? Work Attitudes and Motivation, theory, organisational behaviour and human performance, 16, 250-79.
- Thomas, B. and Lucas, K. 2019. Development and validation of the workplace dignity scale. *Group & Organisation Management*, 44(1) 72-111.
- Tichy, N.M., Fombrun, C.J. and Devanna M.A. 1982. Strategic human resource management, *Sloan Management Review*, 23(1). 47-61.
- Timmerman, J. 2013. *The relationship between hotel staff service delivery with customer attitudinal loyalty and financial outcomes. Graduate Theses and Dissertations. Paper 13141.*
- Torres E. N. and Kline S. 2006. From satisfaction to delight: A model for the hotel industry *International Journal of Contemporary Hospitality Management* 18 (4), 2006
- Torres, E.N., Singh, D. and Robertson-Ring, A. 2015. Consumer reviews and the creation of booking transaction value: Lessons from the hotel industry. *International Journal of Hospitality Management*, 50, 77-83.
- Torrington, D., Hall, L., Taylor, S. and Atkinson, C. 2011. *Employee performance management in human resource management* (8th edition), 263-286. London: Prentice Hall.

- Tsai, Y. 2011. Relationship between organisational culture, leadership behaviour and job satisfaction. *BMC Health Services Research*, 11(1), 1-9.
- Tsai, Y. and Wu, S.W. 2010. The relationships between organisational citizenship behaviour, job satisfaction and turnover intention. *Journal of Clinical Nursing*, 19(23-24), 3564-3574.
- Tsaur, S. H. and Lin, Y. C. 2004. Promoting service quality in tourist hotels: The role of HRM practices and service behaviour. *Tourism Management*, 25(4). 471-481. [http://dx.doi.org/10.1016/S0261-5177\(03\)00117-1](http://dx.doi.org/10.1016/S0261-5177(03)00117-1)
- Tucker, E. Kao, T. and Verma, N. 2005. Next-generation talent management insights on how workforce trends are changing the face of talent management. *Business Credit*, 107, 20-27.
- Tung, R.L. 2008. Human capital or talent flows: Implications for future directions in research on Asia Pacific 469-472.
- Turkman, P. 2010. The critical success factors of business process management *International Journal of Information Management*, 30 (2), 125-134.
- Twining-Ward, L. 2010a. *Sub Saharan Africa tourism industry research, Phase II Tour Operator Study. Unpublished Report for the AFTFP*, World Bank, Washington, DC, study conducted for AFTFP's Competitiveness Flagship Report.
- Ubeda-García, M., Marco-Lajara, B., Sabater-Sempere, V. and García-Lillo, F. 2013 Does training influence organisational performance? Analysis of the Spanish hotel sector. *European Journal of Training and Development*, 37 (4), 2013 380-413 q Emerald
- United Nations World Tourism Organisation's (UNWTO) Tourism Highlights 2012; 2013; 2014; 2015; 2018; 2020; 2021.
- United Nations (2014). World Economic Situation and Prospects
- Van Zyl C. 2005. Optimum Market-Positioning Models for South African Arts Festival Scenarios. Pretoria: University of South Africa Press.
- Vance, T. W. 2013. The effects of reward type on employee goal setting, goal commitment, and performance. *The Accounting Review* (0001-4826), 88 (5), 1805.

- Vander Weele, T.J. 2015. *Explanation in causal inference: Methods for mediation and interaction*. New York: Oxford University Press.
- Vasquez, D. 2014. Employee retention for economic stabilization: A qualitative phenomenological study in the hospitality sector *International Journal of Management, Economics and Social Sciences*, 3(1), 1 – 17. ISSN 2304 – 1366 <http://www.ijmess.com>
- Velde, C. and Cooper, T. 2000. Students' perspectives of workplace learning and training in vocational education. *Education Training*, 42 (2), 83-92.
- Vital, R. and Jansen, J. 2010. *Designing your first research proposal: A manual for researchers in education and the social sciences*. (Rev. ed.) Lansdowne: Juta. ISBN: 070217784
- Vitez, O. 2013. What is the importance of brand loyalty? Available online: <http://wisegeek.com/what-is-the-importance-of-brand-loyalty>.
- Walker, J. and Walker, J. 2011. *Tourism Concepts and Practices*. Prentice Hall: NY.
- Walls, A. R., Okumus, F., Wang, Y. and Kwun, D. J. 2011. An epistemological view of consumer experiences. *International Journal of Hospitality Management*, 30, 10-21. doi: 10.1016/j.ijhm.2010.03.008
- Walsh, K., Sturman, M. C. and Carroll, B. (2011). Preparing for a successful career in the hospitality industry *In M. C. Sturman, J. B. Corgel, and R. Verma (Eds.), The Cornell School of Hotel Administration on hospitality: Cutting edge thinking and practice*, 21-36. Hoboken, NJ: Wiley.
- Wang, D., Li, X., & Liang, J. 2019. Service orientation, job satisfaction, and turnover intention in hotel employees: A tripartite model. *Journal of Hospitality & Tourism Research*, 43(4), 504-523. <https://doi.org/10.1177/1096348018801323>
- Wayne, S. J., Shore, L. M., Bommer, W.H. and Tetrick, L. E. 2002. The role of fair treatment and rewards in perceptions of organisational support and leader-member exchange. *Journal of Applied Psychology*, 87(3), 590-598.
- Weinberg, B. A., Hashimoto, M. and Fleisher, B. M. 2009. Evaluating teaching in higher education. *Journal of Economic Education*, 40(3), 227–261.

- Weinstein, J. 2011. Hotels' 235 rank hotels. Retrieved from <http://www.marketingandtechnology.com/repository/webFeatures/HOTELS/20>
- Welman, J.C. and Kruger, S.J. 2007. *Research Methodology*. Cape Town: Oxford.
- Wentling, R.M. and Palma-Rivas, N. 2010. Current status of diversity initiatives in selected multinational corporations, *Human Resource Development Quarterly*, 11 (1). 35-60.
- White, M. and Bryson, A. 2013. *Positive employee attitudes: how much human resource management do you need?* *Human Relations*, 66 (3), 385-406. ISSN 0018-7267.
- Wilkins, D. 2012. *An Oracle White Paper June 2012 Talent Retention: Six Technology-Enabled Best Practices*.
- Williams, A. M., Hall, C. M. and Lew, A. A. 2014. Theoretical and methodological challenges in tourism, *In the Wiley Blackwell Companion to Tourism John Wiley and Sons, Ltd, Oxford, UK doi: 10.1002/9781118474648.ch50*.
- Wilson, R.A. and Hogarth, T. 2013. *The workforce of the future in the manufacturing sector. future of manufacturing project, Evidence Report No. 36. Foresight / Government Office of Science, London*.
- Wong, I.A., and Fong, V.H.I. 2012. Development and validation of the casino service quality scale: CASERV. *International Journal of Hospitality Management*, 31(1) 209-217. DOI: 10.1016/j.ijhm.2011.04.005
- Woods, R. H., Johanson, M. and Sciarini, M. P. 2008. *Managing Hospitality Human Resources*, Fifth Edition, by published by the American Hotel and Lodging Educational Institute (EI).
- Wooldridge, A. (2007). *The battle for the best, the economist: The world in 2007*, 104. *World Economic Forum publication 2015; 2018; 2019*.
- Electronic Document Format(APA)*
- Woyo, E. and Slabbert, E. (2021). Tourism destination competitiveness: A view from suppliers operating in a country with political challenges. *South African Journal of Economic and Management Sciences*, 24(1), 1-10. <https://dx.doi.org/10.4102/sajems.v24i1.3717>

WTTC Travel and Tourism 2011 [//wttc.org/site_media/uploads/downloads/travel_tourism_2011.pdf](http://wttc.org/site_media/uploads/downloads/travel_tourism_2011.pdf)

WTTC Travel and Tourism Economic Impact – Zimbabwe 2014.

WTTC's Economic Research 2015; 2020.

WYSETC <https://www.wysetc.org/2013/11/>

Yam, L. and Raybould, M. 2011. Employee retention: Job embeddedness in the hospitality industry *9th APacCHRIE Conference. Hospitality and tourism education: From a vision to an icon. Hong Kong. Jun. 2011.*

Yang, L., Hanneke, S. and Carbonell, J. 2011. A Theory of Transfer Learning with Applications to Active Learning.

Yin, R. I. 2010. *Qualitative research from start to finish* SBN-10: 1606239775

Yoo, D. K. and Park J. A. 2007. Perceived service quality analysing relationships among employees, customers, and financial performance *International Journal of Quality and Reliability Management* 24 (9).

Yurcu, G., Akinci, Z. and Kasalak, M. 2017. The effects of tourism students' personality traits on leisure motivation and social well-being. *Journal of Global Business Insights* 2 (1), 10-26.

Zareen, M., Razzaq, K. and Mujtaba, B. G. 2013. Job design and employee performance: the moderating role of employee psychological perception *European Journal of Business and Management* www.iiste.org ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online) 5, (5).

Zeithalm, V., Bitner, M. J. and Gremler, D. 2012. *Services marketing* (6th Edition) McGraw-Hill: Irwin.

Zhai, S., Xu, X. and Yang, L. 2015. Mapping the popularity of urban restaurants using social media data *Applied Geography* 63, 113-120.

Zhao, H., Wayne, S.J., Glibkowski, B.C. and Bravo, J. 2007. The impact of psychological contract breach on work-related outcomes: A meta-analysis. *Personnel Psychology*, 60, 647-680.

Zikmund, W.G., Babin, B.J., Carr, J.C. and Griffin, M. 2022. *Business research methods*. 9th Ed. South-Western: Mason, OH.

Zimbabwe Tourism Authority 2013; 2014; 2019 publications. (zimbabwetourism.net).

Zimbabwe-Asset Policy Document 2016

Zimmerman, M. A. and Rappaport, J. 1988. Citizen participation, perceived control, and psychological empowerment, *American Journal of Community Psychology*, 16(5) 725–750.

ZimStats 2019

Zinser, R. 2003. Developing career and employability skills: US.

Zulkarnain, 2013 The mediating effect of quality of work life on the relationship between career development and psychological well-being. *International Journal of Research Studies in Psychology*. Advance online: DOI: 10.5861/ijrsp.2013.259.

LIST OF APPENDICES

APPENDIX A: SUMMARY OF TTMF VIEWPOINTS, DIMENSIONS AND SUB-DIMENSIONS

Summary of the specific TTMF angles.

VIEWPOINTS	DIMENSIONS	SUB-DIMENSIONS
Strategic Implication's Viewpoint	Globalisation	Expansion of world trade, Competition, Talent flows Dynamics of international labour
	Technological Changes	Level of technical skills, Technological advances, Innovation Cost saving
	Workforce Diversity	Pool of talent, Team cohesion, Attitudes Continual improvement
	Changing Skills Requirements	Employability skills, Proactiveness of hotel, Learning structures, Flexibility
Management Viewpoint	Organisational Commitment	Employment contract, Empowerment, Involvement, Management commitment
	Contingent Workforce	Staffing levels, Knowledge workers, Correct placement, Job attraction
	Employee Involvement	Employee involvement, Hotel culture, Cost awareness, Supporting environment
	Employee Needs	Emotional requirements, Efforts in addressing needs, Meets expectations
Customer Service Delivery Satisfaction Viewpoint	Customer Value	Value for money, Responsibility, Service delivery, Service quality
	Perceived Service Quality	Guest expectations, Guest satisfaction, Employee role, Guest feedback
	Employee Job Satisfaction	Employee satisfaction, Customer loyalty, Hotel involvement
	Attitudes	Behaviours, Work environment, Employee worth, Concerns
Performance Management Viewpoint	Value	Employee promise, Appreciation, Recognition programmes, Self-worth
	Goal-setting	Contribution of goals, Communication, Time bound, Ownership
	Pay for performance	Compensation, Rewards, Consolidation, Fairness
	Work performance	Employee control, Employee's Skills, Review processes

APPENDIX B: TTMF

C1: Strategic Implication's Viewpoint

Viewpoint	Dimension	Measurement Question/Item	7-point Likert Scale	Reference
Strategic Implication's Viewpoint	Globalisation	1. Do you agree that Zimbabwe's hotels appeals to the global travelling market in terms of service offerings?	Do not agree – Strongly agree	(Baum 2007; Carra et al., 2005; Tarique & Schuler, 2010; Wilkins, 2012)
		2. To what extend do you agree that Zimbabwean hotels are competitive in the region in terms of how they manage their employees?	Not competitive at all – Very competitive	
		3. How likely are Zimbabweans in the diaspora come back and undertake jobs in the tourism and hospitality industry?	Highly unlikely – Highly likely	
		4. Do you agree that employees within Zimbabwean hotels should continually improve their skills?	Do not agree – Strongly agree	
	Technological Changes	5. Do you agree that hotel employees have the prerequisite technical skills?	Do not agree – Strongly agree	(Campbell, 2010; Davidson et al., 2010; Deery, 2008; Silzer & Dowell, 2010; Tansley, 2011; Vitez, 2013).
		6. How accessible do you find computer are at your workplace?	Not accessible – Very accessible	
		7. In your view would having forums to deal with new ideas from employees be important?	Not important – Very important	
		8. How agreeable are you that use of technology greatly reduces labour costs in Zimbabwean hotel?	Do not agree – Strongly agree	
	Workforce Diversity	9. Do you agree that your hotel employees people of different cultures?	Do not agree – Strongly agree	(Agyeman & Ponniah, 2014; Shin & Park 2013; Sledge et al., 2011; Wilkins, 2012).
		10. Do you agree that there are well defined roles of each employee in the hotel?	Do not agree – Strongly agree	
		11. How often does your hotel create an environment where employees' ideas are listened?	Not often – Very often	
		12. Does your hotel create an environment where employees' ideas are valued?	Do not agree – Strongly agree	
	Changing Skill Requirements	13. How important is the formal assessments of employee's skills earlier in the hiring process?	Not important – Very important	(Cassidy, 2006; Erickson et al., 2012; Mallough & Kleiner, 2001; Silzer & Dowell, 2010)
		14. How identifiable are gaps in current employee competency levels?	Not identifiable – Very identifiable	
		15. How often are career developmental plans created for succession within your hotel?	Not often – Very often	
		16. How confident are employees to perform more than one role within the hotel?	Not at all confident –Very confident	

