

Explore the cost/benefit value of employee retention as a Human Resource strategy. When is employee turnover becoming a strategic burden? A case of Marriott Zurich

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Abstract

Employee retention is vital in every organization. Retention strategies are key in the area of stability and productivity of supplier workforce. Using a qualitative research design, semi-structured interviews were undertaken with managers and staff across sectors and industries to unearth key drivers of retention, which includes job satisfaction, management and leadership, career development opportunity and more. The results showed that the effective strategies reduce turnover and improve employee engagement and organizational commitment. This research study will certainly help the other researchers as well as the organizations to have a deeper understanding of the variables regarding retention and give potential recommendations to make practices better. Upon using the critical realism paradigm to gather data, the author concluded that there are underlying factors of employee's emotions which causes low levels of productivity, creating decentralised opinions towards the organisation.

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Chapter 1: Introduction

1.1 Background Information

Human Resource Management (HRM) is integral to upholding the organisational culture by ensuring adherence to established rules and regulations. The HR department is primarily responsible for the strategic recruitment, retention, and rotation of employees, which are critical to optimising efficiency, effectiveness, and overall productivity. Employee relations policies are designed to cultivate constructive relationships with both employees and their unions, promote a collaborative work environment, manage labour costs effectively, and develop a committed and motivated workforce (Haynes et al., 2001).

When it comes to filling open positions, high employee turnover adds to the cost of resources, recruiting, and time. Employee retention is focused on keeping or encouraging employees to stay in an organisation for the longest possible period (Bidisha, 2013). As the employee's loyalties and intentions start to shift, it is vital for the department to search for the right fit with the establishment in order to invest and nurture them into loyal employees. , , Marriott mentioned despite having one of the lowest turnover rates in the hospitality business, the company's competitive strength is dependent on hiring, developing, and maintaining high-quality employees (Carman, 2000). The organisations profoundly rely on HRM to retain these employees. In this case study, the focus will be on Marriott Zurich, under the management of Marriott International, a renowned American

multinational establishment. Marriott Zurich is a 4-star business hotel located in the heart of Zurich (Marriott, 2021). Employee turnover continues to be one of the undervalued issues in the hospitality industry. The hospitality industry is constantly dealing with the issue of relocating staff; constant, dynamic effort to maintain qualified staff. It appears that the hospitality industry contributes much more to modernising society through environmental and social activities. Human Resources' internal operations, particularly when it comes to retaining employees (Ghani et al., 2022). In context to In this research, we explore the face value of how employee retention can be a strategic act from the management. Furthermore, investigates how Marriott Zurich sustains their employees and measures how beneficial it can be for the future of the organization.

1.2 Rationale of the study

The purpose of the research is to analyse and explore the value and importance of training and development. Exploring the advantages and disadvantages of employee turnovers in the hotel industry, specifically in the case of Marriott Zurich. For instance, there are several research studies about employee performance and retention but none that goes against the norms to question the benefit of employee retention. In cases such as studies by Carvalho et al., (2019) where the authors explore the determinants of employee retention. An analysis on cost-benefit analysis of industrial training by Cohen (1985) likewise demonstrates evidence on cost-benefit analysis of industrial training, which is a study that focuses on Malaysia and proposes a straightforward approach based on common evidence available at a corporate level.

The existing resources have certain limitations in thoroughly discussing the benefits of employee turnover. This research will specifically examine the employee turnover rates at Marriott and Zurich, focusing on the strategies employed by their Human Resource departments, as well as the challenges. The findings of this study will be valuable for smaller startup companies facing turnover-related challenges and for hotels and restaurants experiencing deadweight losses within their operations.

A potential benefit for Marriott is the ability to assess and reduce job losses while enhancing cost efficiency in professional development. The outcome of this study could lead to a re-engineering of collaboration amongst managers, which is essential for the successful creation and implementation of an effective employer branding strategy. This study challenges conventional Human Resource practices and may offer new perspectives that differ from the

approaches taken by some of the world's leading industries.

1.3 Aim and Objectives

This research aims to explore the cost/benefit value of employee retention as an HR strategy. When is employee turnover becoming a strategic burden? The case of Marriott Hotel in Zurich.

Objectives:

1. To identify factors leading to employee turnover in Marriott Zurich.
2. To examine the importance of employee retention in enhancing business performance in Marriott Zurich.
3. To investigate the effectiveness of HR strategies in maintaining employee retention in Marriott Zurich.

1.4 Summary of Methodology

The critical realism research paradigm implemented, allows the author to seek and explain the correlation of employee turnover and the impacts on the organization by uncovering the underlying mechanisms by focusing on the workplace culture. The author investigates the study by creating in depth narrative design which consists of storytelling from their work experience at Marriott Zurich.

