



The Impact of Employee Training Development on the Potential to Retain a Committed Workforce in the Hospitality Industry: the Case of Marriott Zurich

Hong Nien Nguyen

HTMI, Hotel and Tourism Management Institute, Switzerland

Abstract

Specifically, Marriott Zurich is investigated for its impact on employee retention via staff training and development. Customer satisfaction and operation costs are significantly affected by the high rate of employee turnover in this industry. Utilizing Expectancy Theory and Social Exchange Theory, the study investigates how tailor-made training programs affect employee satisfaction and commitment. For the purpose of assessing the perceived effectiveness of Marriott Zurich's training programs, semistructured interviews were conducted. The results of this study show how targeted training can improve worker retention and job satisfaction. Training programs that are robust and meticulously designed can increase employee dedication and reduce a company's likelihood of losing employees. Motivation and work satisfaction are boosted by training programs geared toward professional goals. In addition, Marriott Zurich emphasizes its commitment to human development, which may boost employee engagement and reduce turnover. Those in their early careers or looking for advancement may benefit more from training programs. In addition to job, tenure, and goal characteristics, training programs have varying levels of value based on individual characteristics. In addition, work-life balance and managerial support can boost employee retention, as found in a study of employee retention processes. Marriott Zurich's training and development strategies may result in a well-trained and loyal workforce. It is important to evaluate how effective training programs are through feedback mechanisms, and to continuously adjust training programs to meet the needs of employees. The hospitality industry can learn a lot from training in terms of employee retention and corporate performance. Through a theoretical and practical look at how training impacts employee retention, this study lays a foundation for future research in other organizational settings.

© 2024 International Hospitality Research Centre. All rights reserved.

Chapter 1: Introduction

1.1 Background Information

In the hospitality industry, hotels, restaurants, tourism, and service industries are among the most widely employed sectors. While the industry is important economically and has the potential to create jobs, staff turnover remains high. Approximately 70 to 120 percent of hospitality

employees turn over annually, according to Jung Woo Han (2020). In addition to financial losses, endemic instability also creates reduced guest satisfaction, higher training costs, and lower employee morale. In addition to improving an employee's skills, training and development programs can improve a person's knowledge and satisfaction at work. Thus, high turnover and retention rates are experienced by employees (Hassan, et al., 2013). Located at Neumühlequai 42, 8006 Zurich, Marriott Zurich is an excellent

hotel offering guests a variety of services (Marriott, n.d.). The Marriott Zurich, owned by Marriott International Inc., is renowned for its extraordinary hospitality and opulence. Offering outstanding service and lodging for over a century, it is a symbol of excellence. An exceptionally skilled and devoted staff is at the heart of Marriott Zurich's success. This hotel recognizes that its most valuable resource is its employees, and it prioritizes their training and development. Marriott Zurich ensures that its employees maintain excellent service standards by providing comprehensive orientation programs and continuous skill enhancement seminars. As a hotel which occupies a prominent position in Zurich, the Marriott Zurich holds significant significance both globally and locally. In order to cultivate talent, enhance aptitudes, and foster commitment and dedication, the hotel provides a rigorous training program to its employees. By ensuring service quality, Marriott Zurich's programs reduced staff training costs as well as improved customer satisfaction.

A strategic imperative for Marriott Zurich is to retain a dedicated workforce in the hospitality industry as it becomes increasingly competitive. To maintain a competitive edge and promote organisational goals, it is imperative to understand how employee training and development affects workforce retention.

There are several theories available to explain the relationship between development and training program effects on employee retention. The Expectancy Theory postulates that employees will give their all if they are confident that their efforts will pay off or that they will obtain commensurate benefits. For instance, if someone is informed that if they work hard, they will achieve something, and that accomplishment would result in a promotion at work, that perspective will inspire them. Encourage people to exert even more effort to obtain those outcomes (Gordon, 2023). On the other hand, the Social Exchange Theory postulates that employees will have more satisfaction when they feel that the company or organisation where they work provides them with many benefits such as training and development (Cherry, 2022).

1.2 Rationale of the Study

"According to Bajaba, et al. (2020), the high turnover of staff in the hospitality industry can be attributed to various factors such as long working hours, stress during work, or less potential to enhance or upgrade skills or levels. As a result, the research aims to analyze and explore the value and importance of training and development in the hospitality industry. To explore the benefits and drawbacks of those programs to find the gaps between areas to improve, especially in the case of Marriott Zurich. Although there is a

considerable amount of scholarly literature on employee training and development, there is a scarcity of empirical studies that specifically examine its influence on workforce retention in the hospitality sector, with Marriott Zurich being a prominent example. Through a comprehensive analysis of the training and development programs implemented by Marriott Zurich, as well as an investigation into the determinants that impact employee commitment and retention, this study aims to address a significant void in the current body of knowledge. Besides that, this research will provide outcomes that could benefit the development in the potential to retain a committed workforce. For example, a research paper by Costen & Salazar (2011) examines how expansion and fidelity affect employees' work satisfaction and intention to remain in the hospitality business. As a result, by addressing employee loyalty and commitment through human resource policies, firms may reap the benefits of lower turnover, enhanced productivity, a more positive work atmosphere, better customer service, and cost savings, as an ensure the customer's satisfaction of quality service. Consequently, this research will focus on how beneficial training and development can be in working toward having a committed workforce."

1.3 Aim and Objectives

The aim of this research is to investigate the impact of employee training and development on the potential to retain a committed workforce in the hospitality industry, with a focus on Marriott Zurich.

Objectives:

1. To investigate the insight of employees regarding the effectiveness of the training and development programs offered by Marriott Zurich.
2. To identify the factors that influence employee commitment and retention in the hospitality industry.
3. To examine the correlation between employee training and development and other factors Marriott uses to retain loyal employees.

Chapter 2: Literature Review

2.1 Theoretical Framework

2.1.1 Expectancy theory

An Expectancy theory which was developed by Professor Vroom is a treatise on the process of recognizing human characteristics. It assumes that a desired reward or result can influence behaviour in people, but it is not necessary to repeatedly provide a given conduct with a direct

response to get a conditioned response. This is due to linkages, indirect experiences, and projections. Cognitive models can explain human behaviour because they are symbolic (Chiang, et al., 2008).

In Professor V-Room's Theory of Expectation, there are three main factors: expectation, instrument, and valence. The Instrument is understood as it has to do with how individuals feel about the outcome. The ideal degree of extrinsic variables (money, promotions, free time, and benefits) and internal factors (satisfaction). Management needs to understand what employees value. Expectations are called Employee Expectations and varying degrees of confidence in their skills. Management should decide on resources, training, and supervision. Instrumentality is the employees' perception of whether they are getting what they desire, even though the manager has promised that they will. Management must guarantee that reward commitments are kept and that employees are aware of this (Vroom, 1964).