C2: Management Viewpoint

Viewpoint	Dimension	Measurement Question/Item	7-point Likert Scale	Reference
Management Viewpoint	Organisational Commitment	1. Do you agree that Zimbabwean hotels align employees with their mission, vision and values?	Do not agree – Strongly agree	(Kusluvan et al., 2010; Hasan & Subhani 2011; Seo et al., 2015; Torres et al. 2015)
		2. Do Zimbabwean hotel employees feel empowered to make decisions that impact their work?	Do not agree – Strongly agree	
		3. How consistent are managers in providing ongoing developmental feedback that support and encourage employee development	Highly inconsistent – Highly consistent	
		4. How committed is the hotel in ensuring the running of a smooth talent management process?	Not committed – Highly not committed	
	The Contingent Workforce	5. How beneficial is part time labour to the hotel's operations?	Not beneficial – Highly beneficial	(Burgess & Connell, 2006; Busquets, 2010; Curran, 2010; Dwyer, 2013; Oracle, 2012)
		6. How reliable are casual employees that can work with minimal supervision?	Not reliable – Very reliable	
		7. Is it true that with every operational gap, employees are well inducted prior to taking up the new role?	Not true – Very true	
		8. How agreeable are you that hotel jobs appeal to contract workers?	Do not agree – Strongly agree	
	Employee Involvement	9. To what extend are hotel workers involved in all process which lead to the success of the hotel?	To a lesser extent – To a great extent	(Bakker et al., 2012; Campbell, 2010; Osman, 2013)
		10. Do you agree that an understanding of hotel culture improves performance of its workers?	Do not agree – Strongly disagree	
		11. Are front line employees aware of methods to reduce high cost drivers in their section?	Not aware – Very aware	
		12. Do you agree that employees are provided with opportunities for growth and development?	Do not agree – Strongly agree	
	Employee Needs	13. To what degree do employees derive satisfaction from their jobs by meeting the emotional requirements they expect from their work?	To no degree – To a great degree	(Felstead et al., 2013; Kusluvan et al., 2010; Turkman, 2010; Wilson & Hogarth, 2013).
		14. Do you agree that Zimbabwean hotels make visible strides in addressing their employees' needs?	Not at all – Very much	
		15. How often are employees' needs met at the work place?	Not often – Very often	

C3: Customer Service Delivery Satisfaction Viewpoint

Viewpoint	Dimension	Measurement Question/Item	7-point Likert Scale	Reference
Customer Service Delivery Satisfaction Viewpoint	Guest value	1. How agreeable are you that hotel guests experience value for their money from services rendered?	Do not agree – Strongly agree	(Berghman and Matthyssens, 2006; Bowman & Ambrosini 2000; Priem 2007; Smith 2002: 2006; Turkman 2010).
		2. Does every employee have the responsibility of ensuring guest satisfaction?	Do not agree – Strongly agree	
		3. How likely are employees reprimanded for poor service delivery?	Not at all likely – Very likely	
		4. Would Zimbabwean hotels that practice quality management systems have the competitive advantage in service delivery?	Do not agree – Strongly agree	
	Perceived Service Quality	5. How agreeable are you that Zimbabwean hotel guests' expectations are always met by the hotel and its employees?	Do not agree – Strongly agree	(Dickens et al. 2013; Lee & Way, 2010; Petersen et al., 2005; Phillips et al. 2011; Salazar et al. 2010; Wilson & Hogarth 2013).
		6. On average, do you agree that guests to Zimbabwean hotels find that services rendered meets their expectations?	Do not agree – Strongly agree	
		7. How true is it that employees have a clear picture of skills they should build to support customer satisfaction?	Not true at all – Very true	
		8. How valuable is guest feedback as an improvement mechanism within Zimbabwean hotels?	Not at all valuable – Very valuable	
	Employee Job Satisfaction	9. To what extent are hotel employees' job satisfaction determined by their work performance?	To a lesser extent - To a great extent	(Arnett et al. 2002 ; Blomme et al. 2010 Chafetz et al. 2012 ; Hsu 2012 ; Yoo & Park, 2007 ; Zeithalm et al. 2012).
		10. To what degree are hotel employees' joint efforts needed to enhance customer's loyalty.	To no degree – To a large degree	
		11. How often do Zimbabwean hotels place emphasis on employee job satisfaction strategies?	Not often – Very often	

C3 cont

	Attitudes	12. Are employees' reactions on the workplace a result of how much their internal environments is changed?	Do not agree – Strongly agree	(Ajzen, 1975; Fishbein & Ajzen, 1975; Guest, 2004; (Hsu, 2012; Takeuchi et al., 2009 White & Bryson 2013).
		13. Do hotels create environments where employees' ideas are considered?	Not at all - Very much	
		14. Do Zimbabwean hotel management understand that their employees make great contributions to the business?	Do not agree – Strongly agree	
		15. How attentive are hotel management to employees' concerns?	Not at all attentive – Very attentive	

C4: Performance Management Viewpoint

Viewpoint	Dimension	Measurement Question/Item	7-point Likert Scale	Authors
Performance Management Viewpoint	Value	1. Do you agree that employee value is a critical pointer for the employees to know how their company values them?	Do not agree – Strongly agree	(Behzad & Abbas, 2010; Finnigan, 2010; Haanappel et al 2011; Hardeman et al., 2002; Hill & Tande 2006; Tansley, 2011).
		2. Do you agree that appreciation makes employees feel valued?	Do not agree – Strongly agree	
		3. How important is the presence of strong recognition programmes as effective employee motivation tools?	Not important – Very important	
		4. Do you agree that employees have a positive regard about themselves?	Do not agree – Strongly agree	
	Goal Setting	5. Do personal goals of employees contribute to the achievement of organisational goals?	Do not agree – Strongly agree	(Baran, 2012; Hsu, 2012; Porter & Kramer, 2006; Vance, 2013; Wilson & Hogarth, 2013).
		6. How important is it that management clearly communicates ways of achieving hotel goals?	Not important – Very important	
		7. Do Zimbabwean hotels set goals within practical timeframes that are usually attained within the given timeframes?	Do not agree – Strongly agree	
		8. Do you agree that organisational goals become employees' goals throughout the working period?	Do not agree – Strongly agree	
	Pay For Performance	9. To what extent are Zimbabwean hotels' pay competitive in the SADC region?	To a lesser extent - To a great extent	(Cushway 2011; Davidson et al., 2010; Demerouti & Bakker 2006; Dickens et al., 2013; Scott et al., 2012; Yam & Raybould 2011).
		10. Are monetary rewards are most important to employees that non-monetary rewards?	Do not agree – Strongly agree	
		11. How accurate do performance reviews reflect the correct performance of employees?	Not at all accurate – Very accurate	
		12. Do you agree that compensation according to performance reviews is a fair way of compensation?	Do not agree – Strongly agree	
	Work Performance	13. To what degree do employees have control over the contents of their job processes?	To a lesser extent - To a great extent	(Cobb 2012; Crick & Spencer 2011; Erickson & Gratton 2007; Lee & Way 2010).
		14. How important are technical skills essential components of the work performance.	Do not agree – Strongly agree	
		15. Should employees understand how their performance is reviewed?	Not at all – Very much	

APPENDIX C: TET

Viewpoint	Dimension	Measurement Question/Item	7-point Likert Scale	Authors
TET	Knowledge	1. How creative is your hotel in providing an environment where employees' can innovate?	Not creative at all – Very creative	(Allen & Meyer, 1990; Lambe, 2011; Leberman & Doyle, 2011; Tansley, 2011).
		2. Do you agree that your hotel has a selection of successors at every level?	Do not agree - Strongly agree	
		3. How true is it that Zimbabwean hotels are good grounds for gaining knowledge?	Not true at all- Very true	
		4. How swiftly do Zimbabwean hotels respond to guests' requests?	Not swift at all – Very swiftly	
	Employee Empowerment	5. To what extent do Zimbabwean hotel let employees feel empowered to make decisions that impact their work?	Do not agree - Strongly agree	(Clark, 2010; Colombo 2010; Sommerville, 2007; Stimpson & Farquharson 2010; Wang, 2008)
		6. How important is it that hotel employees be provided with opportunities for development?	Not important – Very important	
		7. How adequately does your hotel prepare junior or mid-level employees to step into senior leadership positions?	Not adequately enough – Very adequately	
		8. How true is it that most managers do not empower employees because of fear to relinquish power?	Not true at all- Very true	
	Induction Procedures	9. To what extend are new employees formally assessed against qualifications required to be successful in that position?	To a lesser extent – To a greater extent	(Collier & Esteban 1999; Cushway, 2011; Khanfar 2011; Leberman & Doyle, 2011; McCole, 2015; Martin et al., 2013).
		10. With every realignment issue, should employees be inducted prior to taking up the new role?	Do not agree - Strongly agree	
		11. To what degree are mentorship (or similar) program important to hotel employees?	Not important – Very important	
	Job Design	12. How agreeable are you that most hotel work is structured into workable tasks?	Do not agree - Strongly agree	(Dermody et al., 2004; Gambin 2014; Gilbreth & Kent 1911; Pratten, 2003; Scott et al., 2012; Rosewarne 2010; SHRM 2014; Taylor 1947; Zareen et al., 2013).
		13. How much does job specialisation motivates hotel workers?	Not at all - Very often	
		14. How often does every job satisfy company requirements?	Not at all - Very often	
		15. Do hotels have sufficiently skilled people manning its sections?	Not sufficient – Very sufficient	

TET cont.....

	Training Outcome	16. To what extent does training address identified service gaps?	To a lesser extent – To a great extent	(Armstrong, 2012; Carrell & West 2010; Davies et al., 2001; Kanfar 2011 Jameson, 2000; Lowry et al., 2002).
		17. How important is it for the hotel to have a career development initiative in place for employees?	Not important – Very important	
		18. Should hotels provide financial assistance to employees to upgrade their skills?	To a lesser extent - To a great extent	

APPENDIX D: TER

Viewpoint	Dimension	Measurement Question/Item	7-point Likert Scale	Authors
Tourism Employee Retention	Turnover Intention	1. How important is it for your hotel to have a formula of how to identify top talent?	Not important – Very important	(Branham, 2005; Collins, 2007; Kuria et al., 2012; Leberman & Doyle, 2011; Ashton & Morton, 2005; Smith, 2006; Tucker et al., 2005)
		2. Do you agree that your hotel should utilize a formal approach to identify why employees leave the hotel?	Do not agree – Strongly agree	
		3. In your opinion should your hotel utilize a formal approach to identify why employees stay at hotel?	Not important – Very important	
		4. To what extent are employees most likely to leave their employment as a result of poor management?	To a lesser extent - To a great extent	
		5. How prepared is your hotel to deal with competitors that try recruiting your employees away from your hotel?	Not at all prepared - Very prepared	
	Retention Strategies	6. Do you agree that most hotel workers are loyal to their hotel?	Do not agree – Strongly agree	Ghiselli et al., 2001; Lub et al., 2012; Ashton & Morton, 2005; Smith, 2006; Tucker et al., 2005; Zhao et al., 2007
		7. To what extent does your hotel utilize a formal approach to track potential leaders' performance?	To a lesser extent – To a great extent	
		8. Does your organisation currently have a formal definition of top talent in place?	Do not agree – Strongly agree	
		9. Do you agree that retaining top talent is currently a major challenge in Zimbabwean hotels?	Do not agree – Strongly agree	
		10. Should top workers only be rewarded for performance in your hotel?	Do not agree – Strongly agree	
		11. How often does your organisation perform employee opinion/satisfaction survey?	Not at all - Very often	

Employee Surveys	12. In your opinion should hotels use data collected from employee surveys to monitor trends?	Do not agree – Strongly agree	(Morgeson & Humphrey, 2008; Parker et al., 1998; Taylor & Finley, 2009; Yam & Raybould, 2011).
	13. How important are formal communication channels in helping to check on employee job satisfaction at work?	Not important – Very important	
	14. Should results from surveys be used to modify the recruitment process?	To a lesser extent - To a great extent	

APPENDIX E: EMPLOYEE SEGMENTATION DETAILS

Variables	Results	Authors
1. What is your gender	Male	(Blomme et al 2010; Tashakkori & Teddlie 2010; Tsai 2011; UNTWO 2014; Vance 2013).
	Female	
2. To which of the following age category do you belong?	1. 20-30	(Abelson 1987; Arnold & Feldman 1982; Enz et al. 2010; Hom & Griffeth, 1995; Walsh et al., 2011, Pitt-Catsouphes et al., 2009; Porter & Steers 1973).
	2. 31-40	
	3. 41-50	
	4. 51-60	
	5. Above 61	
3. What is your highest educational qualification?	1. Primary School	(Campbell, 2010; Kane-Sellers 2009; Ansari & Bijalwan 2017; Smeaton & Mckay, 2003)
	2. Secondary School	
	3. Higher Certificate/ Diploma	
	4. Honors Degree	
	5. Masters' Degree	
	6. Doctorate	
4. Tick the Department you are working in:	1. Front Office	(Ghosh 2013; Webb, 2010)
	2. Housekeeping	
	3. Food and Beverage	
	4. Kitchen	
	5. Maintenance	
	6. Other	
	7. If you ticked other please state the department:	
1. What management level do you represent in your hotel?	1. Corporate Executives (Director level)	(Chen, 2007; Ghosh 2013; Melia 2010; Roberts et al. 2014; Tucker et al., 2005; Yang et al., 2011).
	2. Senior Management (Unit Managers/Specialist Subjects)	
	3. Middle Management (Head of Department)	
	4. Supervisory Level	
	5. General Staff	
	6. Other	
	7. If you ticked other please state your management level:	

Employee Segmentation Details ...cont.

2. Have you been promoted since you started working at this hotel?	Yes	(Peña & Villasalero, 2010; SHRM, 2008; Tansley, 2011; Tsaur & Lin 2004)
	No	
3. Have you attended any training in the past 5 years?	Yes	(Ahammad 2013; Nickson, 2007)
	No	
4. What initiated the training you attended? [Select only one response]	1. Motivated by my Head of department	(Cushway, 2011; Yang et al., 2011)
	2. Employee's suggestion	
	3. Poor guest feedback	
	4. Change in operations, systems, job function etc.	
	5. As per hotel's training calendar	
	6. Other	
	7. If you ticked other please state how your training was initiated:	
5. Tick the province of Zimbabwe you work in	1. Bulawayo	(ZIMSTATS 2013)
	2. Harare	
	3. Mashonaland Central	
	4. Manicaland	
	5. Mashonaland East	
	6. Mashonaland West	
	7. Masvingo	
	8. Matebeleland North	
	9. Matebeleland South	
	10. Midlands	

APPENDIX F: FINAL RESEARCH INSTRUMENT

A Tourism Employee Talent Management Framework to predict employee retention for selected hotels in Zimbabwe questionnaire.

Dear prospective participant,

I am a researcher from the University of South Africa (UNISA) and would like to invite you to participate in this study: **A Tourism Employee Talent Management Framework to Predict Employee Retention for Selected Hotels in Zimbabwe.**

Managing potential within hotels is key to the development of employees within their jobs and assist the tourism and hospitality industry authorities of Zimbabwe to intensify the aspect of talent management so that they retain their workers. Hence, this survey aims to establish the importance of a talent management system. Please assist the field worker giving you this questionnaire in completing it. It will take about 45 minutes to complete.

Taking part in this questionnaire is voluntary and anonymous (you do not provide your name and your feedback cannot be traced back to you) and there is no reward or penalty for either participating or not participating. Please provide your response as free and honestly as possible. You are free to withdraw at any time and without giving a reason.

This study has received written approval from the Research Ethics Committee of the College of Economic and Management Sciences, UNISA as shown by the fieldworker. If you would like to be informed of the final research findings or would like further clarity regarding this study, please contact Dr. N. Swart, CMP (swart@unisa.ac.za), Prof. C. van Zyl (vzlyc@unisa.ac.za) or the researcher Mrs B. Mutadzakupa (53291735@mylife.unisa.ac.za).

Thank you for taking time to read this information sheet and for participating in this study.