The author utilized the thematic analysis to approach the study with transparency from the answers of the participants. The use of storytelling methods allowed the author to create and identify repetitive themes from the underlying emotions and the participants' interpretations of the workplace environment. Not only does this research emphasize on the veiled factors but also adds in new insights by revealing participants' feelings towards retention from their perspectives.

Chapter 2: Literature review

2.1 Theoretical framework

2.1.1 Human Capital theory

The term Human Capital was coined by one of the most famous scientists called Becker (Frese et al., 2001). The inventor created one of the greatest contributions to this scientific field and is therefore considered the universal creator within the framework of the human capital concept. The most valuable resource in any hospitality business is its people (Tanke, 1990, p.37). Peers (2015) of Monash University asserts that "Human is a generalised thing; it can also be adapted to describe one's identity. 'Capital' is a term that relates to wealth and value accumulation to assert that both humans and capital are metaphysical beings, therefore, implies a paradoxical

arrangement in which there is no tangible 'human' or 'capital,' even though it is usually assumed that both phrases refer to items for which empirical evidence exists. As displayed above, in Figure 1, we can identify and evaluate how it affects replacing Human Capital. Not only are there directly affecting cost but as well as indirect costs. The idea of human capital dates back at least to Smith (1776), who noted in his concept of capital that the acquisition of skills while pursuing an education, study, or apprenticeship results in a financial expense.

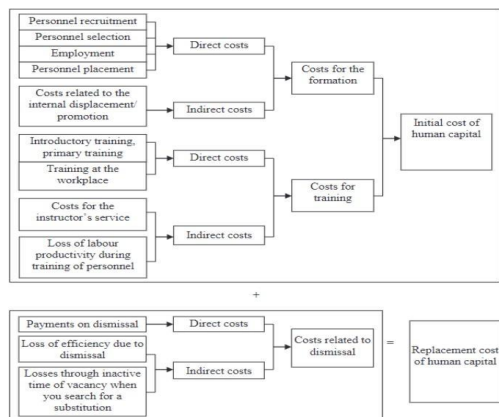


Fig.1 Human capital theory (Flamholtz, 1982)

Smith's (1776) study was unequivocal about the importance of human capital. He remarked on most people's preconceived notion of capital stock as always being something physical, such as factories, machines, or tools, and he cautioned the reader not to forget that one of the most important aspects of capital stock is the raised product out of human beings (Machlup, 1982). Pariboni (2019) mentioned that an increase in usable labour productivity is reliant, first and foremost, on the worker's dexterity and ability, and subsequently on the improvement of the equipment and tools he uses, by doing so he highlighted the importance and role of education in a person's and the population's economic growth. (Khaykin et al., 2020) stated that the incorporation of human capital in growth accounting treats improvements in education as a source of growth. (Snell, 2006; Goldwin 2012 cited by Acemoglu et al., 2012) said that if the aspects of human capital accumulation that are not private were infused, the impact of education would be significantly larger, and the residual smaller cross firms from greater awareness reduced criminal cases and increased advancements as a direct result of more smart and informed people. This suggestion's investment component distinguishes human capital expenditures from consumptive purchases, which provide limited advantages past immediate gratification (Sweetland, 1996).

"Human capital theory distinguishes between various types and modes of education" a theory by Johnes (1993, cited by Sweetland). This would include formalised studying at the elementary, high school, and higher education levels (Cohen et al., 1990), home school education and at work (Schultz, 1981), on-the-job training and apprenticeship programs (Mincer et al., 1974).

2.1.2 Cost-Effective Analysis Theory

Jules Dupuit's Cost-Effectiveness Analysis involves examining a problem's objectives and the various strategies for achieving them using theory, data, and models. This process compares the costs, benefits, and risks of different solutions, guiding decision-makers in selecting the most effective approach. This research will apply both Cost-Effectiveness Analysis (CEA) and Cost-Benefit Analysis (CBA) theories to evaluate outcomes and benefits.

A cost-effectiveness analysis helps identify areas where resources could be rerouted to achieve more. It demonstrates the value of shifting resources from ineffective to effective interventions and the worth of reallocating resources from less cost-effective to more cost-effective, effective interventions. The new technique has more significant effects but higher costs; otherwise, no analysis would be required (Welch, 1998).

$$CE\ ratio = \frac{Cost_{new\ strategy} - Cost_{current\ practice}}{Effect_{new\ strategy} - Effect_{current\ practice}}$$

Fig.2. The equation to calculate Cost Effectiveness

Human Resources can use cost-benefit analysis to statistically assess the potential returns against the related costs of investing in projects such as employee training, absenteeism reduction programs, and the automation of HR procedures. A cost-benefit analysis is particularly useful when addressing questions that begin with "what if" or "should we?" (Layard, 1994). HRM has the opportunity to increase its market share and use the new business environment to benefit the company (Dudovskiy, 2012). For this research, this theory will experiment with the qualitative approach. The Cost- Effective can be broken down into different employee scenarios to conduct their benefit packages, the career and leadership development.