Expectancy theory, the two primary frameworks are the valence and force models. The Valence model was initially created by Vroom (1964). By summing up similar outcomes, it hopes to reflect an outcome's overall appeal or value. Receiving incentives makes people feel appreciated, which motivates them to work harder to get them. However, people's preferences can differ depending on their perceptions of the benefits, which can include things like more profitability, better relationships, and greater job satisfaction. Pre- and post-perception study demonstrates the negative expectation confirmation. Findings suggest that "positive expectation disapproval" is a robust predictor of internship fulfilment (Gyepi-Garbrah, et al., 2023). The results of this study demonstrate that individuals' intentions to achieve their career objectives are influenced by their level of commitment to those goals. A person who is committed to a goal will do whatever it takes to see that goal through to completion. It may strengthen the bond between effort and achievement. Proactive career behaviour, career counselling, networking, and skill development were all associated with students' dedication to their professional aspirations (Gyepi-Garbrah, et al., 2023). Methods like this encourage students to demonstrate greater dedication to their projects. The findings demonstrate that dedication and effort increase as hopes are fulfilled. Therefore, this study evaluated the impact of internships on students' attainment of learning outcomes within the tourist and hospitality (T&H) industries in Taiwan. measure your progress toward the objectives. Interns in the hospitality industry would do well to focus on increasing their level of commitment to the organisation as research shows that employees who are fully invested in

their work are less likely to quit (Gyepi-Garbrah, et al., 2023). Feedback is a prerequisite for the connection between performance and goal setting, hence this study anticipates that the feedback mechanism will increase goal attainment intention. Setting personal objectives is a great way to work on bettering yourself by focusing on areas where you can make a difference. Target performance is also influenced by how responsive the interaction mechanism is, which in turn impacts how well it can monitor progress. It has been found, for instance, that decision makers' judgments regarding new items are affected by both the feedback process and the difficulty of the task. After getting poor performance feedback, (Gyepi-Garbrah, et al., 2023) found that task complexity and process feedback can affect decision makers' capacity to make a "go or not" decision.

2.1.2 *Social Exchange Theory*

The theory of social exchange is one of the most significant social interaction theories in the field of social sciences. Homans, Blau, and Emerson are the three main proponents of the Social Exchange theory (Karen, 2015).

The theory is described as when a person tries to connect with their community and environment, their behaviour can be understood as the outcome of their cost-benefit analysis, according to the social exchange theory. Someone will be given a circumstance and in a way, if they think doing a certain thing will increase their chances of receiving rewards or benefits they are more likely to interact with it. People won't take action if they believe the risks will outweigh the rewards (Jonason & Middleton, 2015).

There are a few elements to be taken into account when considering the Social Exchange Theory. Firstly, according to Tanskanen (2015), interactions between actors involve voluntary exchanges of value that depend on reciprocity and trust over time. Secondly, Meeker (1971 cited by Ahmad et al., 2023), suggests that interactions with others can be viewed as personal choices. As a result, they need a rule or set of rules to direct their decisions. Meeker proposed 6 different attributes such as reciprocity, rationality, altruism, group gain, status consistency, and competition. Thirdly, with supported research from Clark and Mills (1979, cited by Cropanzano and Mitchell, 2005); Exchange relationships are driven by personal self-interest, include the exchange of economic or quasi-economic products, and demand payback within a specific time frame.

Organisational phenomena and processes were analysed using Social Exchange Theory. For instance, social exchange theory provides an explanation for the connection between workers and their employers. Employers who use a "Social Exchange" approach to their connections with

their staff are showing that they care about them as people and about their professional development. Companies count on employees to share in the company's care and dedication. From a social exchange standpoint, an employee is more likely to contribute if they are treated with respect. The study also discovered that leaders and supervisors can encourage employee citizenship behaviour through social exchange interactions with their staff. The same event transpired in the office water cooler (Emily and Hailin, 2011).

Front desk staff at hotels have the opportunity to network with three distinct sets of people: fellow workers, guests, and higher-ups. Named after the relationships they facilitate, these include the Leader-Member Exchange (LMEX), the Colleague Exchange (COEX), and the Customer-Employee Exchange (CEEX). In contrast to the other two forms of social interaction, research has focused more on the Leader-Member exchange model. This kind of thing typically appears in administrative records. However, paying close attention to both internal and external (customers and workers) communication is crucial in the hospitality sector for at least two reasons. To begin, employees at hotels do not have autonomy. Furthermore, the willingness of the hotel staff to work together is essential to delivering excellent service. This means that there is a high volume of team communication throughout client service. Second, the hotel staff believes that providing excellent service to customers is their top priority. Customers aren't merely seeing the service; they're actively engaging with it. Therefore, the quality of the customer's involvement is crucial to the delivery of service (Emily & Hailin, 2011).

2.2 *Review of Empirical Research*

2.2.1 *Training and Job Satisfaction*

Despite the extensive research conducted on employee turnover, there has been little investigation into the potential impact of training programs on reducing employee turnover. Nevertheless, other research, such as those undertaken by Memon, et al. (2017), Bharwani and Butt (2012), and Costen and Salazar (2011), have examined the influence of training and development on the hotel industry. The research conducted by Memon, et al. (2017) emphasised the significance of a contented training experience in attaining higher levels of work engagement and decreasing voluntary turnover. A study was conducted to assess the causal link between satisfaction with training, level of engagement at work, and the intention to quit a current job. Additionally, the study examined the role of work engagement as a mediator in the relationship between training satisfaction and the desire to leave one's current job. There is a

significant positive correlation between people's level of work engagement and their satisfaction with the training they receive. In addition, there is a negative relationship between contentment with training and the likelihood of leaving the organization. A mediator between work engagement and training satisfaction is found, in addition to its role in a relationship between the inclination to quit a job and training satisfaction. Furthermore, training and development initiatives can also contribute significantly to employee loyalty, according to Bharwani and Butt (2012).

Costen and Salazar (2011) reached comparable findings to Bharwani and Butt (2012) when examining the impact of training and development on job satisfaction, organisational loyalty, and employee retention within the hotel industry in the United States. It was discovered that training and development had a beneficial effect on all three criteria. According to Costen and Salazar (2011), employees in all four sectors of the hotel industry who see training and development opportunities as a means to improve their careers and acquire new skills are more likely to be satisfied with their jobs. Consequently, people exhibit higher levels of commitment to the company, resulting in a reduced likelihood of attrition.