CONSENT TO PARTICIPATE IN THIS STUDY

- I have read and I understand the study as explained on this information sheet.
- I understand that I participate at my own will and am free to withdraw at any time without prejudice.
- I am aware that my responses will not be traced back to me as they will be anonymously processed into a research thesis or any other publications
- I am aware that hard copies of the completed questionnaire will be stored by the researcher over a period of 5 years in a locked cupboard at UNISA for future academic purposes.

Signature: _____

Instructions for completion:

Please read the question first to provide your most correct opinion. After you have read each question, please decide the extent to which your answer describes your own experience and circle ONLY ONE response using the following scale:

Example If you strongly feel that employees are not at all confident to perform more than one role, circle 1. If you feel that employees are confident to perform more than one role, then circle 7. If you feel

1.	How confident are employees to perform more than one role within the hotel?							
	Not confident at all	1	2	3	4	5	6	7

that employees are not always confident to perform more than one role, then circle 2 or other fields next to it 5 or 6 as closest to your opinion as illustrated above. When you have completed the questionnaire, kindly place it through the slot on the fieldworker's sealed box at your hotel (fieldworker's number is inscribed on the top of this page).

The questionnaires consist of the following sections:

Section A - Screening Questions

Section B -Tourist Employee Segmentation

Section C -Tourism Employee Talent Management Framework

Section D - Tourism Employee Training

Section E - Tourism Employee Retention.



- Strategic
- Management
- Customer service delivery satisfaction
- Performance management

Knowledge; employee empowerment; induction procedures; job design and training outcome.

SECTION A – SCREENING QUESTIONS

This first section seeks to establish whether or not you are a suitable candidate for this study. Please mark your response with an **X** or fill in your response in the boxes provided.

1. **Have you worked at this hotel/same group for more than 3 years?**

Yes	
No	

If you have selected the option No, kindly hand in your questionnaire to the fieldworker. If you have selected option Yes, please continue with the questionnaire.

Please continue to Section B.

SECTION B – EMPLOYEE SEGMENTATION

In this second section, please mark with an **X** or fill in your response where indicated. You may only select one response from each question.

1. **What is your gender?**

Male	
Female	

2. **To which of the following age categories do you belong?**

Below 21 years	22- 36 years	37-51 years	52- 73 years	Above 74 years

3. **Indicate your highest educational qualification?**

Secondary School	
Undergraduate Qualification (Certificate, Diploma 1 st Degree)	
Post Graduate Qualification (Honours, Masters, Doctorate)	

4. **In which Department of the hotel are you working?**

Front Office	
Housekeeping	
Food and Beverage	
Maintenance	
Other	

If you have selected other, please state the department: _____

5. **Indicate the management level you represent in the hotel?**

Corporate Executives (Director level)	
Senior Management (Unit Managers/Specialist Subjects)	
Middle Management (Head of Department)	
Supervisory Level	
General Staff	
Other	

If you have selected other, please state the management level: _____

6. **Have you been promoted since you started working at this hotel?**

Yes	
No	

7. Have you attended any training in the past 5 years?

Yes	
No	

8. How are trainings initiated in your hotel?

[Select only one response]

Motivated by my Head of Department	
Employee's suggestion	
Poor guest feedback	
Change in operations, systems, job function etc.	
As per hotel's training calendar	
Other	

If you have selected other, please write below how the training you attended was initiated.

9. In which province of Zimbabwe you work?

Bulawayo	
Harare	
Mashonaland Central	
Manicaland	
Mashonaland East	
Mashonaland West	
Masvingo	
Matebeleland North	
Matebeleland South	
Midlands	

Please continue with Section C.

SECTION C⁶⁵ - TOURISM EMPLOYEE TALENT MANAGEMENT FRAMEWORK

The following statements in this third section describe your opinion of talent management within the tourism and hospitality industry in Zimbabwe specifically the hotel you are working in. Please read the questions herein and thereafter indicate the degree that aptly describes your own opinions and experience. Please circle the number that best represents your evaluation of talent management in the tourism and hospitality industry.

C1: Strategic Implications Viewpoint

The strategic implications viewpoint is the first key performance indicator of the talent management framework, as it determines how hotels operate. Please provide your opinion.

1.	Do you agree that Zimbabwe's hotels appeal to the first world market standard in terms of its service level?								
	Do not agree at all	1	2	3	4	5	6	7	Strongly agree
2.	To what extent do you agree that Zimbabwean hotels are competitive in the SADC region in terms of how they manage their employees?								
	Do not agree at all	1	2	3	4	5	6	7	Strongly agree
3.	How likely are Zimbabweans in the diaspora, to undertake jobs in the tourism and hospitality industry upon their return to Zimbabwe?								
	Highly unlikely	1	2	3	4	5	6	7	Highly likely
4.	Do you agree that employees within Zimbabwean hotels should continually improve their skills?								
	Do not agree at all	1	2	3	4	5	6	7	Strongly agree
5.	Do you agree that hotel employees have the prerequisite technical skills needed such as (waitering skills and culinary skills)?								
	Not at all	1	2	3	4	5	6	7	Definitely agree
6.	How accessible are computers at your workplace (such as point of sale systems for waiters)?								
	Not accessible at all	1	2	3	4	5	6	7	Very accessible
7.	In your view, how important it is to have employee forums to address new fresh service ideas?								
	Not important at all	1	2	3	4	5	6	7	Very important
8.	Are you in agreement that the use of technology reduces labour costs in Zimbabwean hotels?								
	Not in agreement	1	2	3	4	5	6	7	Strongly agree
9.	Do you agree that your hotel employs people of different cultures?								
	Do not agree at all	1	2	3	4	5	6	7	Strongly agree
10.	How important is it to have well defined roles for each employee in the hotel?								
	Not important at all	1	2	3	4	5	6	7	Very important

⁶⁵ For the purpose of this questionnaire, the definition of talent management refers to the overall process of attracting, developing, managing and retaining workers. It includes a wide variety of functions including recruiting, learning and training, compensation, employee performance management and succession planning (Leberman & Doyle, 2011; Tucker, Kao, & Verma 2005).

C1: Strategic Implications Viewpoint (Cont.)

11.	How often does the management of your hotel create an environment where employees' ideas are listened to?								
	Not often at all	1	2	3	4	5	6	7	Very often
12.	Does your hotel create an environment where employees' ideas are valued?								
	Not at all	1	2	3	4	5	6	7	Definitely
13.	In your view, is it necessary to formally assess employees' skills earlier in the recruiting process?								
	Not necessary at all	1	2	3	4	5	6	7	Very necessary
14.	Can you easily identify gaps in the current employee competency levels?								
	Not identifiable	1	2	3	4	5	6	7	Very identifiable
15.	How often are career development plans created for succession within your hotel?								
	Never	1	2	3	4	5	6	7	Always
16.	How confident are employees at being multi-skilled within the hotel?								
	Not confident at all	1	2	3	4	5	6	7	Very confident

C2: Management Viewpoint

Management viewpoint is the second key performance indicator of the talent management framework that seeks to address how management view talent within their hotels. Please provide your opinion.

1.	Do you agree that Zimbabwean hotels align employees with their corporate vision?								
	Strongly disagree	1	2	3	4	5	6	7	Strongly agree
2.	Do Zimbabwean hotel employees feel empowered to make decisions at the respective post level, that impact their work?								
	Not empowered at all	1	2	3	4	5	6	7	Very empowered
3.	How consistent are managers in providing ongoing developmental feedback that supports employee development								
	Not consistent at all	1	2	3	4	5	6	7	Very consistent
4.	How committed is the management of the hotel in ensuring the running of a smooth talent management process								
	Not committed at all	1	2	3	4	5	6	7	Highly committed
5.	Is part time ⁶⁶ employment beneficial to the hotel's operations?								
	Not beneficial at all	1	2	3	4	5	6	7	Highly beneficial
6.	Do you agree that part time hotel employees can work with minimal supervision?								
	Do not agree at all	1	2	3	4	5	6	7	Strongly agree
7.	Do you agree that hotel employees are well inducted into their roles prior to taking up a new role?								
	Do not agree at all	1	2	3	4	5	6	7	Strongly agree

⁶⁶ Part-time employment refers to all forms of temporary work undertaken at the hotel by contingent workers.

C2: Management Viewpoint (Cont.)

8.	In your opinion, is general hotel work appealing to part time hotel employees?								
	Not appealing at all	1	2	3	4	5	6	7	Definitely appealing
9.	To what extent are hotel workers involved in work that leads to the success of their departments?								
	To a lesser extent	1	2	3	4	5	6	7	To a great extent
10.	In your opinion does an understanding of hotel culture improve the performance of its workers?								
	Do not agree at all	1	2	3	4	5	6	7	Strongly agree
11.	Front line hotel employees are aware of high cost drivers in their sections								
	Are not aware	1	2	3	4	5	6	7	Are very aware
12.	Do you agree that hotel employees are provided with opportunities for personal growth?								
	Do not agree	1	2	3	4	5	6	7	Strongly agree
13.	To what degree do hotel employees derive satisfaction from their jobs?								
	To no degree	1	2	3	4	5	6	7	To a great degree
14.	Do you agree that the management of your hotel addresses employees' welfare needs (such as medical assistance, full retirement packages)?								
	Do not agree at all	1	2	3	4	5	6	7	Strongly agree
15.	Do you agree that hotel employees have control over the contents of their jobs?								
	Do not agree	1	2	3	4	5	6	7	Strongly agree

C3: Customer Service Delivery Satisfaction Viewpoint

Customer service delivery satisfaction viewpoint is the third key performance indicator of the talent management framework that seeks to address how customer satisfaction is achieved in your hotel through service⁶⁷ delivery. Your opinion, in terms of how you feel towards the importance of customer satisfaction is what the researcher would appreciate reaction on. Please provide your opinion.

1.	Do you agree that your guests value the level of hotel services delivered to them?								
	Not at all	1	2	3	4	5	6	7	Definitely
2.	In your opinion, is it every hotel employee's responsibility to ensure guest satisfaction?								
	Not responsible at all	1	2	3	4	5	6	7	Very responsible
3.	Do you feel that hotel employees are to be penalised for poor service delivery?								
	Not at all	1	2	3	4	5	6	7	Definitely
4.	Will the application of quality management systems at a hotel have a competitive advantage in service delivery?								
	Not competitive at all	1	2	3	4	5	6	7	Definitely competitive

⁶⁷ Service – hotel service is intangible and is rendered by all employees to the delight of the guests.

C3: Customer Service Delivery Satisfaction (Cont.)

5.	Are Zimbabwean hotel guests' expectations met by the hotel employees?								
	Not met at all	1	2	3	4	5	6	7	Always met
6.	On average, do you agree that guests to Zimbabwean hotels find that the hospitality services rendered to them meet their satisfaction?								
	Not at all	1	2	3	4	5	6	7	Definitely
7.	Do you feel that you have an understanding of the necessary skills needed to support customer satisfaction?								
	Not at all	1	2	3	4	5	6	7	Definitely
8.	In your opinion is guest feedback as a service improvement mechanism valued within Zimbabwean hotels?								
	Not valued at all	1	2	3	4	5	6	7	Definitely valued
9.	To what extent is your' job satisfaction determined by your work performance?								
	To a lesser extent	1	2	3	4	5	6	7	To a great extent
10.	Do you feel that team work among hotel employees is needed to enhance customer's loyalty?								
	Not at all	1	2	3	4	5	6	7	Definitely
11.	Do you feel that the future of the hotel business depends on guests' loyalty to the hotel brand?								
	Not at all	1	2	3	4	5	6	7	Definitely
12.	How often does the management of the hotel place emphasis on employee job satisfaction efforts?								
	Never	1	2	3	4	5	6	7	All the time
13.	Does your hotel create a working environment where employees' ideas are considered?								
	Not at all	1	2	3	4	5	6	7	Very much
14.	Does the management of your hotel understand that hotel employees can make contributions to the business in terms of the roles they play?								
	Do not understand at all	1	2	3	4	5	6	7	Fully understand
15.	How attentive is the hotel management to employees' concerns about the suitability of the hotel?								
	Not attentive at all	1	2	3	4	5	6	7	Definitely attentive
16.	How attentive are hotel managers to employees' concerns about the success of the hotel?								
	Not attentive at all	1	2	3	4	5	6	7	Very attentive

C4: Performance Management Viewpoint

Performance management viewpoint is the fourth key performance indicator of the talent management framework which seeks to find out how talent can be managed or developed at the hotel. Please provide your opinion in this section.

1.	In your opinion, is employee value, an indicator of how much a hotel values its employees?								
	Not indicative	1	2	3	4	5	6	7	Very indicative
2.	To what extent does appreciation make hotel employees feel valued?								
	To no extent	1	2	3	4	5	6	7	To a larger extent
3.	How important is the presence of an employee recognition program as a hotel employee motivation tool?								
	Not important at all	1	2	3	4	5	6	7	Very important
4.	Do you agree that employees have a positive regard of themselves by working at your hotel?								
	Not positive at all	1	2	3	4	5	6	7	Very positive
5.	In your opinion, do personal goals of employees contribute to the achievement of hotel goals?								
	Not at all	1	2	3	4	5	6	7	Definitely
6.	How important is it that the hotel management clearly communicate ways of achieving hotel goals?								
	Not important at all	1	2	3	4	5	6	7	Very important
7.	Are the stated goals reached within the given timeframes set by hotel management?								
	Not reached	1	2	3	4	5	6	7	Always reached
8.	Do you agree that the hotel's organisational goals become the hotel employees' goals throughout the working period?								
	Do not agree at all	1	2	3	4	5	6	7	Strongly agree
9.	How competitive are the remuneration packages of Zimbabwean hotels employees with the rest of the SADC region?								
	Not competitive at all	1	2	3	4	5	6	7	Very competitive
10.	Are monetary rewards more important to you than non-monetary rewards?								
	Not important at all	1	2	3	4	5	6	7	Definitely important
11.	Do performance reviews accurately reflect your performance?								
	Not at all	1	2	3	4	5	6	7	Most definitively
12.	Is compensation based on performance reviews a fair way of compensation?								
	Not fair at all	1	2	3	4	5	6	7	Very fair
13.	How much control do hotel employees have over their job?								
	No control at all	1	2	3	4	5	6	7	Very much in control
14.	How important are technical skills in the work performance of hotel employees?								
	Not important at all	1	2	3	4	5	6	7	Very important

C4: Performance Management Viewpoint (Cont.)

15.	How important are interpersonal skills (such as communication) as an essential component of your work performance at the hotel?									
	Not important	1	2	3	4	5	6	7	Very important	
16.	How important is it for hotel employees to understand how their work performance is reviewed?									
	Not important at all	1	2	3	4	5	6	7	Very important	

Please continue the next Section D

SECTION D - TOURISM EMPLOYEE TRAINING

This second last section aims to measure your satisfaction with the provision of quality and consistent training rendered to the hotel's employees.