2.1.3 Bargain Labourer HR Strategy

Human Resource Management (HRM) strategically collaborates with other departments within the organisation to develop and implement

plans that ensure the delivery of high-quality goods and services. HRM encompasses a set of coordinated decisions regarding organisational goals, operations, and resource allocation (Oppong, 2016). Where competitive business strategy focuses on choices about how to serve the customer's needs, and on the other hand, One specific subcategory that relates to this specific research is Bargain Labourer HR Strategy which focuses on the internal labour markets because promoting and marketing from within is less costly and tends to minimise labour costs. An organisation must understand precisely what it wants people to do; a cost leadership strategy emphasising strictly controlled practices makes sense. By emphasising tightly controlled practices, the organisation can standardise products or services and mass-produce them at the lowest possible cost.

In organisations implementing Bargain Labourer's HR strategy, many entry-level jobs generally demand external sourcing. These roles often include basic tasks, with limited opportunities for development or career advancements. Bargain Labourer HR approach, correlate with which fills most positions with people new to the workforce or who have already worked in equivalent tasks at others. companies. The selection process in this strategy is designed to recruit individuals who can perform simple tasks with minimal specialised knowledge, thereby ensuring the provision of cost-effective products and services.

2.2 *Review of Empirical Research*

Even though Human capital argues that Human Capital suggests that organisations must prioritise training and development in the hopes of reaping a variety of interests, some empirical research has concentrated on the budgetary advantages of higher salaries. The information tends to demonstrate rates of return for another year of education of around 10%, with some variance by gender and race/ethnicity (Eide et al., 2010).

Some empirical research seeks to prove the connection between education and return metrics, which is far more challenging than merely finding a correlation.

Early research evaluated the lifetime earnings characteristics of individuals with varying degrees of academic attainment. More advanced examination of several regressions has sought to take into consideration a variety of technical estimate issues such as missing variables, non-random sampling, incorrectly measured variables, and outcomes determined jointly (Eide et al., 2010). , Simultaneously, reflecting the company's human capital in value terms will enable the generation of resources and policies that will serve as the foundation for measuring the

company's employee capability and will support its successful administration (Pravdiuk et al., 2019).

The department must develop policies in order to maximise the efficiency of Human Resource services in contributing to business strategy.

It is theorised, and supported, that business strategy influences and aligns with Human Resource (HR) practices, thereby impacting HR strategy. This alignment determines how HR operations are conducted and guided by departmental policies, highlighting the importance of HR strategies within the organisation. In recruitment—whether for hiring, transferring, promoting, or deploying staff—HR must consider the company's business strategies and priorities (Bohlander et al., 2013). Human Resource uses "Recruiting process outsourcing", (RPO) which sometimes outsources their recruiting functions to outside firms. Recruiting personnel entails recognising and enticing people who are likely to work for a company. The key to effective recruiting is providing abundant job opportunities for the candidates and maintaining their enthusiasm.

According to Oppong(2015) associating strategies to staff recruitment is critical to any organisation because this is the beginning point for talent acquisition. Staff hiring tactics are thus most effective when they are consistent with the practical usage of strategies.

The analysis of the cost-benefit hypothesis contributes to comprehension by explaining the issue and investigating the theoretical foundations for some of the strategies that have become widely used decision-making tools worldwide. The cost-benefit analysis aims to provide a consistent method for assessing decisions regarding their implications. The framework incorporates a variety of ways to the definition and formulation of cost-benefit problems. Finally, it outlines the consequences of several practical challenges and a reasonably cohesive description of the most salient results of the theoretical literature (Stern,1987).

Chapter 3: Methodology

3.1 Research Design

In the human sciences, the term "paradigm" was used in three different contexts: to institutionalise intellectual activity; to describe broad groups of various approaches and perspectives to the study of any subject; and to describe broad research paradigms, such as the positivist or interpretive paradigms (Elyas et al.,2010). The Critical Realism paradigm was embedded in the process of developing this research paper and benefited the readers in understanding the approach.

The term Critical Realism (CR) was a relatively new paradigm position. Nevertheless, it represented a synthesis of concepts contrary to traditional positivist and interpretivist paradigms (Kemp; Bazeley; Haigh, 2019). Critical realism benefited this paper as the norms of employee retention were questioned; therefore, critical realism is the approach for this research as this deviated from the norm. The aim provided above included a rhetorical analysis question that needed to be answered.

Moreover, the researcher had deduced that narrative would be utilised as a research design. The narrative is a methodology that provides an option to explore personal experiences beyond the boundaries of a questionnaire (Overcash, 2003). In 1969, Todorov coined the term "narratology," which was regarded as a brand-new, respectable field of study (Riessman, 1993). Narratives were socially constructed; they are social in that they are shared openly among individuals and were exchanged. The procedures of this methodology included interviewing and studying one or two individuals, gathering data through interviews and collecting their stories regarding their experiences and chronologically ordering, coding data and analysing the data (Czarniawska, 2004). In addition to narrative enquiry, the author had concluded that the methodology efficiently informed the readers with in-depth data and revealed a unique perspective and a deeper understanding of the research (Library, 2021).