The above conclusions of studies are quite similar to the research of Vroom's Expectancy Theory, which suggests that employees' expectations regarding the positive outcomes of training, such as improved job performance and increased job satisfaction, can influence their commitment to the organisation and reduce their intent to leave. The results of those studies above align with Vroom's thesis, since both highlight the importance of training in improving employee satisfaction and commitment, while also decreasing employee turnover, ultimately leading to a more dedicated workforce.

2.2.2 *Training and Reciprocity*

The relationship between training and employee engagement in the hotel industry is a complex reciprocal exchange of give and take, which means an employee will assist the firm due to the company that has helped them. Many scholars agree that their staff training organisations often have better results than non-training organisations. Barrett and O'Connell (2001) argue that certain human resource processes may be perceived as a form of "benefaction" by employees. One technique that staff workers could view as a "gift" is training. Employees that receive this "gift" demonstrate increased productivity, heightened work ethic, and a stronger sense of loyalty towards the organisation. Employees may get a sense of being included and valued within the firm due to the

gift. An individual who is considered a "insider" is likely to exhibit a higher degree of loyalty towards the company. The principles of reciprocity and "gift" are closely interconnected. Moreover, Steers (1977) thought that the workers have specific expectations and desires. The likelihood of enhancing dedication is heightened when an organisation endeavours to fulfil and exceed these needs and expectations through reciprocity. In a dynamic and abrupt shift in the business landscape, organisations that possess highly skilled personnel are typically better equipped to swiftly and efficiently adapt and respond.

Hogg and Huberman (1997) conducted a study on training and the pace of divergence from the perspective of progressive organisations. Their findings mainly supported these claims. Researchers have proven that training fosters "spontaneous cooperation" in numerous large organisations. The "spontaneous cooperation" observed in this context can be linked to the participants' awareness of their financial obligations during their business training.

Scholl (1981) appears that employees will essentially have to stick with the organisation until the "benefit" is reinstated. Ronald Burke claimed in his study from 1995 that the training increased the organisation's debt awareness. An employee is thus more committed and wants to stay longer.

In essence, hotels establish a psychological agreement with their employees and impart skills through training. Employees perceive this investment as tangible proof of the company's commitment to their professional and personal growth. As a result, the workers feel compelled to reciprocate this investment by becoming more engaged and dedicated to the business, thus embodying the principles of social exchange theory.

Chapter 3: Methodology

3.1 Research Design

"The Impact of Employee Training and Development on the Potential to Retain a Devoted Workforce in the Hospitality Industry: The Case of Marriott Zurich" is thoroughly examined, with emphasis on correct study question answers. This chapter covers research methods (Grix, 2004). Discuss research theories. Lincoln and Guba see "a fundamental system or worldview that guides the investigator, not only in the choice of methods but also in ontologically and epistemologically fundamental ways" (1994). Many authors analyse human thought and feeling using interpretive frameworks, and positive/interpretive arguments dominate management studies. Positivism uses observation and measurement (Burrell & Morgan, 1979; Laughlin, 1995; Lincoln & Guba, 2000).

Because the issue is exploratory and qualitative, this research used interpretivism. The paradigm emphasises situation-appropriate research and person-specific data. Strauss and Corbin (1998) say inductive analysis lets "theory emerge from the data" rather than assume it. Inductive designs allow research flexibility, while deductive designs verify assumptions. From real-world data, inductive research develops theories and models (Islam, et al., 2022). Inductive investigation was used because the issue is complex and requires more research. The writer found that training and development could change Marriott Zurich's service culture.

As stated, the author prefers qualitative methods. Like inductive research, qualitative research collects and analyses data using multiple methods (Easterby-Smith, et al., 2002; Gray, 2004). Human experiences in their native settings are at the heart of qualitative research (Ahmad, et al., 2019; Aspers & Corte, 2019). This strategy also allows authors to acquire high-quality qualitative data via in-depth interviews and/or free-form surveys. To better understand the influence of training and development programs on employee engagement and retention, authors can examine how employees view and feel about these programs. This methodology will be utilised to delve more deeply into the investigation of complicated phenomena. They made it possible for the writers to investigate how training and development programs affected the dedication and loyalty of Marriott Zurich's management and staff. This level of detail is necessary for grasping the subject's complexities. In-depth interviews and other methods of obtaining respondents' feedback will be used to compile data for this study. The author's impressions of the training they received, the effect it had on their loyalty to the company, and whether it influenced their decision to remain with Marriott Zurich are all examples of the kinds of qualitative information that may be gathered. Overall, qualitative interviews are a great way to collect the detailed information necessary to learn how training and development affect employee engagement and retention, and in the case of Marriott Zurich, this is especially true.

3.2 Sampling

Researchers say Taherdoost (2016) Sampling Method lets them collect data from each instance to answer their questions. Researchers take cases to sample the population. Because they didn't have time or resources to examine the entire population, the researchers used several sampling methods to reduce cases. Data was collected using "decision sampling" for the study. Avoid generalisations and focus on the author (Taherdoost, 2016). Employee and HR perspectives will be sampled. This interview

targets Marriott Zurich HR staff. Quantitative methods are best used when "real" data is needed to answer a research question, when general or probabilistic information about attitudes, opinions, beliefs, or preferences is needed, when variables can be clearly differentiated and identified, and when variables are interconnected to form hypotheses before data collection. Qualitative researchers want to understand a phenomenon, not generalise from sample data. Qualitative researchers must detail their findings to apply them to different contexts (Byrne, 2001). The Zurich Marriott hotel staff participated in this study. The study will use many interviews to achieve its goals. In order to accomplish the goals of the study, an extensive interviewing process will be carried out. The first step is to conduct interviews with ten workers of the hotel to have a better understanding of the significance of training programs that have an impact on their careers and their commitment to the firm. Interviews determine how training programs affect employees' jobs, whether they improve skills, and whether they want to participate. To a greater or lesser extent, continuing with the company, to qualify, employees need to have a minimum of one year of work experience. In addition, interviews will be conducted with seven managers who have served in management roles for a minimum of three years so that perceptions of work performance can be examined from the perspective of management.