1.	In your opinion, does your hotel create an environment where employees can be innovative?								
	Not at all	1	2	3	4	5	6	7	Definitely
2.	Do you agree that your hotel has a consistent success plan for every management level?								
	Do not agree at all	1	2	3	4	5	6	7	Strongly agree
3.	In your opinion do you feel that your hotel is a good ground for gaining knowledge about the tourism industry?								
	Not at all	1	2	3	4	5	6	7	Definitely
4.	How swiftly do employees at Zimbabwean hotels respond to guests' requests?								
	Not swiftly at all	1	2	3	4	5	6	7	Very swiftly
5.	To what extent are hotel employees empowered to make decisions that impact their work?								
	To a lesser extent	1	2	3	4	5	6	7	To a greater extent
6.	How important is it that hotel employees be provided with opportunities for career development?								
	Not important at all	1	2	3	4	5	6	7	Very important
7.	How adequately does your hotel prepare mid-level employees to advance into senior leadership positions?								
	Not adequate at all	1	2	3	4	5	6	7	Very adequate
8.	Is it true that most hotel managers do not empower employees because of fear to relinquish power?								
	Not at all true	1	2	3	4	5	6	7	Very true
9.	To what extent are new hotel employees formally assessed against the required qualifications to be successful in that position?								
	To a lesser extent	1	2	3	4	5	6	7	To a greater extent
10.	How important is it that, before employees take up a new role, employees should go through an induction process?								
	Not important at all	1	2	3	4	5	6	7	Very important
11.	How important is it that your hotel has a mentorship (or similar) program in place?								
	Not important at all	1	2	3	4	5	6	7	Very important
12.	Do you agree that most hotel work is structured into workable tasks?								
	Do not agree	1	2	3	4	5	6	7	Strongly agree
13.	How much does hotel job specialisation motivate hotel workers?								
	Not at all	1	2	3	4	5	6	7	Very much
14.	Are you confident with the knowledge and skills you possess to perform your job in the hotel?								
	Not at all confident	1	2	3	4	5	6	7	Very confident

D: Tourism Employee Training (Cont.)

15.	Are there sufficiently skilled employees to manage the different departments in your hotel?								
	Not at all	1	2	3	4	5	6	7	Very much
16.	To what extent does training address identified service gaps at the hotel?								
	To a lesser extent	1	2	3	4	5	6	7	To a greater extent
17.	Do you agree that it is important for your hotel to have a career development initiative in place?								
	Do not agree at all	1	2	3	4	5	6	7	Strongly agree
18.	Is it important that your hotel provides financial assistance to employees to upgrade their skills?								
	Not important at all	1	2	3	4	5	6	7	Very important

Please continue the last Section E

SECTION E - TOURISM EMPLOYEE RETENTION

The last section of this questionnaire measures the likelihood of your staying in your current employment for the next year and that you will not switch employment.

1.	How important is it to identify top talent among the hotel employees?								
	Not important at all	1	2	3	4	5	6	7	Very important
2.	Do you agree that your hotel should develop a formal approach to identify why employees leave their employment at hotel?								
	Not at all	1	2	3	4	5	6	7	Definitely
3.	Should your hotel utilize a formal approach to identify why employees stay at hotel?								
	To a lesser extent	1	2	3	4	5	6	7	To a greater extent
4.	In your view, are hotel employees likely to leave their employment due to poor management?								
	Highly unlikely	1	2	3	4	5	6	7	Very likely
5.	How prepared is your hotel in dealing with competitors who try to recruit your employees away from your hotel?								
	Not prepared	1	2	3	4	5	6	7	Very prepared
6.	In your opinion, do you agree that most hotel workers are loyal to their hotel?								
	Not loyal at all	1	2	3	4	5	6	7	Definitely loyal
7.	Does your hotel formally track potential leaders' or managers' performance?								
	Not at all	1	2	3	4	5	6	7	Definitely

E: Tourism Employee Retention (Cont.)

8.	Do you feel that your hotel currently has a formal definition of top talent in place?								
	Not at all	1	2	3	4	5	6	7	Definitely
9.	In your opinion is the retaining top talent a challenge in your hotel?								
	Not at all	1	2	3	4	5	6	7	Definitely
10.	Should only top workers be rewarded for performance in your hotel?								
	Not at all	1	2	3	4	5	6	7	Definitely
11.	How often does your hotel perform employee satisfaction surveys?								
	Never	1	2	3	4	5	6	7	Always
12.	In your opinion should hotels use data collected from employee surveys to monitor trends?								
	Not at all	1	2	3	4	5	6	7	Definitely should
13.	Should results from employee surveys be used to modify the recruitment process at the hotel?								
	Not at all	1	2	3	4	5	6	7	Definitely
14.	In your view how important are formal communication channels in reviewing hotel employee job satisfaction?								
	Not important at all	1	2	3	4	5	6	7	Very important

Do you have any additional comments that you would want to share with me in terms of talent management?

.....

.....

.....

.....

.....

.....

.....

.....

Thank you for completing this questionnaire.

APPENDIX G: INTERVIEW QUESTIONS

TOURISM TALENT MANAGEMENT QUESTIONS

GUIDING QUESTIONS

- *Which strategies do you regard will influence the way you manage talent in your hotel/company?*
- *What aspects influence the way your managers manage the talent management process in their departments?*
- *What aspects of your customer service delivery are affected by the way you manage talent?*
- *Which performance management strategies will influence the way talent is managed?*


TOURISM EMPLOYEE TRAINING QUESTIONS

- *Which training strategies influence the way you manage talent?*

TOURISM EMPLOYEE RETENTION QUESTIONS

- *Which training strategies influence the way you retain talent?*

APPENDIX H: DEDUCTIVE THEMES

1. Strategies that influence the management of talent in the hotel	
	Continuous Employee Development
	Employee Recognition
	Employer of Choice
	Results-Based Management
2. Aspects influencing the way managers manage the talent management process in their departments	
	Adequacy of tools of the trade
	Customer Demand
	Mainstreaming of Talent Management
3. Aspects of customer service delivery affected by the management of talent	
	Customer Satisfaction
	Employee Attitudes
	Employee Confidence
	Responsiveness
4. Performance management strategies that influence the way talent is managed	
	Continuous Feedback
	Continuous Performance Reviews
	Incentivising Employees
	Results-Based Performance Measurement
	Review of Milestones
	Reviewing Job Descriptions
Rewarding of Performers	
5. Training strategies influencing the way talent is managed	
	On-Boarding
	On-the-Job Training
	Succession Planning
	Team Building
6. Mechanisms influencing the retention of talent in the hotel	
	Brand Equity
	Career Development
	Clarity on Succession Plans
	Collective Engagement
	Conduciveness of Environment
	Conduciveness of Environment
	Employee Recognition
	Fringe Benefits
	Performance-Driven Rewards
	Relationship Management
	Support from Superiors
	Work-Life Balance

APPENDIX I: CONSENT FORM FOR RESPONDENTS

- I have read and understood the study as explained on this information sheet.
- I understand that I participate at my own will and am free to withdraw at any time without prejudice.
- I am aware that my responses will not be traced back to me as they will be anonymously processed into a research thesis or any other publications
- I am aware that hard copies of the completed questionnaire will be stored by the researcher over a period of 5 years in a locked cupboard at UNISA for future academic purposes.

Signature Date

APPENDIX J: PILOT SCHEDULE

	MAY							JUNE											
Activities	19	24	26	27	28	29	30	1	2	3	4	5	6	7	8	9	10	12	13
Research ethics clearance by SRIHC.	■																		
Identification and engagement of relevant representatives in the research study area⁶⁸.		■																	
Purpose of the pilot study clarified to respondents.			■																
Distribution of research instruments to respondents (both hard and soft copies).			■	■															
Pilot study.					■	■	■												
Data collection and analysis.								■	■										
Validation of research instrument.										■									
Reporting on pilot study findings.											■								
Research instrument modifications (if applicable).												■	■	■					
Approval of results/modifications (if applicable) from Tutors.															■	■	■		
Redesigning of measuring instrument.																		■	
Embark on actual field work.																			■

⁶⁸Representatives of the pilot study are the academia, hoteliers, administrators, colleagues and friends totalling 15.

APPENDIX K: FEEDBACK FROM PILOT STUDY

FEEDBACK ON PILOT RESEARCH – 13 JUNE 2016

RESPONDENT	FEEDBACK
Ms. Bianca Bondayi (Industry respondent)	<p>I started answering the questionnaire at 07.35hrs and finished at 08.20hrs hence I took 45 minutes to complete it.</p> <p>Here are my comments:</p> <ol style="list-style-type: none">1) Please grayscale the UNISA further logo as it is distracting.2) Section A Question 8 – line of questioning and answer guideline not in sync. Why not have an “All of the above” option as in the case in our industry as most trainings are initiated as stated in all options given.3) Footnote on page 4 looks very long and deviated my attention from the questions. Please ensure it remains in the background.4) C1 Nos 11 and 12 – is it not the same thing?5) Why is there a break in rows between questions 10 and 11 in C2?6) C3 insert a comma in sentence as identified on questionnaire.7) I do not understand question 1 in C3 – propose that you change question to read; Do you agree that your guests are satisfied with the level of hotel services delivered to them?8) Reword Q2 in C3 as you have already told me it is my opinion as in write-up above possibly change question to read ... Are all hotel employees responsible for ensuring guest satisfaction? Relook at your Likert options so that they match question being asked.9) Q8 in C3 remove the word opinion and reword your question.10) Q13 in C3 looks like repetition of 11 and 12 in C1.11) Q15 in C3 – I don't get the question.12) Q16 in C3 appears the same as Q15 above.13) Can you not find a synonym for the words value” or else please clarify?14) Q5 in Section D feels like a repetition of Q13 in C4 and Q2 in C2.15) Reword Q10 in Section D16) Q16 in Section D correct extend to extent.17) Section E opening section reword the sentence as I do not get it.

18) Q3 in Section E – option “To a greater extent” not in sync with question.
Really took my time analysing your instrument so I hope my comments will be of help.

Mr D.G. Mutadzakupa
(Industry respondent)

Took 40 minutes to complete.

In my view, Talent Management is an issue not seriously viewed or considered by top management in Zimbabwe. Top management tends to focus on other issues such as economic environment which tends to render “urgent” issues more critical than TM (and others). This is very unfortunate.

Ms. Yvonne Josiah
(Industry respondent)

- Took me 40 minutes to complete.
- Questionnaire was clear and I understood it very well.
- There is evidence that you took time to craft your questions.
- Continuous training and attracting and recruiting employees with relevant hospitality skills is core to the industry’s talent management.
- There is need for regional and internal exposures for Zimbabweans in the hospitality industry.
- Q8 in Section A – why only one answer, unless you are looking for the most common reason?
- Q3 in C1 – are these people tourism and hospitality trained?
- Q12 in C2 – I don’t understand the question.
- Q1 in C4 – what exactly do you mean by this question?
- Q2 in Section D change success to succession.
- Q10 in Section E consider that all are rewarded based on output.

Mr. Fungai
Mutseyekwa
(Industry respondent)

Additional comments: I think the questionnaire is too long and will present problems in interpreting findings. However subject matter is pertinent and will add great value in the development of the tourism and hospitality industry.

Mrs. Magireth Zunguze
(Academic respondent)

- Questionnaire took me an estimated time of 30 minutes.
- Q3 in Section A consider separating the actual qualifications e.g. secondary school O’ level and A’ level etc.6 as this will help you during your data analysis.
- Q8 in C2 – is this question important?
- Qs15 & 16 in C3 – I think these two questions address the same issue. Remove one of them.
- Otherwise a subject specific questionnaire which is good and well-constructed.

<p>Mr. Panganai Chinomona</p> <p>(Academic respondent)</p>	<p>Took me 40 minutes.</p> <p>It is not common to have a succession plan as the management would not be safe. So to guard their jobs it's good for them to be clear about their career growth so that they progress. Employees should remain at the bottom so that bosses will retain their positions.</p>
<p>Mrs. Irene Moyo</p> <p>(Academic respondent)</p>	<p>I started at 12.19 and ended at 12.55 so it took me 36 minutes in total.</p> <p>Industry related questions set and a good instrument.</p> <p>Performance management is no longer used as a performance indicator these days. It's more of the relationships between management and employees.</p>
<p>Ms Maceline Zimwara</p> <p>(Academic respondent)</p>	<p>Hurried to answer the questionnaire hence it took me less than 30 minutes to complete.</p> <p>I found it to be a long questionnaire so I wonder if you will achieve what you are intending to get. Hopefully with the proposed interviews I hope you will succeed in getting the data you need.</p> <p>I feel that you have relevant questions but too many try to reduce questions per section.</p>
<p>Ms. Janet Mavhima</p> <p>(Industrial respondent)</p>	<p>Only completed the questionnaire within 40 minutes but did not convey comments.</p>
<p>Dr. S Sibanda</p> <p>(Academic respondent)</p>	<p>The length of your questionnaire may affect the response rate. It actually took me 50 minutes. My main concern however, is that will your target market appreciate your questioning technique? Otherwise it is a well-structured questionnaire.</p>
<p>Mr. B Batsirayi</p> <p>(Academic respondent)</p>	<p>No comments received only a filled-in questionnaire.</p>

Dr. Prisca Zengeni No comments received, only a filled-in questionnaire.

**(Academic
respondent)**

Dr. Izzy Kudyanyama Questionnaire was clear though some of your questions sounded similar although I cannot remember which ones.

**(Academic
respondent)**

It took me 40 minutes to answer the script.

Mrs. Cynthia Palmers Interesting questionnaire took me 30 minutes to answer.

**(Academic
respondent)**

APPENDIX L: PERMISSION LETTER FROM HOSPITALITY ASSOCIATION OF ZIMBABWE.



HOSPITALITY
— ASSOCIATION OF —
ZIMBABWE

9th Floor, Travel Centre
93 Jason Moyo Avenue
Harare, Zimbabwe
P. O. Box CY398
Causeway, Harare
Tel/fax: 708872

E-mail: hazim@ecoweb.co.zw

Website: www.haz.co.zw

7 January 2014

To: Human Resource Directors of:
African Sun Hotels
Rainbow Tourism Group
Cresta Hospitality
Meikles
Africa Albida
Bronte Hotel
Independent Hotels

**RE: PERMISSION TO UNDERTAKE RESEARCH IN ZIMBABWEAN HOTELS – B
MUTADZAKUPA; E TENDANI AND G MACHAKA**

The above matter refers.

The above named are registered Doctorate students with UNISA who are conducting research in the Tourism and Hospitality industry. Your hotels located within the various regions of Zimbabwe make up their sampling frame. Authority has been granted to them to carry out their research from both the Ministry of Tourism and Hospitality Industry as well as from my office. Upon successful completion of their research studies, their findings will provide vital information for our decision making processes.

It is within this purview that your support rendered to the above in undertaking their research would be most appreciated. Their research is purely for academic purposes and does not entail any costs to your business. In their undertaking the students are bound by the ethics code of their university not to reveal any confidential information they may come across as well as to seek your consent before using your name in their documents.

Your usual co-operation is highly appreciated. For further information on the above, please do not hesitate to contact me the undersigned.

Yours faithfully

V Rukande

Administrator
HOSPITALITY ASSOCIATION
OF ZIMBABWE (H.A.Z.)
P.O. BOX CY 398 CAUSEWAY
TEL. 733211

A member of the Zimbabwe Council for Tourism

Mr T. Hwiringwiri (President); Mr G. Addams (1st Vice President); Mr T. Macheka 2nd Vice President (2011- 2012)

APPENDIX M: RESPONSE FROM MINISTRY TO UNDERTAKE STUDY

All communications should be addressed to
"The Secretary for Tourism and Hospitality Industry"

P. Bag 1718 Causeway, Zimbabwe
Telephone: +263 4 781 681-3; 781 691-2
Fax: +263 4 252 673



MINISTRY OF TOURISM
AND HOSPITALITY INDUSTRY

11th Floor, Kagwi Building
Cor. Fourth/Central Avenue
Harare
Zimbabwe

Our ref.