3.2 Sample & data collection

Sample

According to The American Heritage College Dictionary (1993), a sample is a portion or segment representative of a whole (Onwuegbuzie et al., 2015). In research terminology, Sampling is selecting a representative number from the whole population. Defining the population and the selection of samples were vital as the scope contains all possible cases (Taherdoost, 2016). As this research contained Qualitative research, the author has taken a Non-Probability sampling approach and chosen the Judgement sampling method to conduct the studies. It will be advantageous to the author as it did not allow generalisations but is somewhat subjective (Taherdoost, 2016). The sample was taken from two perspectives, one from a Human Resources Management perception and another from an employee perspective. The characteristics of this interview included employees of Marriott Zurich and specifically people who were knowledgeable in the HR department. The qualitative researcher needed to gather data that reached data saturation (Flick, 1998), theoretical saturation (Strauss et al., 1990) or informational redundancy (Lincoln et

al., 1985) in order to make the analytic generalisation richer. The researchers identified the events, settings, individuals, and artefacts with the most potential for yielding valuable data (Marshall et al., 2006). In order to sample efficiently, the author had to establish the target population, sampling frame, sampling technique and sample size to move towards the next research step: data collection (Taherdoost, 2016). Conversely, interviewing until redundancy is the best norm for a qualitative sample size (the process of sequentially conducting interviews until all concepts were repeated multiple times without new concepts or themes emerging).

Data Collection

As stipulated, this research was designed as a narrative study. According to Berinsky and Kinder (2006) and Jones and Song (2014), narrative thinking was the preferred method for structuring ideas, memories, emotions, and other cognitive processes. To ensure the collection of rich and saturated data, the researcher needed to encourage participants to engage in narrative thinking.

During data collection for narrative research, researchers were also required to adopt a narrative mindset as "researcher-storytellers," creating a space where living and telling served as starting points, balancing the dimensions of temporality, sociality, and place, and deeply involving themselves in the inquiry (Kim, 2016, p. 5). Consequently, the author selected in-depth interviews, recognizing that social reality is inherently subjective. This method, with its capacity for repetition, rephrasing, and emphasis, offered significant flexibility, facilitated broad communication, and minimise misunderstandings. Additionally, the research employed the Semi-Structured Interview (Galletta, 2013), which allowed the researcher to adapt the flow of questions, providing flexibility to respond to the needs of participants, as described by Taylor & Bogdan; Lincoln & Guba (1984, 1985, cited by Plowman, 1995).

To summarise, the researcher approached interviews with the fundamental mindset that the researchers were the ones seeking knowledge, while the individuals being interviewed were the ones possessing it (Kim, 2016, p.5). To conduct the interviews, the researcher performed a semi-structured interview; since the research was narrative-based, the study included fewer samples but was sufficient to achieve theoretical saturation. The researcher utilised the narrative thinking technique to ensure the interviews were more in-depth and detailed (Kim, 2016). The semi-structured interview is appended for ease of reference.

3.4 Data Analysis

In this section of the research paper, the researcher conducted interviews in order to proceed with data analysis. Coding was crucial, as the data needed to be evaluated methodically for qualitative research to produce pertinent and beneficial results (Stirling, 2001). For qualitative research, reliability was just as crucial as it was for quantitative research (Becker, 1970). Additionally, there was a need for more transparency in qualitative analysis (Campbell et al., 2013). This could only be achieved by documenting, organising, and distributing the analysis processes so that new and improved tools could be created and existing methodologies distributed and enhanced (Stirling, 2001). The author recorded audio files to code the data and perform thematic analyses. By utilising verbatim transcription, the interviews were documented and recorded to be transcribed and coded efficiently. For instance, content analysis is a method to systematically code and classify information that is used to covertly examine large amounts of textual data for patterns and trends in word usage, frequency, relationships, and communication structures and discourses (Mayring, 2000; Pope et al., 2006, cited by Vaismoradi, 2013). Another technique was thematic analysis, which is a method to analyse and comprehend a data set (Vaismoradi, 2013). The coding techniques proposed are Content Analysis (Powers & Knapp, 2006), Thematic Analysis (Braun & Clarke, 2006), and Verbatim Transcription (Saldaña, 2021). These methods worked hand in hand to code the interviews and to transcribe them accurately.