3.3 *Data collection*

The definition of "research methodology" that can be found in the Oxford English Dictionary describes it as "a strategy or architectural design through which a researcher outlines an approach to problem-solving or problem-solving." The characteristics of the research problem and its parameters play a role in determining the research method that should be used. The purpose of the research strategy is to shed light on "our choice and use of specific methods in relation to predicted outcomes," as stated in the previous sentence (Crotty, 1998). When a researcher or investigator is looking into a brand-new field of study, or when they want to identify and theorise about major issues, qualitative research methods are optimal (Strauss & Corbin, 1998). There are many qualitative methods which are developed to have an in-depth and extensive understanding of the issues by means of their textual interpretation and the most common types are interviewing and observation (Creswell & Poth, 2018). These interviews are one-time affairs that can involve either a group or an individual and typically run anywhere from thirty minutes to more than an hour. Semi-structured interviews follow a semi-structured interview guide, which is a list of questions or subjects the interviewer will cover

(Shazia, 2014). An investigation, test, and reconstruction of theory, application, and practice can be thought of as research. Research methods are analogous to approaches to resolving issues. Depending on the question being investigated, researchers may choose to use only quantitative or qualitative methods. A researcher of the future will reevaluate established ideas, extrapolate their logic, analyse and estimate problems with greater precision thanks to qualitative techniques. This can be accomplished through in-person meetings or discussions centred on individual concerns. In some cases, researchers will use observational methods to back up their findings (Shazia, 2014).

3.4 *Data analysis*

In order to collect information and data for this study, interviews will be conducted with employees, managers, and staff at the Marriott Zurich. Along with the written notes taken by the interviewer, the respondent's responses will also be recorded on an audiotape for future reference. A written note will, in most cases, contain immediate personal thoughts regarding interview topics, as well as verbal and nonverbal behaviour in naturalistic situations (Islam, et al., 2022). A more in-depth comprehension of the responses given by respondents is possible through systematic recording and documentation, as suggested by Islam, et al. (2022). Furthermore, the interviewer will make a note of the interviewer's thoughts and feelings immediately after the interview. Linneberg and Korsgaard (2019) claim that sifting through qualitative data can be a frustrating and perplexing process. In order to prevent erroneous and biased findings, the interview data will be analysed primarily through the use of thematic analysis. According to several sources (Braun & Clarke, 2006); (Nowell, et al., 2017), thematic analysis is the cornerstone of qualitative data analysis methods because it equips researchers with the knowledge and tools necessary to conduct patterns of qualitative analysis and yields the most credible and insightful results. Using this method, trends (themes) were detected, examined, and reported. Braun and Clarke (2006) six-step procedure for data analysis served as a roadmap for this investigation. This procedure requires researchers to become acquainted with the data, generate initial codes, search for themes, review and define themes, write the report, and validate the findings. To familiarise ourselves with the information, we will transcribe the participants' "verbatim" responses and discussions from our recordings. Verbatim transcription, as defined by Poland (1995), is the process by which an audio recording is converted into text exactly as it was spoken. The researcher has a responsibility to inform the participants that any verbal data they provide will

be audio-recorded and transcribed. This information must be included in the Informed Consents, which the participants are required to read and sign for ethical and legal reasons. Coding is the next step in the process of conducting research. Coding is the process of transforming the raw data into something that is both simpler to comprehend and more "trustworthy" (Linneberg & Korsgaard, 2019). Coding is used to make the data more reliable. To avoid needlessly repeating lengthy paragraphs or sentences, authors should summarise them into a representative phrase, labelling each section as they go. Researchers should be able to decipher the case code logically and recognize the theme in the data (Braun & Clarke, 2006). After everything is said and done, the analysis report will be written "within an analytic narrative that compellingly illustrates the story you are telling about your data, and your analytic narrative needs to go beyond the description of the data and make an argument in relation to your research question" (Braun & Clarke, 2006). In other words, the report will be written in a way that "compellingly illustrates the story you are telling about your data."

3.5 *Trustworthiness*

Islam et al. (2022) claimed that in a qualitative study, trustworthiness is crucial. Qualitative researchers are aware that the social context in which a phenomenon occurs always has an impact on how people in that context perceive and experience it. An authoritative study can elucidate the reasons behind these disparities and shed light on the emergence of diverse experiences or perspectives. In this research, in order to ensure trustworthiness, researchers have implemented several measures of trustworthiness. These parameters are crucial for ensuring the credibility and strength of the research findings.

Akkerman et al (2006) propose that audit trails serve as a method for ensuring the quality of qualitative studies. Research methods and analytic choices should be reported and maintained in an audit trail, enabling other researchers to evaluate the study's importance (Rice and Ezzy, 2000). The entire research procedure was meticulously audited throughout, resulting in a comprehensive audit trail. Each stage of the study will be documented, from the initial formulation of research questions to the methods used to collect and analyse data.

In the quantitative genre, the term "triangulation" is sometimes employed by authors to describe data gathered from multiple sources. The use of different sources of evidence is essential to ensuring sufficient diversity in the forms of evidence used (Morrow & Smith, 2000). Trustworthiness of data is ensured by triangulation (Islam et al. 2022). Several data

sources, such as interviews with management and employees, are integrated into this study, ensuring a more thorough understanding of the phenomena under investigation. Expectancy Theory and Social Exchange Theory are among the theories and perspectives incorporated into this study. It appears that the research outcomes are consistent and valid as a result of this methodological triangulation.

Using member checking as supplementary data, Sparkes (1998) suggested that it should be considered as an expansion of the emerging findings. It is possible to enhance reliability, however, by checking the interpretations of researchers, as Lewis and Ritchie (2003) suggest. Data accuracy and reliability can be improved through member checking as an integral component of our strategy. To confirm the accuracy and relevance of the information and interpretations obtained from the data, the preliminary findings were shared with many participants following initial analysis. In this manner, flaws can be rectified and further insights are provided by participants, ultimately strengthening the validity and legitimacy of the study.

Through the integration of these methodologies, this study will provide a comprehensive and dependable analysis of how Marriott Zurich's employee training and development impacts employee retention. Hospitality industry human resource practices will be analyzed in this way, yielding valuable insights.

3.6 *Limitations*

Throughout this part, researcher will discuss the limitations of a research paper on "The Impact of Employee Training and Development on the Potential to Retain a Committed Workforce in the Hospitality Industry: The Case of Marriott Zurich"

The first limitation of the study is that the data was collected solely from Marriott Zurich, which will limit its generalizability. This study may be providing significant insights yet possibly confined to Marriot Zurich and Zurich's specific context. Beside that, although the study's qualitative nature provides comprehensive insights into the viewpoints and experiences of employees and management at Marriott Zurich, this is deficient; quantitative data would be necessary for objectively quantifying the effectiveness of development and training initiatives. The qualitative approach could potentially impede the ability to establish causal relationships between specific training activities and outcomes related to employee retention. In addition, the research's reliance on a relatively small and possibly non-random sample of employees and managers from a specific hotel may compromise the generalizability of its

findings to the broader hospitality professional community. This could potentially impede the study's ability to fully grasp and extrapolate the impact of training and development initiatives throughout the industry.