06 November 2013

The President

Hospitality Association of Zimbabwe

Attention: Mr. T Hwingwiri

**REQUEST FOR A SUPPORTING LETTER TO CONDUCT RESEARCH IN
HOTELS IN HARARE: BARBARA: UNISA DOCTORATE STUDENT**

The above subject matter refers.

The Ministry hereby requests your good office to assist the above Unisa Doctorate student to have access to hotels in areas highlighted above. The research studies will provide important information for our decision making in the tourism industry. At the end, the student will supply your office and the Ministry with a copy of her research document for our information.

May you therefore furnish this student with a supporting letter that will allow her to conduct her academic research studies in the areas highlighted above. The research is purely for academic purposes and does not have any cost implication to your office and the Ministry.

Attached, please, find for your information and further processing the applicant's papers.

Your usual co-operation is highly appreciated


D. Runyowa (Mr.)

Director Research, Policy, Planning and Development

For: Secretary for Tourism and Hospitality Industry



APPENDIX N: ETHICAL CLEARANCE CERTIFICATE



UNISA COLLEGE OF ECONOMIC AND MANAGEMENT SCIENCES RESEARCH
ETHICS REVIEW COMMITTEE

03 May 2016 (Date of issue)

29 November 2022 (Date of amendment)

Ref #: 2016 CEMS ESTTL 001

Name: Mrs Barbara Mutadzakupa

Student No #: 53291735

Dear Mrs Barbara Mutadzakupa

Decision: Ethics Approval Extended to 31 December 2023

Working title of research:

**“A Tourism Employee Talent Management Framework for Hotel Employee
Retention in Zimbabwe”**

Researcher(s): Mrs Barbara Mutadzakupa, 53291735@mylife.unisa.ac.za; +263772152379
College of Economic and Management Sciences
Department of Applied Management
University of South Africa

Qualification: Masters

Thank you for the application requesting **amendments** to the original research ethics certificate issued by the CEMS Department of Applied Management Research Ethics Review Committee for the above-mentioned research on 03 May 2016. The approval of the requested amendment is granted.

*The **low risk application** was reviewed by the College Research Ethics Review Committee (CRERC) in compliance with the Unisa Policy on Research Ethics and Standard Operating Procedure on Research Ethics Risk Assessment, using the expedited method.*

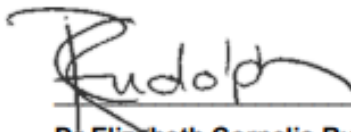
The proposed research may now continue with the proviso that:



University of South Africa
Pretorius Street, Muckleneuk Ridge, City of Tshwane
PO Box 392 UNISA 0003 South Africa
Telephone: +27 12 429 3111 Facsimile: +27 12 429 4150
www.unisa.ac.za

1. *The researcher/s will ensure that the research project adheres to the values and principles expressed in the UNISA Policy on Research Ethics.*
2. *Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study, as well as changes in the methodology, should be communicated in writing to the UNISA Research Ethics Review Committee. An amended application could be requested if there are substantial changes from the existing proposal, especially if those changes affect any of the study-related risks for the research participants.*
3. *The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study.*

Kind regards,



Dr Elizabeth Cornelia Rudolph
Acting Chairperson, CRERC
E-mail: rudolec@unisa.ac.za
Tel: 012 429 2586

APPENDIX O: CONFIDENTIALITY AGREEMENT FORM FOR FIELDWORKERS

UNDERTAKING TO OBSERVE CONFIDENTIALITY OF RESPONDENTS INFORMATION

I..... being a field worker for the study “A Tourism Employee Talent Management Framework to Predict Employee Retention for Selected Hotels in Zimbabwe” under Researcher Barbara Mutadzakupa of UNISA do hereby acknowledge that I am bound to observe confidentiality in respect to responses of respondents I will gather as part of the engagement conditions of my fieldwork assignment and more specifically I undertake:

-

1. Not to disclose or divulge to any member of the public or other respondents, whose business it is not to know any confidential information which I may acquire in the course of my fieldwork assignment whether directly or indirectly without the written authority of the Researcher or UNISA.
2. Not to make any communication to the public in public or private whose effect would be prejudicial to the interests of the employees, hotel, Researcher and UNISA.

I understand and accept that the confidential information aforesaid is the legitimate property of the Researcher through UNISA, which can only be transferred to any third party by UNISA or under its Authority.

Accordingly, I acknowledge that to divulge I am bound by this condition even after termination of my fieldwork assignment with it. I also acknowledge and confirm that any breach of this condition by me will be regarded quite serious that it would warrant my dismissal from the assignment and a report will be made to the Dean of my department at University (which will jeopardise any future research work which I might want to undertake as a fieldworker) by the Researcher without prejudice to her right to claim damages thereby from me.

Signed: Date:

Fieldworker

APPENDIX P: PERMISSION REQUEST LETTER – INTERVIEW

Department of Entrepreneurship, Supply Chain, Transport, Tourism and Logistics Management

Club One, Cnr Dely and Albert Street, Hazelwood, Pretoria 0081

Telephone: (012) 433 4619

Email: swartmp@unisa.ac.za

www.unisa.ac.za



Dear Sir

I am a PhD student with University of Southern Africa studying for degree in Tourism Management.

Please may you take time to answer the following questions which have been designed for the hotel leadership management for my research entitled *A Tourism Employee Talent Management Framework to Predict Employee Retention for Selected Hotels in Zimbabwe*.

All data collected is confidential and will be used solely for academic purposes. Findings of this research will be made available to you upon request.

Yours faithfully

Barbara Mutadzakupa

Guiding Questions: Hotel Leadership

1. Which strategies do you regard will influence the way you manage talent in your hotel?
2. What aspects influence the way your managers manage the talent management process in their departments?
3. What aspects of your customer service delivery are affected by the way you manage talent?
4. Which performance management strategies will influence the way talent is managed?
5. Which training strategies influence the way you manage talent?
6. What mechanisms do you feel will influence the retention of talent in your hotel?

Would you have any other comments which you would like to make?

.....
.....

Thank you very much for your time.

APPENDIX Q: TRANSCRIBED DATA

Coded extract from a verbatim transcript		
Date of interview	Position	Participant Number
	HR Director	1

BM – Barbara Mutadzakupa (Researcher) Int. 1- 5 Interviewees 1-5

BM: thank you sir for agreeing to meet with me today.

Int.1: it's my pleasure

BM: may you please answer the following questions regarding Talent Management as honestly as possible.

Int.1: certainly.

BM: Which strategies do you regard will influence the way you manage talent in your hotel/company?

Int.1: Soft HR Strategies such as employee recognition initiatives for all levels of management, and results based performance management. Ensuring that management that are hinged on the principles of continuous improvement.

BM: What aspects influence the way your managers manage the talent management process in their departments?

Int.1: I will answer this in 6 parts.

1. **Attract.** Attractive packages within our hotels and benefits too. Appraisal to best employee every month. For recruitment there's the use of Psychometric tests and interviews, the psychometrics are paid up for by the company where we are assured of getting suitable candidates.
2. **Retain.** There are benefits for employees and they include medical aid cover, cell phone allowance, motor vehicle loans etc.
3. **Excel.** The vision, mission and quality policy are all clear to the employers and every employee is given a chance in their respective departments.
4. **Improve.** Every department undergoes trainings and there's a training calendar for the whole year. Promotion of employees who succeed is also in place.
5. **Adapt.** Employee attitude, behaviour and also the changing of management strategies is well managed.
6. **Exit.** Counselling services both internally and externally and this the company pays for.

BM: What aspects of your customer service delivery are affected by the way you manage talent?

Int.1: Poor service delivery this could be due to lack of appropriate training. Also due to talent that is not nurtured to its full potential and failure to engage with customers so that they fulfil the proper need of the guest

BM: Which performance management strategies will influence the way talent is managed?

Int.1: I will respond to this question in four ways; Updating Job descriptions. Thus explaining the company's expectations for the job and also goals should be set. Continuous feedback. There should be two-way communication between the employees and supervisors in form of an open dialogue. Reward top performers. This will be a strong motivator to the entire company. Establish and review milestones. The employer should involve employees in putting plans on paper then evaluate maybe once a year.

BM: Which training strategies influence the way you manage talent?

Int.1: Team building and on-the-job training

BM: Finally, what mechanisms do you feel will influence the retention of talent in your hotel?

Int.1: Mainly career development, Work life balance, Support from the supervisors and conducive work environment

BM: Thank you very much for taking your time with me.

Int. 1: the pleasure is mine

Coded extract from a verbatim transcript		
Date of interview	Position	Participant Number
	HR Officer	2

Interview 2

BM: thank you ma'am for seeing me this afternoon and sparing time for me to ask you some questions

Int.2: you most welcome thank you for having me this afternoon

BM: Which strategies do you regard will influence the way you manage talent in your hotel or your company?

Int.2: I will say strategies are very broad. We do have from our functional strategy, to our operational strategy right up to top level strategy but apparently with the way the economy is going, our cost reduction strategies are what we are running with currently so they definitely have an impact on how we are managing talent. When you are looking at our current cost reduction strategy we say how much business and how much volumes we are getting into the hotel viz a viz the number of staff we have on the ground to manage the inflow of business so we have to manage to say 1. Do we have the right people and if we do what we can do to make them better so do we need to train them more or what do we need? For us in the last few months, we have actually had a large inflow of business and when we look at our TM we say we need to cut costs and at the same time we need to have the right numbers to ensure that our guests are serviced properly so we had to make a balance of coming up with initiatives to add the right number of casuals, the right type of people and people that are trained in terms of our own specific service standards because we do have specifications so a lot of things will then influence yes the cost management is important because we need to get minimal numbers but with the most impact. We also have our strategy where we are focusing on ensuring that the guest is extremely happy. We want our guests to leave with the best memories of who we are so the customer service strategy also comes through we are saying we need to be constantly empowering and training our talent to make sure they are relevant to our guests.

BM: What aspects influence the way your managers manage the talent management process in their departments?

Int.2: Again it's also to do with the business volumes for us do make a huge impact in terms of manageability. That determines whether we are going to get extra staffing whether we are going to get trainees for example now we are going towards the new year we are determining how many students on attachment are we going to take and that is all based on the strategic decisions we made when we made our budgets to say what sort of volumes are we going to get

next year and that then influences the managers to say I need so many numbers of trainees and number of contracts which is increasing. You will find out for us we have increase the number of contracts in the various departments because we are expecting our business volumes to go up next year so that also influences. We are also looking at the aspect of the flexibility of the market to say how much or how many people is it good to train now for next year based on the volumes. You see all these things are influencing the managers to say can I then start training my people for next year to ensure that at all our busy periods we have enough people for example we have the Trade Fair which is big, Valentine which is big, Mine Elenra so all those periods we have already started preplanning and working on those with the management in the hotel.

BM: That's for managing big volumes, what about managing their day-to-day running in the hotel?

Int.2: for the day-to-day running again we go back to the cost element where we say let's have minimal staff on the ground, let's do the best with the colleagues we have on the ground so that we can maximise on the revenue because we do have seasons and periods obviously because its hotel industry where we have low occupancies so when we retain our minimal staff on the ground and then we augment as per need with either casuals or contracts or trainees that are coming in and out.

BM: great. What aspects of your customer service delivery are affected by the way you manage talent?

Int.2: All of aspects of customer service delivery, you find that that we have a customer service delivery which focuses on four aspects which is your attitude your confidence, your responsiveness and also been able to listen to what the guest wants. So our focus really is to ensure every single colleague whether from the cleaner right up to the person who checks in the guest to the management is able to focus on those 4 attributes of what customer service delivery is all about. And you find that we are training them month on month to ensure that customer service delivery is optimal.

BM: Which performance management strategies will influence the way talent is managed?

Int.2: I think strategies that focus on incentives, incentivising our staff and continue with those, like the bonus. The bonus has been quite good where you find out that where our budget is set, there is obviously a budget and then there is what actually happens on the ground and our bonus target is benchmarked on our budget to say how much of your budget have you been able to achieve. Again it goes back to cost management for us we have really been focusing on it in terms of all your expenses in terms of everything that you have managed to do probably fix the hotel, the maintenance, what needs to be

revamped. How much of it have you been able to manage to contain within your budget and then the incentives that are then given either for the hotel or the group based on achieving of those. You find that the staff becomes motivated to help the management to achieve those goals example everyone will start switching off the lights as the electricity is going to be managed and you find that the bill will be in the benchmark as per budget. People will start watching how they open water and usage of water, usage stocks and usage of the various things that go on to help the guest. So you find out with that thrust pushing that through PM in the individual's key deliverables to that if we achieve that this is what we will get as a team you find out that this has been quite a big incentive for our team. We were actually able to celebrate this year as we have managed to meet our target this year because everyone was focused on looking at all the things that would impact the bottom line. Even going down to leave management everybody was pushing on the team that look if I need to go on leave let me go so that by the end of the year comes we are able to get it based on the budget. So you find out that for us PM is really been streamlined towards a cost management aspect and also drawing in the teams to realise the impact that they have on the team ultimately getting that bonus.

BM: Which training strategies influence the way you manage talent?

Int.2: For us there is a lot of succession planning that is ongoing that says we need continuation at any given point for any supervisory or managerial position within the organisation. So you will find we will have development programmes like the MDP SDP we also have generic trainings that focus on the basic service skill for staff. We are lucky because we are part of an international brand that has on line trainings that are packaged specifically maybe when you are looking at Food and beverage it will have a whole line of trainings that will say what are b/fast standards how do you treat service, how do you upsell so u find out that all those things begin to help us to refocus our strategy in terms of talent to make sure that they are able to 1 meet requirements of the brand, 2 requirements of the guest and 3 obviously what the shareholder wants to see as value happening on the ground

BM: Finally, what mechanisms do you feel will influence the retention of talent in your hotel?

Int2: I think for us training is a big thing. Most of our staff we have done apprentice dipstick surveys that we have done with our staff and one thing that keeps coming up is growth people want to grow. So when we provide them with platforms to train, we provide them with platforms to become better coaches through mentoring you find out that these particular individuals that go through these processes begin to bloom and I believe that we would like to continue to drive that in the upcoming years and possibly intensify not just focus what happens on the workplace but also begin to focus on individuals on the market for e.g. you have individuals who do not have 5 o levels some who

don't have a basic diploma and all those things begin to create an element of loyalty to the company they also begin to create that desire to stay with the company that helps you to realise your growth. Yeah so for us TM would really be influenced a lot by what we can do in terms of training and some more incentives that we can begin to add on that can help our employees stay focused on the workplace for example funeral assistance we have implemented that people have support.

BM: would you have any comment you would like to make in terms of TM especially in relation to Zimbabwe?