3.5 Ethical Issues

When conducting research or writing a proposal, it was vital not to turn a blind eye to ethical issues. The author had to be transparent at all stages and in all types of work. The author needed to be aware of how their work could provoke or harm others; the author had to consider all the possible issues and think of ways to address them (Creswell, 2014). A study by Creswell (2014, cited by Israel & Hay 2006) stated that researchers must be cautious and aware. To protect their participants, researchers need to ensure informed consent, build trust, promote research quality, prevent misconduct and malfeasance that could negatively impact their establishment or intuitions, and address novel and complex problems. Researchers must implement the necessary precautions and protection measures to safeguard their participants. A principle known as confidentiality allowed individuals to refuse the publication of any data that could harm them and ensured they could speak freely (Piper et al., 2005). To protect participants, the researcher decided to establish a consent form and a participation

information sheet. This sheet included an introduction to the study, details of the research topic, information on participation, data usage and confidentiality (Zyphur, 2017b). The research identified ethical issues and sought ways to address them. For example, in analysing the data, it was crucial that the author remained unbiased; one approach to achieving, and storage, the author avoided sharing data with others refrained from falsifying ownership or authorship.

3.6 Limitations

Research limitations refers to the practical or theoretical shortcomings of a study which frequently exist outside the researcher's control. According to Price and Murnan (2004), the authors define it as the design or methodological aspects that affected the interpretation of the research findings. The limits of the study are the restrictions on the capacity to generalise the findings and to elaborate on their practical applicability.

The limitation of this case study consists of having a limited sampling size, as the author originally intended to have 10 participants in study, however after reaching out and contacting potential candidates, majority of them had rejected or became unavailable, therefore had to work on a limited pool of participants. Theoretical scope of the study is quite focused; however, most respondents had inconclusive answers, which made it difficult to analyze the participant's process of storytelling.

The author deduces from the above given drawbacks, however the research brings valuable insight into analyzing the factors leading up to employee retention, which also presented generalized data.

Chapter 4: Findings

The aim of the research was to explore the cost/benefit value of employee retention as a strategic HR initiative. When is employee turnover becoming a strategic burden? The case of Marriott Hotel in Zurich. The chapter provides a comprehensive analysis of findings, structured around three core aligned with the research objectives: the factors driving employee turnover, the significance of employee retention, and the effectiveness of HR strategies in maintaining employees.

4.1 Factors leading to Employee Turnover

This section presents a detailed analysis of the primary and underlying factors of employee turnover in Marriott Zurich. Despite the importance of these factors, the mechanisms of turnover are complex and multidimensional. Figure 4.1 highlights key causes of staff

resignations at Marriott Zurich, providing a nuanced overview of the elements that influence employee retention.

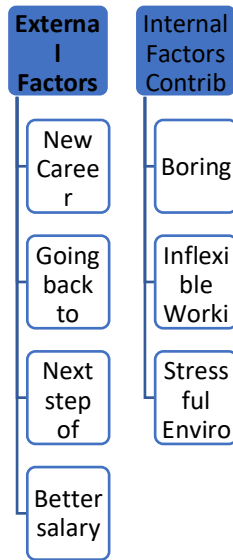


Figure 4.1 Factors Influencing Employee Exits

Figure 4.1 demonstrates the various factors that contribute to higher turnover rates at Marriott Zurich. Among these factors, one that stands out is expatriate employees' desire to return to their home countries for personal reasons. Furthermore, employees might choose to resign to advance their careers or pursue higher education, raise a family or transfer to a different region.

Figure 4.2 further examines specific incidents, including dissatisfaction with compensation, job monotony, and inflexible working hours, revealing critical challenges and areas needing attention.



Figure 4.2 Prompted reasons for Employee Turnover

E2: For example, Front Office is closer to an office job therefore people would rather have a more structured 9 to 5 working hours. Also people found jobs with higher salary as they requested for a raise but got denied.

E5: In my experience, some people are working inflexible hours and a few long hours, and it can be a burden to balance work and life.

Figure 4.2 shows Marriott Zurich's top attrition causes. Front office staff were disappointed with no pay raise and searched for a 9-to-5 schedule. Due to employment monotony, off-season department transfers occurred. Work-life balance was also difficult with extended and inflexible hours.

Incentives such as goal-orientated awards and loyalty programs like Marriott Bonvoy motivates the employees of Marriott Zurich (in Figure 4.3). Promotions increase employee engagement and satisfaction. Moreover, connecting employees and staff activities helps toward a happy workplace. You can show your appreciation to your employees with a well-organised dinner to thank them. The "Star Reward System" and the "Employee of the Month" program awards employees for loyalty and productivity.



Figure 4.3 Indicators of Motivation on Employees

4.2 Importance of Employee Retention

The rapid resolution of concerns was noted by employees, with observations such as "settles before it escalates", which emphasised the importance of timely issue resolution demonstrating the significance of a responsive HR role in the process of maintaining a stable workforce and improving overall organisational stability. The work culture is adaptive to problem-solving adaptabilities and promotes this type of fixing solution thoroughly.

P1: For example, there were a few cases of Harassment, they took immediate action and even followed up after the situation was resolved.