Another limitation is due to the qualitative methodology and the potential for interviewer perspective to influence semi-structured interviews, bias in data collection and interpretation is a risk. The responses of participants could potentially be impacted by social desirability bias, an effect wherein individuals provide expected or favourable responses instead of expressing their true sentiments. As well as deciding on the sample population, the researcher needs to be aware of his own judgments and prejudices, and try to fool them aside.

Furthermore, not every selected responder may consent to an interview for various reasons (GrohSamberg and Tucci, 2010). According to Taylor (2010), in real life, taking part in qualitative research is challenging because it involves time commitment, geographic barriers, and limited budgets. The research may take a significant amount of time and resources due to the journey to Zurich, Switzerland and the time spent there in order to meet the objectives of the research.

Finally, Patton (2002) asserts unequivocally that no research study will ever be perfectly designed, with the conceptual framework and study design constituting the primary constraints. The interpretivist method, although useful for comprehending complicated phenomena, the conclusions will be subjective and shaped by the researcher's perspective. This might reduce the objectivity and replicability of the study.

By acknowledging these limitations, researchers are able to conduct a more unbiased and trustworthy analysis of the impact that staff training and development has on employee retention in the hospitality industry, specifically as it pertains to Marriott Zurich.

3.7 *Ethical Issues*

Ethical considerations in research transcend mere adherence to legal obligations; they encompass the study's moral integrity by protecting the dignity, rights, and well-being of every participant (Cohen et al., 2018). Researchers use ethics to protect participants' interests as well as to assure them that the researcher is responsible and competent, according to Saunders et al. (2009). Consequently, authors are required to comply with ethical standards and keep data safe. There are several significant ethical aspects to consider when investigating Marriott Zurich's employee training and development programs:

The first thing that should be mentioned is "Informed Consent". The core of ethical research is obtaining informed consent from participants,

which involves explaining the study's goals, nature, and risks before obtaining their consent (University of Oxford, 2021). In addition, Veal (2011) claims that respondents' participation is entirely voluntary. To maintain participant confidentiality, a detailed consent form will be developed to include detailed information regarding the objectives, methods, and participant participation of this study. Participants will also be informed that they may withdraw from the study at any time without incurring any penalties for disengaging at any time.

Second, it is imperative to protect the anonymity and confidentiality of participants. In order to ensure the accuracy and integrity of the research data, it is crucial to ensure the adoption of anonymity and confidentiality measures during the research process, including the gathering, analysis, and reporting of data about participants (Hoft, 2021). Due to this, the respondents in this study will remain anonymous. Information gathered from respondents will be used only for research purposes.

Besides that, the non-maleficence principle, which states that individuals should not suffer any damage in connection with their involvement in a research endeavour (Gelling, 2015), also needs to be taken into account in this article. This principle obligates the author to minimise harm or discomfort to participants by carefully designing interview questions. If participants who experience discomfort will be assured of their prerogative to withhold responses to particular inquiries or to withdraw from the activity at any given moment.

Finally, the author focuses on cultural sensitivity and inclusion, which are imperative because they enable the researcher to honour the diverse cultures, beliefs, and values of participants, fostering a more respectful, engaged, and ethically responsible research environment (Maria, n.d.). The author recognises the diverse workforce within Marriott Zurich; therefore, the study will be conducted with profound respect for cultural differences and promotion of inclusivity. The author will endeavour to ensure this by ensuring that research materials and communication are culturally sensitive and accessible to all potential participants, regardless of their cultural background, language, or other characteristics.

Besides the above ethical issues, to avoid misunderstandings, the author will have respondents sign a consent form, which will allow the researcher and respondents to reach an agreement, clarifying and formulating rights and obligations during the research process. Moreover, interviews will be conducted in English for all respondents to understand, and as a result, the researcher will also publish the study's findings in English to retain the study's conceptual meaning. The information gathered

will be captured and transcribed verbatim in preparation for analysis.

Chapter 4: Discussion

4.1 Introduction

Since primary research has not yet been initiated in this article, the author will discuss the three key research goals in this chapter using data gathered from secondary sources and assumptions. The overarching goal is to learn everything we can about how Marriott Zurich's training and development programs affect the hotel industry's ability to hold on to dedicated employees.

4.2 To investigate the insight of employees regarding the effectiveness of the training and development programs offered by Marriott Zurich.

The effectiveness of Marriott Zurich's training and development programs may be comprehensively evaluated using Expectancy and Social Exchange theories, which provide a strong basis for predicting employee perspectives. According to Vroom's Expectancy Theory, workers are motivated by the anticipated outcomes of their efforts. Therefore, training programs that are seen as instantly applicable and beneficial for career advancement are more likely to be regarded favourably. According to Bharwani and Butt (2012), tailoring training programs to match employees' career goals significantly increases job satisfaction. Consequently, Marriott Zurich's training is likely to result in higher levels of job satisfaction and motivation if the training is tailored to employees' specific career objectives.

Further, employees feel obligated to remain loyal to an organization when they see that it is taking steps to enhance their professional development according to Social Exchange Theory. Marriott Zurich's commitment to extensive training might enhance organizational engagement and reduce turnover rates, as Costen and Salazar (2011) found a correlation between perceived investment and loyalty. Thus, training initiatives show that the organization is investing in its employees beyond just improving skills.

Individual attributes, such as the role of the employee, tenure, and aspirations may influence the effectiveness of these training programs. Training motivates individuals when they believe they will receive rewards associated with their efforts, according to the Expectancy Theory. These results suggest that people in positions where the advantages of training are readily apparent are more inclined to evaluate the effectiveness of these programs favorably than their counterparts in less obvious positions. These opportunities may also be prioritized more by younger employees who are actively seeking

advancement than their more experienced counterparts.

It may be possible to better understand and predict Marriott Zurich employees' responses to training when these theoretical perspectives are combined with empirical evidence. By adopting a complete strategy, Marriott Zurich can optimize its training activities, ensuring that they not only enhance skill sets but also align with employees' expectations and career goals, thus promoting greater satisfaction and loyalty within the business.