Int.2: TM is quite a key aspect in terms of making sure you have the right people in the workplace and I believe as a management we need to ensure that we work hard to 1. To motivate the talent 2. Train the talent so that they become the right people, 3. Coach and mentor them to ensure they get the finer aspects of the job that they wouldn't normally get on their own and finally just to ensure that there is a synchronisation in terms of the workflow teamwork within the organisation. Basically that is what I think about TM.

Coded extract from a verbatim transcript		
Date of interview	Position	Participant Number
	HR Manager	3

Interview 3

BM: thank your ma'am for seeing me. Please may you answer the following questions in detail as much as you can? Which strategies do you regard will influence the way you manage talent in your hotel or your company?

Int.3: okay thank you for the opportunity. I think maybe we could look at 4 strategies that we can adapt as a hotel in order for us to manage talent in our organisation. The first one which I would say maybe is

Attract we should be able to attract the right talent in the organisation whereby we become the employer of choice meaning that in the event that an advert is out there, you know that you attract the right of calibre to the organisation so by us getting the right people to the organisation in a way will assist us in managing our talent in the organisation as we go so becoming an employer of choice is one of the strategies that may influence our talent management and also the moment we attract the right calibre to the organisation, we should also try to win their heart. When someone is joining the organisation, they should not feel like they have made the wrong choice. We should win the heart of the employees making sure they are as comfortable as possible, that the on boarding process is smooth and they enjoy and understand the vision and mission and our values as we go. So attracting and then retaining those employees as well might also assist us in managing our talent within the organisation. And while people are happy to working be in the organisation we as an organisation should also make sure that we excel so that everyone would want to be associated with an organisation that excels in whatever they do so that they would not even be felling like I am here waiting for the next opportunity and then I am leaving this organisation so I think it is also a strategy that we should implement as an organisation that we excel in whatever we do so that each employee that we get would not want to leave us whenever they get an opportunity. The other thing we can look at is maybe on training and developing of our employees. That on its own can be able to manage our talent within the organisation.

BM: thank you. What aspects influence the way your management manage the talent management process in their departments?

Int.3: okay the aspect that will influence the way the managers to manage the talent management process will be looking at the adequate tools of trade. That on its own will able to make the managers to influence or in a way to motivate their staff members and that will make them be able to manage the talent in the process so maybe providing adequate tools of trade and motivation as a

standalone that as well is an aspect that influence the way managers can manage the talent

BM: What aspects of your customer service delivery are affected by the way you manage talent?

Int. 3: customer service delivery we can look at adequate staffing if we don't have adequate and the right calibre of staff members within the organisation, that on its own will affect our customer service delivery as the people that you might be having will not be aware of what is expected of them. So I think that aspect on its own might affect the customer service delivery among the talent management, so we go back to the issue of attracting the right calibre to the organisation so that our customers will not be affected in the process.

BM: would attitude of your employees matter much?

Int. 3: definitely it will matter in this aspect because you know what they say your skills will take you there but your attitude will bring you back. You can have the right skills, you know how to serve the customer you know how to carry your plates and all that but if you don't have the right attitude to mingle with the customers definitely the service will be affected.

BM: Which performance management strategies will influence the way talent is managed?

Int. 3: performance management strategies.... I think this we might not have to wait for the month end to come and then we start reviewing the performance of our employees, day-to-day performance management I think is very important in the workplace whereby if you see someone doing something that is not in line with what you want or what you expect as a manager, don't wait for month end to then say I will review you at the month end and I will tell you where you were wrong and where you were right. Immediate feedback I think might be important when we want to manage our talent because maybe if you are to tell someone for something that they did two weeks back it might not have as much impact as it would have at that particular moment. If someone does something wrong just tell them there and then and when someone does something good as well because performance management is not only about looking at the negatives but and the positives so when someone does something good as well a pat on the back immediately would be good and it also motivates them thereby having the right employees with the right attitude and will help to manage our talent

BM: Which training strategies influence the way you manage talent?

Int. 3: I would say the first that we need to look at is the on-boarding. The moment the employee comes to the organisation, they should go through a training or even an exposure program an overall appreciation of the organisation, how the organisation operates taken through by through in each and every step

our vision our mission everything. I think that first training is very important in an organisation so that an employee appreciates and know where the organisation is going I think if they already have that in mind they will be able to then work well in the organisation and I think on the job training as well. We can sit down in a classroom setup or a boardroom setup and talk and talk but when it comes to implementation or when it comes to practical it might be different or it might not be easy as it was said in a classroom setup so I think on the job training as well is important. We can do the theory and also make sure we take it on the job.

BM: Thank you, finally what mechanisms do you feel will influence the retention of talent in your hotel group?

Int. 3: okay I think maybe on my first question I had partially answered that. I think maybe the first mechanism that might influence the retention of the talent in the hotel is the organisation being the employer of choice out there in the market whereby being an employer of choice I mean whereby an advert is out there everyone is rushing to apply not because they have challenges with getting jobs but also that they want to be part of the family. So I think being the employer of choice might really influence retention of the talent in the hotel. I also think as well employees already in the hotel motivation is every aspect they should be motivated and we should provide adequate tools of trade so that they will not be frustrated with their service delivery. We should also look at the working environment, are our employees happy are they working in conducive environment and also maybe here and there the benefits other benefits that are over and above the basic remuneration and all that. And some employees people are different might be motivated by appreciation and recognition as well so whenever someone does something good appreciation and recognition as well will be able to assist us and in a way this will influence the retention of the talent in the hotel.

BM: thank you. Do you have any additional comments in terms of how you view talent management?

Int. 3: yes, talent management is a process. It's not a one stop shop from we should make sure we follow the process from on-boarding to the off-boarding process and we should also make sure that even if our employees leave the organisation we should be able to follow them through and make them be able to be comfortable and they will be able to recommend our organisation to whoever is out there so I think it's important to make sure that we manage the talent that we have and make sure they become good ambassadors of the organisation. Thank you that's all I can say.

BM: thank you very much for taking your time with me and enjoy your day.

Coded extract from a verbatim transcript		
Date of interview	Position	Participant Number
	HR Director	4

Interview 4

BM: thank you for agreeing to meet with me. Sir which strategies do you regard will influence the way you manage talent in your hotel/company?

Int. 4: pleasure. Well our talent management process needs to align with our company's business strategy where focus is on developing high-quality managers at all levels of the organisation such as aspiring managers, manager development and senior management development. We need to have a cultural shift towards collaboration and leadership, to a succession plan across the organisation, and the need for effective performers to ensure that managers are meeting expectations and addressing performance issues in others. I feel that engaging employees in terms of how they work with others and how they are performing does result in positive behaviour change, which I believe is linked to performance improvements.

BM: What aspects influence the way your managers manage the talent management process in their departments?

Int. 4: I believe that any talent management efforts must be clear and because of that our managers are supported in becoming competent at having talent and career conversations with their subordinates on a regular basis. This helps to increase confidence in our employees. It's important that as we do this we are mindful of the need to have the capability to operate and sustain those efforts. This relies on clear structures of responsibility and governance we are striving to achieve.

BM: What aspects of your customer service delivery are affected by the way you manage talent?

Int. 4: Our guest satisfaction is heavily influenced by service factors such as employee attitude, the pacing and order of services provided. We see that when our customer satisfaction levels go up, the more revenues are receipted for our business. We ensure that our employees are motivated enough to be able to offer service that wows our guests. We do this by giving our trainees regular trainings as training is critical to ensuring quality service and meeting these objectives. However, due to the seasonality nature of our industry and temporal nature of hospitality positions our organisation along with others, isn't always able to take advantage of this position as it can be difficult to attract, train, and retain reliable and qualified staff year-round. Therefore,

relevant regular trainings ensure that our teams are kept abreast of the guest service.

BM: Which performance management strategies will influence the way talent is managed?

Int. 4: it's critical that as a hotel group, we have ideas about how to track and measure the impact of talent management. However, we find that analysis of performance management results reveals to us areas for emphasis in our day-to-day interactions with our teams. Our performance management system ensures that the active development of those employees with potential takes some time to get established. Again this relies on managers having both the capability and motivation to take real responsibility for developing their best people.

BM: Which training strategies influence the way you manage talent?

Int. 4: I find that though the benefits of training are not always tangible and therefore can be difficult to measure, there is evidence that the return-on-investment of training is quite high. Some of our training interventions can improve productivity and organisational profitability when these are handled appropriately. We have various programmes such as customer service training which provide our employees a foundation for effective service delivery. Obvious benefits of this training include improved skills and attitudes, better communication skills; better understanding of workplace practices among others. Therefore, we seek to employ measures that ensure that our employees' knowledge regarding service is grounded.

BM: please explain grounded knowledge?

Int.4: like a foundation of a building, we enlist internal experts to run down the basics of customer service to our employees such that additional programmes that they may go through will be understood faster and transference is achieved as grounding has already been established.

BM: Thank you, finally what mechanisms do you feel will influence the retention of talent in your hotel group?

Int. 4: We have clear succession plans in each department so that employees are aware of their "life's progress" if I may say while working for this organisation. Feedback from most units is that employees that are poised for promotion or proactive career development of those with potential for senior roles stay longer so that they achieve these plans. Those that might be further down the rung do work hard so that they are identified for realignment. When besides having realistic succession plans in place, we remunerate for performance. All outstanding work by our teams is not only recognised but it is rewarded. I spoke of performance management earlier on and when our teams reach a set benchmark on their reviews, they are rewarded and top performers'

profiles are entered on our unit hall of fame. This we have found creates healthy competition among our workers to improve.

BM: thank you Sir for your time. Would you have any additional comments you would like to make regarding this interview?

Int.4: again it's being my pleasure. I have no comments at the moment.

Coded extract from a verbatim transcript		
Date of interview	Position	Participant Number
	HR Manager	5

Interview 5

BM: good evening Sir. Thank you so much for taking your time in discussing this interview with me.

Int.5: good evening ma'am. It's my pleasure

BM: Which strategies do you regard will influence the way you manage talent in your hotel?

Int.5: first of all, the strategies will be based on merit meaning that you reward talent. People who are talented will be rewarded for performance, for their talent so my strategy basically is rewarding talent. It doesn't matter what time what period that employee has stayed in operation but as long as that employee is talented that employee will be rewarded according to their performance so my strategy is based on merit.

BM: What aspects influence the way your managers manage the talent management process in their departments?

Int.5: they... not a very easy question but it all starts with you as the overall manager, that the way you deal with talent in your organisation and the way you support your managers in dealing with talent influences the junior managers on how they deal with employees or their own subordinates. So if you as senior manager, treat your employees based on their merit or on performance, they will in turn support their junior managers according to their performance according to their talent

BM: What aspects of your customer service delivery are affected by the way you manage talent?

Int.5: I will answer that academically based on the issue of the inverted pyramid. This pyramid basically says that your front line staff are the most important people in your organisation meaning to say that customer service delivery is dependent on how you treat your front line staff. So the way you treat your frontline employees will help you manage talent within your organisation so respect for frontline staff because these are the people who are directly involved with your customers its very critical.

BM: Which performance management strategies will influence the way talent is managed?

Int.5: again I will go back to an academia sort of way of answering your question. There is a performance based management strategy that has become very

popular. The results based management system where an employee is not just rewarded but is recognised and maybe promoted based on the results they produce. This is a scientific way of assessing performance of your subordinates so I would use that management strategy as an organisation we are using result based management system which I think does work in our organisation as its very scientific and it does give proof that an employee has performed based on the results that are documented so I would recommend and I would want us to carry on using that system.

BM: and that influences how you are managing talent the result based management strategy?

Int.5: well it does have its short comings but it is like I said very scientific it gives fairness in how we manage talent in the organisation

BM: second last question, which training strategies influence the way you manage talent?

Int.5: I believe in an all-inclusive training strategy. It is very critical and we do that not only with our trainees but also with people that are coming from other organisations such as on-the-job-training which is very critical that an employee learns on the job. Also very important is a situation which we have also used, using our training department to give lectures and demonstrations for practical skills or motor skills that we also want to impart analytical thinking where we give lectures to our employees as this does give direction to what the organisation is going towards when you do provide lectures. So I believe and we working on both practical training and theoretical training to impart both analytical skills, interpersonal skills and technical skills to our employee

BM: on-job-training is one of the strategies you use to manage talent, do you have any others you would like to share with me?

Int.5: yeah we do attach our trainees and some of the employees to be mentored by senior members of staff and this not only creates relationship between employee and a senior managers or supervisor of the organisation but it does create a relationship and employees tend to stay longer especially our talented employees because we want to retain our talented employees

BM: Finally, sir, what mechanisms do you feel will influence the retention of talent within your hotel?

Int.5: like I have mentioned prior to this question is we create a relationship not just through mentoring but also through relationship management with our employees. We do communicate this strategy that we are trying to implement in the organisation we go as far as producing results of performance of the organisation and inform employees the information that we feel they need to know in terms of the performance of the organisation and we realise that they tend to appreciate that type of strategy and that mentality where they are able

to identify with the performance of the organisation and their expectations from us as management based on the results that they see. So I think that it is very critical and it is working within our organisation. We also give our employees opportunities just to come up with ideas on how we can improve performance academically we call them quality circles or some sort of idea sharing within the organisation and that works very well with our employees.

BM: and do you find that your staff would want to stay longer after your efforts?

Int.5: yes, very true it's critical that you treat your employees as part of the decision making within your organisation and they feel important and they feel that they belong to the organisation and that the organisation or the management does value the way they think not only on the performance of the organisation but also on how the organisation should go forward in terms of the future.

BM: thank you for taking time to talk with me. Do you have any extra comment you would want to make regarding talent management?

Int.5: talent management is very critical and I am glad we spoke because I feel a lot of organisations do overlook talent and because they think they can easily replace talent with any other person they think can give them the results that they want but it does take time to identify talent, to nurture talent and to grow talent. So an overall closing comment I think that is very critical.

BM: thank you very much for your time sir.

Int.5: you are welcome.

APPENDIX R: CODING TEMPLATE

GQ1: Strategies that influence the management of talent in the hotel

Globalisation	Technology Changes	Workforce Diversity	Changing Requirements	Skill
Expansion of world trade	Level of technical skills	• Pool of talent	• Employability skills	
Competition	Technological advances	• Team cohesion	• Pro-activeness of hotel	
Talent flows	Innovation	• Attitudes	• Learning structures	
Dynamics of international labour	Cost saving	• Continual improvement	• Flexibility	

GQ2: Aspects influencing the way managers manage the talent management process

Organisational Commitment	Contingent Workforce	Hotel Employee Involvement	Hotel Employee Needs
• Employment contract	• Staffing levels	• Employee involvement	• Emotional requirements
• Empowerment	• Knowledge workers	• Hotel culture	• Efforts in addressing needs
• Involvement	• Correct placement	• Cost awareness	• Meets expectations
• Management commitment	• Job attraction	• Supporting environment	

GQ3: Aspects of customer service delivery affected by the management of talent

Customer Value	Perceived Service Quality	Hotel Employee Job Satisfaction	Hotel Employee Attitudes
• Value for money	• Guest expectations	• Employee satisfaction	• Personal Behaviours
• Responsibility	• Guest satisfaction	• Guest loyalty	• Work environment
• Service delivery	• Employee role	• Hotel involvement	• Concerns
• Quality service	• Guest feedback		

GQ4: Performance management strategies

Hotel / tourist Value proposition	Goal Setting	Pay for Performance	Work Performance
• Employee promise	• Contribution of goals	• Compensation	• Employee control
• Appreciation	• Communication	• Rewards	• Employee's skills
• Recognition programmes	• Time bound	• Consolidation	• Review processes
• Self-worth	• Ownership	• Fairness	

GQ5: Training strategies influencing the way talent is managed

Knowledge	Tourist / Hotel Employee Empowerment	Induction Procedures	Job Design
• Conducive environment	• Decision making	• Assessments	• Structure
• Reservoir of successors	• Opportunities	• Alignment inductions	• Specialisation
• Knowledge organisations	• Succession planning	• Mentorship	• Skills sufficiency
• Knowledge organisations	• Power centric		

GQ6: Mechanisms influencing the retention of talent in the hotel

Turnover Intention	Retention Strategies	Employee Surveys
• Identification	• Engaged workers	• Regularity of surveys
• Formal approach	• Tracking	• Use of data
• Why stay?	• Definition	• Communication
• Reasons to leave	• Retaining key talent	
• Competitors	• Rewards	

APPENDIX S: DESCRIPTIVE STATISTICS

Item Descriptive Statistics of the TTMF Model Questionnaire

Review of the TTMF indicated that most item distributions had normal distributions since the measures of central tendency were moderately close to each other – namely the mean, median and mode. Skewness was too small to report skewness of data, as all the items in the named constructs in Table S.1 conveyed very small skewness of (>-2.0).