P2: There is a hotline for employees to report or make an anonymous complaint and if the situation is serious, they will make an investigation on the problem.

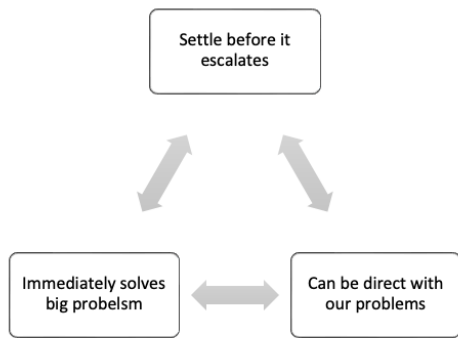


Figure 4.4 Problem-Solving Adaptability

The HR department takes proactive steps to eliminate difficulties that may hinder productivity. According to figure 4.4, if an organisation wants to ensure stability in the workforce and organisation. These reactive methods emphasized problem solving for improved satisfaction and productivity. One participant said certain views completely contradicted expectations on internal issues like “harassment”.

P1: HR was quite a bit like whenever there was an issue that they just resolved like they took actions so I never had a problem quite with the HR they also helped me find my other job as well in a way. With regards to the previous comment made above, a few participants have also mentioned “Marriott really cares no matter how small the problem”. A participant even was given help to find another job in a different Marriott chain after quitting Marriott.

When staff compare their previous workplace to their current one, they notice differences in the level of attention paid to HR processes like those to make the workforce more resilient or productive. According to the employee in Figure 4.5, Marriott’s HR practices, which include a strong emphasis on continuous communication and proactive help. This is a good example of HR best practice, they contend.

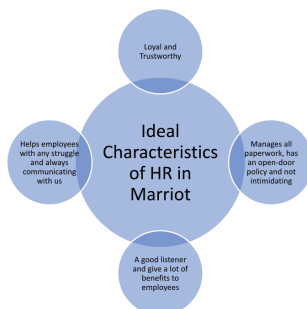


Figure 4.5 Ideal Characteristics of HR

Below are some of the answers from participants that enhance the arguments presented above.

P3: Honestly, from my past work experiences Marriott shows that they really care about their employees and shows effort to give employee benefits.

4.3 The Effectiveness of HR strategies

The researcher also studied what Marriott does to sustain its employees. As explained by Participant 1 in the recurring section of the “Characteristics Sustained by Marriott,” Marriott maintains that they pick and keep workers based on their loyalty, hardworking nature and just basically playing fair game”. The focus on some traits results in the creation of a loyal and dedicated workforce, which is necessary for a hotel’s success. The redundancy of the answers collected from the participants is shown below in Figure 4.6.

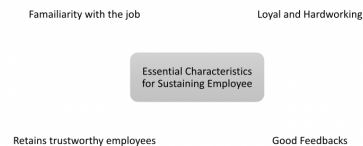


Figure 4.6 Essential Characteristics for Sustaining Employees

The figure above outlines the essential qualities for retaining people inside Marriott Zurich. These characteristics all contribute to effective employee retention and organisational success. From the managerial interviews, it was highlighted that they retain employees selectively, biased towards those with more familiarity with the job, loyal and hardworking employees, and employees who get good feedback from guests and management.

Another effective strategy of retaining employees is career development by using online digital platforms for training and courses. Figure 5 further expands and indicates the usage and the opinions to these trainings:

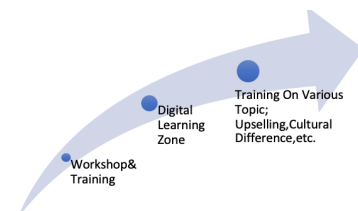


Figure 5 Indication of Training

These classes also encourage professional growth, which boosts retention by showing employees how to advance within the company. This technique boosts employee engagement, loyalty, and personal and professional progress.

However, it is necessary to point out that some employees find these training useless, indicating a need for ongoing improvement and customisation to fit various learning needs and preferences.

M1: We have one person from the HR team (myself), and it is my responsibility to train personnel on the property. So the expense would be based on one manager position.

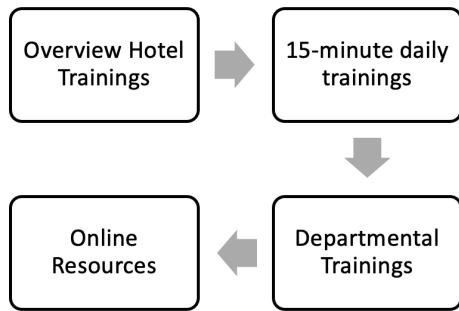


Figure 5.1 Trainings Provided by Manager

Figure 5.1 displays the daily regular trainings occurring in the Marriott to motivate and give informational sessions on each department.