4.3 To identify the factors that influence employee commitment and retention in the hospitality industry.

According to Social Exchange Theory, connections are established via reciprocal exchanges. Employees at Marriott Zurich are more inclined to have a sense of engagement and are less inclined to be driven to leave their job if they perceive that the company adequately acknowledges and compensates their contributions. The perks include acknowledgment, potential for advancement, and a nurturing work atmosphere, alongside with remuneration. Marriott Zurich aims to enhance employee loyalty and retention by adopting and showing its appreciation via extensive benefits, frequent training programs, and acknowledging staff achievements. Cherry (2022) discovered that the perception of support from the business had a positive impact on employee commitment.

Vroom's Expectancy Theory posits that an individual's likelihood of staying with a firm is greatly influenced by their belief that their diligent efforts will lead to desirable and valuable rewards (Vroom, 1964). Empirical evidence supports the theoretical conclusions of Costen and Salazar's (2011) study, which demonstrates that offering explicit opportunities for career progression and effective training initiatives significantly enhances job satisfaction and organizational loyalty. Establishing a well-defined and comprehensive structure at Marriott Zurich that aligns career progression opportunities with training and performance might serve as a compelling motivation for employees to stay with the company. Through this framework, Marriott Zurich ensures that its workers have a good opportunity to move from their current role to a future opportunity within the organization. It is argued that Memon et al. (2017) are on the right track in their approach by emphasizing the importance of work engagement as an intermediate factor in the relationship between training satisfaction and turnover intentions. By highlighting internal growth and career advancement opportunities, Marriott Zurich may be able to reduce employee turnover. The hospitality industry might benefit from implementing strategies that align with

employees' expectations and career goals based on both theoretical and empirical research.

The hotel industry's researchers have also uncovered that factors such as work-life balance and managerial support contribute to employee retention. In the hospitality industry, challenging demands may lead to burnout if not managed effectively. A supportive management approach that prioritizes open communication and feedback can help Marriott Zurich increase employee retention through flexible scheduling, mental health initiatives, and mental health initiatives.

Therefore, Marriott Zurich's intentional attention to these variables could positively impact employee engagement and retention, including mutual incentives, transparent career advancement opportunities, and supportive leadership. Marriott's long-term operational prosperity is dependent on having a stable and loyal workforce, which is why this approach is not only beneficial to employees; it also aligns with Marriott's overarching goals.

4.4 To examine the correlation between employee training and development and other factors Marriott uses to retain loyal employees.

According to Memon et al. (2017), employee training and development, in conjunction with other factors used by Marriott to retain loyal employees, may be synergistic. It was discovered that training and development programs in the hotel industry increase job satisfaction, organizational commitment, and employee retention. The only way to improve a person's skills is through training, which suggests that relying solely on that may not be enough. Marriott employees are likely to remain committed if they receive employee benefits, work environments conducive to career growth, career advancement opportunities, and work-life balance initiatives.

According to Vroom's Expectancy Theory, Gyepi-Garbrah et al. (2023) found that workers' perceptions of organizational support and their satisfaction with their needs significantly influenced their commitment to their career objectives. In order to align with expectations theory, Marriott must provide a complete and supportive work environment that meets the needs of all its employees. An organization's objectives must be fulfilled beyond just providing opportunities for training and development in order for employees to remain loyal.

A sense of reciprocity among workers is created by companies that prioritize employee well-being and career development, according to Emily and Hailin (2011). It shows Marriott's commitment to its employees' welfare that it provides a comprehensive range of benefits and support. As a result, employees are more engaged, dedicated,

and loyal to the company, which is in line with the principles of social exchange.

The findings from Gyepi-Garbrah et al. (2000) and Emily and Hailin (2011) can be interpreted as aligning with both social exchange theory and expectancy theory in that Marriott invests in creating an environment conducive to employee wellbeing and professional growth. By aligning these two goals, employee loyalty and dedication are likely to be enhanced.

4.5 Conclusion

Staff retention in the hospitality sector is affected by Marriott Zurich's training programs. Based on the integration of theoretical frameworks and empirical evidence, we have found that tailored training programs correspond to employees' career goals, as well as the importance of organizational backing and professional advancement in fostering employee loyalty. The Marriott Zurich workforce engagement and retention must be carefully considered and handled in order to achieve the highest levels of engagement and retention. In the highly competitive hospitality industry, this is essential for the hotel's future success.

Chapter 5: Conclusion

5.1 Conclusion

In the study "The Impact of Employee Training and Development on the Potential to Retain a Committed Workforce in the Hospitality Industry: The Case of Marriott Zurich," significant new insights into the relationship between employee training and workforce retention have been revealed. Increasing employee loyalty and satisfaction is associated with higher retention rates after robust training programs have been implemented. Expectancy Theory and Social Exchange Theory were used to analyze this finding. It is the result of this study that the hotel industry needs to reevaluate the strategic importance of training when it comes to staff retention. Additionally, it supports existing ideas in this area with new evidence.

Based on Expectancy Theory findings, this study found that tailored training programs can increase job satisfaction and motivation for individuals. Additionally, Marriott Zurich's commitment to human development is reflected in its substantial investment in intensive training, which may increase organizational involvement and reduce turnover rates. As suggested by Expectancy Theory, the usefulness of training programs varies depending on individual factors, such as position, tenure, and objectives, so that younger or advancement-

seeking employees may be given preference for training.

Research demonstrates the importance of other critical aspects of employee retention in the hotel business, such as work-life balance and management assistance. Marriott Zurich's training and development program can be improved by addressing these diverse elements, resulting in motivated and loyal employees.

By studying training programs in this way, we can learn how to maximize employee engagement and commitment. A comprehensive and personalised training program that makes theoretical concepts practical is shown to enhance corporate loyalty and reduce employee turnover. Hotel companies, particularly Marriott Zurich, can significantly benefit from including staff development needs into strategic planning.

5.2. Recommendations

There are several subtle suggestions that emerge from the theoretical underpinnings and limitations mentioned, and the results of the study "The Impact of Employee Training and Development on Retaining a Committed Workforce in the Hospitality Industry: The Case of Marriott Zurich." Marriott Zurich may want to consider developing training programs tailored to the unique career goals and skills of its employees, based on the study and Expectancy Theory. To address implementation challenges such as resistance to new procedures or discrepancies between actual requirements and the training program's effectiveness, ongoing feedback mechanisms should be developed to evaluate the efficacy of training programs and provide insights for further improvement. This flexible training framework can be incorporated into corporate governance frameworks to ensure consistency and compliance. The use of mixed methods in future research is recommended for gaining a comprehensive understanding of employee experiences and outcomes. Studying personalised training programs' impact on employee retention and satisfaction should be the primary focus. In addition, it is recommended that similar training programs within the hospitality industry be studied in different cultural contexts. As a result, findings can be generalised, and theoretical frameworks related to employee retention and growth can be enhanced. In addition to providing comprehensive advice based on the study's synthesized results, these recommendations are not overly prescriptive.