Table S.1 - Item descriptive of the TTMF

Number⁶⁹								
<i>Question number⁷⁰</i>	Valid numbers ⁷¹	Missing values ⁷²	Mean ⁷³	Median ⁷⁴	Mode ⁷⁵	Standard deviation ⁷⁶	Skewness ⁷⁷	Kurtosis ⁷⁸
Strategic Implications Viewpoint								
C1:1	443	0	4.58	5.00	4	1.68	-0.19	-0.77
C1:2	443	0	5.24	5.00	5	1.43	-0.49	-0.56
C1:3	443	0	4.98	5.00	4	1.58	-0.43	-0.47
C1:4	443	0	5.90	7.00	7	1.40	-1.25	1.04
C1:5	443	0	5.31	5.00	7	1.44	-0.28	-1.12
C1:6	443	0	4.76	5.00	7	2.02	-0.56	-0.96
C1:7	443	0	5.91	7.00	7	1.38	-1.19	0.94
C1:8	443	0	5.47	6.00	7	1.73	-1.07	0.39
C1:9	443	0	5.08	5.00	7	1.78	-0.56	-0.61
C1:10	443	0	5.71	6.00	7	1.47	-0.88	-0.21
C1:11	443	0	4.89	5.00	7	1.69	-0.29	-0.89
C1:12	443	0	4.71	5.00	7	1.68	-0.15	-1.06
<i>Question number</i>	Valid numbers	Missing values	Mean	Median	Mode	Standard deviation	Skewness	Kurtosis
C1:13	443	0	5.33	6.00	7	1.601	-0.64	-0.51
C1:14	443	0	5.02	5.00	7	1.56	-0.48	-0.34
C1:15	443	0	4.62	5.00	4	1.70	-0.21	-0.78
C1:16	443	0	4.93	5.00	4	1.51	-0.17	-0.76
Customer Service Delivery Satisfaction Viewpoint								
C2:1	443	0	4.85	5.00	4	1.53	-0.16	-0.80

⁶⁹ N = total sample size

⁷⁰ Question number as per IBM SPSS 20.0V28 coding

⁷¹ Valid scores of number of respondents of N answered the specific question

⁷² Missing scores – number of respondents that did not answer the specific question

⁷³ Mean – sum of all the scores divided by total number of scores ()

⁷⁴ Median – arranged data from lowest to highest scores showing median as the middle score

⁷⁵ The score that occurs most frequently in the observation (Kerr et al., 2002)

⁷⁶ In a normal distribution, it measures the dispersion of scores around the mean, also indicated as the square root of the variance (Kerr et al., 2002)

⁷⁷ The mean is distorted by extreme scores that lie to the one side of the median, resulting in a non-symmetrical distribution (Kerr et al., 2002)

⁷⁸ When the arch of a curve is peak or flat, it is indicated as a kurtosis (Kerr et al., 2002).

C2:2	443	0	4.65	5.00	5	1.57	-0.21	-0.73
C2:3	443	0	4.62	5.00	4	1.65	-0.20	-0.80
C2:4	443	0	4.65	5.00	5	1.634	-0.23	-0.73
C2:5	443	0	5.08	5.00	7	1.62	-0.38	-0.78
C2:6	443	0	4.22	4.00	5	1.86	-0.18	-0.99
C2:7	443	0	4.76	5.00	7	1.70	-0.31	-0.83
C2:8	443	0	4.68	5.00	7	1.76	-0.11	-1.12
C2:9	443	0	5.05	5.00	5	1.46	-0.31	-0.66
C2:10	443	0	5.36	5.00	7	1.48	-0.47	-0.75
C2:11	443	0	4.77	5.00	4	1.51	0.04	-0.84
C2:12	443	0	4.63	5.00	5	1.61	-0.22	-0.66
C2:13	443	0	4.72	5.00	5	1.51	-0.25	-0.39
C2:14	443	0	4.68	5.00	5	1.72	-0.41	-0.70
C2:15	443	0	4.76	5.00	7	1.83	-0.32	-1.63

Management's Viewpoint

C3:1	443	0	4.97	5.00	5	1.49	-0.27	-0.73
C3:2	443	0	5.08	5.00	7	1.86	-0.64	-0.69
C3:3	443	0	4.77	5.00	7	1.83	-0.42	-0.75
C3:4	443	0	5.34	6.00	7	1.60	-0.70	-0.51
C3:5	443	0	4.91	5.00	7	1.54	-0.18	-0.93
C3:6	443	0	4.86	5.00	4	1.41	-0.18	-0.61
C3:7	443	0	5.19	5.00	6	1.42	-0.56	-0.35
C3:8	443	0	5.19	5.00	7	1.52	-0.48	-0.56
C3:9	443	0	5.24	5.00	7	1.55	-0.67	-0.35
C3:10	443	0	5.61	6.00	7	1.51	-0.83	-0.31
C3:11	443	0	5.33	6.00	7	1.70	-0.75	-0.44
C3:12	443	0	4.69	5.00	7	1.72	-0.24	-1.00
C3:13	443	0	4.72	5.00	5	1.57	-0.24	-0.83
C3:14	443	0	4.72	5.00	5	1.68	-0.34	-0.80
C3:15	442	1	4.51	5.00	7	1.86	-0.20	-1.05

Performance Management Viewpoint

C4:1	443	0	5.30	6.00	7	1.63	-0.62	-0.66
C4:2	443	0	5.39	5.00	7	1.38	-0.39	-0.66
C4:3	443	0	5.32	5.00	7	1.47	-0.55	-0.42
C4:4	443	0	4.99	5.00	4	1.44	-0.16	-0.77
C4:5	443	0	4.94	5.00	7	1.57	-0.26	-0.85
C4:6	443	0	5.19	5.00	7	1.54	-0.43	-0.82
C4:7	443	0	4.77	5.00	4	1.51	-0.17	-0.78
C4:8	443	0	4.95	5.00	5	1.53	-0.25	-0.75
C4:9	443	0	4.33	4.00	7	1.97	-0.23	-1.12

Question number	Valid numbers	Missing values	Mean	Median	Mode	Standard deviation	Skewness	Kurtosis
C4:10	443	0	4.91	5.00	7	1.89	-0.62	-0.71
C4:11	443	0	4.82	5.00	7	1.71	-0.37	-0.79
C4:12	443	0	4.83	5.00	6	1.72	-0.55	-0.50
C4:13	443	0	4.48	5.00	5	1.76	-0.24	-0.78
C4:14	443	0	5.18	5.00	7	1.46	-0.39	-0.69
C4:15	443	0	5.58	6.00	7	1.42	-0.67	-0.58
C4:16	443	0	5.63	6.00	7	1.33	-0.70	-0.25

Item descriptive statistics of TET

TET Tourism employee training scores showed that most of the items had a relatively normal distribution, based on the closeness of the means, medians and modes. Overall negative skewness of the 18 items was too small (>2.0) to report skewness of data. Construct D item mean score summary: mean = 4.69±1.58; median =5.55±1.48 and mode =0.86. The values of normal distribution are depicted in table S2 below.

Table S2- Item descriptive of TET

Number

Question number	Valid numbers	Missing values	Mean	Median	Mode	Standard deviation	Skewness	Kurtosis
TET								
D1	443	0	4.69	5.00	5	1.58	-0.13	-0.84
D2	443	0	4.72	5.00	7	1.75	-0.24	-1.08
D3	443	0	5.15	5.00	5	1.49	-0.46	-0.53
D4	443	0	5.20	5.00	7	1.51	-0.57	-0.45
D5	443	0	4.78	5.00	7	1.74	-0.30	-0.91
D6	443	0	5.25	5.00	7	1.64	-0.53	-0.82

<i>D7</i>	443	0	4.74	5.00	5	1.54	-0.201	-0.711
<i>D8</i>	443	0	4.76	5.00	5	1.65	-0.35	-0.69
<i>D9</i>	443	0	5.20	5.00	7	1.56	-0.57	-0.42
<i>D10</i>	443	0	5.49	6.00	7	1.52	-0.83	-0.06
<i>D11</i>	443	0	5.38	6.00	7	1.58	-0.74	-0.15
<i>D12</i>	443	0	5.23	5.00	7	1.60	-0.55	-0.59
<i>D13</i>	443	0	5.41	6.00	7	1.43	-0.63	-0.30
<i>D14</i>	443	0	5.40	6.00	7	1.44	-0.58	-0.50
<i>D15</i>	443	0	5.13	5.00	7	1.56	-0.58	-0.38
<i>D16</i>	443	0	5.27	5.00	7	1.53	-0.55	-0.50
<i>D17</i>	443	0	5.39	6.00	7	1.60	-0.84	-0.05
<i>D18</i>	443	0	5.55	6.00	7	1.48	-0.87	0.11

Item descriptive statistics of TER

Tourism employee retention scores showed that most of the items had a relatively normal distribution, based on the nearness of the means, medians and modes. Overall negative skewness of the items was too small (>2.0) to report skewness of data. Construct E item mean score summary: mean = 4.81±1.71, median = 5.47±1.44 and mode =0.66. The values of normal distribution are depicted in Table 8.3

Table S.3 - *Item descriptive of TER*

Question number	Number							
	Valid numbers	Missing values	Mean	Median	Mode	Standard deviation	Skewness	Kurtosis
TER								
E1	443	0	5.29	5.00	7	1.56	-0.62	-0.42
E2	443	0	5.38	5.00	7	1.48	-0.69	-0.20
E3	443	0	5.18	5.00	6	1.51	-0.54	-0.49
E4	443	0	4.83	5.00	5	1.68	-0.44	-0.59
E5	443	0	4.58	5.00	5	1.69	-0.26	-0.71
E6	443	0	5.05	5.00	5	1.45	-0.41	-0.31
E7	443	0	5.12	5.00	7	1.53	-0.40	-0.66
E8	443	0	4.89	5.00	4	1.64	-0.35	-0.77
E9	443	0	4.83	5.00	7	1.71	-0.47	-0.68
E10	443	0	4.89	5.00	7	1.79	-0.56	-0.58
E11	443	0	4.81	5.00	7	1.72	-0.40	-0.69
E12	443	0	5.20	5.00	7	1.52	-0.52	-0.45
E13	443	0	5.10	5.00	5 ^a	1.55	-0.51	-0.45
E14	443	0	5.47	6.00	7	1.44	-0.79	-0.13

APPENDIX T: CFA RESULTS FOR SECTION C, D AND E

Figure 1

1st order CFA FOR Baseline TTMF

Model Fit Summary - Results from the TTMF model fit indexes are illustrated in the tables below

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	130	5242.19	1823	0.00	2.88
Saturated model	1953	0.00	0		
Independence model	62	8627.38	1891	0.00	4.56

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	0.22	0.67	0.65	0.63
Saturated model	0.00	1.00		
Independence model	0.38	0.43	0.41	0.41

Baseline Comparisons

Model	NFI	RFI	IFI	TLI	CFI
	Delta1	rho1	Delta2	rho2	
Default model	0.39	0.37	0.50	0.47	0.49
Saturated model	1.00		1.00		1.00
Independence model	0.00	0.00	0.00	0.00	0.00

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	0.96	0.38	0.46

Saturated model	0.00	0.00	0.00
Independence model	1.00	0.00	0.00

NCP

Model	NCP	LO 90	HI 90
Default model	3419.19	3206.25	3639.20
Saturated model	0.00	0.00	0.00
Independence model	6736.38	6451.45	7028.09

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	11.86	7.74	7.25	8.23
Saturated model	0.00	0.00	0.00	0.00
Independence model	19.52	15.24	14.60	15.90

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	0.07	0.06	0.07	0.00
Independence model	0.09	0.09	0.09	0.00

AIC

Model	AIC	BCC	BIC	CAIC
Default model	5502.19	5545.41	6034.36	6164.36
Saturated model	3906.00	4555.28	11900.74	13853.74
Independence model	8751.38	8771.99	9005.18	9067.18

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	12.45	11.97	12.95	12.55
Saturated model	8.84	8.84	8.84	10.31

Independence model	19.8	19.16	20.46	19.85
--------------------	------	-------	-------	-------

HOELTER

Model	HOELTER	HOELTER
	.05	.01
Default model	163	166
Independence model	103	105

Standardised RMR	0.081
------------------	-------

Summary of model fit statistics

CMIN	5242.19
df	1823
P-value	0.000
CMIN/df	2.87
GFI	0.67
AGFI	0.65
NFI	0.39
TLI	0.47
CFI	0.49
RMSEA	0.07
PCLOSE	0.00
SRMR	0.08
AIC	5.502.2
BIC	6,034.4

HTMT Analysis

	SIV	MV	PM	CSDSV
SIV				
MV	0,774			
PM	0,330	0,380		
CSDSV	0,481	0,565	0,602	

Validity Analysis

	CR	AVE	MSV	MaxR(H)	SIV	MV	PM	CSDSV
SIV	0,768	0,186	0,686	0,797	0,431			
MV	0,793	0,208	0,686	0,802	0,828***	0,456		
PM	0,727	0,153	0,305	0,760	0,294***	0,354***	0,391	
CSDSV	0,758	0,183	0,305	0,780	0,479***	0,515**	0,553**	0,428

Figure 2

1st order CFA FOR Adjusted TTMF

Model Fit Summary - Results from the TTMF model fit indexes are illustrated in the tables below

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	32	91.48	59	0.04	1.55
Saturated model	91	0.00	0		
Independence model	13	983.56	78	0.00	12.61

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	0.10	0.97	0.95	0.63
Saturated model	0.00	1.00		
Independence model	0.54	0.64	0.58	0.55

Baseline Comparisons

Model	NFI	RFI	IFI	TLI	CFI
	Delta1	rho1	Delta2	rho2	
Default model	0.91	0.88	0.97	0.95	0.96
Saturated model	1.00		1.00		1.00
Independence model	0.00	0.00	0.00	0.00	0.00