Figure 6 Manager Feedback on Employee Benefits

According to the Manager representatives, Marriott Zurich offers employee benefits to boost job happiness and retention, according to the manager representative. These perks include discounted train and tram tickets, rooms and restaurant services, and promotion training. Celebrate employee achievements and honour outstanding employees with the "Employee of the Month" award.

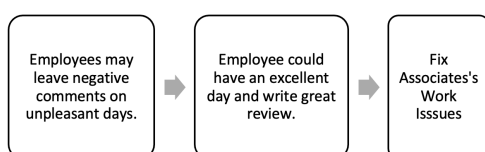


Figure 7 Understanding Survey Dynamics: Reasons for Frequent Feedback

As indicated in Figure 7, the author's findings shows that employee satisfaction is evaluated through the use of quarterly surveys, and human resources has made the decision to increase the frequency of these surveys in order to obtain additional information and insights.

M1: We have surveys once every quarter that all associates have to submit online. The survey themes vary, but per survey approx. 10 questions are asked, and can then be viewed by the Director of HR. We do quarterly surveys so we can improve and work on whatever issues the associates are facing throughout the whole year and like this we get better results.



Figure 8 Understanding Survey Dynamics: Implementing Core Values

Figure 8 shows how Marriott combines their fundamental principles with staff management to be more people-centric. After hearing employee feedback, Human Resources resolves issues using their core value—"If you take care of the associates, they'll take good care of the customers, and the customers will keep coming back."

Chapter 5: Discussion

In this section of the paper, the researcher delves into the finding and in depth to compare and contrast the human resource department and the factors leading and affecting employee retention. The author has divided the discussion chapter into reinforcing and clarifying the objectives of the study.

5.1 Factors leading to employee turnover in Marriott Zurich

Drawing on the interviews conducted, the discussion highlights two key dimensions: the employees' perspective and managerial approach, both which shapes the dynamics of retention and engagement within the organisation. Thus, the proactive strategies effectuated in the organisations are not reducing the amount of employees leaving the organisation. From the qualitative perspective of Cost Effective theory, the employee's decision-making essentially revolves around weighing the "costs" of staying with or leaving the organisation. Front office staff who examine a low-impact nine-to-five job through the lens of hotel work are doing their own cost-benefit analysis. In their opinion, the "cost" of stress for hospitality positions exceeds

the “benefit” of career overview or in-house job satisfaction.

The distinction between proactive and effective measures is reflected in the quality management cost-effectiveness ratio (Dubuit, 1844). Companies invest in career development programs and mentorship for foreign workers in an effort to keep them on staff. However, for a variety of reasons, including expatriates returning home or other offers, the benefits of these projects are frequently not realised. As a result, staff retention tactics must be tailored to each employee's needs, including providing expatriates with a customised support system.

Organizations also faced difficulties according to results. Marriott Zurich is attempting to transfer departments so that the employees do not feel the monotony of their job but it does happen. There is a disconnect between the implementation of retention strategies and their perceived effectiveness of such strategies among employees. The efforts are seen and practised by the Human resources department, yet inevitably the majority of the staff are quitting. Specifically, in the front office, it is noted that employees are working in a stressful environment which is the main factor for leaving the organisations. Secondly, the employees also clarified that the working hours are not suitable for a healthy work-life balance.

According to one of the remarks, “In hospitality, it is not common that people are staying, so keeping them as long as possible in a good working environment to make them stay longer.” During the interview, the subject of having a stressful working environment did show up during the employee interviews, however it was not mentioned in the managerial interviews. Emphasising the different impact of the wrong strategies being used. The industry itself gives people new and better opportunities to change organisations or change departments within the industry. The author believes that making sure employees are noticed for their accomplishments, compensated financially and time for their work, be sufficiently staffed so employees are not overworked. The vital key to sustaining employees would be to keep the work culture healthy while motivating the employees.

5.2 Importance of Employee Retention

Any organization's overall performance depends on its ability to retain its workers, but this is particularly true in the hospitality sector, where establishments like hotels and restaurants depend on their staff to deliver high-quality service. According to research, Marriott Zurich employs a number of employee retention and motivation tactics, however they are still ineffective and require improvement. Flamholtz's Human Capital Theory (1982) states that people are valuable resources whose expertise, experience,

and knowledge significantly contribute to the organization's success. Losing talented workers has a detrimental impact on growth and sustainability since it raises the cost of training and rehiring as well as reduces productivity. The Human Capital Theory argues that if those areas are left unattended, the workforce value can decrease because unengaged employees will seldom work at their full potential or stay loyal to the organization.

P4: I felt like I had work-life balance, as I lived in the staff house provided and returning home was like I never left work in the first place.

The different uses of narrative also emphasize how even the same strategies used on the employees can convey different feelings and emotions for the employees influencing more factors of employee turnover.