References

Ahmad, R. et al., 2023. Social exchange theory: Systematic review and future directions. *Front. Psychol*, Volume 13.

Ahmad, S. et al., 2019. Qualitative v/s Quantitative Research. *Journal of Evidence Based Medicine and Healthcare*.

Akkerman, S., Admiral, W., Brekelmans, M. and Oost, H. (2006). Auditing quality of research in social sciences.

Aspers, P. & Corte, U., 2019. What is Qualitative in Qualitative Research?. *Qualitative Sociology*, 42(2), 139–160. [Online] Available at:

https://www.researchgate.net/publication/331387557_What_is_Qualitative_in_Qualitative_Research [Accessed October 2023].

Bajaba, S., Azim, M. T. & Uddin, M. A., 2020. Social Support and Employee Turnover Intention: The Mediating Role of Work-Family Conflict. [Online] Available at:

<https://rbgn.fecap.br/RBGN/article/view/4153/1793> [Accessed 10 2023].

Barrett, A., & O'Connell, P. J. 2001. Does training generally work? The returns to in company training. *Industrial and Labor Relations Review*, 54(3): 647-662.

Bharwani, S. & Butt, N., 2012. Challenges for The Global Hospitality Industry: An HR Perspective. *Worldwide Hospitality and Tourism Themes*, 2(4), pp. 150-162.

Braun, V. & Clarke, V., 2006. Using Thematic Analysis in Psychology. *Qualitative Research in Psychology*. *Qualitative Research In Psychology* 3(2), 77-101. [Online] Available at: https://www.researchgate.net/publication/235356393_Using_thematic_analysis_in_psychology [Accessed October 2023].

Burke, R. J. 1995. Benefits of formal training courses within a professional services firm. *The Journal of Management Development*, 14(3): 3-13.

Burrell, G. & Morgan, G., 1979. *Sociological Paradigms and Organisational Analysis*. London: Heinemann.

Byrne, B. M., 2001. *Structural Equation Modeling with AMOS: Basic Concepts, Applications, and Programming*. 2 ed. Mahwah, NJ: Lawrence Erlbaum Associates.

Cherry, K., 2022. Understanding Social Exchange Theory in Psychology. [Online] Available at: <https://www.verywellmind.com/what-is-social-exchange-theory-2795882> [Accessed 21 April 2023].

- Chiang, C.-F., Jang, S. (., Canter, D. & Prince, B., 2008. An Expectancy Theory Model for Hotel Employee Motivation: Examining the Moderating Role of Communication Satisfaction. *International Journal of Hospitality & Tourism Administration*, 9(4), 327-351. [Online] Available at: <https://www.tandfonline.com/doi/epdf/10.1080/15256480802427263?noredAccess=true> [Accessed 10 2023].
- Clark, M. S. & Mills, J., 1979. Interpersonal Attraction in Exchange and Communal Relationships. *Journal of Personality and Social Psychology*, 37(1), p. 12–24.
- Cohen, L., Manion, L., Morrison, K., 2018. *Research Methods in Education*. 8 ed, Oxon, Routledge. [Online] Available at: https://his.p.html.ch/pluginfile.php/71585/mod_resource/content/0/Research%20Ethics.pdf [Accessed February 2024]
- Costen, W. & Salazar, J., 2011. The Impact of Training and Development on Employee Job Satisfaction, Loyalty, and Intent to Stay in the Lodging Industry. *Journal of Human Resources in Hospitality & Tourism*, 10(3), pp. 273-284.
- Creswell, J. & Poth, C., 2018. *Qualitative Inquiry and Research Design Choosing among Five Approaches*. 4 ed. Thousand Oaks: SAGE Publications, Inc.
- Cropanzano, R. & Mitchell, M. S., 2005. Social Exchange Theory:. *Journal of Management*, Volume 31, p. 874.
- Crotty, M., 1998. *The Foundations of Social Research: Meaning and Perspective in the Research Process..* London: SAGE Publications Inc..
- Easterby-Smith, M., T. R. & Lowe, A., 2002. *Management Research: An Introduction*. London: Sage Publications Ltd..
- Emily, M. & Hailin, Q., 2011. Social Exchanges as Motivators of Hotel Employees' Organizational Citizenship Behavior: The Proposition and Application of a New Three-Dimensional Framework. *International Journal of Hospitality Management*, September, 30(3), pp. 680-688.
- Gelling, L. (2015). Non-maleficence: the second ethical principle - Clinfield. [online] Clinfield. Available at: <https://clinfield.com/non-maleficence-the-second-ethical-principle/>. [Accessed February 2024]
- Glance, N.S., Hogg, T., and Huberman, B.A.1997. Training and turnover in the evolution of organizations. *Organization Science*, 8(1): 84-96
- Gordon, J., 2023. What is Expectancy Theory?. [Online] Available at: https://thebusinessprofessor.com/en_US/management-leadership-organizational-behavior/expectancy-theory-of-motivation [Accessed 10 2023].
- Gray, D. E., 2004. *Doing Research in the Real World*. London: Sage Publications Ltd.
- Grix, J., 2004. *The Foundations of Research*. New York: Palgrave Macmillan.
- Groh-Samberg, O. and Tucci, I. (2010). Qualitative Interviewing of Respondents in Large Representative Surveys. SSRN Electronic Journal.doi:<https://doi.org/10.2139/ssrn.1639799>. [Accessed February 2024]
- Guba, E. G. & Lincoln, Y. S., 1994. "Competing Paradigms in Qualitative Research". In: *Handbook of Qualitative Research*. 2 ed. Thousand Oaks: Sage Publications, pp. 99-136.
- Gyepi-Garbrah, T., Preko, A., Mohammed, I. & Mohammed, I., 2023. Using Goal-setting Theory and Expectancy Theory to Understand Career Goal Implementation in The Hospitality Industry. *Journal of Hospitality, Leisure, Sport & Tourism Education*, June. Volume 32.
- Han, J. W., 2020. A Review of Antecedents of Employee Turnover in The Hospitality Industry on Individual, Team and Organizational Levels. *International Hospitality Review*, 8 December, 36(1), pp. 156-173.
- Hassan, W. et al., 2013. The Effect of Training on Employee Retention. *Global Journal of Management and Business Research*, 13(6), p. 17–20.
- Hoft, J. (2021). Anonymity and Confidentiality. *The Encyclopedia of Research Methods in Criminology and Criminal Justice*, 1(41), pp.223–227. [Online] Available at: [doi:https://doi.org/10.1002/9781119111931.ch41](https://doi.org/10.1002/9781119111931.ch41). [Accessed February 2024]
- Islam, M. R., Khan, N. A. & Baikady, R., 2022. Inductive and/or Deductive Research Designs. In: *Principles of Social Research Methodology*. Singapore: Springer, pp. 59 - 70.