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	0.76	0.69	0.73
Saturated model	0.00	0.00	0.00
Independence model	1.00	0.00	0.00

NCP

Model	NCP	LO 90	HI 90
Default model	32.43	10.43	62.36
Saturated model	0.00	0.00	0.00
Independence model	905.56	808.14	1010.42

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	0.21	0.07	0.02	0.14
Saturated model	0.00	0.00	0.00	0.00
Independence model	2.23	2.05	1.83	2.29

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	0.04	0.02	0.05	0.96
Independence model	0.16	0.15	0.17	0.00

AIC

Model	AIC	BCC	BIC	CAIC
Default model	155.43	157.52	286.42	318.42
Saturated model	182.00	187.95	554.52	645.52
Independence model	1009.56	1010.41	1062.78	1075.78

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	0.35	0.30	0.42	0.36
Saturated model	0.41	0.41	0.41	0.43

Independence model	2.28	2.06	2.52	2.29
--------------------	------	------	------	------

HOELTER

Model	HOELTER	HOELTER
	.05	.01
Default model	377	422
Independence model	45	50

Standardised RMR	0.04
------------------	------

Summary of model fit statistics

CMIN	5242.19
df	1823
P-value	0.000
CMIN/df	2.88
GFI	0.67
AGFI	0.65
NFI	0.39
TLI	0.47
CFI	0.49
RMSEA	0.07
PCLOSE	0.00
SRMR	0.08
AIC	5,502.2
BIC	6,034.4

HTMT Analysis

	SIV	MV	PM	CSDSV
SIV				
MV	0,610			
PM	0,363	0,388		
CSDSV	0,493	0,469	0,422	

Validity Analysis

	CR	AVE	MSV	MaxR(H)	SIV	MV	PM	CSDSV
SIV	0,653	0,321	0,354	0,658	0,567			
MV	0,643	0,377	0,354	0,650	0,595***	0,614		
PM	0,630	0,470	0,184	0,693	0,319***	0,367***	0,685	
CSDSV	0,658	0,327	0,232	0,665	0,482***	0,444***	0,429***	0,572

Figure 3

2nd Order CFA FOR TTMF

Model Fit Summary - Results from the TTMF model fit indexes are illustrated in the tables below

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	30	97.29	61	0.00	1.60
Saturated model	91	0.00	0		
Independence model	13	983.56	78	0.00	12.61

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	0.11	0.97	0.95	0.65
Saturated model	0.00	1.00		
Independence model	0.54	0.64	0.58	0.55

Baseline Comparisons

Model	NFI	RFI	IFI	TLI	CFI
	Delta1	rho1	Delta2	rho2	
Default model	0.90	0.88	0.96	0.95	0.96
Saturated model	1.00		1.00		1.00
Independence model	0.00	0.00	0.00	0.00	0.00

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	0.78	0.71	0.75
Saturated model	0.00	0.00	0.00
Independence model	1.00	0.00	0.00

NCP

Model	NCP	LO 90	HI 90

Default model	36.29	13.29	67.21
Saturated model	0.00	0.00	0.00
Independence model	905.56	808.14	1010.42

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	0.22	0.08	0.03	0.15
Saturated model	0.00	0.00	0.00	0.00
Independence model	2.23	2.05	1.83	2.29

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	0.04	0.02	0.05	0.95
Independence model	0.16	0.15	0.17	0.00

AIC

Model	AIC	BCC	BIC	CAIC
Default model	157.29	159.25	280.09	310.09
Saturated model	182.00	187.95	554.52	645.52
Independence model	1009.56	1010.41	1062.78	1075.78

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	0.36	0.30	0.43	0.36
Saturated model	0.41	0.41	0.41	0.43
Independence model	2.28	2.06	2.52	2.29

HOELTER

Model	HOELTER	HOELTER

	.05	.01
Default model	365	408
Independence model	45	50

Standardised RMR	0.04
------------------	------

Summary of model fit statistics

CMIN	97.29
df	61
P-value	0.00
CMIN/df	1.60
GFI	0.97
AGFI	0.95
NFI	0.90
TLI	0.95
CFI	0.96
RMSEA	0.04
PCLOSE	0.95
SRMR	0.04
AIC	157.3
BIC	280.1

Validity Analysis

	CR	AVE	MaxR(H)
TM	0,766	0,455	0,785

Figure 4

1st Order CFA TET model

Model Fit Summary - Results from the TET model fit indexes are illustrated in the tables below

CUMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	36	618.11	135	0.00	4.58
Saturated model	171	0.00	0		
Independence model	18	1247.73	153	0.00	8.16

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	0.22	0.85	0.81	0.67
Saturated model	0.00	1.00		
Independence model	0.38	0.68	0.64	0.61

Baseline Comparisons

Model	NFI	RFI	IFI	TLI	CFI
	Delta1	rho1	Delta2	rho2	
Default model	0.51	0.44	0.57	0.50	0.56
Saturated model	1.00		1.00		1.00
Independence model	0.00	0.00	0.00	0.00	0.00

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	0.88	0.45	0.49
Saturated model	0.00	0.00	0.00
Independence model	1.00	0.00	0.00

NCP

Model	NCP	LO 90	HI 90
Default model	483.11	409.64	564.11
Saturated model	0.00	0.00	0.00
Independence model	1094.73	985.83	1211.08

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	1.40	1.09	0.93	1.28
Saturated model	0.00	0.00	0.00	0.00
Independence model	2.82	2.48	2.23	2.74

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	0.09	0.08	0.10	0.00
Independence model	0.13	0.12	0.13	0.00

AIC

Model	AIC	BCC	BIC	CAIC
Default model	690.11	693.34	837.48	873.48
Saturated model	342.00	357.36	1042.00	1213.00
Independence model	1283.73	1285.35	1357.41	1375.41

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	1.56	1.40	1.75	1.57
Saturated model	0.77	0.77	0.77	0.81
Independence model	2.90	2.66	3.17	2.91

HOELTER

Model	HOELTER	HOELTER
	.05	.01
Default model	117	126
Independence model	65	70

Standardised RMR	0.09
------------------	------

CMIN	618.11
df	135
P-value	0.00
CMIN/df	4.58
GFI	0.85
AGFI	0.81
NFI	0.51
TLI	0.50
CFI	0.56
RMSEA	0.09
PCLOSE	0.00
SRMR	0.09
AIC	690.1
BIC	837.5

Validity Analysis

	CR	AVE	MaxR(H)
HET	0,718	0,142	0,766

Figure 5

1st Order CFA for the adjusted TET

Model Fit Summary - Results from the TET model fit indexes are illustrated in the tables below

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	14	38.40	14	0.00	2.74
Saturated model	28	0.00	0		
Independence model	7	444.73	21	0.00	21.18

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	0.09	0.98	0.95	0.49
Saturated model	0.00	1.00		
Independence model	0.54	0.70	0.60	0.52

Baseline Comparisons

Model	NFI	RFI	IFI	TLI	CFI
	Delta1	rho1	Delta2	rho2	
Default model	0.91	0.87	0.94	0.91	0.94
Saturated model	1.00		1.00		1.00
Independence model	0.00	0.00	0.00	0.00	0.00

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	0.67	0.61	0.63
Saturated model	0.00	0.00	0.00
Independence model	1.00	0.00	0.00

NCP

Model	NCP	LO 90	HI 90
Default model	24.40	9.66	46.78
Saturated model	0.00	0.00	0.00
Independence model	423.73	358.85	496.04

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	0.09	0.06	0.02	0.11
Saturated model	0.00	0.00	0.00	0.00
Independence model	1.01	0.96	0.81	1.12

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	0.06	0.04	0.08	0.17
Independence model	0.21	0.20	0.23	0.00

AIC

Model	AIC	BCC	BIC	CAIC
Default model	66.40	66.91	123.71	137.71
Saturated model	56.00	57.03	170.62	198.62
Independence model	458.73	458.99	487.38	494.38

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	0.15	0.12	0.20	0.15
Saturated model	0.13	0.13	0.13	0.13
Independence model	1.04	0.89	1.20	1.04

Hoelter

Model	HOELTER	HOELTER
	.05	.01
Default model	273	336
Independence model	33	39

Standardised RMR	0.04
------------------	------

CMIN	38.40
df	14
P-value	0.00
CMIN/df	2.74
GFI	0.98
AGFI	0.95
NFI	0.91
TLI	0.91
CFI	0.94
RMSEA	0.06
PCLOSE	0.17
SRMR	0.04
AIC	66.4
BIC	123.7

Validity Analysis

	CR	AVE	MaxR(H)
HET	0,712	0,267	0,728

Figure 6

1st Order CFA for TER

Model Fit Summary - Results from the TER model fit indexes are illustrated in the tables below

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	28	538.77	77	0.00	6.98
Saturated model	105	0.00	0		
Independence model	14	1036.97	91	0.00	11.40

RMF, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	0.25	0.83	0.76	0.61
Saturated model	0.00	1.00		
Independence model	0.45	0.68	0.64	0.59

Baseline Comparisons

Model	NFI	RFI	IFI	TLI	CFI
	Delta1	rho1	Delta2	rho2	
Default model	0.48	0.39	0.52	0.42	0.51
Saturated model	1.00		1.00		1.00
Independence model	0.00	0.00	0.00	0.00	0.00

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	0.85	0.41	0.43
Saturated model	0.00	0.00	0.00
Independence model	1.00	0.00	0.00

NCP

Model	NCP	LO 90	HI 90
Default model	461.77	391.90	539.14
Saturated model	0.00	0.00	0.00
Independence model	945.97	846.06	1053.31

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	1.22	1.05	0.88	1.22
Saturated model	0.00	0.00	0.00	0.00
Independence model	2.35	2.14	1.91	2.38

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	0.12	0.11	0.13	0.00
Independence model	0.15	0.15	0.16	0.00

AIC

Model	AIC	BCC	BIC	CAIC
Default model	594.77	596.74	709.39	737.39
Saturated model	210.00	217.38	639.83	744.83
Independence model	1064.97	1065.95	1122.28	1136.28

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	1.35	1.19	1.52	1.35
Saturated model	0.48	0.48	0.48	0.49
Independence model	2.41	2.18	2.65	2.41

HOELTER

Model	HOELTER	HOELTER
	.05	.01
Default model	81	90
Independence model	49	54

Standardised RMR	0.10
------------------	------

CMIN	538.77
df	77
P-value	0.00
CMIN/df	7.00
GFI	0.83
AGFI	0.76
NFI	0.48
TLI	0.42
CFI	0.51
RMSEA	0.12
PCLOSE	0.00
SRMR	0.10
AIC	594.8
BIC	709.4

Validity Analysis

	CR	AVE	MaxR(H)
HER	0,685	0,155	0,740

Figure 7

1st Order CFA for the Adjusted TER model

Model Fit Summary - Results from the TER model fit indexes are illustrated in the tables below

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	10	6.34	5	0.28	1.27
Saturated model	15	0.00	0		
Independence model	5	303.14	10	0.00	30.31

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	0.06	0.99	0.98	0.33
Saturated model	0.00	1.00		
Independence model	0.64	0.73	0.59	0.49

Baseline Comparisons

Model	NFI	RFI	IFI	TLI	CFI
	Delta1	rho1	Delta2	rho2	
Default model	0.98	0.96	1.00	0.99	1.00
Saturated model	1.00		1.00		1.00
Independence model	0.00	0.00	0.00	0.00	0.00

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	0.50	0.49	0.50

Saturated model	0.00	0.00	0.00
Independence model	1.00	0.00	0.00

NCP

Model	NCP	LO 90	HI 90
Default model	1.34	0.00	12.08
Saturated model	0.00	0.00	0.00
Independence model	293.14	240.00	353.71

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	0.01	0.00	0.00	0.03
Saturated model	0.00	0.00	0.00	0.00
Independence model	0.69	0.66	0.54	0.80

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	0.03	0.00	0.07	0.75
Independence model	0.26	0.23	0.28	0.00

AIC

Model	AIC	BCC	BIC	CAIC
Default model	26.34	26.61	67.27	77.27
Saturated model	30.00	30.41	91.40	106.40
Independence model	313.14	313.28	333.61	338.61

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	0.06	0.06	0.08	0.06
Saturated model	0.07	0.07	0.07	0.07
Independence model	0.71	0.59	0.85	0.71

HOELTER

Model	HOELTER	HOELTER
	.05	.01
Default model	772	1052
Independence model	27	34

Standardised RMR	0.02
------------------	------

CMIN	6.34
df	5
P-value	0.28
CMIN/df	1.27
GFI	0.99
AGFI	0.98
NFI	0.98
TLI	0.99
CFI	1.00
RMSEA	0.03
PCLOSE	0.75
SRMR	0.02

AIC	26.3
BIC	67.3

Validity Analysis

	CR	AVE	MaxR(H)
HER	0,685	0,308	0,704

APPENDIX U: LANGUAGE EDITING CERTIFICATE

EDITING AND PROOFREADING CERTIFICATE

7542 Galangal Street

Lotus Gardens

Pretoria

0008

10 February 2023

TO WHOM IT MAY CONCERN

This certificate serves to confirm that I have language edited B Mutadzakupa entitled, **“A TOURISM EMPLOYEE TALENT MANAGEMENT FRAMEWORK FOR HOTEL EMPLOYEE RETENTION IN ZIMBABWE.”**

I found the work easy and intriguing to read. Much of my editing basically dealt with obstructionist technical aspects of language, which could have otherwise compromised smooth reading as well as the sense of the information being conveyed. I hope that the work will be found to be of an acceptable standard. I am a member of Professional Editors' Guild.

Hereunder are my contact details:



Dr Jack Chokwe (PhD)

Contact numbers: 072 214 5489

jackchokwe@gmail.com

Professional
EDITORS
Guild

Jack Chokwe
Associate Member

Membership number: CHO001
Membership year: March 2022 to February 2023

076 471 6881 / 072 214 5489
012 429 3327
jackchokwe@gmail.com
www.academicproeditor.co.za

www.editors.org.za



APPENDIX V: PUBLICATIONS

Presented a paper to the 7th Biennial ITSA and 2nd International TESA conference 2018 titled: *The progression and authentication of a Tourism Employee Talent Management Framework in the Tourism Industry.*

Presented an Abstract to the IACUDIT Conference 2023 titled: *To Stay or to go! Exploring the impact of Turnover Intention, Retention Strategies and Employee Surveys on Tourism Employee Retention in Zimbabwe*

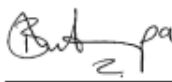
APPENDIX W: TURN IT IN DECLARATION

TURNITIN DECLARATION

Name and Surname of Student	BARBARA MUTADZAKUPA
Student number	53291735
Degree	DOCTOR OF PHILOSOPHY IN MANAGEMENT - TOURISM MANAGEMENT
Department	Entrepreneurship, Supply Chain, Transport, Tourism and Logistics Management

Declaration by student:

I declare that I have used Turnitin according to University's policy in this regard and confirm that the similarity index meets the requirement of the department/college.

SIGNATURE OF CANDIDATE:  _____

I declare that I have seen and am satisfied with the Turnitin reports and confirm that the similarity index meets the requirement of the department/college.

NAME OF SUPERVISOR: Prof MP Swart

SIGNATURE OF SUPERVISOR: 

Date: 31 January 2023