The main strategy of Marriott Zurich to retain their employees are giving recognition and benefits to stay loyal to the brand. Nonetheless, it has not worked, as most employees are overworked and not compensated for their efforts. The management fails to allocate the correct number of staffing for a shift. HR could investigate using their historic data to see which days at which times have the most amount of request, check-in or check-outs to be able to strategically manage the department. The author had the opportunity to interview one of the employees in the Front Office, however it did not give a consistent answer compared to the other five candidates.

5.3 Effectiveness of Human Resource Strategies

According to Das et al. (2013), human resources are the lifeblood of every organisation. Retaining key workers is critical to an organization's long-term health and profitability. To that note, the interview conducted a series of narrative designed interviews to go in depth about the scenarios that the employees experienced. The strategies HR has created are quite generic compared to other industry examples in terms of empowering employees, maintaining a healthy work environment.

Utilising the Cost Effectiveness theory in qualitative format, we determined it as the study's findings are aligned with how emotions can play a role in affecting the workplace. Evidently, through the findings chapter, it was observed that the employees in the Front Office department had a lot of stress due to the workload. The strategies created are proved to be ineffective to retain long term employees as the management fails to see the core of the problem being caused. The internal communication with the employees should be consistent and systematic for each and every department. The organisation needs to create a holistic approach, to be able to maintain and capture the attention of employees, by

effectively communicating the goals of the department.

The Bargain Laborer HR Strategy (Oppong,2016) focuses on hiring people at reduced rates for jobs that are generally routine, transactional and less specialized. Employees in the front office department have huge stress levels and burdens due to a strategy that advocates employing a big work force which can be easily replaced as opposed to investing in long-term employees. According to the findings of the study, this cost-centric approach makes employees unhappy as it fails to address their feelings and workload issues. Management must provide the department with enough manpower to lessen people's working stress. The workplace provides online digital tools that can train staff to meet employers' standards. However, interviews suggest that workers do not have time to pursue personal interest in the profession, which is why they resent management strategies.

Chapter 6: Conclusion

This study sought to examine the cost/benefit value of employee retention strategies within the organisation, utilising the Marriott Zurich as a case study. The primary objectives were to identify the key factors contributing to employee turnover, examine the significance of employee turnover and employee retention in enhancing business performance, and evaluate the effectiveness of HR strategies in mitigating turnover and fostering long-term employee engagement.

Based on the data and insights on Marriott Zurich, the author thoroughly grasps the primary rhetorical question: "When does employee turnover become a strategic burden?" It is also important to assess when staff turnover transforms into a strategic expense for organisations, in addition to the previous discussions. Employee turnover that impacts performance, benefits, work culture, and finances of the company constitutes a strategic concern. High employee turnover can result in several adverse effects, including increased expenses, diminished productivity, and the erosion of institutional knowledge.

The findings revealed several key factors contributing to employee turnover at Marriott Zurich, such as dissatisfaction with compensations, job monotony, and the challenges of maintaining work-life balance due to inflexible hours. These results are consistent with existing research in the industry, which frequently cites these issues as major drivers of turnover (Ghani et al.,2022). Moreover, the desire of expatriate employees to return home for personal reasons emerged as a significant factor, highlighting the specific challenges faced by internationally staffed and operating

organisations. From the managerial perspective, the strategies they have used to retain employees are solutions for the short term but the author would recommend in-depth understanding of Marriott employees and their needs to prolong the success of the establishment in terms of human resource management.

Despite these challenges, Marriott Zurich employs proactive HR strategies, emphasising continuous communication, targeted support, and a disciplined approach to employee well-being. This proactive stance not only aligns with the organisation's core values but also enhances staff satisfaction and retention.

This study illuminates the burden employee turnover and retention can bring to an organisation and the impacts it can have on employees behavior and attitude towards the organisation. The expense of staff retention is significant as it impacts the workplace atmosphere, creating a difficult setting for employee development.

Furthermore, the study aids the hospitality industry to incorporate employee's attitude towards the organisation with the impact of employee retention. This study extends the existing literature by providing novel perspectives and offering greater clarity on factors influencing employee retention.

The study's findings were beneficial for some research analyses, due to the qualitative technique employed. The author was able to access the subconscious mind of the opinions the staff had on the human resource strategies employed by the use of the narrative tool. For the managerial position the strategies are generic and do not align with the needs to improve employee satisfaction. Nonetheless, the author encourages that future research should implement the quantitative approach to investigate the statistical significance and give a wider scope and add on the extensive research to produce generalised data on this topic. For future research, the author would analyse the theoretical frameworks in the quantitative approach and it could give researchers an opportunity to redefine the impact of employee retention. A suggestion for additional research is to employ action research to assess the outcomes of this investigation. The data driven approach would give the researchers a different perspective to be able to implement these in the working environment. When strategies are created for a specific organisation instead of generic tools as other industries. The action and data driven approach would allow the researcher and organisation to observe the changes and to make sure the productivity levels rises. On top of this, utilizing actual data of employee turnover rates will help the organisation create effective planning for unique employee interventions.

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