- Jonason, P. K. -P.-. & Middleton, J. P., 2015. Dark Triad: The “Dark Side” of Human Personality. [Online] Available at: https://www.researchgate.net/publication/304194431_Dark_Triad_The_Dark_Side_of_Human_Personality/citations [Accessed 10 2023].
- Karen, S. C., 2015. Exchange: Social. In: International Encyclopedia of the Social & Behavioral Sciences. 2nd ed. USA: Elsevier, p. 482–488.
- Laughlin, R., 1995. Methodological Themes: Empirical Research in Accounting Alternative Approaches and A Case for ‘Middle-Range’ Thinking. *Accounting, Auditing & Accountability Journal*, 8(1), p. 63–87.
- Lincoln, Y. S. & Guba, E. G., 2000. Paradigmatic Controversies, Contradictions, and Emerging Confluences. In: *Handbook of Qualitative Research*. Second ed. Thousand Oaks: Sage Publications Ltd, p. 163 – 188.
- Linneberg, M. S. & Korsgaard, S., 2019. Coding qualitative data: a synthesis guiding the novice. *Qualitative Research Journal*, 19(3), pp. 259-270.
- Maria, L. (n.d.). Culturally Responsive Research Ethics. [online] Research Methods Community. Available at: <https://researchmethodscommunity.sagepub.com/blog/culturally-responsive-research-ethics> [Accessed Feb. 2024].
- Marriott, n.d. International Marriott. [Online] Available at: <https://www.marriott.de/hotels/travel/zrhdt-zurich-marriott-hotel/> [Accessed 10 2023].
- Marriott, n.d. Marriott Retention Score. [Online] Available at: <https://www.comparably.com/companies/marriott/retention> [Accessed 10 2023].
- Meeker, B. F., 1971. Decisions and Exchange. *American Sociological Review*, 36(3), p. 485–495.
- Memon, M. A., Salleh, R. & Baharoma, M. N. R., 2017. “The Mediating Role of Work Engagement between Pay Satisfaction and Turnover Intention”. *International Journal of Economics, Management and Accounting*, 25(1), pp. 43-69.
- Morrow, S. L., & Smith, M. L. (2000). Qualitative research for counseling psychology. In S. D. Brown & R. W. Lent (Eds.), *Handbook of counseling psychology* (3rd ed., pp. 199–230). New York: Wiley.
- Nowell, L., Norris, J., White, D. & Moules, N., 2017. Thematic Analysis: Striving to Meet The Trustworthiness Criteria. *International Journal of Qualitative Methods*, 16, 1-13. [Online] Available at: <https://journals.sagepub.com/doi/10.1177/1609406917733847> [Accessed October 2023].
- Patton, M.Q. (2002). Two Decades of Developments in Qualitative Inquiry. *Qualitative Social Work: Research and Practice*, [online] 1(3), pp.261–283. doi:<https://doi.org/10.1177/1473325002001003636>. [Accessed February 2024]
- Poland, B. D., 1995. Transcription Quality as An Aspect of Rigor in Qualitative Research. *Qualitative Inquiry*, September, 1(3), p. 290 – 310.
- Rice, P.L. and Ezzy, D. (2000). *Qualitative research methods – a health focus*, Oxford University Press, New York.
- Ritchie, J., & Lewis, J. (2003). *Qualitative Research Practice—A Guide for Social Science Students and Researchers*. London, Thousand Oaks, CA Sage Publications Ltd. - References - Scientific Research Publishing. [online] Available at: <https://www.scirp.org/reference/ReferencesPapers?ReferenceID=1401383> [Accessed Feb. 2024].
- Saunders, M., Lewis, P. & Thornhill, A., 2009. *Research Methods for Business Students*. New York: Pearson.
- Scholl, R. W. 1981. Differentiating organizational commitment from expectancy as a motivating force. *Academy of Management Review*, 6(4): 589-599
- Shazia, J., 2014. Qualitative Research Method- Interviewing and Observation. *Journal of Basic and Clinical Pharmacy*, 5(4), 87-88. [Online] Available at: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4194943/> [Accessed October 2023].
- Sparks and C, A. (1998). Validity in qualitative inquiry and the problem of criteria: Implications for sport psychology. APA PsycNet.
- Steers, R. M. 1977. Antecedents and outcomes of organizational commitment. *Administrative Science Quarterly*, 22(1): 46-56.
- Strauss, A. & Corbin, J., 1998. *Basics of Qualitative Research: Techniques and Procedures for Developing Grounded Theory*. 2nd ed. Thousand Oaks: Sage Publications Ltd.
- Taherdoost, H., 2016. *Sampling Methods in Research Methodology; How to Choose a*

Sampling Technique for Research. SSRN Electronic Journal, 5(2): 18-27. [Online] Available at: https://www.researchgate.net/publication/319998246_Sampling_Methods_in_Research_Methodology_How_to_Choose_a_Sampling_Technique_for_Research#fullTextFileContent [Accessed October 2023].

Tanskanen, K., 2015. Who Wins in A Complex Buyer-Supplier Relationship? A Social Exchange Theory Based Dyadic Study. *International Journal of Operations and Production Management*, 35(4), p. 577–603.

Taylor, G.R. (2010). *Integrating Quantitative and Qualitative Methods in Research*. 3rd ed. University Press of America: Lanham. University of Oxford (2021). *Informed Consent*. [Online] [researchsupport.admin.ox.ac.uk](https://researchsupport.admin.ox.ac.uk/governance/ethics/resources/consent#:~:text=Informed%20consent%20is%20one%20of,before%20they%20enter%20the%20research). Available at: <https://researchsupport.admin.ox.ac.uk/governance/ethics/resources/consent#:~:text=Informed%20consent%20is%20one%20of,before%20they%20enter%20the%20research>. [Accessed February 2024]

Veal, A. J., 2011. *Research Methods for Leisure and Tourism: A Practical Guide*. 4 ed. Harlow: Pearson Education Limited.

Vroom, V., 1964. *Management and Motivation*. New York: Wiley and Sons.

